



**President's Report  
Activities and Progress  
Strategic Plan**

June 29, 2018

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

## **Vision**

Connected and engaged communities supporting children for lifelong success.

## **Mission**

Through collaboration, the Forum 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.
- 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*

## STRATEGIC PLAN PROGRESS 2017-2018

**Goal 1**  
**The Forum will provide innovative, responsive assistance, support and professional development for early education and afterschool practitioners at the local, state and national levels.**

Objectives	4th Quarter Progress April - June 2018
<p>The Career Center in Miami-Dade County will serve as the hub to provide responsive guidance, support, resources, technical and scholarship assistance to partners engaged in Quality Counts to move to the new model with the Career Center. Additionally, the staff will directly provide classroom supports through Quality Counts in one regions to improve the quality of services available for children.</p>	<p>The Career Center of Miami-Dade has provided responsive support and guidance to the Quality Counts (QC) QRIS system and partners. We have utilized all possible resources to enhance the capacity of the early care and education workforce. Additionally, we have engaged with programs in the Central region of the county and provided technical assistance, coaching and professional development supports to improve quality. As the phase out of the QC system draws to an end on July 31, 2018, the Career Center will continue to support the partners in addressing needs and concluding with all targeted goals. With the system shifts the Forum is working diligently with internal staff and partners to ensure a smooth transition, as well as, addressing the needs of the programs being served. The Career Center intends to continue providing professional development and Registry supports to the community and partners, however, we are waiting for approval from our funder, The Children’s Trust, to award us the contract for FY18-19.</p>
<p>The Refugee Project through the HHS, Administration for Children and Families will be launched to recruit and train 20 refugee women in becoming quality family child care home providers in Miami-Dade County.</p>	<p>The Forum currently has nine continuing clients and four new clients (newly recruited this grant year) participating in the RCCDP in Miami-Dade County. The Forum provides ongoing technical support to help refugee women open and operate high quality FCCHs. Extensive outreach has been underway to recruit more clients. At present, the community has been saturated with information about the RCCDP and interest levels have increased. Three main challenges have made recruitment difficult: shifting federal policies for refugees, federal grant requirement for being in</p>

Objectives	4th Quarter Progress April - June 2018
	the country for no more than 5 years, and housing limitations (many don't have a home or can't get landlord approval). This grant will continue through September 2018.
<p>The Teacher Education and Compensation Helps (T.E.A.C.H.) Early Childhood® Scholarship Program providing scholarships to improve compensation, education, and retention in the field of early care and education will continue to be a valuable resource to the field. 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. team has been working to clear the waitlist.</li> <li>● Contracts have been sent to eligible applicants with a July 1 start date</li> <li>● We have hired 4 full time and 3 part time staff to fill vacant positions</li> <li>● We are on track to spend all of our money</li> <li>● Our outreach team is busy planning to display and/or present at local conferences for the coming year</li> </ul> <p>Current T.E.A.C.H. data:</p> <ul style="list-style-type: none"> <li>● 2,488 current active scholars</li> <li>● 503 current pending application</li> <li>● 3,626 applications were received since July 1</li> <li>● 7,275 web hits on the T.E.A.C.H. web page in May 2018</li> </ul>
<p>The Forum will 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 (March-May) - 230</p> <p>Miami-Dade Registry: Centers Closed (March-May) - 34</p>

Objectives	4th Quarter Progress April - June 2018
<p>The Child Care Evaluation Services program will provide services under contract with the Department of Children and Families (1) to evaluate applications of recognized accreditation associations for inclusion in the state's Gold Seal Quality Care program and maintain the Gold Seal database, and (2) to evaluate 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 Gold Seal Designations:</p> <ul style="list-style-type: none"> <li>· Facility: 1,584</li> <li>· Large Family Child Care Homes (LFCCH): 74</li> <li>· Large Family Day Care Home (LFDCH): 75</li> <li>· Religious Exempt: 19</li> <li>· School Exempt: 133</li> </ul> <p>Total: 1,885 Programs with a Gold Seal Designation.</p> <ul style="list-style-type: none"> <li>· 15 Accrediting Associations approved for Gold Seal</li> <li>· Green Apple Accreditation of Children's Services, inc. submitted their five year renewal application.</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>The Forum will maintain the ability to issue Continuing Education Units as an authorized provider of the International Association of Continuing Education and Training (IACET).</p>	<p>The Forum plans to implement a new CEU business model as part of the Training Department. By using our existing Online Events System (OES), along with the templates developed as part of the IACET reauthorization process, we will recruit and promote Forum-approved trainers to provide high quality professional development workshops throughout the state. We will collect data through a needs assessment survey connected to our Director Membership that will provide a clear understanding of the current needs in Florida's early learning communities. Because of our contract with FLAEYC, work on this project has stalled until resources can be reallocated to the active development of the training department.</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	4th Quarter Progress April - June 2018
<p>Relevant research studies and policy briefs will be disseminated to various audiences to include practitioners and policy makers to inform the field and improve practices. Information can be disseminated in e-blasts to reach about 12,000 individuals in the early care and education field, on our Facebook page where we have more than 2,000 “likes” and on Twitter where we have more than 5,400 followers.</p>	<p><b>Eblasts as of March 15 - June 8, 2018</b></p> <ul style="list-style-type: none"> <li>● March 15 - T.E.A.C.H. Funding Update</li> <li>● March 16 -T.E.A.C.H. Applicant Update</li> <li>● March 21 - CLASS Engaged Support for Learning Domain</li> <li>● April 25 - FLAEYC Conference 2018 Announcement</li> <li>● June 7 - Forum Newsletter June 2018</li> </ul>
<p>Grant proposals will include a strong evaluation component to test efficacy of proposed strategies and measure outcomes for practitioners and ultimately the children they serve.</p>	<p>The Forum submitted an RFP response in May to The Children’s Trust for operating the Early Learning Career Center and Scholarship Management which included a plan for outcome performance reporting and workforce study reporting. The last workforce study revealed a significant relationship between professional development of the workforce and CLASS teacher-child interaction quality. The workforce study for this year will examine this same connection now that more data exist for a larger sample.</p>

**Goal 3**  
**The Forum will provide collaborative leadership to promote effective public policy advocacy for early care and education and school-age services.**

Objectives	4th Quarter Progress April - June 2018
Participate and serve on various state and national level leadership initiatives to promote effective public policy and best practice.	Members of the Forum staff have participated on several state level workgroups including the Moving the Needle Compensation workgroup through the National Alliance, OEL Statewide Kindergarten Transitions workgroup, and facilitation of 4 Regional Kindergarten Transition Summits strategically planned in urban and rural areas throughout the state.
Engage in advocacy efforts that promote the philosophy of the organization following applicable guidelines under state and federal regulations.	During the HMGF State Meeting on May 25 the HMGF staff presented to the affiliates on how to advocate and engage local communities and legislators to support early childhood policy, programs and services.
Present and display at local, state and national conferences on relevant topics demonstrating the expertise of Forum staff and value of programs administered.	<ul style="list-style-type: none"> <li>● HMGF SCO staff presented on 4.5.2018 at the HMG National Forum. We also did a poster presentation on 4.5.2018 on Books, Balls, and Blocks.</li> <li>● HMGF SCO staff presented at the AELC Training Camp on 4.25.2018 and hosted an exhibit booth.</li> <li>● On May 22 HMGF participated in the grand rounds in Escambia county with discussions on creating a plan for Escambia county surrounding the importance of child development, early intervention, and screening. HMGF participated in the discussions and provided expertise and information on how this is being implemented in Florida by the Children’s Forum. Meetings were held with business leaders, community leaders, faith based leader, and the public.</li> <li>● On May 31st the HMGF staff participated in and did a presentation at the Early Childhood Comprehensive Systems Impact Project Advisory Group and State Improvement Team Meetings.</li> <li>● On June 6, HMGF staff participated in the School Readiness Collective Action</li> </ul>

Objectives	4th Quarter Progress April - June 2018
	<p>Network meeting to improve school readiness and child outcomes in Escambia county.</p> <ul style="list-style-type: none"> <li>● Also on June 6, the HMG SCO presented to the Directors of Local Early Steps (LES) on an introduction to the Help Me Grow Florida system and how Early Steps and Help Me Grow can work together to achieve shared goals.</li> <li>● The HMG SCO was invited to join their "Child Find Workgroup", a newly formed workgroup whose purpose is to increase and expand the population served by Early Steps to include infants and toddlers at risk of developmental delay.</li> <li>● On June 27 HMGF SCO staff will present at the FASA Afterschool Kickoff Conference and host an exhibit booth.</li> <li>● On June 28, the HMG SCO will present at the Early Childhood Council (ECC) of Hillsborough County Annual Early Childhood Conference on the Help Me Grow Florida system.</li> <li>● On April 26, the Forum presented at the AELC Training Camp Conference on the Florida higher education study conducted by the Center for the Study of Child Care Employment.</li> </ul>
Support the board of director's priority to effectively engage business leaders in early childhood policy in Florida.	There has been no activity this quarter on business engagement.

**Goal 4**

**The Forum will maintain a sustainable marketing plan in order to support local, state and national agencies in educating the public about the value of high quality early care and education and school age services.**

<b>Objectives</b>	<b>4th Quarter Progress April - June 2018</b>
Continue to assess the needs of the field and secure funding to support the mission of the organization.	The Forum is exploring potential funders for a diversification and quality initiative targeted at increasing the number of men in the early care and education workforce and preparing them to provide high quality learning experiences for young children. The targeted region for implementing this model is the Hillsborough/Pinellas area.
Take advantage of opportunities to write and promote news, stories, and op-eds in various media throughout the state.	The Forum was recognized as a family friendly workplace by the City of Tallahassee. We are in the process of developing a press release and sending to local media outlets. This recognition has also been shared on our website and social media pages.
The membership program will serve as a conduit for promoting advocacy, effective policies and practices for early care and education.	We are modifying the Director Membership professional contribution requirement to include a functional needs assessment that will inform the training needs throughout the state. By linking the director's professional contribution to the CF training department, we can begin to develop specific Children's Forum trainings that are both eligible for IACET CEU, and in demand throughout Florida. We are in the process of developing a membership rack card and exploring opportunities to promote membership through "boosts" on social media.

Objectives	4th Quarter Progress April - June 2018
A Forum presence on social networking sites (Facebook, Twitter, Instagram, Pinterest and YouTube) will be maintained to increase partnerships, build awareness of programs/services and receive online donations.	The Forum continues its presence on social media. As of June 8, we have 2,113 people who “Like” our Facebook page, 5,629 who “Follow” us on Twitter, and 154 “Followers” on our Instagram page. The Forum recently updated its LinkedIn page and we look forward to exploring opportunities to promote our programs on this site as well.
A quarterly e-newsletter will be written and disseminated capturing relevant topics and promoting collaboration among providers of services for young children. Marketing materials will continue to be developed and updated.	We have moved toward distributing a different newsletter format that is more concise and theme-based, but also more frequent (monthly dissemination schedule). In addition, we are in the process of creating a new Communications website that will contain our newsletters, stories from the field, podcasts, and videos. The June edition of the Forum’s newsletter was distributed on June 7 through an e-blast and shared on our social media pages as well.
Professional development systems will be promoted and expanded throughout the state to provide career pathways for early childhood and afterschool practitioners.	<p>Work continues with Miami Children’s Trust, the ELC of Miami, OEL, the State Registry, and other partners in fleshing out the Miami and State transition to the PFP plan and then the subsequent plan just passed in state legislation. The Forum PD Registry is now fully incorporated into the Forum Portal in order to support all Forum programs, (Miami, WAGE\$, TEACH, Gold Seal, etc.), and will soon have the Miami scholarship process built into it, as well.</p> <p>The ability and legal framework for supporting both Center-based entry of information education and individual teacher-based entry of information are the current priorities for the Miami project, but the same framework could be extended to other counties or CSCs.</p>

**Goal 5**  
**The Forum will promote compensation initiatives for early care and education professionals commensurate with the critical importance of their work.**

Objectives	4th Quarter Progress April - June 2018
The WAGE\$ program providing wage and salary stipends will be promoted through the successful implementation in existing areas and publication of results.	<ul style="list-style-type: none"> <li>● Active participants: 976</li> <li>● Participating child care programs: 344</li> <li>● 374 WAGE\$ supplement payments were issued during this time period</li> <li>● Six-month supplement average: \$629.00, the average six-month supplement is equivalent to at least \$.60 cent an hour</li> </ul>
The WAGE\$ program will be promoted in conferences, newsletters, and response to inquiries statewide.	<ul style="list-style-type: none"> <li>● WAGE\$ Webinar with ELC of Orange County, presented on May 31<sup>st</sup></li> </ul>

**Goal 6**  
**The Forum will provide collaborative leadership and develop tools (strategies) to improve systems of care, education, and healthy development for all children and youth.**

Objectives	4th Quarter Progress April - June 2018
The Professional Development Registry will be further developed and honed to serve as a valuable resource for decision-making and further deployment in the state.	The PDR's backend scholarship tracking and payment processes were updated over the last quarter to the latest code-base, and functionality enhanced. Reports are constructed and modified according to the ever-changing needs of the analytical staff at the Forum and the Trust's requests.
An Online Events System (OES) will continue to be refined and marketed to coalitions and other nonprofits.	As mentioned previously, the Forum plans to implement a new CEU business model as part of the Training Department. By using our existing Online Events System (OES), along with the templates developed as part of the IACET reauthorization process, we will recruit and promote Forum-approved trainers to provide high quality professional development workshops throughout the state.
The website will serve as the locus of information and resources for the early care and education field to include news, advocacy awareness and relevant tools to assist early care and education practitioners.	Under substantial revision. The plan is to revamp all of the Forum's program websites as well as the main Forum website in order to focus the informational aspects of each website and to move functional/process aspects to the revamped Forum Portal.
The Program Assessment Center will provide classroom assessment services to early learning coalitions and other interested parties using the Environment Rating Scales, CLASS, and training and technical assistance.	This quarter the PAC has completed 161 assessments in Palm Beach County.
The Forum will create a model for leadership development for early learning to provide a	There has been no activity this quarter on leadership development.

Objectives	4th Quarter Progress April - June 2018
venue for training both those in field and out of field to strengthen leaders to achieve positive policy changes for ECE.	
The Forum will provide leadership and administration of the <b>Help Me Grow Florida</b> project to increase the access and availability of services for children in communities where services are provided.	<ul style="list-style-type: none"> <li>● HMGF released our 18-19 fiscal year Request for Proposals in early March. This process was completed and HMGF has made 11 awards to affiliates, with three (3) of these being new affiliates in the 18-19 fiscal year. HMGF will be expanding its program services from 29 counties to 32 counties.</li> <li>● HMGF is seeing continued access to our program services by our families and their children. The data below includes February through April. (We are unable to report data for May and June due to it not yet being available.) <ul style="list-style-type: none"> <li>○ 1368 children served</li> <li>○ 1243 families served</li> <li>○ 1286 referrals made</li> <li>○ 1312 direct calls made to HMG 211</li> <li>○ Our outreach and messaging efforts included 339 outreach activities and educational sessions to healthcare providers, 252 family and community events attended, and 196 meetings were held and attended with service providers and agencies. Estimated exposure to healthcare providers, families and the community is 34,142.</li> <li>○ As of April 2018, year to date 3,775 children have been screened by Help Me Grow.</li> </ul> </li> <li>● HMGF SCO staff participated in the Children Medical Services and Whole Child Leon community-screening event on 4.13.2018.</li> <li>● Meeting held on 4.4.2018 with a representative of DCF in Escambia County</li> </ul>

Objectives	4th Quarter Progress April - June 2018
	<p>about possibly bringing HMG to Pensacola.</p> <ul style="list-style-type: none"> <li>● Meeting held on 4.4.2018 to provide expertise and assist HMG Washington with an evaluation project.</li> <li>● HMGF met with HMG California (LA) affiliate to discuss our strategies of program implementation including statewide affiliate structure, RFP, and STAR database.</li> <li>● Initial discussion held in April with representative of Colgate to partner. Two representatives attended the HMGF State Meeting and May to meet the affiliates and a plan is being put into place to use the Colgate dental vans and providing children and their families with dental education and dental care products during the Books, Balls, &amp; Blocks community screening events throughout the state. Further discussion will be held about the possibility of Colgate collaborating with Help Me Grow on a national level.</li> <li>● In April, the HMGF SCO held met with an Early Steps representative to discuss a statewide partnership. The Early Steps representative presented at the HMGF State Meeting in May and will be presenting with HMGF SCO staff during the DEC Conference this year.</li> <li>● Provided HMG South Carolina (SC) with several data collection materials and guides that HMG FL is currently using or developing to assist HMG SC with their data collection.</li> <li>● On June 19-20 the HMGF SCO staff will provided individualized STAR system training to our affiliate the United Way of Volusia Flagler to move them towards using the data system starting in July. This will increase the integrity of the data analysis efforts at the state level.</li> <li>● the HMGF SCO is continuing to provide monitoring, training and technical</li> </ul>

Objectives	4th Quarter Progress April - June 2018
	assistance to the affiliates on a regular and ongoing basis.
The Forum will administer a planning grant from Volunteer Florida to determine the feasibility of launching an AmeriCorps service program aimed at recruiting underrepresented populations into the ECE teaching field.	The Forum has developed a logic model, assessment plan, member recruitment and training plan, and budget for implementing the AmeriCorps model. Development of the intervention component as part of the planning grant is currently underway. The Forum is also exploring other funding sources to support workforce diversification and professional preparation.
The Forum will provide services to support the Florida Association for the Education of Young Children (FLAEYC) to include back-end administration and conference / event planning and management. (New Strategy)	Bill and Paul have been heavily involved in transitioning the various web-based FLAEYC products, including their membership/event systems, into Forum and current FLAEYC staff's control. These systems include reviewing and updating control over their payment system (PayPal) and their various event management systems, CEVENT and MembershipWorks, and the decision on whether to change or discontinue those systems for CEU events and the annual conference. We have updated the current FLAEYC website to align with a NAEYC branding directive and are in the process of moving the site from its current hosting service (Linode.com) to internal Forum servers for a small monthly savings, and eventual design update. The Forum team (Denise, Lisa, Jenna, Jinan, and Phyllis) meet on a weekly basis to plan and execute the FLAEYC Conference scheduled for September. The Forum is lending its credibility and expertise to enhance FLAEYC's presence and capacity. Supporting FLAEYC is consistent with the Forum's mission and we are pleased to partner with them. Phyllis has actively solicited sponsorships for the FLAEYC Conference along with Chris Duggan. Gege is our board liaison both to FLAEYC and the Forum and meets regularly to advise and 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	4th Quarter Progress April - June 2018
Respond to four Invitations To Negotiate or Request for Proposals that are consistent with the strategic plan goals. Assure that the potential revenue from each proposal is of a significant amount to warrant the time and effort to respond or of significant strategic value.	The Forum submitted an RFP response in May to The Children’s Trust for operating the Early Learning Career Center and Scholarship Management. The Forum was the only applicant and our application scored very highly. TCT will make the vendor recommendation to their Board on 6/18/18. Their Board will take up the resolution at their July board meeting. TCT chose to secure direct contracts with the Forum for the Miami-Dade Professional Development Registry and the WAGE\$ program for early educators in Miami-Dade County.
Increase revenue from membership and the number of members by 5%.	From April 1-June 8, 115 became new members or renewed their existing membership with the Forum. Membership revenues during this time period was \$4,795.
Provide monthly financial reports to the Board ensuring board members are informed on the financial status of the Forum.	Completed during the quarter.
Seek opportunities to bring positive recognition to the Forum for the quality and excellence of the work the organization provides.	The Forum was recognized by the City of Tallahassee as a Family-Friendly Workplace. This recognition has been shared on our website and social media pages. We are in the process of developing a press release on this recognition and distributing to local media outlets.
Audit and monitoring reports are positive reflecting the quality of the work of staff.	The Forum submitted required documents to Nonprofits First and was reaccredited. This process is an annual renewal for five years. The Forum continues to operate in an efficient manner with no significant deficiencies noted.

<b>Objectives</b>	<b>4th Quarter Progress April - June 2018</b>
A process for quality assurance is in place to ensure the ongoing quality improvement of services to our respective audiences.	Each program has a process of quality assurance embedded. Child Care WAGE\$ and T.E.A.C.H. send out surveys to both participants and center directors. The Career Center in Miami solicits input from recipients to improve practices. These data are used to evaluate services and make improvements.
Strengthen the internal culture of the Forum through revised staff orientation practices, morale and recognition systems and professional development opportunities.	Orientation practices are under revision to help new employees understand the work of the Forum as well as the position for which they are being hired. Professional development opportunities are offered and provided to all staff, based on their position. Professional development plans are incorporated as a part of the annual evaluation process.