

## The Strategic Plan Of The Early Learning Coalition of Sarasota County At A Glance (revised/updated 4/21)

### Our Values

CHILDREN are at the heart of all we do. We believe that all children, regardless of circumstance, are capable of educational excellence and personal growth, and we are committed to ensuring school readiness and lifelong success for each one.

INTEGRITY-We regard fairness, honesty, transparency and accountability in our words and actions and regard truthfulness, reliability, and consistency to be of utmost importance.	QUALITY-We pursue excellence, distinction, efficient and innovative practices within all our work and continually strive to improve.
RESPECT-We recognize the worth and value of each person as we seek to understand and accept different perspectives and approaches within a culture of inclusivity and mutual respect.	COLLABORATION-We believe working with others through active collaboration and participation adds value, increases effectiveness and improves our impact.
EQUITY-We have a strong commitment to individual and organizational efforts to exemplify respect, dignity, fairness, caring, openness and impartiality.	POSITIVE RELATIONSHIPS-We are friendly, trustworthy, empathic, authentic, genuine, dependable optimistic, helpful and go above-and-beyond in our internal and external relationships.

### Our Mission

To prepare children for lifelong success through quality early learning

### Our Vision

Every child develops a strong foundation of learning in a community dedicated to ensuring all families have the necessary support to thrive and all children reach their full potential

## Our Strategic Goals To Transform Early Learning

<b>Children</b> <i>Maintain high quality early learning programs to ensure positive outcomes for children</i>	<b>Funding</b> <i>Work towards enhanced funding model and the necessary infrastructure</i>	<b>Educate All</b> <i>Deliver consistent, mission and results-driven communications</i>	<b>Optimize Technology</b> <i>Use of technology to promote efficiencies, track data, and evaluate impact</i>	<b>Capacity of Board</b> <i>Strengthen the board to support implementation of the strategic plan and goals</i>	<b>Community</b> <i>Maintain positive relationships and collaborative partnerships</i>
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### Overall Objectives

Strive for the highest quality childcare and early education  Focus on areas that impact child outcomes  Families are empowered and supported to be effective as their child's first teacher.  Examination of current status of child care industry	Continue to evaluate state funding strategies and advocate when needed;  Take advantage of opportunities for increased revenues, both local and state  Engage board and business community as advocates for increased investments in early learning	Continue to implement a strategic marketing and communications plan including social media and communication of impact  Board and staff serve as advocates and leaders in the advancement of early learning  Active communications committee to focus on awareness  Report outcomes to community	Develop a multi-year strategic technology plan, including upgraded internal systems  Continued exploration of use of virtual technology to enhance existing work  Create ongoing processes and procedures to collect, input, and analyze client data.  Ensure staff are trained to utilize all available OEL Tableau reports	Maintain function of the board for maximum participation and engagement  Board leadership cultivates a culture of meaningful engagement built upon shared expectations, accountability, and stewardship of the mission	Foster and actively advance public and private partnerships to improve outcomes for children, birth to 5  Maintain existing relationships and continue to explore innovative ways to collaborate to meet the needs of children and families  Build upon success of Literacy Buddy and other programs that have engaged community members or businesses
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### Key Strategies/Measures of Success (Focus for 3/21 through 12/21)

Address Capacity Issues (see detailed steps page 2)  Follow up meeting with new superintendent (no later than 5/21)  Rebrand Look for the Stars program in process, to be completed by 8/21 (ELC Quality Staff)  Recruitment and retention of teachers (see steps outline page 2)  Explore additional tools and resources to share with families—short term 6/21 and ongoing, staff in partnership with others in community including school district  Examine impact of \$15 wages on industry 6/21-12/21  Examination of Equity issues as it relates to ECE system: Staff training on Implicit Bias 10-21, explore provider training 11/21; CEO complete certificate course on Diversity, Equity & Inclusion 6/21	Focus on state funding inequities; keep tabs on progress of cost allocation study at state level; use appropriate advocacy as needed (In process) ELC staff and board  Seek and secure strategic grants (ongoing) ELC staff  Explore private funds and foundation grants for rate increases and to cover differential (5/21- 10/21) staff  Participate in local, community fund raising events as appropriate –TBA when opportunities arise- Board	Implement planned awareness campaign with businesses to feature family friendly or Early learning friendly businesses. Staff and board communications committee members  Increase CCRR (strategize on a plan to increase outreach and use of CCRR services) CCC team  Meet with legislators, ongoing- staff and board members  Make Use of Podcasts, each quarter if possible, staff and board 5/21  Viable community report developed and distributed-TBA-develop plan by 8/21 Staff and board  Use of Literacy Buddy volunteers as ambassadors Staff and board - ongoing	Examine technology needs and exploration of new IT support contract by 10/21  Updated training in Tableau reports 4/21 and then ongoing  Develop reporting schedule 5/21  Continued examination of efficiencies gained by use of virtual platforms – ongoing  Explore tools and technology for real time surveys and information from providers as to child slot openings, teacher vacancies, etc. 4/21	Proactively manage board for 90% attendance; 100% giving; active and viable committees; 100% vacancies filled; regular surveys to measure board satisfaction (Review quarterly and address issues; ongoing-Governance committee  Structure board meetings to facilitate educational topics and meaningful discussion related to s goals (Review agendas over time) ongoing  Reinstate having finance and other visual reports that paint picture of clients and current services as well as fiscal item- 6/21  Continue to streamline/simplify reports; Focus on impact & few key items; ongoing  Plan for board engagement, in person meetings, post COVID 9/21  Plan for more comprehensive strategic plan process by 12/21	Systematically advocate for better services/outcomes for children- ongoing, staff and board  Resume hosting events for Outreach and awareness; <ul style="list-style-type: none"> <li>Storybook Street 4/21</li> <li>Provider recognition – summer 2021</li> <li>Literacy Buddy recognition –TBA</li> <li>Business "Breakfast-TBA</li> </ul> Participate in community events with partners when available  Facilitate business involvement in ECE activities when available
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**Address Capacity issues (infant care and specific area of county-North Port)**

- Review Mapping Date being done by OEL 3/21 and ongoing as more data is made available
- Explore zoning and permit barriers in NP 8/21
- Meet with local officials/advocacy in NP 8/21
- Explore across the border collaboration (compare differences in permits and zoning in Port Charlotte, is there opportunity there for interested Sarasota providers to expand there) TBA
- Recruit providers/incentives/work with foundations- ongoing exploration
- Need real time information from providers of openings at any one time- see technology item

**Fully understand Cost of Care to determine strategies to address**

- Barancik study- current process to understand child care industry and determine strategies- in process, to be completed by 8/21
- Cost of care calculator- tool developed for use by ELC's providers and others; should be available to ELC's by 5/21

**Develop plan to help with Recruitment/Retention of preschool teachers**

- Barancik sponsored surveys of teachers, determine what incentives might work 5/21- 6/21
- Wage incentives, public and private funds- exploration begun but may be more long term
- Expansion of REACH- 6/21
- Long term advocacy for comparable wages between preschool and K-12- ongoing, long term strategy