



Strategic Plan Progress

September 13, 2019

...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 2019-20

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

Objectives	July - September 2019
<p>Serve as the hub to provide responsive guidance, professional development supports, 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 targeted programs in Miami Dade County to inform of the professional development (PD) opportunities available through the Center. With collaboration from partners and institutions of higher education, the Center conducted information sessions in the community where programs were invited to attend. The Center had a successful turn out and we were able to maximize scholarship supports through FY18-19. As the Center continues to plan for FY 19-20, it will utilize resources within the community, as well as partner agencies to coordinate more information sessions to inform the community of available PD opportunities. With the support of the Professional Development Specialist team, the Center was able to reach many providers, but still has more programs to reach. The Center issues a survey to programs related to Center supports and advising and was able to capture feedback from programs. Although the feedback was very positive, it continues to inform the Center that more outreach and more online training opportunities are needed. The Center will continue to provide PD support, conduct outreach efforts, and discuss options for enhancing the PD training opportunities in Miami Dade County.</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</p>	<p>T.E.A.C.H. Program Update:</p> <ul style="list-style-type: none"> ▪ T.E.A.C.H. displayed and presented at 6 conference since July 1, including the One Goal Summer Conference attended by staff and 5 local provider opportunities attended by T.E.A.C.H. ambassadors.

Objectives	July - September 2019
policymakers and funders.	<ul style="list-style-type: none"> ▪ We spent our \$10,000,000 budget for the last fiscal year. ▪ T.E.A.C.H. is undergoing an accountability review by OEL ▪ We have created and had approved a new Infant/Toddler Certificate scholarship. We are working on an outreach plan and updating the online application to accept the new educational goal. ▪ Current T.E.A.C.H. data: <ul style="list-style-type: none"> ▪ 4,124 current active scholars ▪ 476 current pending scholars ▪ 960 applications have been received since July 1 ▪ 6,261 web hits for August, 2019
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>Miami-Dade: This year we brought in approximately 180 PFP centers.</p> <p>Palm Beach: 171 new applications were processed.</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>Gold Seal Quality Care Program</p> <p>Gold Seal Designations:</p> <ul style="list-style-type: none"> · Large Family Child Care Homes(LFCCH): 69 · Family Day Care Home(FDCH): 74 · Child Care Facilities: 1,724 <p>Total: 1,868 Programs with a Gold Seal Designation.</p> <ul style="list-style-type: none"> · 15 Accrediting Associations approved as a Gold Seal Agency · Council on Accreditation (COA) and Florida League of Christian Colleges and Schools (FLOCS) renewal application as a Gold Seal approved agency has been approved for another five years. <p>Florida Child Care Professional Credential (FCCPC)</p> <ul style="list-style-type: none"> · 32 FCCPC training sites

Objectives	July - September 2019
	<ul style="list-style-type: none"> 1 program is currently inactive at this time
Develop and deliver high quality training through summits, workshops, conferences, etc..	<p>The Forum has developed a face-to-face training that is approximately 15-20 hours in length (1.5 to 2 CEUs). The training will be piloted later in fall 2019 to assess the actual length of the training, which will determine the number of CEUs a participant can earn. Feedback from participants will help to inform any changes that need to be made to either the curriculum or the format. The training is entitled <i>The Power of Leadership: Empowering early childhood educators through supportive workplace environments</i>. Our future goal is to create an Executive Leadership training series for which participants can earn 4.5 CEUs (CEU requirement for a Director Credential renewal).</p> <p>Scheduled six Transition to Kindergarten Summits funded by the Office of Early Learning. These summits will be held throughout Florida during fall 2019.</p>
Maintain the Forum’s status as an authorized provider for International Association of Continuing Education and Training (IACET).	The Forum is in the process of completing the annual report requirement to continue as an authorized provider of IACET. The Forum is required to submit the report and annual dues at the end of October.

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

Objectives	July - September 2019
Disseminate relevant research studies and policy briefs to various audiences to include practitioners and policy makers to inform the field and improve practices.	Conducted the annual Miami-Dade Early Learning Quality Improvement Workforce Study currently under review by The Children’s Trust to be designed and distributed once approved by the funder.
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.	Currently conducting a feasibility study of the Florida Child Assessment system funded by the Office of Early Learning via a sub-contract with University of North Florida.

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

Objectives	July - September 2019
Facilitate, participate, and serve on various local, state, and national level leadership initiatives to promote effective public policy and best practice.	<p>The Forum coordinated two F2F/virtual access statewide PD task force meetings (August 21 and August 28, 2019) to convene key stakeholders in the development of a comprehensive ECE system for Florida. This was completed as part of a contract with the University of North Florida and the Office of Early Learning.</p> <p>The Forum HMGF Statewide Director networked with physicians at the Reach Out and Read Medical Symposium and participated in meetings with Reach Out and Read executive staff and Medical Director to discuss partnering in our expansion efforts across the state and collaborating in current Affiliate counties to expand access to services for families</p> <p>The Forum HMGF Program and Training Manager and HMGF Data and Research Manager participated in a collaborative meeting as members of the Child Find Workgroup Sub-Committee. There was a discussion about how</p>

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	<p>HMG partners with Early Steps and the HMG referral data provided to the local Early Steps programs. Note: this data was quantitative only and did not contain any child or family identifying information.</p> <p>The Forum HMGF Data and Research Manager and Statewide Director participated as members of the ongoing Early Childhood Comprehensive Systems (ECCS) State Improvement Team. Several topics were discussed during this conference call including ECCS CoIIN In-Person Learning Session that will be held in Atlanta in September 2019, update on ECCS workgroups and consultants, biannual Indicator policy, survey questions, and COFI Training for Parent Leaders.</p>
Engage in advocacy efforts that promote the philosophy of the organization following applicable guidelines under state and federal regulations.	The Forum is taking the lead in organizing the Children’s Policy Network meeting in Fort Lauderdale in October in an effort to create a comprehensive policy agenda for Florida’s children.
Present and display at local, state, and national conferences on relevant topics demonstrating the expertise of Forum staff and value of programs administered.	<p>One again, the Forum was actively involved in the One Goal conference in July. Several employees presented workshops on T.E.A.C.H and WAGE\$, as well as presenting findings on the early learning workforce and supportive workplace environments. Additionally, others participated on the executive planning committee.</p> <p>Additionally, the Forum HMGF Program and Training Manager did a presentation at the One Goal 2019 Summer Conference. This presentation was called <i>Early Detection and Connecting Children to Supports</i>. This session provided information to early childhood professionals to learn about the Help Me Grow Florida statewide system and to use the system to address developmental, educational or behavioral concerns of children, and then link to community-based services and supports. The presentation also included information about Help Me Grow's most successful initiative, “Books, Balls, &</p>

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	Blocks,” the free community screening events for children and families.
Support the board of director’s priority to effectively engage business leaders in early childhood policy in Florida.	Phyllis attended the Earners to Learners Summit in Orlando sponsored by the Chamber Foundation. The Forum will continue to support efforts as opportunities arise.
Maintain and expand shared services agreements with partners such as FLAEYC and FHSA.	The Forum terminated the shared service agreement with FLAEYC but continues to maintain bookkeeping and accounting services for FHSA and is adding the Early Learning Consortium to our support services network.

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	July - September 2019
Assess the needs of the field and secure funding to support the mission of the organization on an ongoing basis.	The Forum continues to stay apprised of research and opportunities to impact the field in a positive manner. The Forum will be represented on the Alliance for Early Success meeting in Milwaukee in September along with Shan Goff and Rep. Vance Aloupis on the topic of compensation.
Write and promote news, stories, and op-eds in various media throughout the state.	This has been accomplished primarily through social media and the Forum’s newsletters as opposed to op-eds as social media appears to be a better venue for doing so.
Promote advocacy, effective policies and practices through the Forum communications.	Advocacy and other policies are promoted on the Forum’s social media pages, e-newsletter, and e-blasts.
Engage the field through the Forum’s membership program.	As of September 5, the Forum has reduced the pricing of our Teacher and 3-year Director/Owner options of membership to generate new members and become the most cost-effective early learning membership program in Florida. Teacher memberships are \$25 (originally \$35) for one year or \$60 for 3 years (originally \$90). We now offer three year memberships for Directors/Owners for \$120.

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	<p>Members receive the Forum’s e-newsletter and email regarding advocacy, legislative news, upcoming conferences, etc. Additionally, members receive the Forum’s printed annual report.</p> <p>As of July 1-September 5, 2019, the Forum enrolled 91 new and renewing members.</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>	<ul style="list-style-type: none"> ▪ The Forum has social media sites on Facebook, Twitter, Instagram, and YouTube. ▪ As of September 5 the Forum’s social media pages include the following: <ul style="list-style-type: none"> ▪ Facebook pages ▪ Children’s Forum: 2,875 followers ▪ T.E.A.C.H.: 2,338 followers ▪ WAGE\$: 341 followers ▪ Early Learning Career Center: 340 followers <ul style="list-style-type: none"> ○ The Forum’s Twitter page has 5,712 followers ○ The Forum’s Instagram page has 279 followers ○ The Forum’s YouTube channel has 49 subscribers
<p>Write and disseminate a quarterly newsletter to promote collaboration among providers of services for young children.</p>	<p>A Summer edition of the Children’s Forum newsletter was distributed on July 2. It highlighted a feature on April “Nickey” Williams, who was the first person to receive her master’s degree through T.E.A.C.H. An infographic on the wage disparity between child care teachers and kindergarten teachers and general Forum news were also included in the newsletter.</p>
<p>Promote and expand professional development systems throughout the state to provide career pathways for early childhood and afterschool educators.</p>	<p>The Forum is taking the lead on revising the state’s Professional Development System including core competencies and the Career Pathways through funding from the University of North Florida via the Florida Office of Early Learning. Final deliverables are in October 2019.</p>
<p>Bring positive recognition to the Forum for the quality</p>	<p>The Forum continues to highlight our efforts through presentations, work</p>

Objectives	July - September 2019
and excellence of the work.	products, and systems support both statewide and nationally.

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

Objectives	July - September 2019
Provide wage and salary stipends through the successful implementation of the Child Care WAGE\$ Program.	<ul style="list-style-type: none"> ▪ Active participants: 2,190 ▪ Participating child care programs: 772 ▪ 450 WAGE\$ supplement payments were issued during this time period ▪ Six-month supplement average: \$532.00, the average six-month supplement is equivalent to at least \$.52 cents an hour
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"> ▪ July 2019 - One Goal Summer Conference (exhibit and presentation) ▪ WAGE\$ outreach video (posted on website and YouTube)

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

Objectives	July - September 2019
Enhance the Professional Development Registry to serve as a resource for training and scholarship management, and to inform decision-making.	<p>Work continued on the Online Registry Portal that captures training and employment information on demand. Personal info and Demographics sections are now required for account creation, and modifications made to capture employment for any applicants for scholarships (Miami TB5 and Teach/Wage\$).</p> <p>Finalized the programming and enhancement schedule for the Registry and Portal over the next fiscal year.</p>

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<p>Maintain websites that will serve as the information and resource hub for the early learning field.</p>	<p>Work continued on focusing our various websites onto their primary subjects (TEACH, WAGE\$, Registry, Policy, etc.) vs. trying to cover all our programs on all of our websites.</p> <p>A website update was released on June 24, 2019 and we are excited to have been able to include each Affiliate’s ASQ-3 Family Access Links (English and Spanish) to our Help Me Grow Florida “Request Screening” page of the website. When families visit our website, they will be able to complete a screening and the results will be sent directly to the HMG Affiliate in their county. To quote Dr. Peter A. Gorski, “this is a huge advance in service and systems.”</p>
<p>Provide leadership and administration of the Help Me Grow Florida project to increase the access and availability of services for children and families.</p>	<ul style="list-style-type: none"> ▪ Notification of Funding letters were sent to all continuing Affiliates on June 28, 2019. These letters notified the Affiliates of the acceptance as a continued affiliate for the fiscal years 2019-2022 and the total annual funding amount for the 2019-2020 fiscal year. Agreement was received from ten (10) of the eleven (11) affiliates. Contracts were executed on July 1st. ▪ On July 19, 2019, the Forum HMGF State Coordinating Office (SCO) was asked as part of a select group of HMG National Affiliates to engage with parents in one of our communities around needs and experiences related to visiting the child’s pediatrician. This is a new study, funded by The Silicon Valley Community Foundation. ▪ During the month of July HMGF received 644 individual calls to HMG and exceeded the monthly outcomes with 597 children served during the month, 622 screenings completed, and 374 referrals provided. Note: August data will not be available until September 15. ▪ The SCO attended the second part of the FrameWorks Framelab

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	<p>that was two days, July 11 and 12. This lab allowed an opportunity for the HMGF SCO to understand and learn about messaging and practice with other HMG National Affiliates creating messages for the HMG system. This lab will give the SCO the ability to effectively promote the HMGF Network and its desired objectives each month.</p> <ul style="list-style-type: none"> ▪ The SCO answered questions, provided process examples, assisted the Affiliates with implementation of certain components of the Affiliate contract and also provided guidance to other State/County Help Me Grow National Affiliates to positively impact the Help Me Grow System as a whole. The SCO provided technical assistance approximately sixty-six (66) separate times to the affiliates during the month of July. ▪ The SCO hosted a new fiscal year Orientation Webinar for all Affiliates on September 9 providing tips, best practices, reminders, updates and answering questions. ▪ The SCO staff are participating in three unique workgroups organized by FAHSC and funded through Project Hope and ECCS. These workgroups include Data Systems, Social Emotional, and Policy . The HMGF Statewide Director is a co-facilitator of the Policy Workgroup.
Support diversity in the early learning and afterschool workforce.	Several members of the Forum participated in a statewide training focused on Racial Equity. Two Forum employees are continuing the professional development series in order to be certified as Train-the-Trainers in the model. Once their training is complete, they will provide professional development to all of the Children’s Forum staff using the same curriculum.

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	July - September 2019
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 responded to efforts to: <ol style="list-style-type: none"> 1. Revise the Professional Development System 2. Create recommendations for the Child Assessment System 3. Perform CLASS assessments for Coalitions. Further, the Forum is exploring opportunities to be on the state's list as a vetted vendor for management and consulting services which should afford opportunities for additional work. These efforts support our unrestricted revenue streams.
Increase unrestricted revenue.	The Forum secured POs from two (2) ELCs to conduct CLASS assessments in September 2019. Ten (10) ELCs have indicated that they are interested in providing POs to the Forum for CLASS assessment work over the next year. Some of these ELCs have also expressed an interest in possibly using the Forum's CLASS coaching services. The Forum conducted 1,048 assessments for 16 ELCs in the last assessment cycle.
Provide monthly financial reports to the Board ensuring board members are informed on the financial status of the Forum.	Completed.
Maintain positive audit results and monitoring reports that reflect the quality of our work.	Monitoring reports continue to be with few or no areas of correction.
Maintain quality assurance practices to ensure the ongoing quality improvement of services.	All programs have built in evaluation systems to ensure the effectiveness of services and make adjustments where needed.
Strengthen the internal culture of the Forum through staff recognition and professional development opportunities.	The Forum's publishes <i>Forum Focus</i> , an internal bi-monthly employee e-newsletter that features a Forum program highlight, as well as employee accomplishments, conferences attended, and other adventures.