

EXECUTIVE COMMITTEE MEETING

July 19, 2018

4:00 P.M. until business concluded
2536 Countryside Blvd, Suite 500
Clearwater, FL 33763

PROPOSED AGENDA

I. CALL TO ORDER

- A. Approval of July 19, 2018 Agenda
- B. Approval of January 18, 2018 Executive Committee Minutes

II. DISCUSSION

- A. Voting Abstention
- B. Building

III. ACTION ITEM

- A. Strategic Plan 18.07.01E

IV. PUBLIC COMMENT

In accordance with the Florida Government in the Sunshine, all meetings of the Early Learning Coalition of Pinellas County, Inc. and its committees are open to the public. Those in attendance who wish to address the Coalition must submit a public comment card to the recorder prior to addressing the Coalition.

V. ADJOURNMENT

Next scheduled Executive Committee meeting:
Thursday, September 20, 2018 at 4:00 p.m.
ELC, Countryside Towers
2536 Countryside Blvd. Suite 500
Clearwater, FL 33763



EXECUTIVE COMMITTEE MEETING

Minutes – UNAPPROVED

January 18, 2018

4:00 P.M.

2536 Countryside Blvd, Suite 500
Clearwater, FL 33763

In attendance: Elliott Stern, Jack Geller, Craig Phillips, and Yvonne Malague

Absent: Phillip Russell, Erica Bolline and Lounell Britt

Coalition Staff: Lindsay Carson, Merita Kafexhiu and Eva Stoddard

I. CALL TO ORDER

Chair Craig Phillips called the meeting to order at 4:20p.m.

- A. Chair Craig Phillips called for approval of the Agenda for the January 18, 2017 Executive Committee Meeting.

A motion was made by Elliott Stern and seconded by Jack Geller to:

Approve the January 18, 2018 Agenda.

The motion passed unanimously.

- B. Chair Craig Phillips called for approval of the Minutes of the November 16, 2017 Executive Committee Meeting.

A motion was made by Jack Geller and seconded by Elliott Stern to:

Approve the November 16, 2017 Executive Committee Minutes.

The motion passed unanimously.

II. DISCUSSION

- A. Clearwater Office Relocation

Lindsay Carson advised the Executive Committee that the Landlord, Wilder Corporation, approached her to discuss the possibility of ELC relocating prior to the end of the current Lease contract, as Wilder Corporation has a potential buyer interested in the property. Lindsay presented a five (5) year cost analysis of the estimated rental expenses and related moving expenses for the Committees review and discussion.

III. ACTION ITEM

A. Clearwater Office Lease

The Clearwater office of the Early Learning Coalition, currently owned by Wilder Corporation is under contract to sell. The Coalition's lease ends July 31, 2023. The contracted buyers have approached the Coalition about terminating our lease. Coalition staff have explored alternative location options. The real estate market has changed considerably since entering into the current lease. Comparable spaces range from \$22-\$24 per square foot full service with 3% annual escalation. Coalition staff have identified 2 potential alternative spaces to for comparison purposes only. Below is an analysis of the *estimated* fiscal impact of relocating August 1, 2018.

Additional Rental Costs:

	Total Rent 8/1/2018- 7/31/2023	Increased Rental Expense
Countryside Towers	\$1,950,356	
Harbourside	\$2,986,424- \$3,257,983	\$1,036,128- \$1,307,627
Bayside Concourse	\$2,863,259- \$3,123,556	\$912,903- \$1,173,200

Estimated related moving expenses: \$145,000

Total Estimated Fiscal Impact:

\$1,057,953- \$1,452,627

A motion was made by Craig Phillips and seconded by Yvonne Malague to:

Immediately authorize the CEO to negotiate a lease settlement agreement, no less than \$1,500,000.00, subject to legal review and procurement of alternative space.

The motion passed unanimously.

IV. PUBLIC COMMENT

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V. ADJOURNMENT: The meeting adjourned at 5:00pm

Next Scheduled Executive Meeting: Thursday, March 15, 2018

Countryside Towers
2536 Countryside Blvd., Suite 500
Clearwater, FL 33763

Chair Signature

Date

**Early Learning Coalition of Pinellas County, Inc.
July 19, 2018**

Subject: 2018-2021 Strategic Plan

BACKGROUND

The Early Learning Coalition engaged in a strategic planning workshop in May 24, 2018. Participants included board members and staff. Additional feedback was solicited from providers, community partners, and staff through surveys and community conversations.

The strategic plan includes:

- Mission, Vision & Core Values
- Strategic Focus Areas
- Goals, strategies, and key performance indicators.

PROPOSED COALITION ACTION

To adopt the 2018-2021 Strategic Plan

Supporting Documentation Attached:
2018-2021 Strategic Plan

Approval

Chair Signature

Date

**The Early Learning Coalition of Pinellas County
2018-2021 Strategic Plan**

<p align="center">Mission Statement</p> <p align="center">Strengthen children and families through high quality early learning programs.</p>	<p align="center">Vision Statement</p> <p align="center">All Pinellas County children will enter kindergarten ready for success in school and in life.</p>
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Core Values

Children first.

Parents are a child’s first and most important teacher.
Working together creates a stronger community.
All cultures, backgrounds and belief systems are respected.
Equitable opportunities promote success for all.

Impact Goal

Kindergarten Readiness rate for children served by Coalition programs will **increase from 66.8% to 86%.**

Strategic Focus Areas

<p align="center">Equitable Access to Quality Early Learning</p> <p align="center"><i>Improve outcomes for the children in the most under resourced communities</i></p>	<p align="center">Early Education Workforce</p> <p align="center"><i>Recruit, train, and retain the best early educators</i></p>	<p align="center">People Know ELC and What We Do</p> <p align="center"><i>Strengthen the Coalition’s brand and reputation to reflect our core values.</i></p>	<p align="center">Internal Capacity</p> <p align="center"><i>Strengthen Board and Staff capacity to carry out strategic goals</i></p>	<p align="center">Investing in the Future</p> <p align="center"><i>Increase and diversify revenue to support mission advancement.</i></p>
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Whole Child – Whole Community

Thrive by Five Pinellas - A collective impact approach to ensure an equitable, accessible, responsive and accountable early childhood system that will increase the percentage of children “ready” for kindergarten.

*Support the work of Thrive by Five Pinellas partners by assisting with **strategic guidance**, supporting **aligned activities**, establishing **shared measurement**, building **public will**, advancing **policy**, and mobilizing **funding**.*

Strategic Focus Area	Goal	Strategy	KPI	Champion
1. Equitable Access to Quality Early Learning	1.1 Build community capacity for quality infant and toddler care	1.1.1 Provide grants to providers increasing capacity for infants and toddlers, tied to quality	## new infant rooms will open at School Readiness centers	Quality Staff
	1.2 Improve program quality in high need neighborhoods.	1.2.1 Identify and support struggling providers to assist in meeting minimum standards. 1.2.2 Incentivize and support highly performing providers through Quality Rate Differentials.	Class Scores Accreditation # PFP Providers	
	1.3 Increase program participation in VPK and SR	1.3.1 Identify barriers to participation. 1.3.2 Assist families with program applications & redeterminations through mobile/community based sites.	VPK Utilization Successful VPK & SR applications submitted ROR Redeterminations	Lindsay
	1.4 Supplement School Readiness programs with specialized interventions to ensure success for all children.	1.4.1 Expand Supportive Intervention Services to include challenging behaviors. 1.4.2 Provide Infant Mental Health Consultation to support identification and appropriate response and referral for children exposed to trauma. 1.4.3 Implement Nemours Bright Start! To assist students struggling with early literacy skills. Recruit providers who did not meet VPK readiness rate.	Expulsion rate Nemours Evaluation Getting Ready to Read VPK Readiness Rates	
	1.5 Implement developmentally appropriate child assessment to drive instruction and measure development gains.	1.5.1 Provide Teaching Strategies Gold Training & subscriptions for School Readiness providers. 1.5.2 Providers implementing an approved child assessment may be eligible for an additional payment differential up to 5 percent. 1.5.3 Provide training and technical assistance to providers on observation, assessment and implementation of TS Gold.	TS Gold Assessments Completed TS Gold Developmental Gains # Reliable TSG Assessors	

Strategic Focus Area	Goal	Strategy	KPI	Champion
2. Early Education Workforce	2.1 Increase early educators' professional development attainment.	2.1.1 Provide training, coaching and scholarship to support the professional growth of early educators.	Progress on Professional Development Pathways	Quality Staff
	2.2 Reducing turnover and encourage the continued education of early childhood teachers (including center staff and family child care providers).	2.2.1 Implement Child Care WAGE\$, an education-based salary supplement for early childhood teachers working with children ages birth to five. <i>(Pending availability of funds).</i>	Participants Retention Rates	TBD
	2.3 Expand workforce pool of qualified early educators.	2.3.1 Provide training, background checks and industry orientations to early educators with possible job placement or substitute opportunities at School Readiness Providers. <i>(Pending availability of funds).</i>	Job Placements	TBD
	2.4 Increase teacher effectiveness.	2.4.1 Provide continuing education and coaching for early educators.	Attendance CLASS Scores	Professional Development Institute

Strategic Focus Area	Goal	Strategy	KPI	Champion
3. People Know ELC and What We Do	3.1 Create a distinct identity, develop clear visibility, increased awareness and impact of the Early Learning Coalition brand.	3.1.1 Develop a marketing and digital strategy that reflects the understanding of the three communication points (i.e. decision maker, trusted advisor and end user) <ul style="list-style-type: none"> • SEO and SEM (if applicable) • Facebook marketing • Use testimonials from families 3.1.2 Leverage websites, community partners and digital/social media to drive messaging <ul style="list-style-type: none"> • Use the same outlets as D&I • Add radio and TV as needed 3.1.3 Create an infographic on how ELC Pinellas operates and periodically highlight each department	3.1.1 Increase in: <ul style="list-style-type: none"> ○ Views ○ Likes ○ Comment ○ Testimonials Marketing 3.1.2 Increase in: <ul style="list-style-type: none"> ○ Unique visitors ○ Time on website ○ Referrals ○ Inquiries 	Mary Burns
	3.2 Every interaction between every employee, client and provider will reflect our customer service guarantees.	3.2.1 Policies and procedures are customer oriented. 3.2.2 Operations and workflow promote reliable delivery of customer service. (Examples: lobby assistance, office hours, phone response, online portal assistance). 3.2.3 Identify contingencies for flexibility and empowerment of staff to meet the needs of customers. 3.2.4 Implement customer feedback loop. 3.2.5 Utilize technology such as secure online chat or texting to enhance response time to families.	Client Satisfaction Staff Satisfaction Provider Satisfaction	Senior Management/ Staff
	3.3 Increase the Coalition's community presence and enhance its reputation	3.3.1 Increase visibility of internal ELC staff experts 3.3.2 Increase opportunity for ELC interaction with families and community.	Presentations Publications Attend at least 20 events 1 Event hosted 2 Trainings conducted	

Strategic Focus Area	Goal	Strategy	KPI	Champion
4 Internal Capacity	4.1. Recruit & retain a diverse staff and board committed to our mission.	<p>4.1.1 Augment recruitment strategies with a policy for hiring that requires those demographics that are disparate to be in the final candidate pool</p> <p>4.1.2 Adopt retention strategies that support our goal of being an employer of choice. Our goal is to increase workforce diversity at the Coalition while retaining the talent we need today and in the future.</p>	<p>Increase in minority population of staff, leadership and the board of directors</p> <p>Consistently having a minority in the final candidate pool</p> <p>Annual staff satisfaction survey improvements</p> <p>Employee Retention</p>	Human Resources
	4.2 Develop a corporate culture of inclusivity and cultural responsiveness	4.2.1 Invest in targeted staff training and development to better support our cultural competency & sensitivity for our diverse families and providers.	<p>Positive responses on post workshop surveys</p> <p>90+% participation of all staff</p> <p>Annual survey improvements</p>	Human Resources
	4.3 Increase Board member engagement.	<p>4.3.1 Adopt a board member self-assessment process evaluating, attendance, participation, investment and outreach.</p> <p>4.3.2 Begin each board meeting with a “mission moment” from parent, teacher, staff or fellow board member.</p> <p>4.3.3 Each board member will represent the ELC annually in at least one of the following: community outreach event, legislative visits, chamber function, event fundraiser or Thrive by Five Project Team, or provider site visit.</p>	Board member engagement survey	<p>Board Development Committee</p> <p>Lindsay</p> <p>Board</p>

Strategic Focus Area	Goal	Strategy	KPI	Campion
5 Investing in the Future	5.1 Expand Annual Giving Campaign to support mission advancement and required match funding.	5.1.1 100% Board Member Participation in Annual Giving Campaign 5.1.2 Identify one major corporate sponsor to assist with funding goal	% Board Members Participating in AGC # Donors \$ Raised	Board Advancement Committee
	5.2 Raise unrestricted funds to allow great flexibility in program eligibility requirements.	5.2.1 PreK 5K: Readiness Run 5.2.2 Host Comedy Night 5.2.3 <i>Explore engaging resource development consultant to assist in fundraising efforts.</i>	Funds raised	Advancement Committee
	5.3 Secure private grant funding to support sustainable program expansion and enhancements.	5.3.1 Apply for at least 3 grants to support BG8 Match, Thrive by Five Pinellas or other ELC initiatives.	Applications submitted	Lindsay/Kate
	5.4 Utilization & stewardship			
6. Whole Child – Whole Community	<p>6.1 See Thrive by Five Pinellas - <i>A collective impact approach to ensure an equitable, accessible, responsive and accountable early childhood system that will increase the percentage of children “ready” for kindergarten.</i></p> <p><i>The Coalition serves as the backbone organization for Thrive by Five Pinellas. This includes staffing and facilitation to assist with strategic guidance, support aligned activities, establish shared measurement, build public will, advance policy, and mobilize funding.</i></p>			Kate Bauer-Jones; Thrive by Five Pinellas Steering Committee