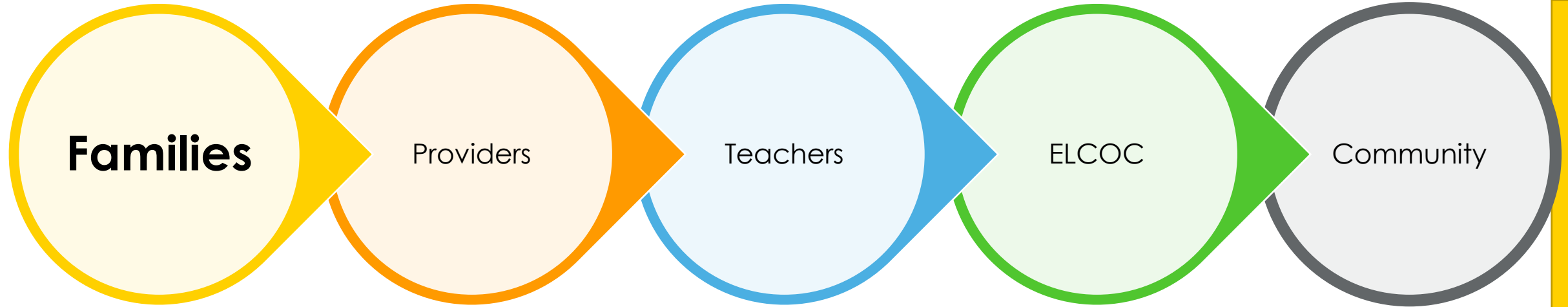




**EARLY LEARNING COALITION**  
OF ORANGE COUNTY

# Strategic Plan 2023



### **1.0 Ensure Effectiveness of Current Programs**

- 1.F.1 Evaluate & improve how parents connect (Services Internally offered & Community Resources)
- 1.F.2 Develop a Parent Resource Guide (Digital & Print)

### **2.0 Expand Services**

- 2.F.1 Make programs available to all Orange County families (Baby Institute, Family Literacy)
- 2.F.2 Develop / evaluate comprehensive communication plan (to Families about Services & Resources)
- 2.F.3 Identify outside funding sources to serve above 200% of FPL

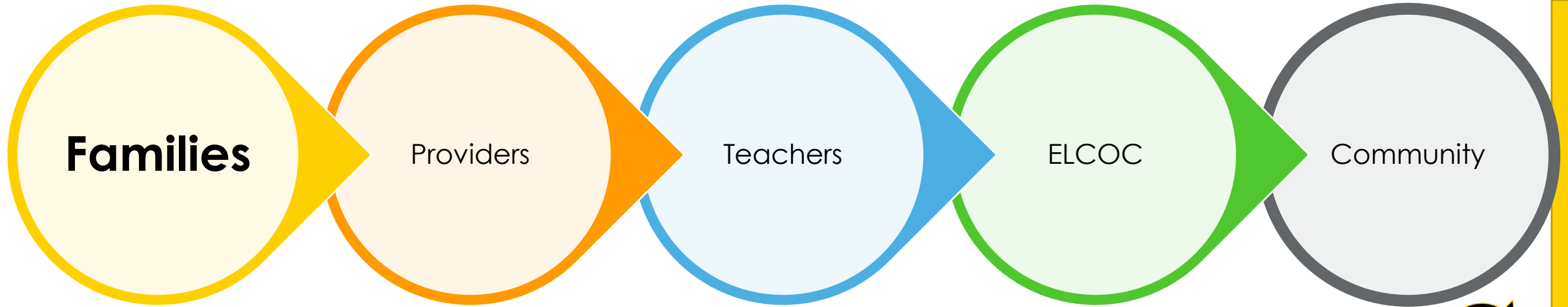
### **3.0 Change Perception of Early Childhood Education**


- 3.F.1 Promote Families as their child's first teacher and value of the first 2000 days

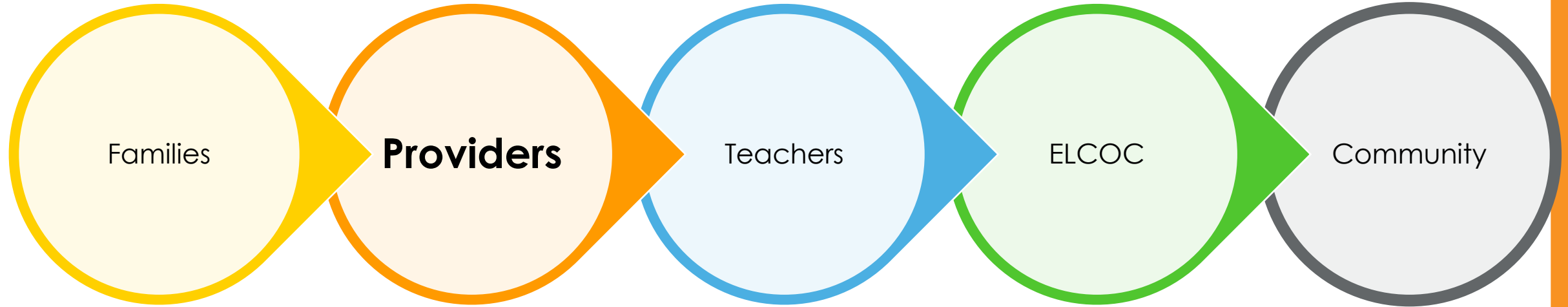
### **4.0 Advocate for ECE Policies**

- 4.F.1 Amplify parent voices (Issues such as cost, services needed, accessibility, etc.)





Priorities	Strategic Plan Goal	Strategies	Metric for Year	Final Metric Goal 
Access to & Quality of Services Offered to families	Evaluate & improve how parents connect (Services Internally offered & Community Resources)	Customer Service Data	Gather Baseline Comprehensive and Customer Service data	85% of Families would recommend ELCOC services to others
		Community Needs Assessment	Identify three service model enhancements to build family access	Conducted Community Assessment review with regular model enhancements implemented. A robust developed and implemented continuous quality improvement process.
	Identify outside funding sources to serve above 200% of FPL	Identify Additional Funding Sources above 200% of FPL	\$10M identified and utilized	Recurring funding that matches the base School Readiness Allocation



### **1.0 Ensure Effectiveness of Current Programs**

- 1.P.1 Support sustainable employment of teachers (workforce training program, career ladder trainings, tools, benefits)
- 1.P.2 Develop business model supports to promote quality enhancements (BIELE, ELSSA, Accreditation Facilitation)
- 1.P.3 Set reimbursement rates that ensure appropriate ratios by age group

### **2.0 Expand Services**

- 2.P.1 Strengthen providers' business capacity and ability to stay in business
- 2.P.2 Seek alternative funding options for providers
- 2.P.3 Recruitment of non-contracted providers (CCR&R, ELCOC Fair, Quality Recognition)

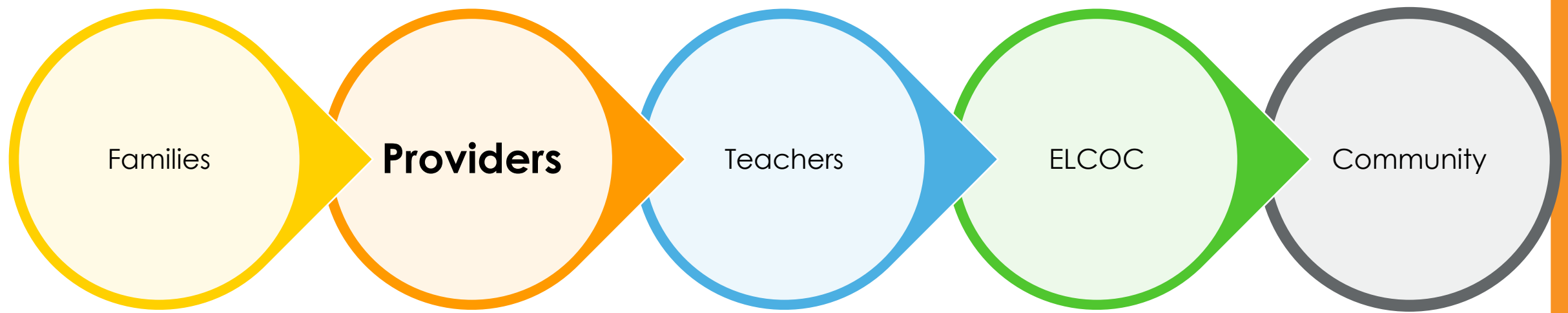
### **3.0 Change Perception of Early Childhood Education**


- 3.P.1 Reinforce value of all provider types & support community-wide recruitment (FCCH, Faith-based, Non-profit, For Profit, Non-traditional hour care)
- 3.P.2 Value early care & education Businesses as the catalyst that helps families work and children prepare for success

### **4.0 Advocate for ECE Policies**

- 4.P.1 Advocate to increase market rates (Reimbursing at the true cost of care)
- 4.P.2 Advocate for more flexible quality funding (less restriction in allowable cost pools)
- 4.P.4 Amplify provider voices (town halls, connection between legislators/commissioners and providers)





Priorities	Strategic Plan Goal	Strategies	Metric for Year	Final Metric Goal 
Stabilizing Contracted Early Learning Businesses	Develop business model supports to promote quality enhancements (Business Institute, ELSSA, Accreditation Facilitation)	Business Acumen Trainings & Technical Assistance	Enroll all Business Institute Alumni into ELSSA and LeggUp to promote continued use of Business Acumen Trainings & Technical Assistance	50% of ELCOC Contracted Early Learning Providers have graduated from Business Institute.  75% of ELCOC Contracted Early Learning Providers have taken part in a business acumen training support and/or conference
		Retention of Contracted providers	Maintain 90% of contracted providers	Maintenance of 100% of contracted providers (except in cases of closure/sale or termination)
	Strengthen providers' business capacity and ability to stay in business	Accreditation & Facilitation	Implementation of First cohort Accreditation Academy with 50 Participants	Increase the number of Contracted Gold Seal Providers to 200 (or by 100%)



### **1.0 Ensure Effectiveness of Current Programs**

- 1.T.1 Partner with providers and the Children's Forum to establish pay & credential pathway (development, credentialing, incentives)
- 1.T.2 Support sustainable employment of teachers (workforce training program, career ladder trainings, tools, benefits)

### **2.0 Expand Services**

- 2.T.1 Recognize & reward teachers (Teacher Appreciation and Recognition)
- 2.T.2 Create and provide a menu of supports (DAP curriculum & assessment, coaching, consultation, communities of practice, and materials)

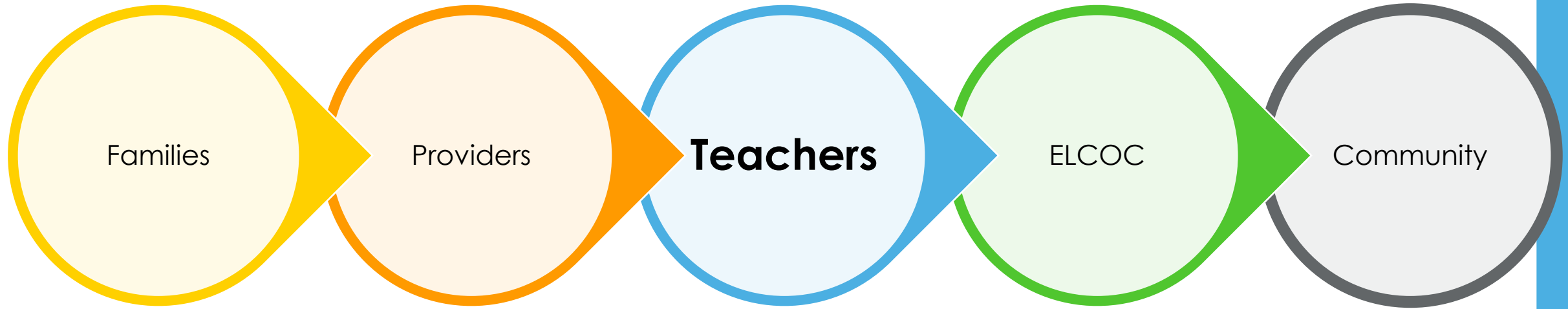
### **3.0 Change Perception of Early Childhood Education**


- 3.T.1 Reinforce value of teachers for all age groups & support community-wide recruitment

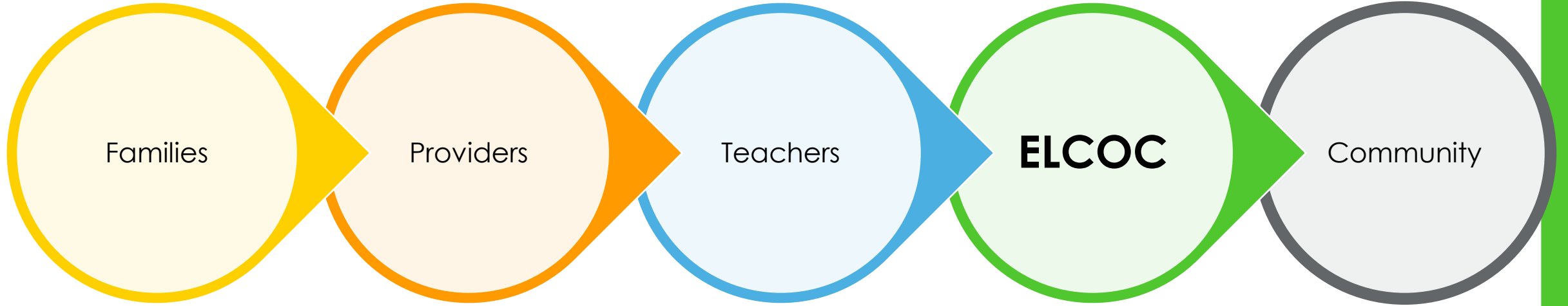
### **4.0 Advocate for ECE Policies**

- 4.T.1 Amplify teacher voices (town halls, connection between legislators/commissioners and providers)





Priorities	Strategic Plan Goal	Strategies	Metric for Year	Final Metric Goal 
Recruitment & Retention	Partner with providers and the Children's Forum to establish pay & credential pathway (development, credentialing, incentives)	Recruitment Pipeline through Incentive\$ Program	Enroll and Retain 500 Early Care and Education Professionals in the tracked Incentive\$ by 6/30/23	1000 teachers accessing Incentive\$ 50% of tracked early learning teachers stay in early learning
	Support sustainable employment of teachers (workforce training program, career ladder trainings, tools, benefits)	TEACH Scholarships	10% increase in the number of Early Care and Education Professionals accessing TEACH Scholarships	50% increase in the number of Early Care and Education Professionals accessing TEACH Scholarships



### **1.0 Ensure Effectiveness of Current Programs**

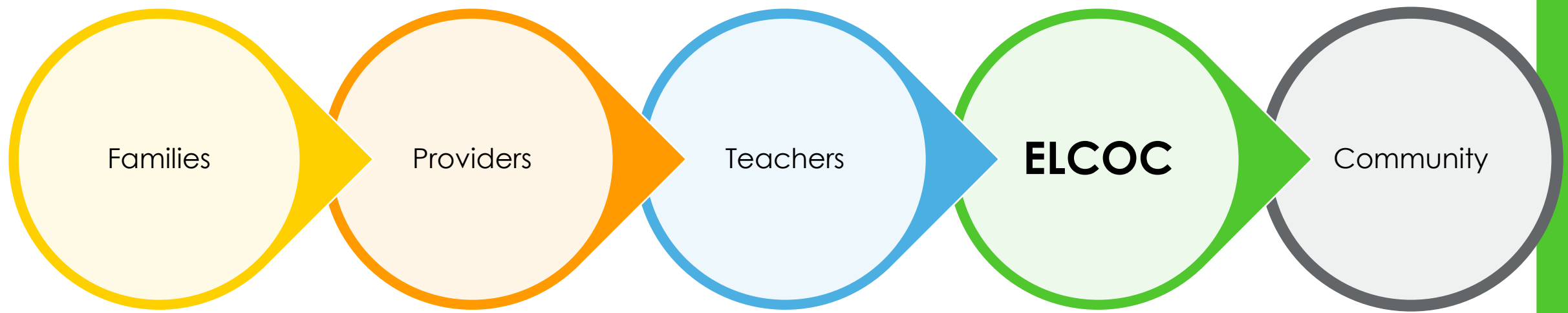
- 1.E.1 Strengthen DEI across the Organization & Board (Diversity, Equity, & Inclusion)
- 1.E.2 Strengthen onboarding process, provide mentorship, strengthen performance measures, and growth plans
- 1.E.3 Evaluate staffing & strengthen retention


### **2.0 Expand Services**

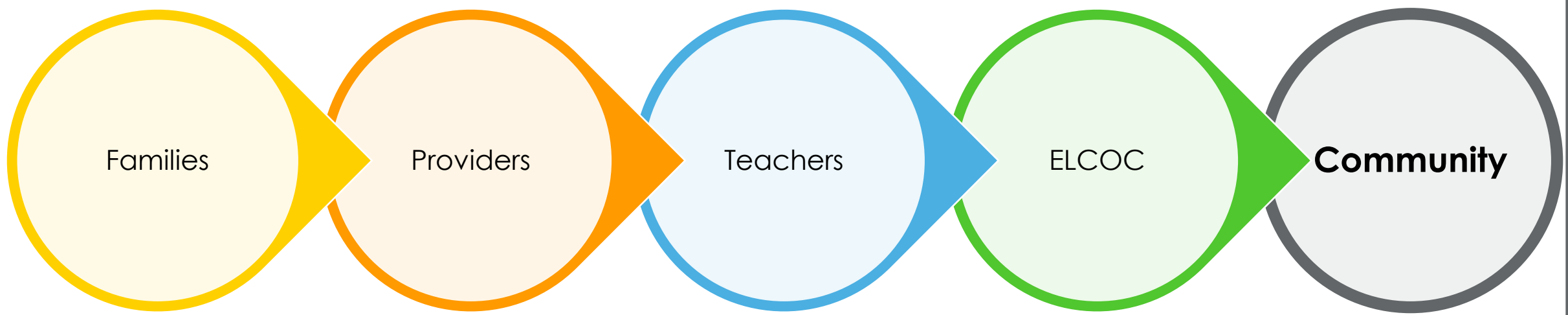
- 2.E.1 Support employee growth models with professional development and career ladder supports







Priorities	Strategic Plan Goal	Strategies	Metric for Year	Final Metric Goal 
Develop a Nimble Organizational Structure	Strengthen DEI across the Organization	Strengthen onboarding process, provide mentorship, strengthen performance measures, and growth plans	<ul style="list-style-type: none"> <li>Develop onboarding process.</li> <li>Revise Performance Evaluation Tool.</li> <li>Create Professional Development Growth Plans aligned with staff interests.</li> </ul>	Successful reorganization of Human Resources to support complex work of ELCOC
	Evaluate staffing & strengthen retention	Evaluate staffing & strengthen retention	<ul style="list-style-type: none"> <li>Staff Satisfaction Survey is initiated. Baseline data reviewed.</li> <li>Identify enhancements to improve Staff Workplace Satisfaction.</li> <li>Implement and track success.</li> </ul>	75% of staff rate that they are very satisfied with their current employment with the ELCOC. 80% Annual Retention Rate



### **1.0 Ensure Effectiveness of Current Programs**

- 1.C.1 Continue to engage community partners (plan)
- 1.C.2 Continue to engage volunteers
- 1.C.3 Develop a community-focused communication and fundraising plan

### **2.0 Expand Services**

- 2.C.1 Expand partnerships that support both internal and external customers
- C.2 Create a more user-friendly website that promotes easy access to services and touchpoints for funders, volunteers, & partners

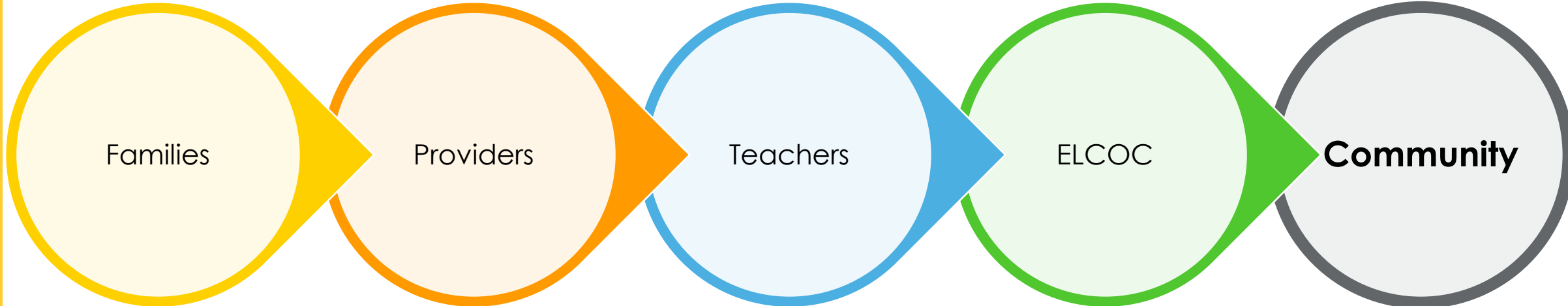
### **3.0 Change Perception of Early Childhood Education**


- 3.C.1 Articulate the ECE vision through training of partner agencies, funders, volunteers, and vendors on value of the first 2000 days
- 3.C.2 Leverage board interactions with community partners through client success stories and event opportunities

### **4.0 Advocate for ECE Policies**

- 4.C.1 Engage partners in support of ECE advocacy through legislative support, friend-raising campaigns, and targeted events
- 4.C.2 Create advocacy plan
- 4.C.3 Plan for interactive board opportunities





Priorities	Strategic Plan Goal	Strategies	Metric for Year	Final Metric Goal 
Awareness and Easy Access to ELCOC Resources & Services	Continue to engage community partners (plan)	Website Enhancement	25% of the web-based traffic will linger or search additional aspects of site and take an action	75% of the web-based traffic will linger or search additional aspects of site and take an action
	Create a more user-friendly website that promotes easy access to services and touchpoints for funders, volunteers, & partners	Effective Messaging and Engagement	To use analytic applications to follow trends. And, drive social media traffic to our website.	ELCOC will drive traffic to our website or social media. This will be evidenced by an 80% increase (from baseline) in the number of hits to our website and/or social media platforms