Welcome to the Board of Early Care and Learning

May 22, 2014

BRIGHT from the START

Georgia Department of Early Care and Learning

Inspiration
Dawnn Henderson

Board Member Updates

Board members report on their recent DECAL-related activities in their districts.

Commissioner's Update

Bobby Cagle
Commissioner

Overview Customer Survey

- Conducted by Georgia State University
- 1,180 respondents (child care centers, family, and group day care homes)
- Miscellaneous Findings

GENERAL IMPRESSIONS OF DECAL	Agree & Strongly Agree
DECAL strikes a balance between regulating providers and being a valuable partner.	66%
DECAL applies rules and regulations in a fair and unbiased manner.	69%
DECAL makes it easy for me to obtain information.	72%
DECAL's services help me provide safe and healthy environments.	84%
DECAL's services help me provide high quality early learning experiences.	79%
DECAL's services help me provide programs that increase school readiness for the children I serve.	77%

Overview Employee Survey

- Conducted by Georgia State University
- Completed by 231 of 258 employees (90%)
- Miscellaneous Findings

EMPLOYEE PERCEPTIONS OF MANAGEMENT, THE JOB, AND DECAL	% Agree & Strongly Agree
My direct supervisor's expectations are clear.	76
My direct supervisor keeps me updated about important matters and changes.	78
My direct supervisor leads by example – actions match his/her words.	76
My direct supervisor has the skills and knowledge to successfully lead.	75
I have the tools needed to succeed in my job.	82
My direct supervisor supports my need to balance work and family issues.	89
I am proud of our achievements as an organization.	85
I recommend DECAL as a good place to work.	68
I am satisfied with my job.	62
All work units (e.g., CCS, Quality, Pre-K, IT, Legal, Nutrition, Research) work together to ensure that DECAL functions like one department.	36
The overall climate at DECAL is conducive to productivity.	61

Overview Employee Survey

Miscellaneous Findings *(continued)*

EMPLOYEE PERCEPTIONS OF MANAGEMENT, THE JOB, AND DECAL	% Agree & Strongly Agree
Any stress associated with my job is manageable.	54
My direct supervisor provides the right type of supervision.	78
Change and innovation are encouraged at DECAL.	63
Generally speaking, DECAL is heading in the right direction.	76
I expect to be employed by the agency 12 months from now.	83
My direct supervisor seems to care about me as a person.	85
I feel that I am sufficiently recognized for my work.	59
Innovation and operational improvements are encouraged at DECAL.	64
My direct supervisor is accessible.	80
My direct supervisor is easy to talk with.	84
The expectations of the Commissioner and Deputy Commissioners are clear.	76
Overall, the Commissioner and Deputy Commissioners are accessible.	66
Overall, the Commissioner and Deputy Commissioners are easy to talk to.	69
The Commissioner and Deputy Commissioners lead by example – actions match their words.	75

All Staff Meeting 2014

- Conducted April 30-May 1, 2014
- Attended by approximately 264 employees and select contractors
- Theme: *Leadership at All Levels*
- Sessions covered topics: *Engaging Employees*; *Leadership: A Path Made by Walking*; *Lessons in Leadership*; *Cultural Competency*; *Communication to Conflict*; departmental updates by internal and external speakers
- Laid groundwork for leadership training to be conducted throughout the year
- First Lady Sandra Deal = luncheon speaker

Shared Responses to Staff Input *(Surveys & Chats)*

You asked for:
- More money
- Better technology for communication
- Lighter equipment
- Reduced workloads

- Support to enhance education
- Improved communication

- More recognition

You got:
- Funds included in budget
- Smartphones w/Internet, e-mail, navigation capability
- Smaller, lighter laptops
- Critical Response Unit; more staff hired
- Scholarships/Incentives to fund continuing ed
- Decidedly DECAL, Suggestion Box, EAG, Automated alerts
- Shining Stars

Responses to Staff Input *(continued)*

You asked for:
- Opportunity to put faces with names
- More front line engagement with senior leadership
- Better understanding of Strategic Plan
- More accountability for providers
- More training

You got:
- Photos on POLAR
- SLT will be required to make more field visits
- New plan shared and feedback solicited
- Increased enforcement actions
- On-staff trainer; 25 in-house courses created

Economic Impact Study 2014

- Repeat of a study originally conducted in 2007 by the University of Georgia and Georgia State University.
  - 2007 study used extensively by DECAL and many partners
  - Study has served as model for other states
- DECAL will use the findings to:
  - Demonstrate the strong impact of Georgia's early care industry on the state's economy
  - Provide crucial workforce data to other state agencies and to Georgia's higher education systems
  - Inform state policy and possible legislation that could positively impact the industry
- Critical that all providers complete the survey to generate as much accurate data as possible
  - The survey will be used ONLY for research purposes to inform state agencies and policy makers about the significant contribution the child care industry makes to Georgia's economy.
- Survey will be distributed (via e-mail and mail) early September 2014
  - Final report expected late spring 2015

Look Again Campaign

- In response to recent "close calls" and tragedies
- Since 2012, **54 children in Georgia** left in vehicles in licensed child care...large and small...urban and rural
- In 2011 child left in vehicle by family day care home provider died
- On May 12, 2014, toddler in Clarkston died when she entered an open door of her mother's car and closed the door
- Sent e-mail blast to **ALL regulated child care providers** (5,800) informing them about campaign
- Arranged with contractors:
  - Sent e-mail blast to **over 60,000 parents** reminding them about dangers of leaving children unattended in vehicles
  - Featured message in **monthly CAPS newsletter**
  - Included message on **CAPS website**
  - Will send **reminder e-mails** to providers/families
  - Will program phones with special messages while **"on hold"**
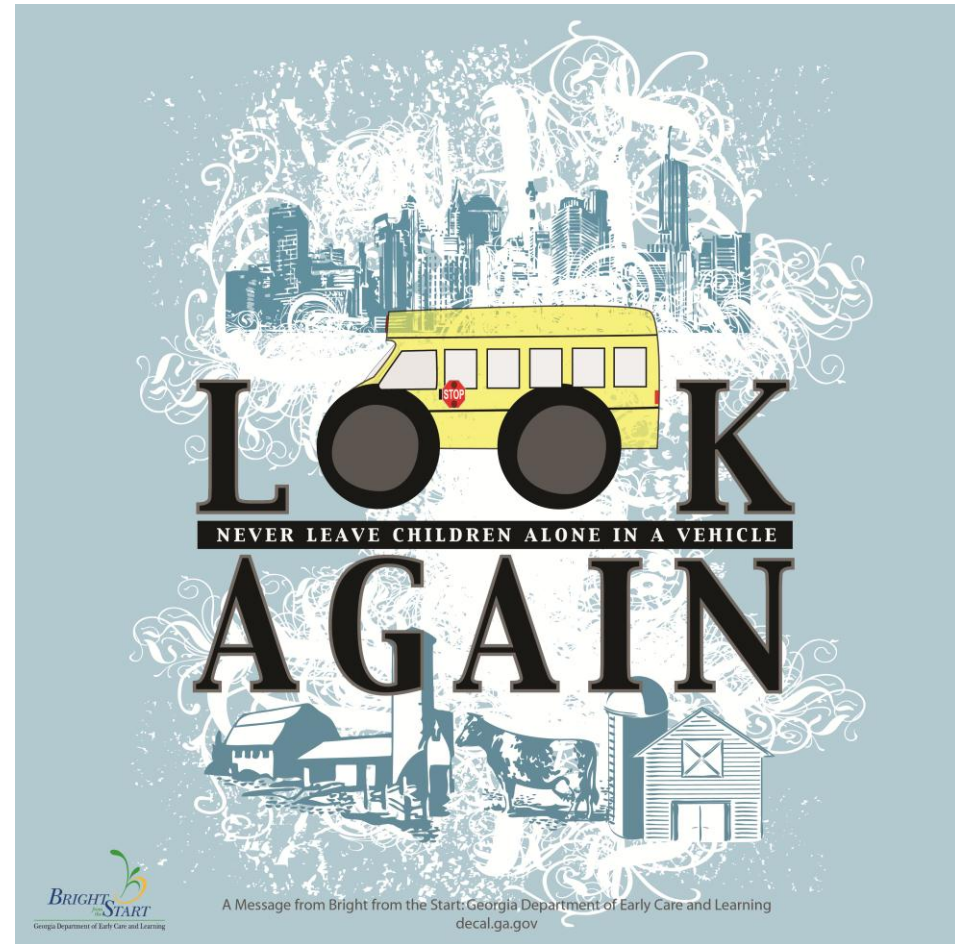 - Will deliver **"robo-calls"** during summer (after run-off elections)

Look Again Campaign *(continued)*

- Official launch on May 27, 2014
- 10:15 a.m. in North Wing, State Capitol
- Premier of Video

Partnering with:
- Governor and Mrs. Deal
- Department of Public Health
- Department of Transportation
- Department of Public Safety/Georgia State Patrol
- Governor's Office for Children and Families
- Governor's Office of Highway Safety
- Safe Kids Georgia/CHOA

Board Members Invited to Attend

LOOK AGAIN
NEVER LEAVE CHILDREN ALONE IN A VEHICLE

A Message from Bright from the Start: Georgia Department of Early Care and Learning
decal.ga.gov

Questions & Comments from Board

Finance & Human Resources Update

Ray Higgins
Deputy Commissioner for Finance and Administration

BRIGHT from the START
Georgia Department of Early Care and Learning

Finance Update

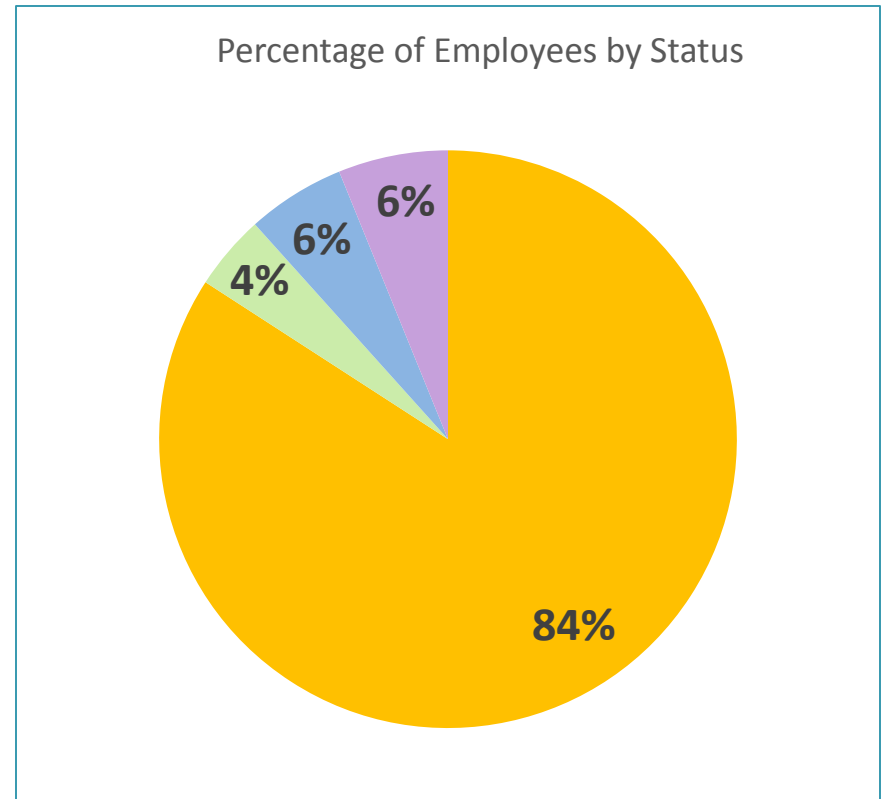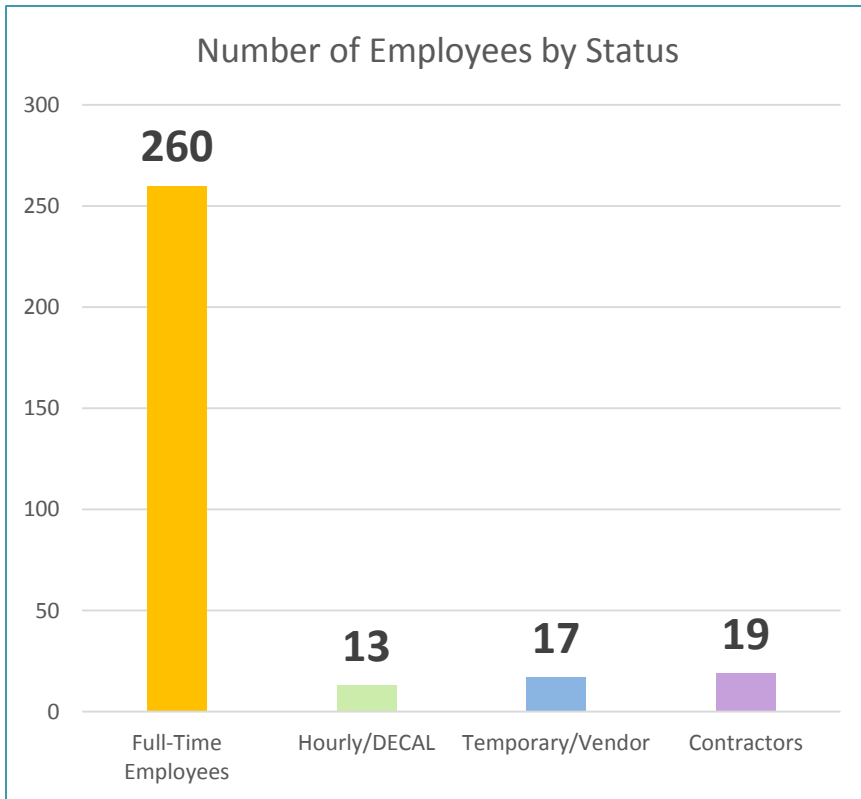| 2014 as of March 31	Budget	Expenditures*	Remaining Balance	25% Remaining
BY PROGRAMS				
Child Care Services	230,874,203.00	188,976,066.86	41,898,136.14	**18%**
Pre-K + (HS & ES)	312,336,030.00	241,137,132.71	71,198,897.29	**23%**
Quality Initiatives	29,003,034.00	22,482,477.49	6,520,556.51	**22%**
Nutrition	122,000,000.00	92,227,308.99	29,772,691.01	**24%**
Total Expenses	**694,213,267.00**	**544,822,986.05**	**149,390,280.95**	**22%**
BY FUNDING SOURCE				
State General	55,451,852.00	33,657,938.54	21,793,913.46	**39%**
State Lottery	312,173,630.00	241,000,833.54	71,172,796.46	**23%**
Federal	326,447,785.00	270,029,810.98	56,417,974.02	**17%**
Other	140,000.00	134,402.99	5,597.01	**4%**
Total Funds	**694,213,267.00**	**544,822,986.05**	**149,390,280.95**	**22%**
* Includes encumbrances.				

$3.7M in federal ELC funds were added to the Quality Initiatives budget. Grant start date was January 1, 2014.
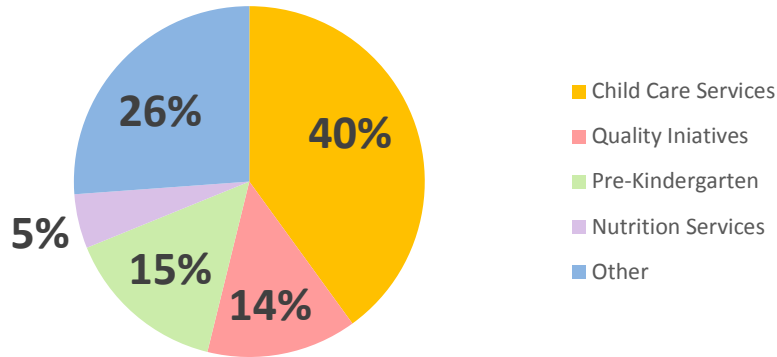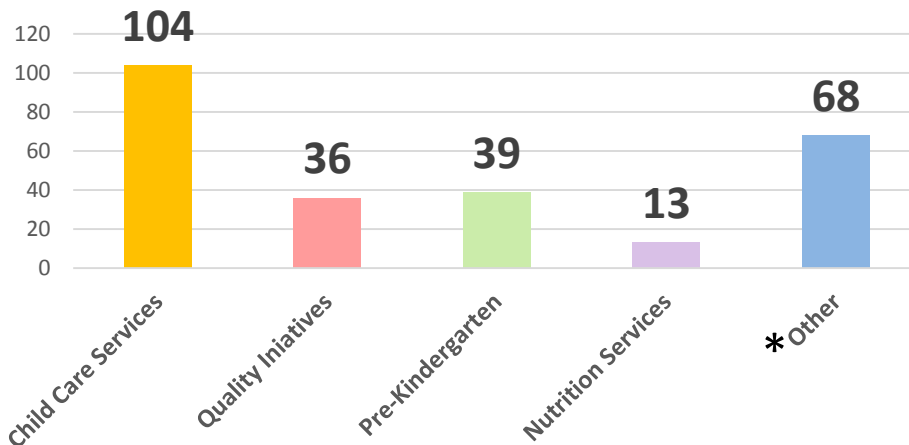
HR Organizational Structure

HR Director
Robin C. Stevens

Trainer & OD Specialist
Bill Folsom

Employment & Benefits Specialist
Rhonda Gunn

HR Assistant
Sabrina Henry

Recruitment Specialist (DECAL Hourly)
Walt Casteel
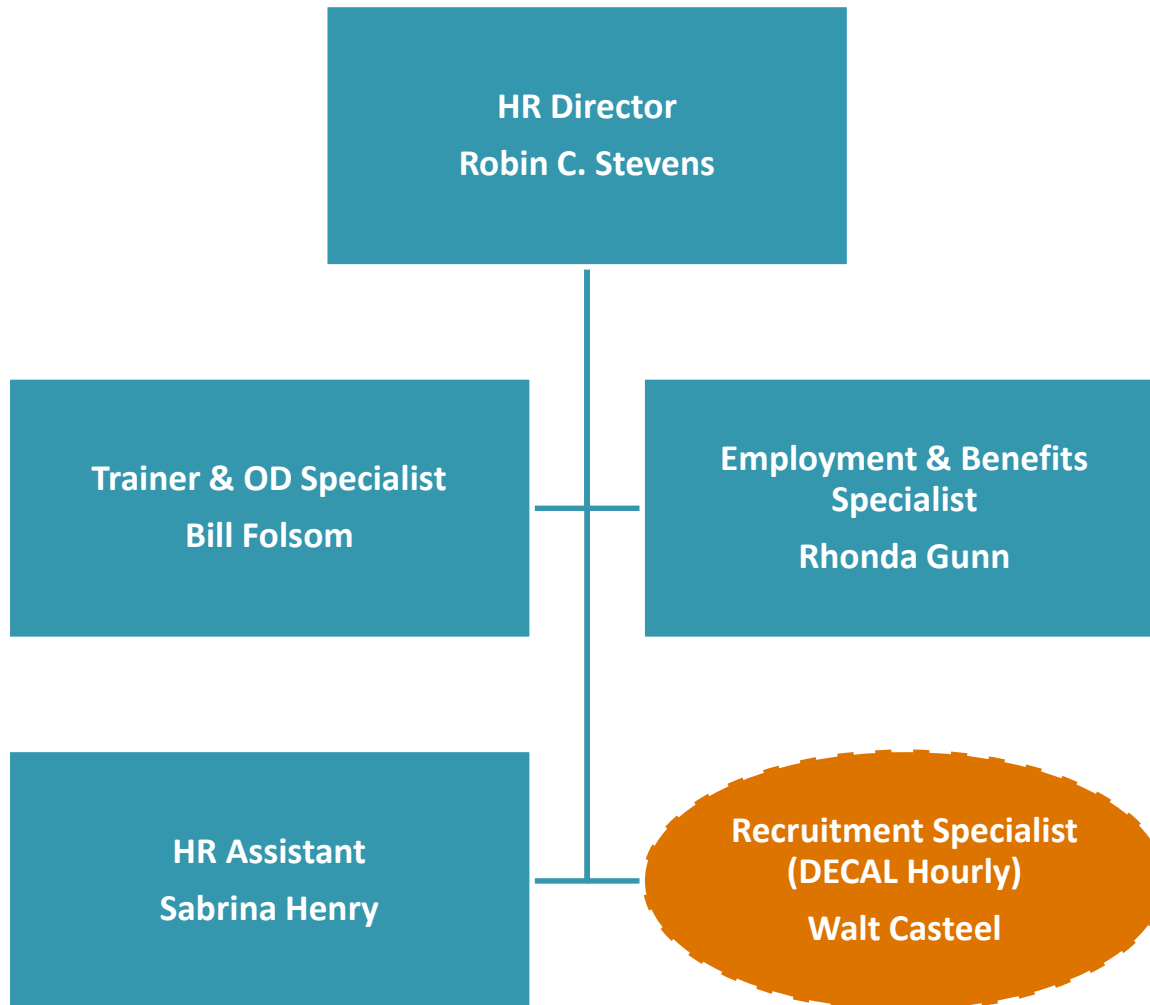
DECAL Workforce Composition

Number of Employees by Status

Status	Number
Full-Time Employees	260
Hourly/DECAL	13
Temporary/Vendor	17
Contractors	19

Percentage of Employees by Status

Status	Percentage
Full-Time Employees	84%
Hourly/DECAL	4%
Temporary/Vendor	6%
Contractors	6%

DECAL Full-time Employee Composition

Percentage of Employees by Division

- Child Care Services — 40%
- Quality Iniatives — 14%
- Pre-Kindergarten — 15%
- Nutrition Services — 5%
- Other — 26%

Number of Employees by Division

Child Care Services	Quality Iniatives	Pre-Kindergarten	Nutrition Services	*Other
104	36	39	13	68

*Units Comprising "Other"

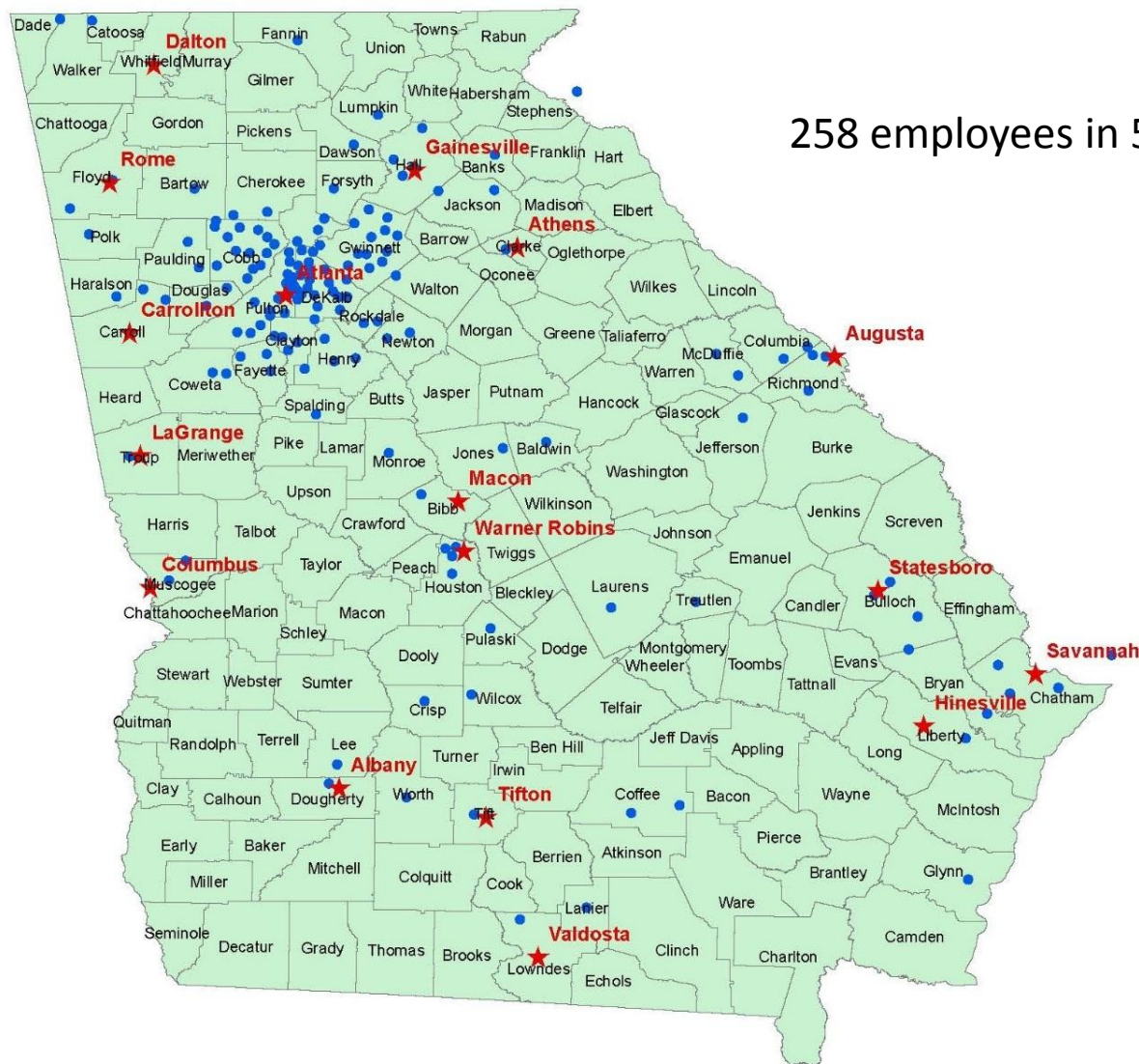| Audits	**Executive	Finance	HR	IT	Legal	Research
28%	13%	19%	6%	13%	15%	6%
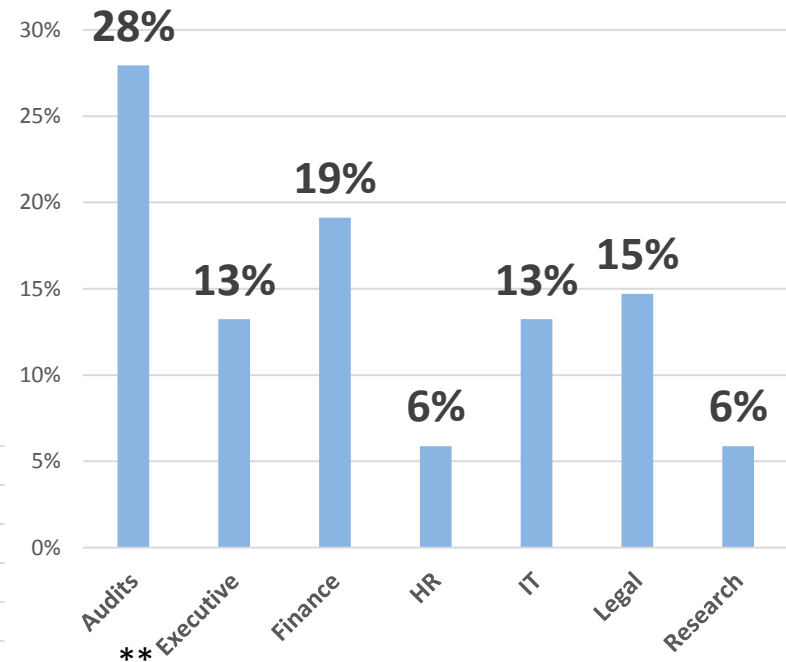
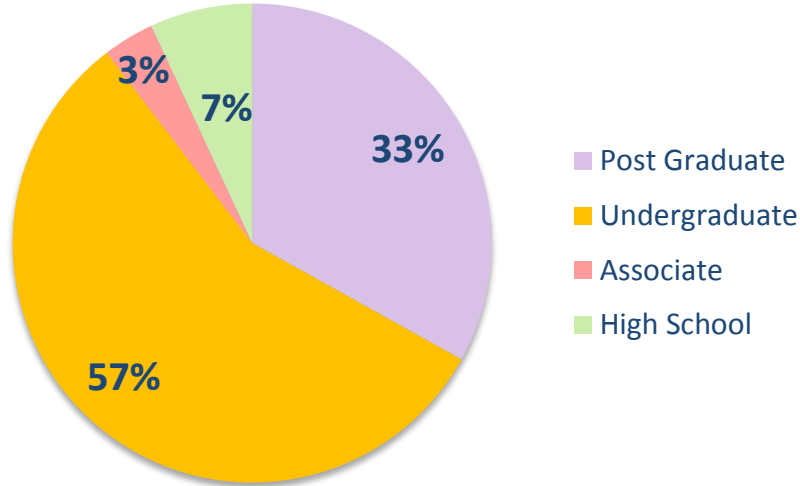**Includes the Commissioner, Deputies, Communications, Head Start, Govt. Relations

DECAL Employee Residence Sites

258 employees in 56 GA counties

# Employee Education Credentials

Education Credentials

| Degree Type	Number of Employees	Percentage of Employees
Post Graduate	**86**	**33%**
– Doctorate	3	
– Juris Doctor	5	
– Masters	73	
– Ed. S.	5	
Undergraduate	**147**	**57%**
Associate	**9**	**3%**
– Associates	8	
– Technical Program	1	
High School	**18**	**7%**
– Some College	7	
– High School	11	
Total	**260**	**100%**

Employees by Age

Employees by Generation*

- Baby Boomer (1946 -1964)
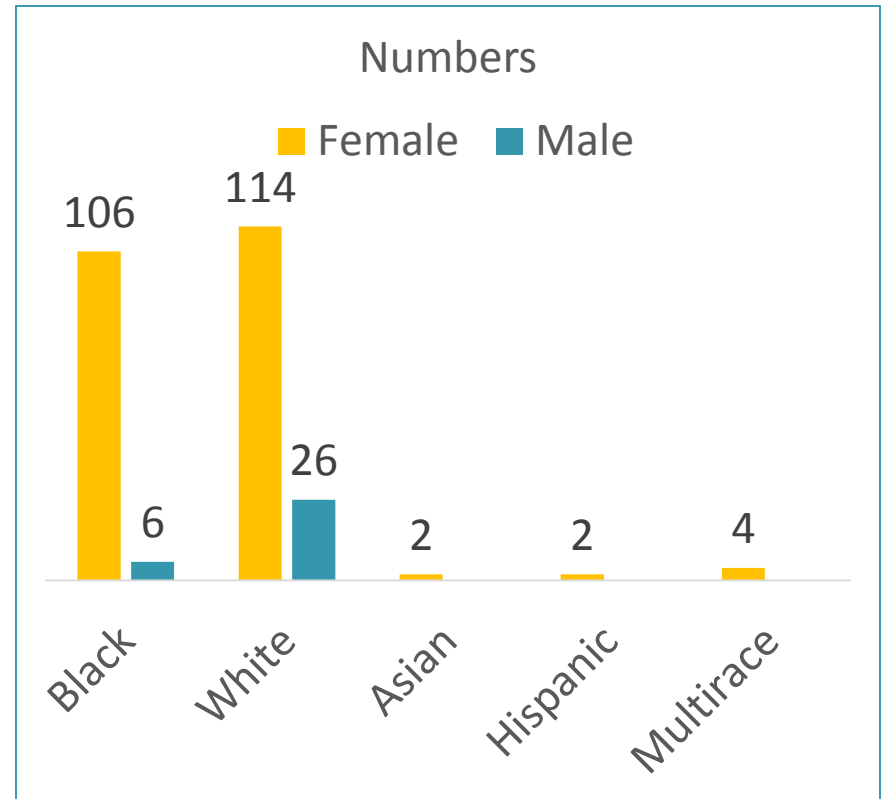- Generation X (1965-1980)
- Millennial (1981-Present)

17%
28%
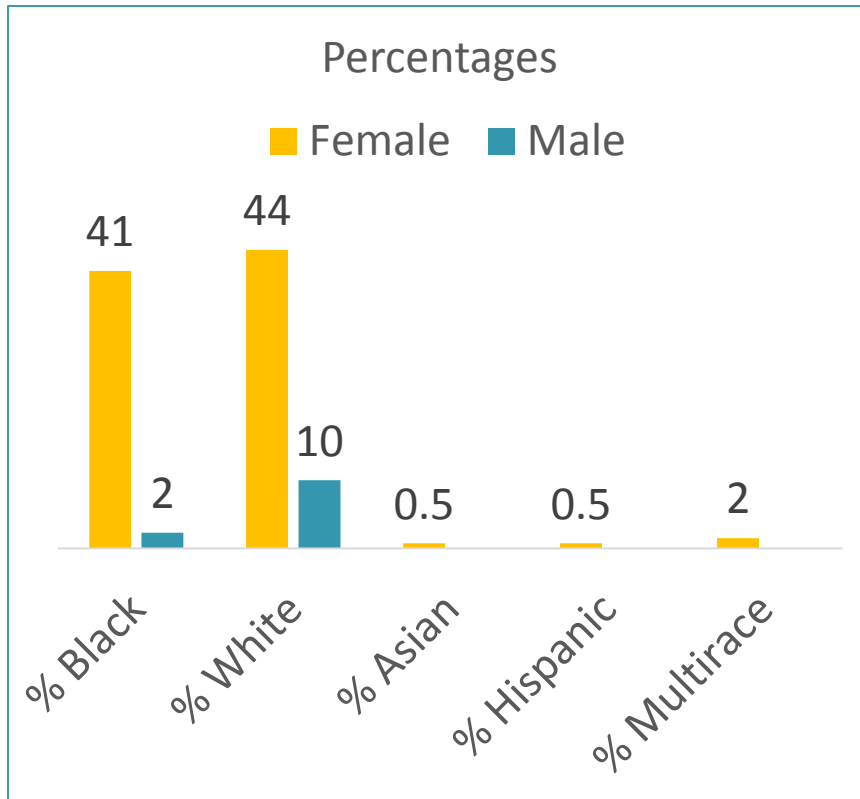55%
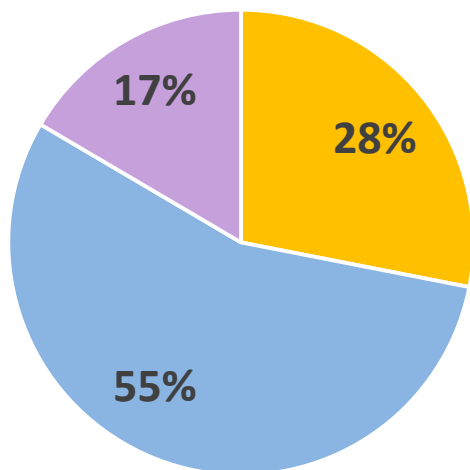
Employees by Decade Ranges

- 20-29
- 30-39
- 40-49
- 50-59
- 60-69

6% 8%
22%
30%
34%
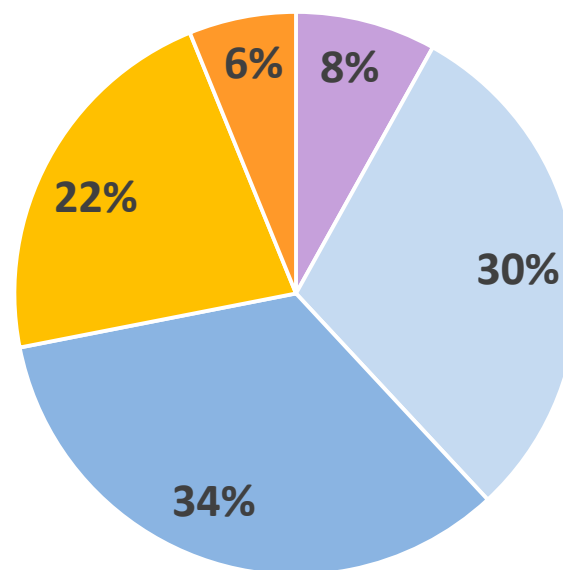
* PEW Research Center (Silent Generation 1928-1945)

Employees by Gender & Ethnicity

Employees Eligible to Retire

Of the Current 260 Population, 43 or 16% are eligible for retirement over the next 5 years

Legend: ■ Number of Employees ■ % of Employees

Year	Number of Employees	% of Employees
2014	14	5
2015	12	5
2016	9	3
2017	2	1
2018	6	2
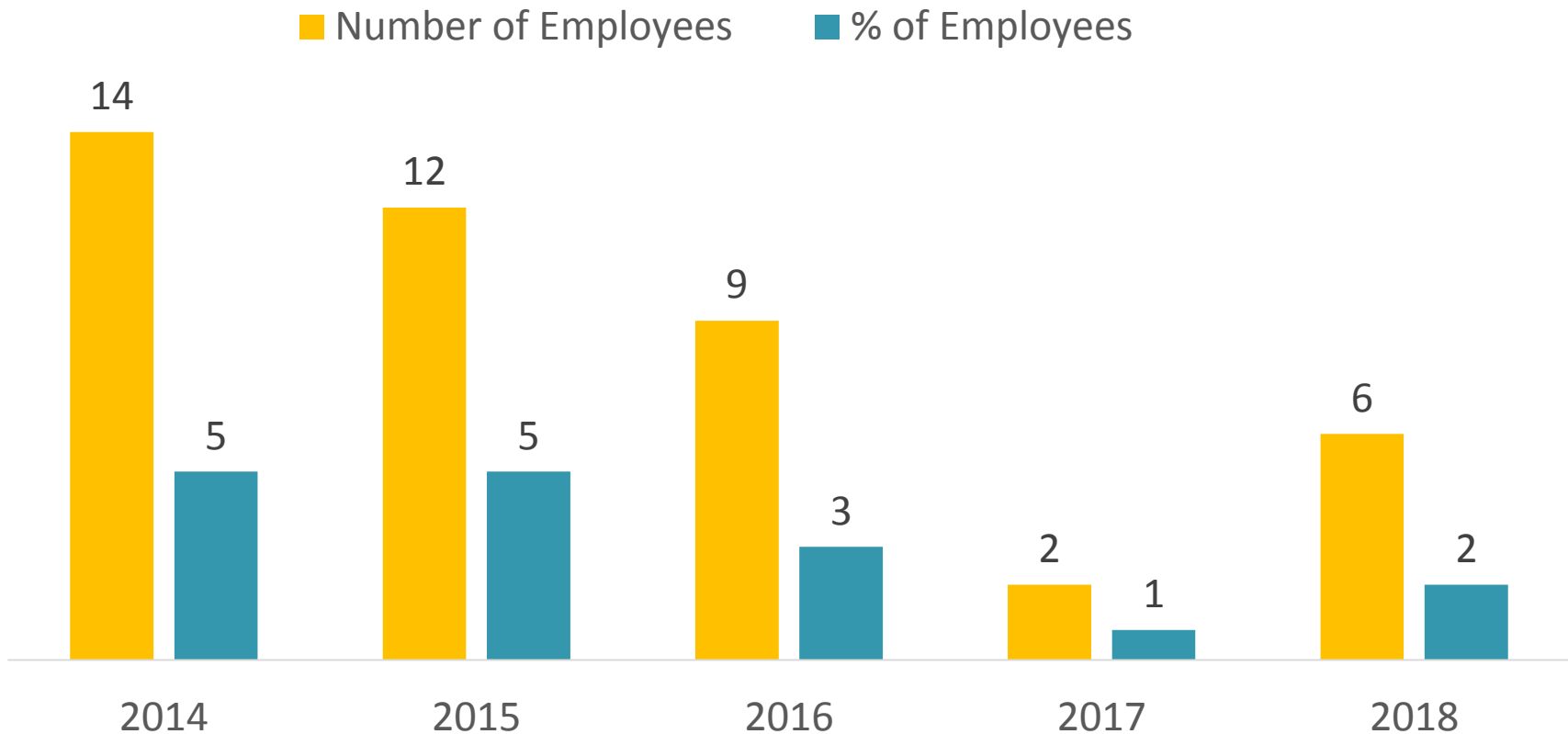
Employees Eligible to Retire by Division

43 Employees are eligible to retire over the next 5 years:

Legend:
- ■ Number of Employees
- ■ Number Eligible to Retire
- ■ % of Division

Division	Number of Employees	Number Eligible to Retire	% of Division
CCS	104	16	15
Nutrition	13	1	8
Pre-K	39	6	15
Quality	36	6	17
Other	68	14	21
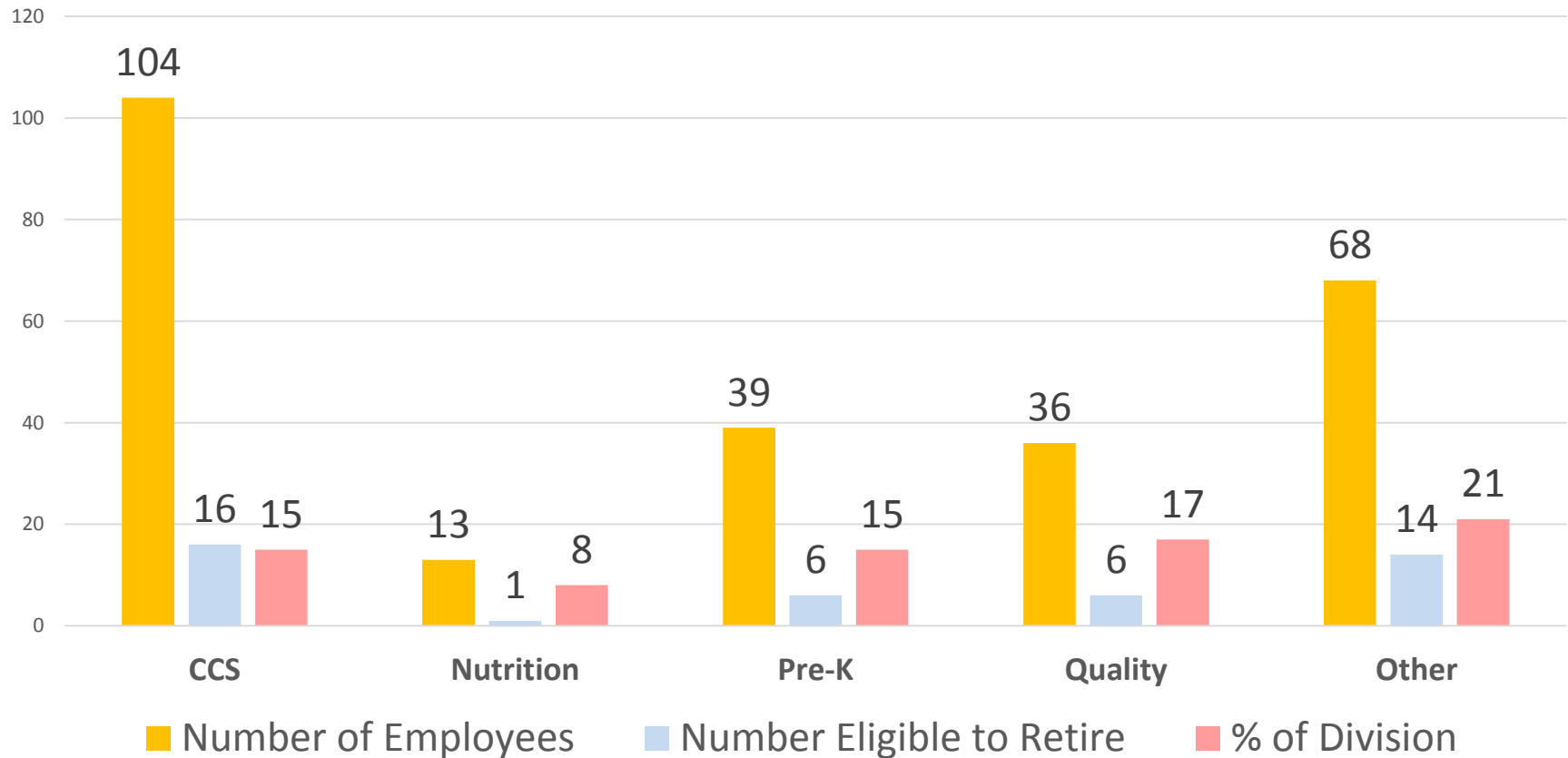
Training and Development Initiatives Relating to the Strategic Plan

- Strategic Initiative: DECAL Leadership Development Program
  - **Comprehensive leadership development program that will include leadership assessment, training, one-on-one coaching, and leadership development** in conjunction with the J. W. Fanning Institute for Leadership Development and the Carl Vinson Institute of Government at the University of Georgia.
  - In FY15, DECAL's Senior Leadership Team
  - In FY16, members of DECAL's Senior Management Team
  - In FY17, leadership training model will be modified and offered to DECAL staff

- Strategic Initiative: DECAL Conflict Resolution Training Program
  - **Comprehensive conflict resolution (CR) training program** in conjunction with the J. W. Fanning Institute for Leadership Development and the Carl Vinson Institute of Government at the University of Georgia.
  - In FY15, Senior Leadership Team and Senior Management Team
  - In FY 16, DECAL employees and selected DECAL stakeholders
  - In FY 17, DECAL will begin using formal conflict resolution framework in developing policies, procedures, and rules as an intermediate step in resolving complaints

Internal Classes Developed & Delivered

Strategic Initiative: DECAL Staff Professional Development

Emphasizing **regular professional development/training for DECAL staff** to equip them to professionally fulfill their job responsibilities. Sessions include the following topics:

Art of Delegation	MS Word 2013
Building Trust	Open Records
Communication Skills	Performance Documentation Training
Conducting Behavior-based Interviews	Performance Management/Evaluation Training
Conducting Meetings	Personal Safety Training
Confidentiality	Presentation Skills
Conflict Resolution	Problem Solving
Customer Service	Project Management Basics
Emotional Intelligence	Roles and Responsibilities of a Supervisor
Harassment in the Workplace	Stress Management
Interpersonal Relationship Skills	Supervisory Survival Skills
MS Excel 2013	Teamwork – Working Together as a Team
MS PowerPoint 2013	Time Management

Programs Update

Who We Serve & Where We Serve Them

Keith D. Bostick, L.C.S.W.
Deputy Commissioner for Programs

BRIGHT from the **START**
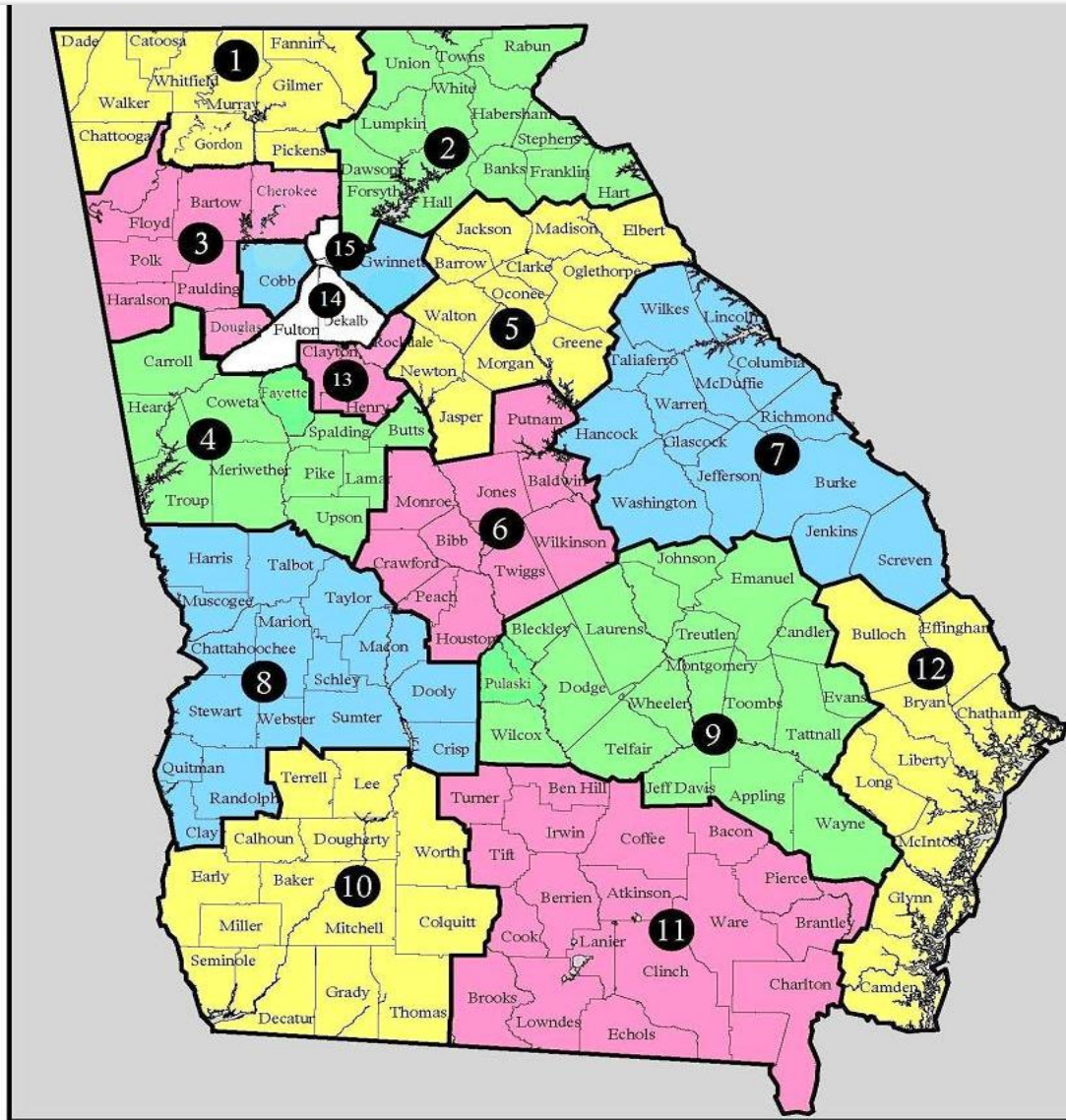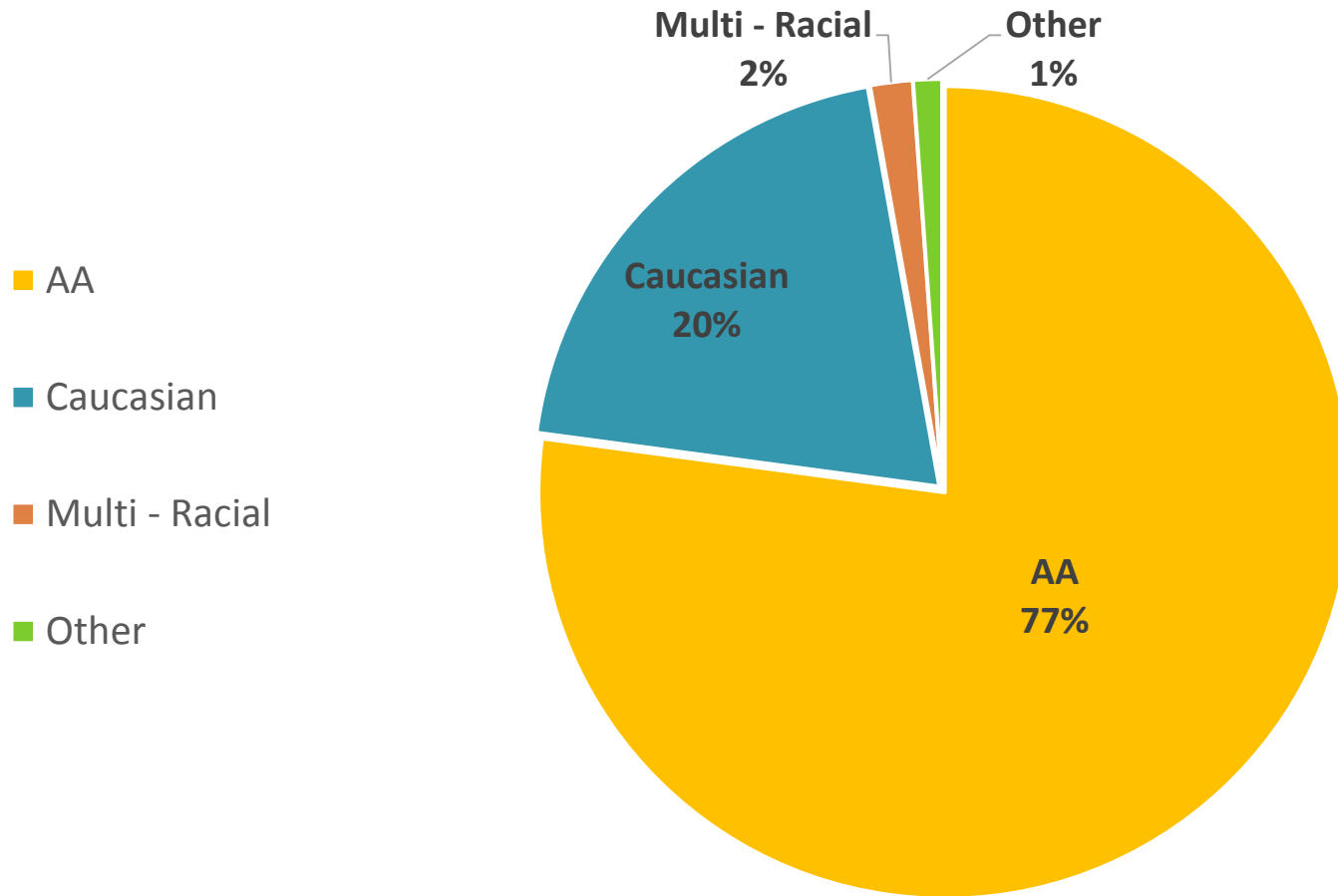Georgia Department of Early Care and Learning

DECAL Programs

- Licensed Facility Count = 5,538
- Georgia Pre-K Count = 3,845 Classes
- Licensed Programs Participating in Quality Rated = 1,285 (315 Rated)
- Subsidized Child Care (CAPS) = 55,000 children (monthly average)
- Nutrition Meals Served = 82,797,855 (FY 2013)

Who is accessing CAPS and *Where* is the program being accessed?

DHS Regional Service Map

Families Receiving Subsidies in Georgia - Race

Legend:
- AA
- Caucasian
- Multi - Racial
- Other

Pie chart values:
- Multi - Racial 2%
- Other 1%
- Caucasian 20%
- AA 77%

Statewide Totals	Refused	Multiple	Indian Alaskan	Hawaiian Other Pacific Islander	Asian	Caucasian	African American	Total
	92	648	128	111	108	7,720	29,684	38,490

Date Source: MAXSTAR 5/2014

Families Receiving Subsidies in Georgia - Ethnicity

Legend:
- Not Latino
- Latino
- Refused

Latino 3%

Not Latino 97%
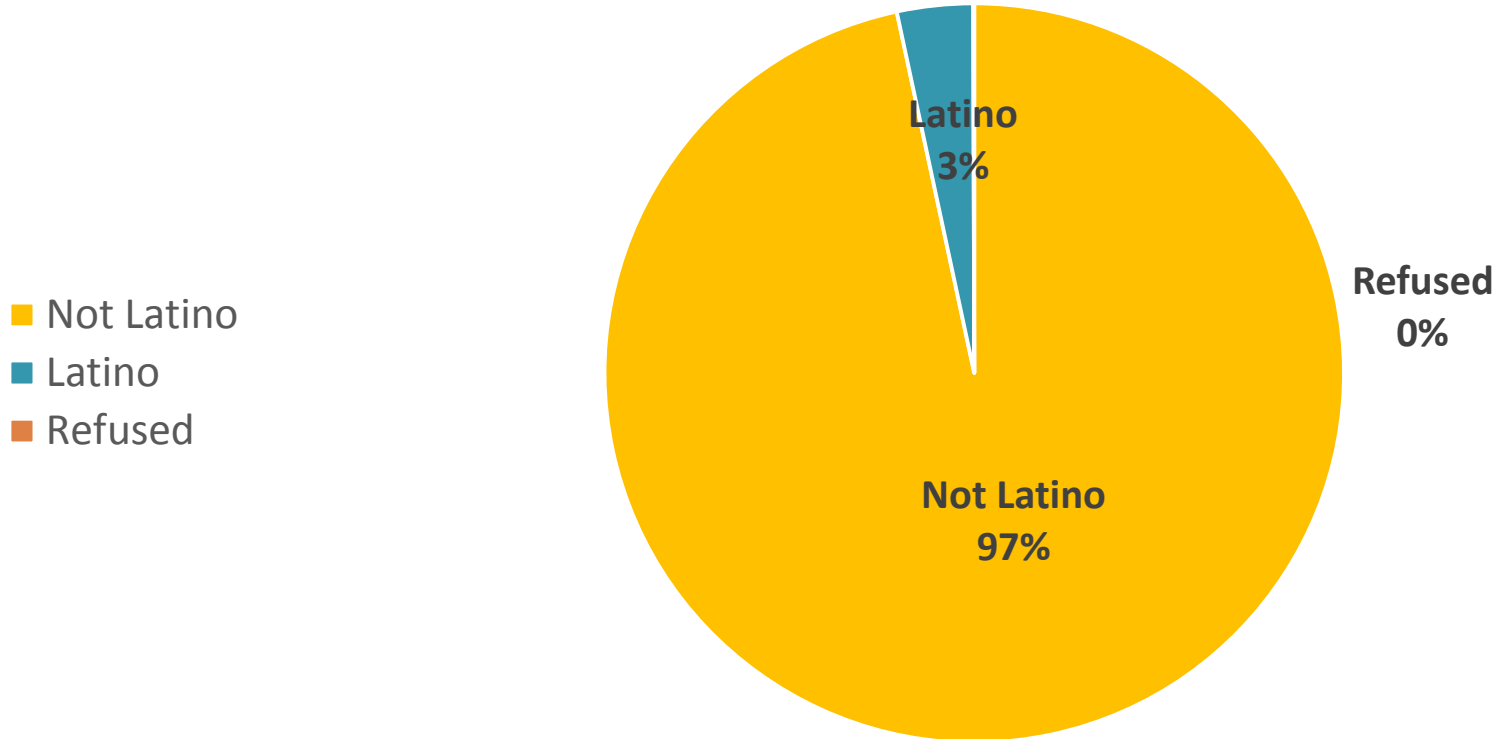
Refused 0%

Statewide Totals	Hispanic Latino	Not Hispanic Latino	Refused	Total
	1,278	37,195	17	38,490

Data Source: MAXSTAR 5/2014

Providers Participating in CAPS - by Region

Legend: Center (2506), Group (162), Family (934)

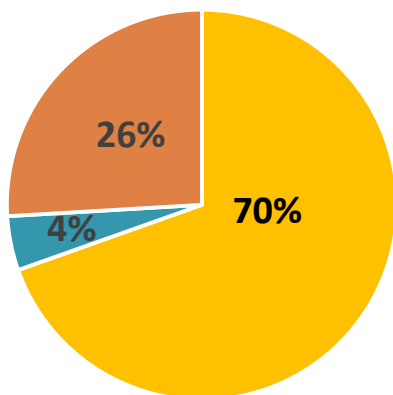| Region	Center	Group	Family	Total
1	73	2	15	90
2	87	5	20	112
3	189	6	26	221
4	144	5	35	184
5	118	6	34	158
6	150	5	54	209
7	135	14	37	186
8	78	14	54	146
9	69	15	33	117
10	100	20	53	173
11	89	15	46	150
12	174	36	154	364
13	208	1	86	295
14	503	11	187	701
15	376	7	100	483

Regions
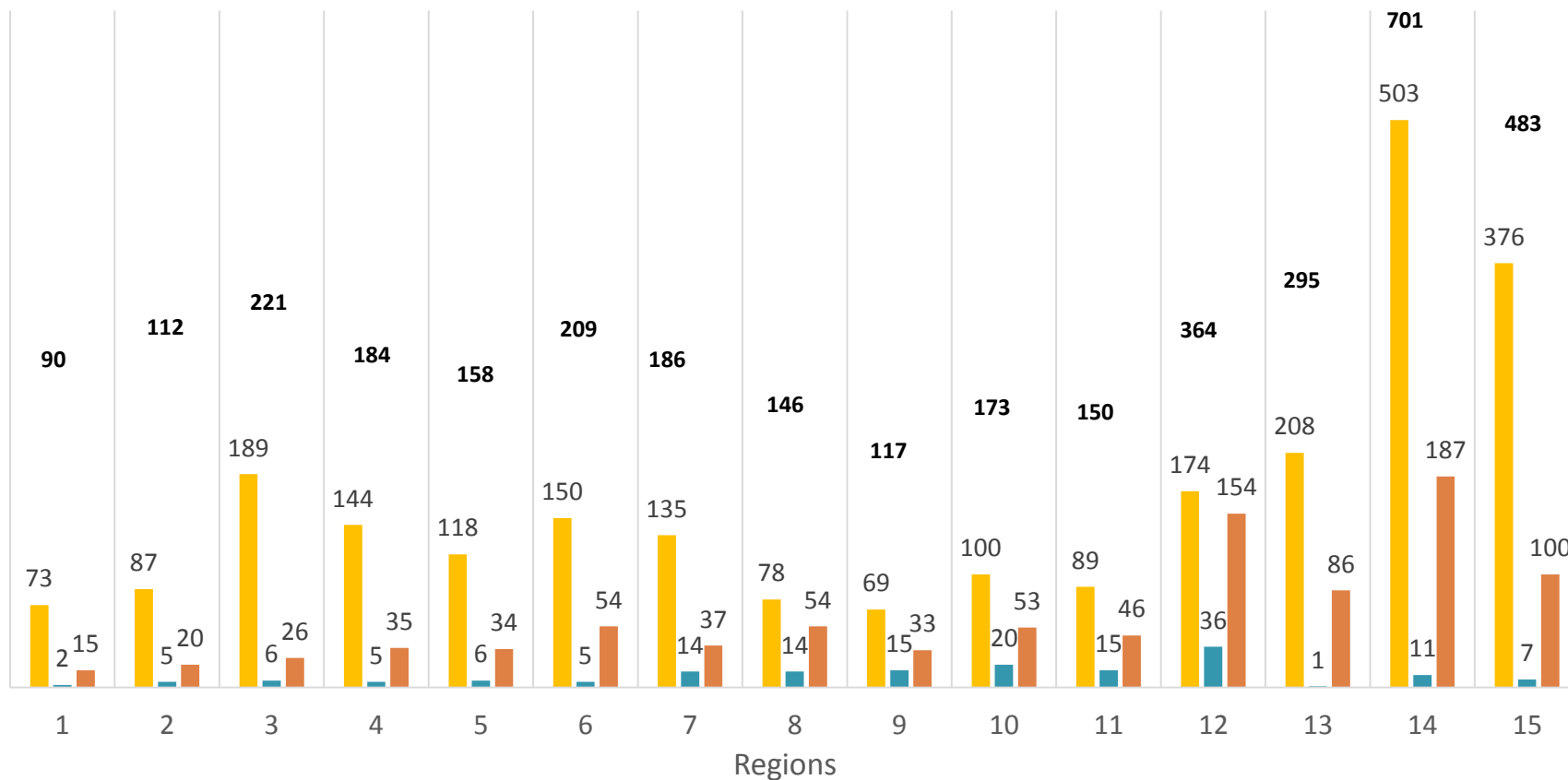
Total Providers 3,602

CAPS Providers - National Comparison

Georgia
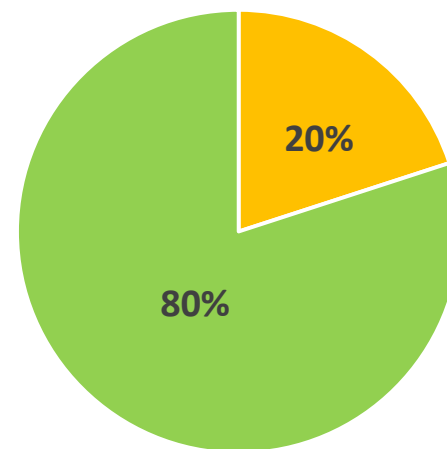
Total 3,602
(active as of 5/2014)

■ Center   ■ Group   ■ Family

Data Source: MAXSTAR 5/2014
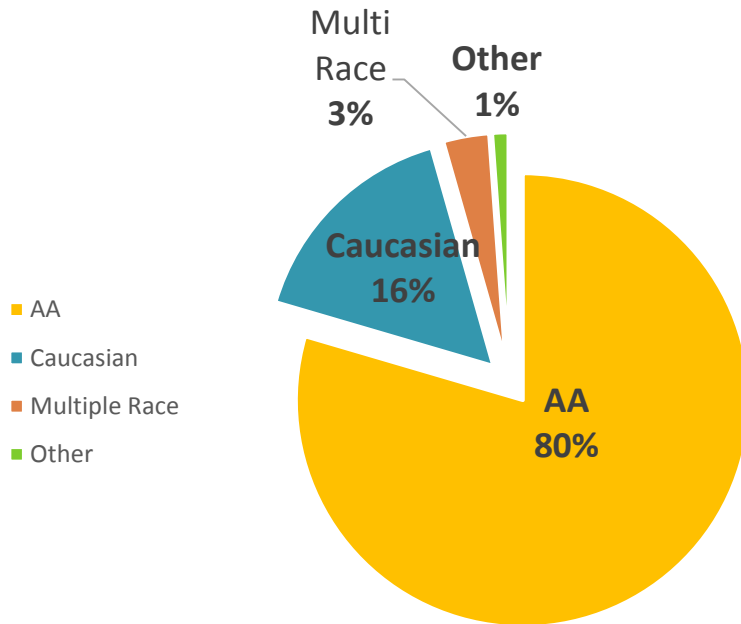
National Data

Total 460,902
FFY 2012

■ Center   ■ Home Based

Data Source: Office of Child Care – CCDF (FFY 2012)
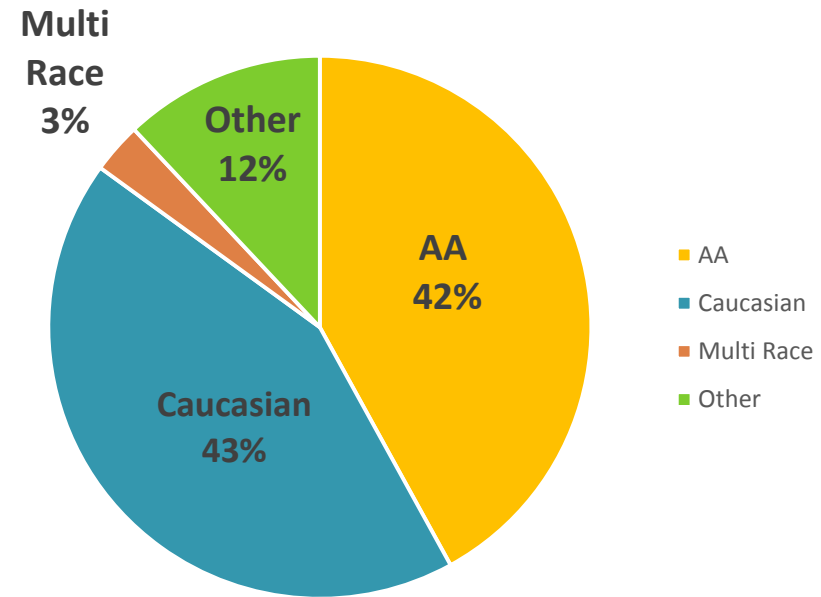
Children Receiving Subsidies - Race

Georgia
(68,030 – children participating in CAPS for 5/2014)

Multi Race 3%
Other 1%
Caucasian 16%
AA 80%

Legend:
- AA
- Caucasian
- Multiple Race
- Other

Data Source: MAXSTAR 5/2014

National Data
(1.5 million – yearly total FFY 12)

Multi Race 3%
Other 12%
AA 42%
Caucasian 43%

Legend:
- AA
- Caucasian
- Multi Race
- Other

Data Source: Office of Child Care – CCDF (FFY 2012)

Statewide Totals	Refused	Multiple Race	Asian	Indian Alaskan	Hawaiian Other Pacific	Caucasian	African American	Total
	231	2,220	160	240	148	10,921	54,110	68,030

Children Receiving Subsidy - Ethnicity

Georgia
(68,030 – children participating in CAPS for 5/2014)

Data Source: MAXSTAR 5/2014

National Data
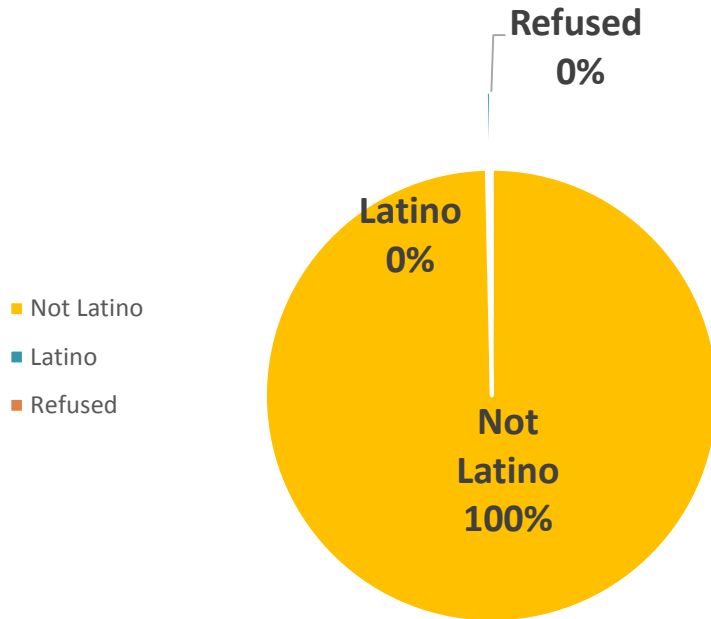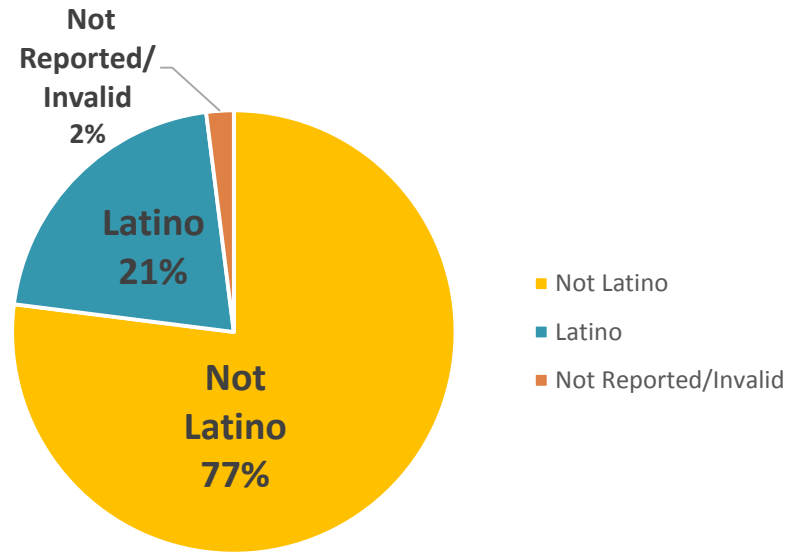**(1.5 Million – yearly total FFY12)**

Data Source: Office of Child Care – CCDF (FFY 2012)

Statewide Totals	Active Children	Latino	Not Latino	Refused
	68,030	235	67,791	4

Children Receiving Subsidies by Region - Gender
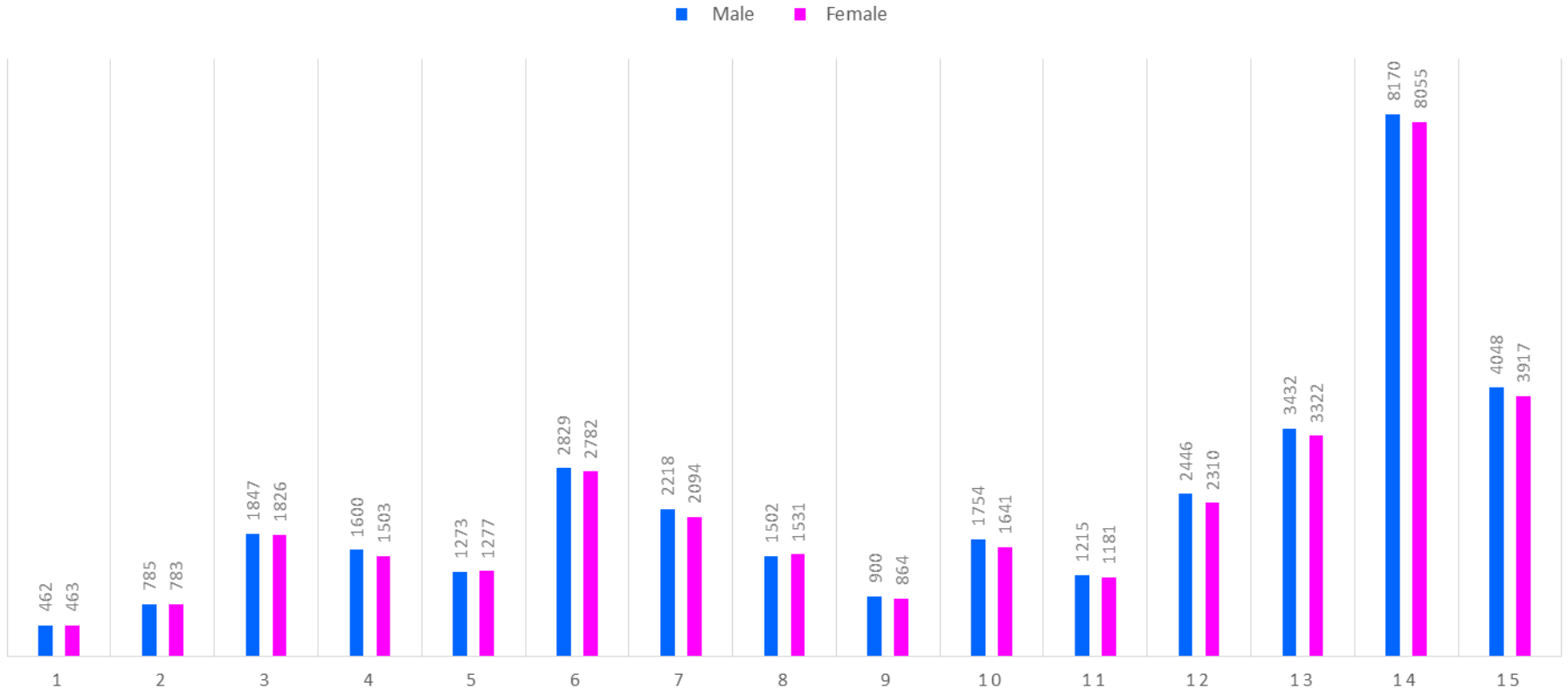
Statewide Totals	Male	Female	Total
	34,481	33,549	68,030

Child Care Services Update

Dee Bolden
Director of Child Care Services Operations

Child Care Services Update

- Participating in series of federal briefs on licensing activities
- Delivering plenary session at the CCDF meeting in May
- Presenting Georgia's data driven management of licensing activities at NARA annual conference
- Have begun Enforcement Sanction Policy Project
- Conducting Exemption Visits - Summer 2014
- Partnering with state agencies on injury prevention strategies

Exemptions Update

- Stakeholder workgroup studied exemptions in 2010 and 2011
- Revised exemption rules in November 2011
  - Valid e-mail address
  - Signed letter by parent
  - Notice that program is exempt
  - Notice must be posted
  - Attendance records
- Requested by DECAL board to examine exemptions further
  - Exemption Call Project
    Phase I: Contact to all programs
    Phase II: Research and Data Entry
    Phase III: Communication and re-application
- Summer 2013 and 2014 blitz visits
  - Data Collection and Analysis

Exemption Project – Overall Statistics 2013

Summer 2013 Exemption Visit Program	Program Count	# Active CAPS Certificates
Total Programs Visited	98	706
EX-1 Government	49	
EX-12 - National Nonprofit/5&Up	3	
EX-14 - Religious/faith-based	2	
EX-6 - 4 hour program 2-6yrs	3	
EX-7 - Day Camp	41	
Total Programs Not Operating	79	224
Total Programs Operating but closed at visit time	14	71
Total Programs Out of State	2	5
Total Programs Unable to locate or denied access	4	9
Total Programs	197	1,015

Exemption Project Statistics 2013

Criminal Record Check Type	Program Count	Percent
No CRC Observed	81	82.65%
Local School Systems	13	
YMCA Clubs	9	
Recreation Centers	28	
Boys & Girls Clubs	2	
Department of Defense	2	
No Record Check	27	
Purpose Code E (not the correct type)	2	2.04%
Unknown	13	13.27%
Purpose Code W (correct type)	2	2.04%

Exemption Project Statistics 2013 *(continued)*

Met State Ratio	Program Count	Percent
Did Meet State Ratio	78	79.59%
Did Not Meet State Ratio	15	15.31%
NA-No children present	2	2.04%
Unknown-all children on field trip	3	3.06%

Supervision Adequate	Program Count	Percent
Yes	70	71.43%
No	22	22.45%
NA-children not present or on field trip	6	6.12%

Exemption Project Statistics 2013 *(continued)*

Transportation	Program Count	Percent
Transportation not provided	14	14.29%
Transportation provided	84	85.71%
Proper restraints used Y/N/ UNK N/A - restraints not applicable		
No - proper restraints were not used	7	7.14%
No Transportation provided	14	14.29%
School Type Buses used	59	60.20%
Unknown	13	13.27%
Yes	5	5.10%

Next Steps

Summer visits - June & July 2014

Additional data analysis

Communication plan

Legal Update

Ira Sudman
Chief Legal Officer

CRC Overview

- New CRC requirement went into effect January 2014.
- As of May 1, 2014, **6,738** satisfactory determinations have been issued.
  - 136 unsatisfactory determinations have been issued.
- Currently, 225 applications pending
  - Does not include 79 incomplete applications and 140 applications that have been rejected due to system not being able to read

Criminal Records Check Update

Applications	As of Feb. 16	As of May 1
Child Care Learning Centers	1,322	6,228
Family Day Care Homes	87	213
Group Day Care Homes	20	63
Other	86	269

Criminal Records Check Update *(continued)*

- Currently, average time to process CRCs is 5.3 days. This is an increase.
  - In February, the average time was 3.5 days.
- The increase is because more providers than anticipated have submitted applications at this early date.
- Changes are being made to reduce processing time.

Changes to Improve Process

- Assigned a Legal Services Supervisor to manage the project and increased staff from two to eight
- Established a call center to more efficiently manage telephone inquiries
- Working with GBI to simplify COGENT registration process
- Working with COGENT to streamline online registration
- Creating a webinar for providers

BREAK

(10 minutes)

Georgia's Pre-K Program Update

Susan Adams
Assistant Commissioner for Pre-K

BRIGHT
from
the START
Georgia Department of Early Care and Learning

Summer Transition Program

- Began *Rising Kindergarten Program* in 2010 focusing on children who did not attend Georgia's Pre-K or attended Georgia's Pre-K or Head Start but need additional support before attending Kindergarten in the fall
- Targeted six-week school readiness program for income eligible children
- Added *Rising Pre-K Pilot Program* in 2013 focusing on children whose home language is Spanish and who are enrolled to attend Pre-K in the fall
- Annual evaluations support the effectiveness of the programs

2013 Program Evaluation Findings

- *Rising Kindergarten Program*
  - Children's literacy and school readiness skills improved
  - Consistent with findings from previous years
- *Rising Pre-K Program*
  - Both Spanish and English were used regularly in Rising Pre-K classrooms, thereby maximizing learning opportunities for English language learners
  - Data collected has provided to improve the quality of the program including professional development for teachers, classroom materials and curricula

Summary Transition Program 2014

- *Rising Kindergarten Program*
    - Focuses on children who did not attend Georgia's Pre-K or attended Georgia's Pre-K or Head Start but need additional support before attending Kindergarten in the fall
        - Class size: 16 students
        - 992 slots/62 classes
- *Rising Pre-K Program*
    - Focuses on children whose home language is Spanish and who are enrolled to attend Pre-K in the fall
        - Class size: 14 students
        - 280 slots/20 classes

Head Start Update

Janice Haker
Head Start State Collaboration Director

Head Start Collaboration Office

Annual Needs Assessment

- 100% response
- Region IV AFC data compilation
- Used for GHSA Strategic Planning

Results of Needs Assessment

- Homelessness services
- Response to intervention difficulties
- English language learners
- Child care subsidies for HS/EHS
- Professional development
- Health care in rural areas
- Transportation
- Quality Rated

Early Head Start/Child Care Partnerships

- Purpose: access to high quality programs
- $500,000,000 for state and local agencies, for profit and not-for-profits
- Grants open for public comment
- Forecast May 20, 2014 for Funding Opportunity Announcement
- $55 million ceiling for each grant submission
- Application deadline Aug. 4, 2014
- Awards made by December 31, 2014
- Meet Early Head Start Performance Standards
- Partnerships include family and center child care, CAPS

Systems Reform Update

Kristin Bernhard
Deputy Commissioner for System Reform

Realizing a Birth to 5 Pipeline: Georgia's Proposed Early Head Start – Child Care Partnership (EHS-CCP) Grant

Bright from the Start
Georgia Department of Early Care and Learning

Early Head Start – Child Care Partnership Grant

- A new opportunity for infants and toddlers in Georgia
- Governor's Office has authorized DECAL to apply as a state entity for this grant.
  - DECAL will NOT operate Early Head Start programs!
- Past experience uniquely qualifies DECAL to provide high quality support services to wrap around additional slots.
  - Even Start Family Literacy Program
  - Georgia's Pre-K Program
  - Early Learning Challenge grant

E3Z's ONLY

Pilot EHS in FDCH (Birth through 3)

Create new programs and expand infrastructure through DCA partnerships

COMPREHENSIVE SUPPORT SERVICES HUBS

Great Start Georgia Home Visiting Models

Screening

Family Engagement

Health and Wellness

Professional Development Communities of Practice

Technical Assistance and Monitoring (GA PITC)

Centralized CAPS Eligibility

NEW SLOTS

TCSG

2- and 3-Star Providers

STATEWIDE

Current 2- and 3-Star EHS Grantees

Additional Slots

Update on the Race to the Top - Early Learning Challenge (ELC) Grant

Bright from the Start
from the
Georgia Department of Early Care and Learning

Update on Key Timelines & Milestones

- Scope of Work (SOW) and Budget submitted at the end of March
- Received feedback on SOW from federal program officers; minimal edits required
- Mutually agreed upon Scope of Work and Budget finalized by June 30
- New incentives for early childhood educators (1st, 2nd, and 3rd Levels) to launch on July 1
- First Validation/Evaluation Team retreat occurs July 16
- ELC Technical Assistance TA lead coming to Georgia July 17-18 to write TA plan

Early Education Empowerment Zones (E^{3}Zs)

- Detailed under Strategy 3: Integration
  - … creating geographically identified zones (E^{3}Zs) with large numbers of children with high needs and aligning key programs and services
- Key Measures/Goals
  - Number of 2- and 3-star programs in each E^{3}Z
  - Number of children with high needs in each E^{3}Z served in a 2- or 3-star program that offers integrated services

ELC Application: Identifying E^{3}Zs

Process for identifying zones as written in the grant

- DECAL will identify four E^{3}Zs using data from the Department of Economic Development, the Department of Community Affairs, the Department of Early Care and Learning, and the Department of Education.
  - One zone: large county in the metropolitan Atlanta area
  - One zone: county with a mid-size city with two to three contiguous rural counties
  - Two zones: areas of six to seven rural counties each
- Data points: poverty rates, unemployment rates, and per capita income data. DECAL will also incorporate key access data (Pre-K wait lists, CCS compliance designations) and educational data (standardized testing scores, % of children with IEPs) from the Georgia Department of Education.

Quantitative Data

Qualitative Data
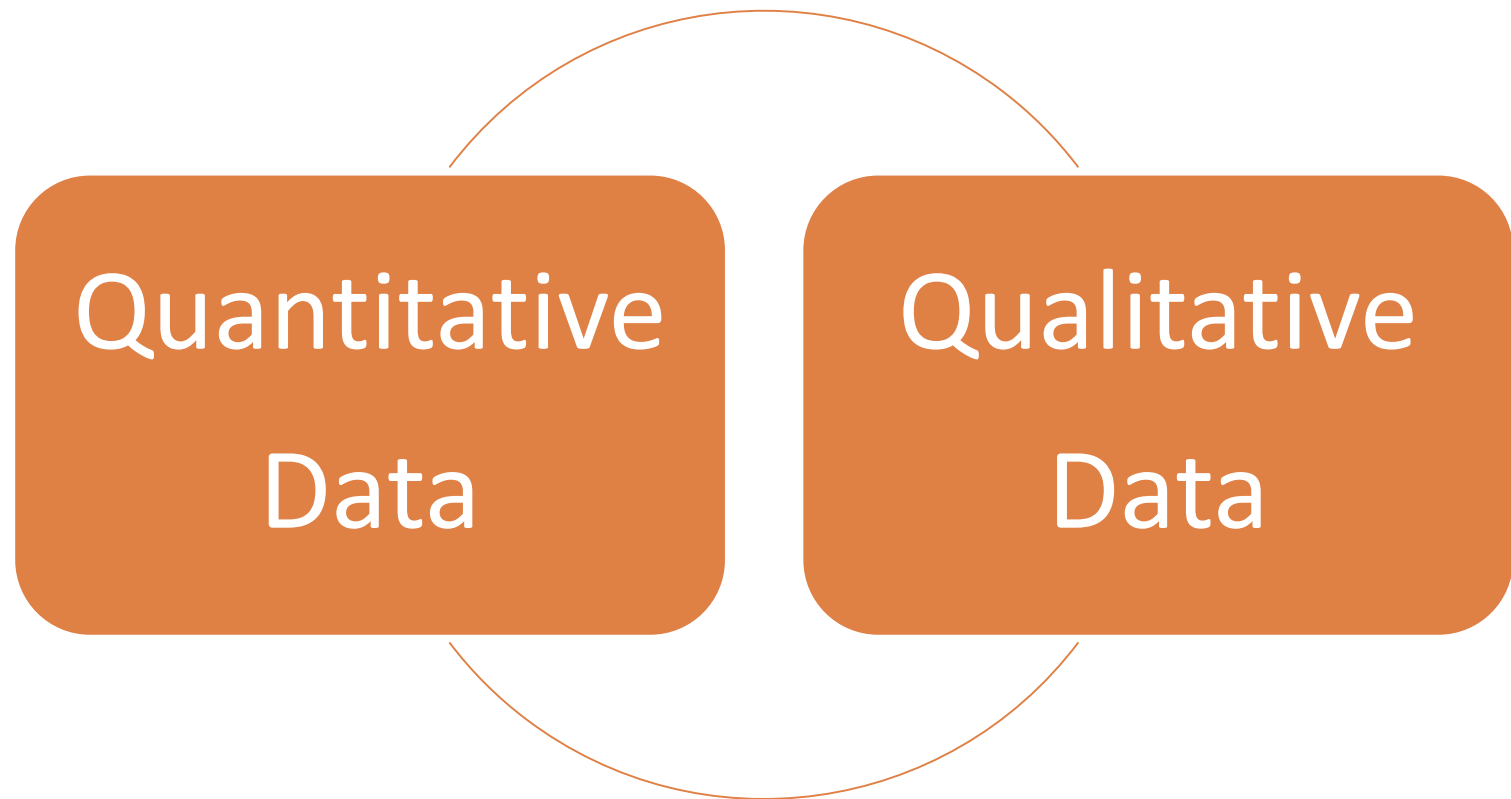
Recommended Primary Indicators

- Percentage of students who did not meet the standard for 3rd grade reading on CRCT
- Percentage of licensed capacity filled by CAPS
- Overall poverty rate
- Percentage of births to females with less than a 12th grade education
- Percentage of eligible sites in Quality Rated

Recommended Secondary Indicators

- Free and reduced meal eligibility rate
- Percentage of children with a home language other than English
- Premature birth rate
- Pre-K saturation rate
- In addition: Counties with a 2- or 3-star program in Quality Rated received 2 bonus points

Highest Counties from Recommended Primary + Secondary Indicators
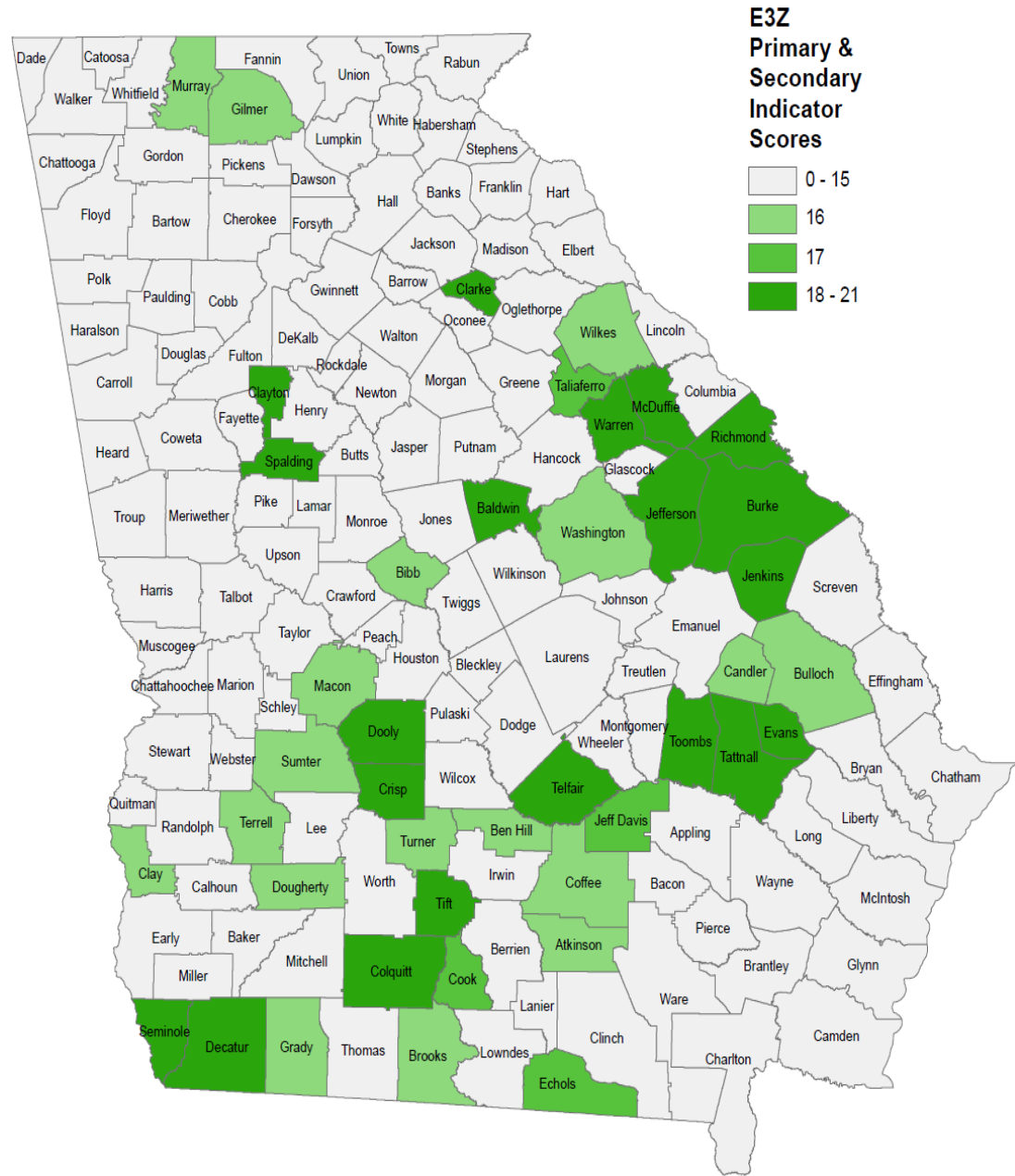
Potential E³Zs

- Target: 10,000 young children per zone
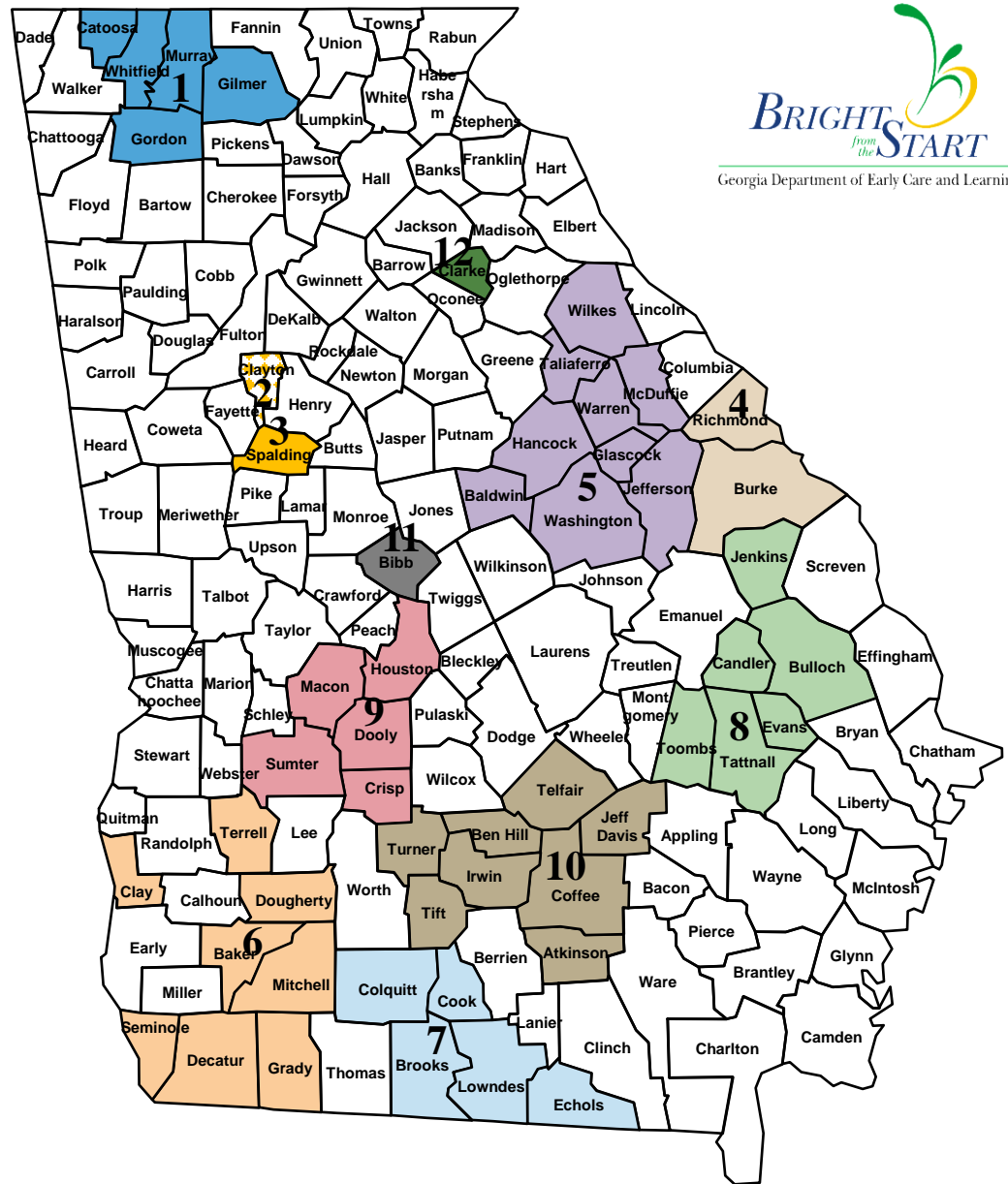
Qualitative Factors

- Family Connection Collaboratives
- Georgia's Pre-K and Head Start
- Technical schools
- Local civic clubs
- Local chambers of commerce
- Job criteria
- Capacity to support new business
- Public school superintendent support
- Strong champions

ELC Scope of Work – Activity 2.1
Identify E^{3}Zs

Code #	Task	Start Date	End Date
2.1.1	Convene internal group to identify data sources that will identify E^{3}Zs	03/01/14	04/01/14
2.1.2	Create a formula to identify potential E^{3}Zs by identifying weights for agreed upon data points	04/01/14	05/30/14
2.1.3	Conduct site visits/interviews at potential E^{3}Zs	06/01/14	07/31/14
2.1.4	Select four empowerment zones	08/01/14	09/01/14

DECAL Strategic Plan

Ray Higgins
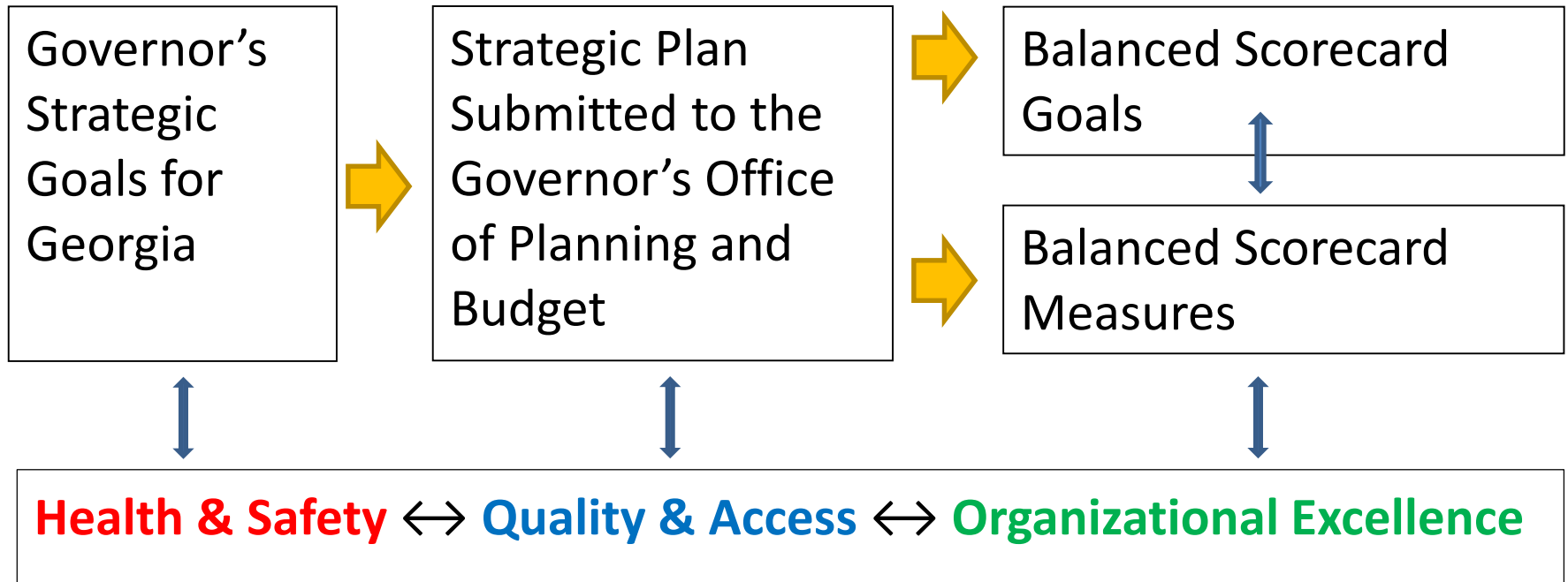Deputy Commissioner for Finance and Administration
Bentley Ponder
Director of Research and Strategic Planning

BRIGHT from the START
Georgia Department of Early Care and Learning

Strategic Plan Linkages

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┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐
│ Governor's      │  →   │ Strategic Plan  │  →   │ Balanced        │
│ Strategic       │      │ Submitted to the│      │ Scorecard       │
│ Goals for       │      │ Governor's Office│     │ Goals           │
│ Georgia         │      │ of Planning and │      └─────────────────┘
│                 │      │ Budget          │             ↕
└─────────────────┘      │                 │  →   ┌─────────────────┐
        ↕                └─────────────────┘      │ Balanced        │
                                ↕                 │ Scorecard       │
                                                  │ Measures        │
                                                  └─────────────────┘
                                                          ↕
```

┌──┐
│ **Health & Safety** ↔ **Quality & Access** ↔ **Organizational Excellence** │
└──┘

Governor Deal's Strategic Goals for Georgia

- Vision: A lean and responsive state government that allows communities, individuals, and businesses to prosper.
- Categories:
  - Educated
  - Mobile
  - Growing
  - Healthy
  - Safe
  - Responsible and efficient government; fiscally sound, principled, conservative

Governor Deal's Strategic Goals for Georgia

- Select Goals Included in the Governor's Plan:
    - Reduce childhood obesity in Georgia.
    - Identify and implement innovative strategies that increase teacher effectiveness and student achievement.
    - Increase number of students reading at grade level by the completion of 3rd Grade – a strategic benchmark for lifelong learning.
    - Increase availability of state services through innovative technology solutions.
    - Build and maintain a quality state government workforce.

DECAL'S Strategic Plan Submitted to Governor's Office of Planning and Budget (OPB)

- Composed of goals and objectives that link to the Governor's Strategic Plan
- Four-year plan, updated annually
- Impacts funding
- Used to evaluate agency performance
- Used to inform agency Balanced Scorecard

The Components of the Strategic Plan

- Mission – answers the question "What is our purpose? What do we do?"
- Vision – answers the question "What is our picture of the future?"
- Strategic Themes and Performance Measures – answer the question "What are our main focus areas?" and "What results do we need to achieve?"
- All of these help guide and answer the question – **"What projects and programs will contribute to the desired result?"**

Strategic Plan: What You Need to Know

Three Themes:

- **Ensure Health and Safety** – articulates the Department's commitment to support health and safety practices being engrained in early education programs' daily routines and practices

- **Increase Quality and Access** – articulates the Department's commitment to increasing ACCESS to QUALITY

- **Foster Organizational Excellence** – articulates the Department's commitment to maintaining an infrastructure that facilitates positive relationships with providers, families, and children

Purpose of the Strategic Plan

- To improve and further:
  - Organizational alignment
  - Strategic prioritization
  - Improved internal and external communication
  - Measuring what matters
  - Data driven decision making
  - Collective and individual accountability for results

Strategic Plan: What DECAL Staff Told Us

Statement	Average
The Strategic Plan effectively communicates a "big picture" overview of DECAL's work.	4.26
The Strategic Plan effectively communicates DECAL's priorities.	4.27
The Strategic Plan effectively communicates DECAL's strategic initiatives.	4.25
I can see *where* my work "fits" in the Strategic Plan.	4.02
I can see *how* my work "fits" in the Strategic Plan.	4.03
The relationship between the Strategic Plan and the Early Learning Challenge is clearly communicated.	4.16

Strategic Plan and the Early Learning Challenge

Theme 2: Increase Quality and Access

- Project 2: Early Education Empowerment Zones (E^{3}Zs)
- Project 3: Quality Rated Access & Availability
- Project 5: GELDS Roll Out
- Project 8: Supporting Families through Center-based Home Visitation and in Family, Friend, and Neighbor Care
- Project 9: Workforce Knowledge and Competencies
- Project 10: Supporting Early Childhood Educators

DECAL Strategy Map

DECAL STRATEGY MAP (Revised March 2014)

VISION	Bright from the Start: Georgia Department of Early Care and Learning will ensure access to high quality care and education for all Georgia's children by laying a foundation for learning and school readiness that will lead to future success for all Georgia's children.
MISSION	Bright from the Start: Georgia Department of Early Care and Learning partners with the early care and education community of parents, teachers, and stakeholders to enhance the early education experience to prepare children for academic, social, emotional, and physical success.

Perspectives	Themes		
	Ensure Health & Safety	**Increase Quality & Access**	**Foster Organizational Excellence**
Stakeholder (Governor, Board, Legislature, State Agencies & Tax Payers)	S1: Increase Stakeholder Engagement		
	S2: Demonstrate Effectiveness of Agency Programs and Initiatives		
Customer (Provider, Parents, & Child)	C1: Improve compliance in regulated early care and learning programs	C3: Improve quality in regulated early education programs / C4: Improve teacher expertise	C7: Provide consistent outstanding service
	C2: Promote statewide Nutrition Service program participation and meal service	C5: Facilitate the use of early learning and development standards / C6: Increase access to higher quality early education programs	
Internal Processes	I1: Fulfill the department's integrated technology needs		
	I2: Improve program oversight, consistency, and reliability		
Employees	E1: Increase employee satisfaction		
	E2: Improve internal and external communication		
Financial	F1: Increase access and presentation of user friendly financial information		F2: Improve financial transparency, efficiency, and accountability

Lunch
(Served in Entry Area)

Committee Meetings

Programs – Hickory
Budget/Finance – Willow
Ethics – Cypress

(The public is welcome to attend/observe committee meetings but may not participate in the committee's discussion.)

Welcome to the
Board of Early Care and Learning

Public Comments

May 22, 2014

Committee Reports

- Budget/Finance – Carlene Talton

- Programs – Jerri Kropp

- Ethics – Susan Harper

Remaining Board Meeting Dates 2014

August 21, 2014
November 13, 2014