

Area of Focus	Organization
Ends	Develop and maintain a quality, efficient and culturally responsive organization to retain and support skilled employees.
Means	<ul style="list-style-type: none"> • Opportunities for effective communication <ul style="list-style-type: none"> ○ Provide leadership training ○ Provide ongoing mentorship/coaching for all employees ○ Provide ongoing opportunities (one-on-one and group for feedback from all staff on impact of training/coaching/mentorship) • Opportunities for problem-solving and engagement <ul style="list-style-type: none"> ○ Create office space for brainstorming ○ Create cross-organizational committee for policy review ○ Enhance inclusive strategies that support all staff (remote and onsite) ○ Enhance system for staff recognition and staff morale • Opportunities professional growth opportunities <ul style="list-style-type: none"> ○ Create new salary scale and organizational chart. ○ Facilitate professional development conference ○ Implement frequent community of practice with leadership team to measure impacts of training/coaching • Opportunities to find and create organizational efficiencies <ul style="list-style-type: none"> ○ Create efficiencies for collaboration across programs ○ Create application dashboard to share data across departments
Data Points	<ul style="list-style-type: none"> • Number participants in leadership trainings • Staff satisfaction survey results (collected frequently) • Turnover rate • Number of internal promotions • Policy review results • Office space adjustments • FTE number • Number of mentorship/coaching sessions • Number and type of efficiencies created
Measure Yr 1	
Measure Yr 2	
Measure Yr 3	
Ends	Develop and expand national presence of organization
Means	<ul style="list-style-type: none"> • Leverage national program contacts to sustain and expand current national partnerships • Seek out and create new partnership agreements with organizations outside of Florida. • Participate in national forums or philanthropic forums to increase exposure and visibility of the organization.

Data Points	<ul style="list-style-type: none"> • Expansion of current national partnerships • Number of new partnerships • Number of national forums attended • Number of engagements with philanthropic partners • Number of prospective partnerships • Number of presentations at national forums
Measure Yr 1	•
Measure Yr 2	•
Measure Yr 3	•
Ends	Build and strengthen state partnerships to improve cohesion of early childhood care and education system.
Means	<ul style="list-style-type: none"> • Strengthen partnership with the Florida Chamber • Strengthen partnerships with the Children’s Services Councils and Trusts • Strengthen partnerships with the Early Learning Coalitions • Strengthen partnerships with the state agencies • Strengthen partnerships with the statewide associations • Build partnerships with philanthropic entities in Florida • Strengthen partnership with higher education partners
Data Points	<ul style="list-style-type: none"> • Number of collaborations/engagements with the Florida Chamber • Number of partnerships/collaboration/engagements with CSCs • Number of partnerships/collaboration/engagements with ELCs • Number of partnerships/collaboration/engagements with philanthropic partners • Number of partnerships/collaboration/engagements with state agencies • Number of partnerships/collaboration/engagements with statewide associations • Number of engagements (collaborative planning, joint initiatives) with higher education partners • Document levels of leadership with whom engagements have occurred
Measure Yr 1	•
Measure Yr 2	•
Measure Yr 3	•

Area of Focus	Board
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Ends	Cultivate a strong, engaged, and action-oriented board
Means	<ul style="list-style-type: none"> • TBD
Data Points	<ul style="list-style-type: none"> • TBD
Measure Yr 1	
Measure Yr 2	
Measure Yr 3	
Area of Focus	Programmatic
Ends	Address the needs of the early childhood care and education industry
Means	<ul style="list-style-type: none"> • Provide supports such as TEACH, INCENTIVE\$ and local scholarship/stipend programs • Demonstrate organizational flexibility to address local and statewide needs (programmatic, training, research, leadership, etc.) • Enhance data collection infrastructure to provide workforce data to inform policy change and support strategies • Expand Children’s Forum membership and relevant benefits for the industry • Create programmatic efficiencies for customers to easily gain access to all relevant programs • Create outreach plan to show diverse range of programs within the organization • Create outreach plan that identifies & integrates Children’s Forum programs, initiatives, and services (text, infographic, and video)
Data Points	<ul style="list-style-type: none"> • Number of participants accessing TEACH, Incentive\$ and local scholarship/stipend programs • Participation satisfaction survey results • Amount of workforce data collected • Number of gap-filling activities (training, research, CLASS assessments, coaching, etc.) • Children’s Forum membership numbers • Membership satisfaction survey results
Measure Yr 1	
Measure Yr 2	
Measure Yr 3	
Ends	Create and improve opportunities for all children and families to achieve success.
Means	<ul style="list-style-type: none"> • Maintain and expand the Help Me Grow program • Maintain and enhance the Gold Seal Program partnership • Enhance integration of Florida Afterschool Network initiatives • Create and enhance partnership with early intervention programs and services • Maintain easily accessible resources for families (HMG, ELC connections, resources on website, etc.)

Data Points	<ul style="list-style-type: none">• Number of counties served through Help Me Grow• Gold Seal information accessibility• TBD FAN metric• Number of partnerships/collaborations/engagements with EI programs
Measure Yr 1	<ul style="list-style-type: none">•
Measure Yr 2	<ul style="list-style-type: none">•
Measure Yr 3	<ul style="list-style-type: none">•

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