



## **Strategic Plan Progress**

**December 11, 2020**

***...because kids can't wait!***

**Vision**

Connected and engaged communities supporting children for lifelong success.

**Mission**

The Forum collaboratively builds and supports systems to promote positive experiences and outcomes for young children.

**Guiding Principles:** Good public policy is informed by research. The use of sound research to increase awareness and advocacy on children's issues and the field of child care and early learning is fundamental. Our guiding principles, therefore, are informed by research and best practices:

- Parents are the primary educators of their children; yet some parents face barriers that seriously limit their ability to be effective parents. Proven programs and adequate resources must be available to assist parents in achieving the best possible outcomes for their children.
- The foundation for physical, social and emotional capabilities is largely set during children's first few years of life and is essential to their future cognitive and academic success as well as their ability to function well in society. Indeed, society is the eventual beneficiary of a strong foundation or the victim of a weak one.
- Children have the right to warm, responsive, and nurturing care from their parents and caregivers.
- Children are entitled to high quality early learning experiences including before and after school enrichment provided not only by their parents but by compassionate, knowledgeable, and trained practitioners as well.
- Families of children with disabilities and special health care needs have unique challenges and should have access to services and adequate resources designed to meet their needs and assistance to navigate systems that can help support them.
- Formal education and ongoing professional development for practitioners are critical to the optimum development of children given the correlation between practitioner knowledge, skills, and practices and improved child outcomes for later success.
- Compensation parity for early childhood and afterschool practitioners must be promoted to positively impact recruitment, retention, quality and commitment to the field.
- Collaboration with other local, state, and national organizations/agencies is the most effective strategy for supporting children, families, and practitioners to achieve shared goals.
- Professionalism, accountability, honesty, respect, integrity and excellence are minimum expectations for Forum staff and members of the board of directors.

*Adopted as edited by the board of directors, October 2010 Reviewed and affirmed by the board of directors, December 2012, March 2014, October 2014, December 2016, March 2017, September 2019, September 2020*

**STRATEGIC PLAN PROGRESS 2019-20**

**Goal 1:** The Forum will provide support, professional development, and innovative and responsive assistance to educators, stakeholders, and families at the local, state, and national levels.

Objectives	October - December 2020
<p>Serve as the hub to provide responsive guidance, professional development support, outreach, resources, technical and scholarship assistance to programs and educators in Miami-Dade County through the Early Learning Career Center.</p>	<p>The Early Learning Career Center (ELCC) continues to provide guidance and professional development supports to the Early Learning workforce in Miami Dade. Fall 2020 has gotten off to a great start having awarded eligible educators with scholarships that total over \$300,000 through virtual platforms. The PD specialist team continues to coordinate cohorts for upcoming trainings. The ELCC is getting ready to welcome 40 new educators to the FIU Bilingual Certification program for spring 2021. Additionally, the ELCC is launching a new training in collaboration with FIU, for spring 2021, in the area of Dual Language. We hope this new training will assist educators who work with children of different backgrounds.</p>
<p>Provide scholarships to improve compensation, education, and retention in the field of early care and education through the Teacher Education and Compensation Helps (T.E.A.C.H.) Early Childhood® Scholarship Program. The results will be reported to policymakers and funders.</p>	<p>T.E.A.C.H. Program Update:</p> <ul style="list-style-type: none"> <li>· The T.E.A.C.H. National Center has kept up busy for the last couple of months. We were required to submit a redundancy plan, which has been accepted, and we had our program monitoring which went very well.</li> <li>· We have now reimbursed for more than 636 computers.</li> <li>· The COVID-19 crisis has had an impact on our numbers, but we continue robust outreach to the field.</li> <li>· We have spent 30% of our scholarship dollars.</li> </ul> <p>Current T.E.A.C.H. data:</p> <ul style="list-style-type: none"> <li>· 3,002 current active scholars</li> <li>· 468 current pending scholars</li> <li>· 2,015 applications have been received since July 1, 2020</li> </ul>

Objectives	October - December 2020
	<ul style="list-style-type: none"> <li>· 4,066 web hits for November, 2020</li> </ul>
<p>Operate and manage the Palm Beach Registry Services for the Children’s Services Council and the Miami-Dade Registry for The Children’s Trust.</p>	<p>Palm Beach Registry: New Practitioner Applications - 85</p> <p>Miami-Dade PDR: 308 Centers are currently going through the Portal process.</p>
<p>Provide services under contract with the Department of Children and Families by (1) evaluating applications of recognized accreditation associations for inclusion in the state’s Gold Seal Quality Care program and maintain the Gold Seal database, and (2) evaluating applications of early childhood training providers for eligibility as Florida Child Care Professional Credential (FCCPC) training program providers.</p>	<p>Gold Seal Quality Care Program</p> <ul style="list-style-type: none"> <li>· Facility: 1728</li> <li>· Large Family Child Care Homes(LFCCH): 69</li> <li>· Large Family Day Care Home(LFDCH): 71</li> </ul> <p>Total: 1,868 Programs with a Gold Seal Designation.</p> <p>Gold Seal Associations Updates:</p> <ul style="list-style-type: none"> <li>· 16 Accrediting Associations approved for Gold Seal</li> </ul> <p>Florida Child Care Professional Credential (FCCPC)</p> <ul style="list-style-type: none"> <li>· 32 FCCPC training sites</li> <li>· 1 program is currently inactive at this time</li> </ul>
<p>Develop and deliver high quality training through summits, workshops, conferences, etc..</p>	<p>No specific training has been developed and delivered this quarter.</p>
<p>Maintain the Forum’s status as an authorized provider for International Association of Continuing Education and Training (IACET).</p>	<p>Annual report submitted and dues paid on 10/06/2020. Accreditation expires 10/31/2022.</p>

**Goal 2: The Forum will generate and disseminate valid, reliable and current best practices, data, and research informing decision-making and measuring outcomes.**

Objectives	October - December 2020
Disseminate relevant research studies and policy briefs to various audiences to include practitioners and policy makers to inform the field and improve practices.	The Forum engaged in a research and implementation project addressing Higher Education Barriers (HEB) for early childhood educators. A comprehensive Communique outlining the issues, goals, responses, and outcomes was published and disseminated broadly to key stakeholders.
Include research and evaluation components to test efficacy of proposed strategies and measure outcomes for early childhood educators and ultimately the children they serve in grant proposals.	There have been no specific action regarding this objective this quarter. One of the grants that the Forum jointly developed an application and is awaiting the award decision. There is a strong research basis for this grant opportunity (EEIC)

**Goal 3: The Forum will provide collaborative leadership to promote effective policy advocacy for children and families.**

Objectives	October - December 2020
Facilitate, participate, and serve on various local, state, and national level leadership initiatives to promote effective public policy and best practice.	The Forum was invited to serve on the Florida HEROS ( <i>Healthy Environments for Reducing Obesity-Early Care and Education</i> ) Stakeholder Committee and participated in the November 30, 2020 meeting. The initiative is co-sponsored by the Health Council of Southeast Florida and the Healthy Kids, Healthy Future Technical Assistance Program. The Forum is excited to be included in this important work.
Engage in advocacy efforts that promote the philosophy of the organization following applicable guidelines under state and federal regulations.	Targeted advocacy materials focused on the value of the T.E.A.C.H. program to the EC system in Florida were developed and disseminated to key stakeholders and were uploaded to the Forum and T.E.A.C.H. websites. The intent was to clearly define the outcomes abstained by T.E.A.C.H. and the significant impact budget cuts would have on those

Objectives	October - December 2020
	<p>outcomes.</p> <p><i>Help Me Grow Florida</i> is also actively engaged in developing advocacy materials (print and electronic) to support funding for the next legislative cycle.</p>
<p>Present and display at local, state, and national conferences on relevant topics demonstrating the expertise of Forum staff and value of programs administered.</p>	<p>T.E.A.C.H. Counselors and Outreach Team have participated in various virtual calls/meetings, sharing program information and resources. This quarter, we participated in the following virtual sessions:</p> <ol style="list-style-type: none"> <li>1. Childcare Education Institute student sessions on 10/1 and 10/8 (72 attendees)</li> <li>2. Tallahassee Community College ECE Advisory Board Meeting on 10/19 (12 attendees)</li> <li>3. Tallahassee Community College student sessions on 10/27 and 10/28 (13 attendees)</li> <li>4. North Florida Chapter of FLAEYC Meeting with CDA students on 10/27 (15 attendees)</li> <li>5. North Florida Chapter of FLAEYC Meeting with CDA students on 11/2 (17 attendees)</li> </ol>
<p>Support the board of director's priority to effectively engage business leaders in early childhood policy in Florida.</p>	<p>The staff continue to support business engagement when opportunities have presented..</p>
<p>Maintain and expand shared services agreements with partners such as FHSA.</p>	<p>The Forum is providing shared services to both FHSA and FAN.</p>

**Goal 4: The Forum will maintain a sustainable marketing and outreach plan to educate stakeholders and the public about the value of high quality early learning, school age, and early intervention services.**

Objectives	October - December 2020
<p>Assess the needs of the field and secure funding to support the mission of the organization on an ongoing basis.</p>	<p>The Forum participates in ongoing efforts to assess the needs and secure funding as appropriate. The COVID crisis has brought many needs to the fore and the Forum contributes to advocacy, particularly at the federal level to</p>

Objectives	October - December 2020
Write and promote news, stories, and op-eds in various media throughout the state.	<p>create awareness and encourage action.</p> <p>An op-ed and two letters to the editor were developed and sent to the media. One op-ed and letter, sent by the Board to their local media, discussed when families should return children to their ECE program. The other letter, written by Phyllis, discussed the Yale study of early educators and the risk of COVID exposure if their program remained open or had to temporarily close. This letter was published in the Orlando Sentinel, Gainesville Sun, The Ledger and Ocala Star Banner.</p>
Promote advocacy, effective policies and practices through the Forum communications.	<p>Promoted targeted advocacy materials for T.E.A.C.H. The T.E.A.C.H. annual report was distributed to legislators and partners.</p> <p>The Forum's annual report was sent to all licensed child care providers, Forum members, and ELC Executive Directors.</p> <p>Advocacy and other policies are promoted on the Forum's social media pages, e-newsletter, and e-blasts.</p>
Engage the field through the Forum's membership program.	<p>We continue to provide reduced pricing and 3 year membership options for early educators. A Forum membership fulfills the proof of membership requirement for the renewal of staff credentials. We also assist directors with fulfilling their Professional Contribution Requirement (PCR) for the renewal of their Director Credential.</p> <p>Members receive the Forum's e-newsletter and email regarding advocacy, legislative news, program participant features, etc. Additionally, members receive a copy of the Forum's printed annual report. Members are also able to access their membership details and certificates through the Forum's Portal.</p> <p>From October 1-December 3, 2020, 88 people became members of or renewed their membership with the Children's Forum.</p>

Objectives	October - December 2020
	<p>We produced a membership video that was featured on social media and in an e-blast. A Facebook boost/holiday membership promotion is planned and will include the membership video.</p>
<p>Maintain a presence on social networking sites (Facebook, Twitter, Instagram, and YouTube) to increase partnerships, build awareness of programs/services and receive online donations.</p>	<p>As of December 3, the Forum’s social media pages include the following:</p> <p>Facebook:</p> <ul style="list-style-type: none"> <li>▪ Children’s Forum: 2,907 followers</li> <li>▪ T.E.A.C.H.: 2,775 followers</li> <li>▪ INCENTIVE\$: 438 followers</li> <li>▪ Early Learning Career Center: 621 followers</li> <li>▪ Help Me Grow: 1,878 followers</li> </ul> <p>Twitter:</p> <ul style="list-style-type: none"> <li>▪ Children’s Forum: 5,740 followers</li> <li>▪ Help Me Grow: 526 followers</li> </ul> <p>Instagram:</p> <ul style="list-style-type: none"> <li>▪ Children’s Forum: 481 followers.</li> <li>▪ Help Me Grow: 1,710 followers</li> </ul> <p>The Forum’s YouTube channel has 94 subscribers. In addition to the Facebook account, we created a T.E.A.C.H. Instagram account to increase the social media presence and hopefully attract followers from a different demographic.</p> <p>The Forum is also managing social media platforms for Children’s Week which include Facebook, Twitter, Instagram and YouTube.</p>
<p>Write and disseminate a quarterly newsletter to promote collaboration among providers of services for young children.</p>	<p>An Fall edition of the Forum’s e-newsletter was distributed October 30, 2020. Articles included the findings from the Yale Study regarding early educators and the spread of COVID-19 in centers that remained open or temporarily closed, an announcement of the Forum as the new organizing partner for Children’s Week, a Forum membership video, a spotlight on Help Me Grow and their</p>

Objectives	October - December 2020
	new online milestone checklist, how to advocate for T.E.A.C.H., the Children’s Movement of Florida Built to Thrive Conference, and a welcome to FAN.
Promote and expand professional development systems throughout the state to provide career pathways for early childhood and afterschool educators.	The Forum was awarded a subcontract through the University of North Florida if a Y2 contract to continue state level work on the Professional Development Standards and Key Competencies and the new Career Pathway. Goals include creating a specialization approval process and a preparation alignment plan for training organizations, colleges, and universities. Both of these will be submitted to OEL as recommendations.
Bring positive recognition to the Forum for the quality and excellence of the work.	The Forum was the recipient of the Family Friendly Workplace Award at Whole Child Leon’s Inaugural Awards Gala.
The Forum will serve as the organizing partner for Children’s Week to increase awareness and needs of children and youth in Florida.	<ul style="list-style-type: none"> <li>▪ CW Planning Committee in place with representation from FLAEYC, Head Start, AELC, and Forum.</li> <li>▪ On-going website and social media updates to reflect upcoming events</li> <li>▪ New component of individual advocate members; would be donation driven</li> <li>▪ Hybrid model for 2021 event (virtual and in-person) - using Whova virtual event platform</li> <li>▪ Partnership outreach began week of November 23 <ul style="list-style-type: none"> <li>○ Potential partners (conversations in-progress): FL Methodist Conference, iHeart Media, United Healthcare, Bikers Against Child Abuse, and DentaQuest</li> </ul> </li> </ul>

**Goal 5: The Forum will increase awareness of compensation disparities for the early care and education workforce.**

Objectives	October - December 2020
Provide wage and salary stipends through the successful implementation of the Early Childhood	<ul style="list-style-type: none"> <li>▪ Active participants: 2,004</li> <li>▪ Participating child care programs: 772</li> </ul>

Objectives	October - December 2020
Educator INCENTIVE\$ Florida Program.	<ul style="list-style-type: none"> <li>▪ 587 INCENTIVE\$ financial payments were issued during this time period.</li> <li>▪ 3,113 financial payments (\$1.6 million) have been issued since March 2020 at the start of the COVID-19 pandemic.</li> <li>▪ Six-month supplement average: \$531.00, the average six-month incentive is equivalent to at least \$.51 cent an hour.</li> </ul>
Maintain an active website and other communications strategies for the public on the salary and compensation issues of the ECE workforce.	<ul style="list-style-type: none"> <li>▪ The Forum continues to share appropriate communications to various audiences to include social media platforms, email distributions, and website content.</li> <li>▪ Due to COVID-19, no conference were attended</li> <li>▪ October email blasts</li> <li>▪ INCENTIVE\$ announcement to T.E.A.C.H. recipients</li> <li>▪ T.E.A.C.H Graduate Study survey reminder</li> <li>▪ Yale study of COVID-19 transmission in child care programs</li> <li>▪ FAN newsletter</li> <li>▪ Online Portal confirmation announcement – Broward County</li> <li>▪ Forum newsletter</li> <li>▪ November email blast:</li> <li>▪ FAN newsletter (x3)</li> <li>▪ T.E.A.C.H. scholarship and Infant-Toddler certificate sent to INCENTIVE\$ recipients</li> <li>▪ Online Portal confirmation announcement – Broward County</li> <li>▪ ELCC scholarship opportunities webinar announcement</li> <li>▪ December email blast:</li> <li>▪ Online Portal confirmation announcement – Hillsborough County</li> </ul>

Objectives	October - December 2020
	<ul style="list-style-type: none"> <li>▪ Children’s Week and #GivingTuesday</li> </ul>

**Goal 6: The Forum will provide collaborative leadership to improve systems of care, education, and healthy development for children.**

Objectives	October - December 2020
Enhance the Professional Development Registry to serve as a resource for training and scholarship management, and to inform decision-making.	Continuing to add and modify Registry functionality in response to funder requests as well as pulling data for research and work studies. Continuing to expand functionality of Forum’s Portal by integration of Registry into TEACH and INCENTIVE\$ processes to make them more efficient.
Maintain websites that will serve as the information and resource hub for the early learning field.	The Forum IT Department maintains both internal and external websites promoting the work in the field.
Provide leadership and administration of the Help Me Grow Florida project to increase the access and availability of services for children and families.	<p>Data summary (pulled on 12/3/20)</p> <ul style="list-style-type: none"> <li>● Received <b>2,285</b> calls (7/1/20-10/31/20- receive call data monthly</li> <li>● Served <b>1,678</b> children (7/1/20-12/3/20)</li> <li>● Served <b>1,538</b> families (7/1/20-12/3/20)</li> <li>● Conducted <b>2,853</b> screenings (7/1/20-12/3/20)</li> <li>● Made <b>1,557</b> referrals (7/1/20-12/3/20)</li> <li>● Held <b>159</b> family and community events (7/1/20-12/3/20)</li> <li>● Held <b>530</b> healthcare provider events (7/1/20-12/3/20)</li> </ul>
Support diversity in the early learning and afterschool workforce.	The Forum continues to support efforts to diversify the workforce and bring attention to issues where inequities exists.
The Florida Afterschool Network will provide	This is a new goal that, upon approval, will be

Objectives	October - December 2020
collaborative leadership, policy advocacy, and awareness of needs affecting the afterschool population throughout the state.	incorporated into our Strategic Plan.

**Goal 7: The Forum will be administered in a cost effective and efficient manner ensuring adequate resources are available to carry out the mission of the organization.**

Objectives	October - December 2020
Respond to relevant Invitations To Negotiate or Request for Proposals that are consistent with the strategic plan goals. Assure that the potential revenue, social capital and/or return on investment justifies the allocation of resources	The Forum has been engaged in work through the University of North Florida on behalf of the Office of Early Learning on professional development. Another opportunity to help facilitate work for OEL is being planned for the Spring 2020.
Increase unrestricted revenue.	<p>For the Forum’s membership program, we produced a membership video that was featured on our social media pages and in an e-blast. We also plan to boost the video post on our Facebook page for a holiday promotion.. Hopefully, these measures will help to increase revenues from membership.</p> <p>The Program Assessment and Coaching Unit (CLASS), has been actively conducting assessments during this quarter. The Forum currently has Purchase Orders (POs) with 10 ELCs, RCMA, and Head Start agencies for a total of 1001 assessments. The Forum has been invited to submit a response to a Request for Quotes for Episcopal Services Head Start Agency (for 105 assessments). We anticipate increases in the number of assessments for some of those agencies and POs from at least three more ELCs. We currently have approximately 55 approved assessors throughout the state. We continually work to recruit more assessors, especially bilingual assessors.</p>
Provide monthly financial reports to the Board ensuring board members are informed on the	Monthly financial reports have been sent to the board consistently.

financial status of the Forum.	
Maintain positive audit results and monitoring reports that reflect the quality of our work.	The most recent audit has been performed and no irregularities were noted. Formal presentation will be made to the board at the next meeting.
Maintain quality assurance practices to ensure the ongoing quality improvement of services.	Quality assurance strategies are built into all of the programs and projects of the Forum.
Strengthen the internal culture of the Forum through staff recognition and professional development opportunities.	<ul style="list-style-type: none"> <li>▪ Holiday gift drive for foster children - staff donations/collection thru 12/11/20</li> <li>▪ Organizing holiday game (snowflake scavenger hunt with prizes) for staff morale boost</li> </ul>