



90 Day Entry Plan

with
30-day Pre-Entry Strategies

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April 5, 2023

Dear ELC of Southwest Florida Board of Directors, Employees, Parents, Providers, Partners, and Community Members:

I am thrilled and grateful for the opportunity to lead the Early Learning Coalition of Southwest Florida. As I step into this role, I want to take a moment to express my gratitude to the board of directors and staff members for putting their trust in me. I am committed to bringing my best efforts to this organization and working collaboratively to achieve our goals.

To ensure a smooth transition and set a clear direction for the future, I have developed a 90-day entry plan. This plan outlines the objectives and strategies I will implement during the first 90 days of my tenure as CEO. The purpose of this plan is to establish a shared understanding of our priorities, build relationships, and identify opportunities to maximize our impact in the community.

The primary goal of this entry work is to gain a comprehensive understanding of the organization's operations, culture, and community and state-level partnerships. By doing so, we can identify strengths, weaknesses, and opportunities for growth. We will also assess the current strategies, programs, and services offered by the Coalition and determine how they advance our work towards achievement of our mission and vision.

The projected outcomes of this work during the 90-day period are to determine any adjustments to the current strategic plan for the organization that reflects our values and vision. This includes developing an action plan to address the areas of improvement and identify opportunities for growth. Additionally, we aim to build a strong team and establish a culture of collaboration, innovation, and accountability.

I look forward to working with each of you and making a positive impact on the lives of children and families in Southwest Florida.

Thank you for your commitment to this organization, and I am excited to begin this journey together.

In your service,

Melanie M. Stefanowicz, Ed.D.



OUR MISSION

Our mission is to enhance the quality of children's lives by providing families, early childhood educators, caregivers and community partners in Collier, Glades, Hendry and Lee Counties, with opportunities to positively impact the future.

OUR VISION

All children in Collier, Glades, Hendry and Lee communities will be healthy, eager, and successful learners, supported by well-informed parents, involved citizens, and collaborative community partners. Early Learning Programs will have high quality standards, comprehensive services, seamless delivery systems with diverse settings, and well-educated, competent, and adequately compensated staff.

OUR MOTTO

Nurturing the young children of Southwest Florida and those who care for them!

OUR GOALS

Enroll children in childcare and pre-school options where they are safe and where they interact with trained staff members who are committed to continuous quality improvement.

Increase the availability of quality early learning programs to meet the demonstrated needs of families, particularly families who are working toward economic self-sufficiency.

Work to support children's emotional, intellectual, physical, and social well-being.

Provide professional development opportunities for those engaged in early learning services.

Collaborate with community organizations critical to the realization of the Coalition's mission.

Secure funding sufficient to support the mission of the Coalition.

Maintain fiscal responsibility and direct resources to achieve intended outcomes.

Implement accountability measures that are accessible to the Coalition's stakeholders.

Develop plans to educate the community on early learning issues and determine strategies that secure support for the mission.



Entry Plan Goals

Ensure an effective, efficient transition of leadership.

Develop a trusting, collaborative, and productive working relationship with the Early Learning Coalition of Southwest Florida’s (ELCofSWLF) Board of Directors.

Create opportunities to listen to all stakeholders, internal and external, to gain a comprehensive understanding of stakeholders’ goals for the ELCofSWLF and their best hopes for the future.

Collaborate with Senior Leadership to develop an action plan to address the areas of improvement and identify opportunities for growth.

Build a strong team and establish a culture of collaboration, innovation, and accountability.

Outcomes

Continued commitment to our Strategic Plan.	Comprehensive summary of key findings during my first 90 days.	Focus and future direction for the ELC of SWFL.
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Board Governance

It is essential that the Board of Directors and the CEO develop a collaborative, team-oriented relationship to ensure the ELCofSWFL remains focused on meeting the childcare and development needs of the children, parents, providers, and community of Southwest Florida. Relationships must be established with each individual board member as well as with the Board in its entirety. I will work with the board to discuss matters of governance, management, communication, and structures of our working relationship by:

- Sharing the 90-day Entry Plan with Board members for feedback and direction.
- Engaging in one-on-one meetings with board members to enhance understanding, broaden and embrace multiple perspectives, and determine key priorities for the ELCofSWFL.
- Disseminating findings from the 90-day Entry Plan and generating long-term goals and short-term actionable items.



Preliminary/Pre-Entry Strategies

- Work side-by-side with the current CEO to understand how the mission, vision, values, goals, and strategic priorities of the organization have historically been operationalized.
- Review the ELCofSWFL's website, annual financial reports, policies, strategic plan, employee engagement surveys, contract with the Florida Department of Education's Division of Early Learning (DEL), and other relevant documents to understand the mission, vision, values, goals, and strategic priorities of the organization and how these priorities align with the Florida Department of Education's Division of Early Learning (DEL).
- Conduct a strengths, weaknesses, opportunities, and threats (SWOT) assessment of the organization to identify areas of strength that can be leveraged against unexploited opportunities.
- Meet individually with key stakeholders, including board members, senior leadership team members, staff members, to learn about their roles, responsibilities, and perspectives on the organization.
- Participate and observe coalition led Town Halls attended by providers to learn areas of strengths and needs.
- Research the DEL website, Florida Statutes, and other relevant, research-based sources to identify industry trends, best practices, and regulatory requirements related to coalition work.
- Attend Florida's Children's Week to engage in legislative advocacy, participate in DEL update meetings, and the Association of Early Learning Coalition's (AELC) professional development to determine priorities for the 2023-2024 implementation period.
- Begin to build statewide network of Coalition CEOs/Executive Directors (Eds) through active engagement with the AELC.
- Actively engage in professional development, advocacy efforts, and CEO/ED meetings hosted by the DEL and the AELC as well as other identified opportunities to increase knowledge of coalition work.
- Develop a 90-day entry plan that includes priorities, goals, milestones, outputs, and items to review with the Board Chair and Board of Directors.



30 Days

- Continue the review of the ELCofSWFL's website, annual financial reports, policies, strategic plan, employee engagement surveys, contract with the Florida Department of Education's Division of Early Learning (DEL), and other relevant documents to understand the mission, vision, values, goals, and strategic priorities of the organization and how these priorities align with the Florida Department of Education's Division of Early Learning (DEL).
- Review performance metrics, operating plans, and personnel data in the key areas of program enrollment, program quality, and administration/business, and fiscal services.
- Meet with all board members individually to learn their vision and expectations of me and of the coalition. Identify key imperatives, potential opportunities for unexploited growth, and prospective community members who can support and advance the mission of the coalition.
- Meet with senior leadership and all staff members individually to understand their perspectives of the strategic alignment of the organization and their perceptions on areas for potential growth.
- Meet with parents, providers, donors, and community partners to create my local network and work to understand their perspectives of the coalition and their perceptions on areas for potential growth.
- Identify potential new community partners and seek to expand my network of support for the coalition.
- Attend Town Hall meetings with providers to learn partnership and advocacy efforts.
- Visit childcare providers to meet coalition partners informally and learn to understand their perspectives of the strategic alignment of the organization and their perceptions on areas for potential growth.
- Review current communication and outreach plans and use of relevant platforms. Analyze analytics where available.
- Investigate and educate myself on current fund-raising efforts from the community. Document cadence of efforts, outreach programs, and functions.
- Affirm and celebrate staff efforts and exemplary practices.



60 Days

- Review first 30 days' learnings and review the past month's performance. Analyze data collected for emerging themes.
- Ensure all plans for the first 30 days are complete or complete the remaining action items. Report progress and findings to the Board Chair and the CEO's Transition Committee.
- Meet with senior leadership team to share initial perceptions and garner feedback on emerging themes.
- Continue network building, fine tuning knowledge of how the mission, vision, values, goals, and strategic priorities of the organization and how these priorities align with DEL as well as the strategic priorities of coalition partners, providers, and members.
- Meet with small focus groups/internal employees to explore perceptions related to strategy, structure, performance, and climate/culture.
- Establish regular opportunities to check-in with the Board Chair.
- Establish weekly meeting schedule with senior leadership team, individual and operations team. Establish regularly scheduled leadership team meetings and full staff meetings.
- Continue to meet with parents, donors, and community partners to create my local network and work to understand their perspectives of the coalition and their perceptions on areas for potential growth.
- Visit childcare providers to meet coalition partners informally and learn to understand their perspectives of the strategic alignment of the organization and their perceptions on areas for potential growth.
- Identify external partners to expand the ELC network of support.
- Develop a fund-raising plan and identify new sources of funding and optimize existing fund-raising efforts. Plan annual, semi-annual, and / or quarterly events that celebrate partners, staff, parents, and children.



90 Days

- Review first 60 days' learnings and review the past month's performance. Analyze data collected for emerging themes.
- Ensure all plans for the first 60 days are complete. Report progress and findings to the Board Chair, the CEO's Transition Committee, and the Board Members.
- Conduct a retreat with senior leadership team to share initial perceptions and garner feedback on emerging themes, review relevant performance data, action plans, improvement plans, and vacancies and discuss leadership team structures, protocols, and plans to support successful attainment of strategic plan goals. Adjust as necessary.
- Review metrics of all departments to ensure performance can be equitably measured.
- Review succession planning and leadership development plans.
- Connect with legislators from the 4-county region and engage in provider site visits to create a baseline for advocacy efforts during FY 2024 and beyond.
- Meet with potential new partners to support the mission and vision of the coalition.
- Meet with potential new sources of funding to deliver the updated strategic plan and fund-raising activities.
- Develop a communications plan designed to foster new relationships, encourage new partnerships, and educate all stakeholders on the important and ongoing work of the coalition and its providers and partners.
- Affirm and celebrate staff efforts and exemplary practices.