



APPROVED AT MARCH 23, 2021 EXECUTIVE COMMITTEE MEETING

Early Learning Coalition of Broward County, Inc.

Executive Committee Meeting Minutes

February 2, 2021 – 1:30 pm

Virtual Meeting

Members in Attendance	Chair, Laurie Salarullo; Dawn Liberta, Michael Asseff; Richard Campillo; Khalil Zeinieh; Cindy Arenberg-Seltzer; Monica King
Members Absent	Twan Russell
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Judith Merritt COO; Allison Metsch, Director of Education & Quality Initiatives; Reiner Potts, Financial Analyst; Stephanie Landreville, Controller; Pablo Calvo, Director of Community Engagement, Elsy Silvestre, Executive Assistant
Others in Attendance	Jacob Jackson, General Counsel

Item	Action/Discussion
Welcome & Call to Order	Chair Laurie Salarullo called the meeting to order at 2:27 pm. Roll was called and a quorum was established.
Chair Report	Laurie mentioned the School District meeting concerning students in danger of failing two or more classes, attended by several board members. She expressed her concern, and hoped the collective body involved in the meeting could find some innovative solutions.
CEO Report	Renee acknowledged the issues students are facing, pledged that the ELC will be creative and continue discussion around this topic to find solutions. Currently, our providers are open with only 1% closure rate. There are currently two programs that have reported COVID and are closed. Renee discussed the legislative town hall for childcare providers to speak about the challenges they are facing directly to the legislators. We have some commitments from legislators and some tentative. We have good provider participation, as approximately 60 providers have registered to attend. Renee also reported that we have enrolled 600 children from the waitlist, and we have outreach to get new families on our waitlist.
CONSENT AGENDA	
a. Approve December 1, 2020 Executive Committee meeting minutes	There was a Motion to approve the Consent Agenda by Dawn Liberta and Seconded by Khalil Zeinieh. Motion Passes. Unanimously approved.
REGULAR BUSINESS	CEO Evaluation Tool
a. EXC213RB1 – CEO Evaluation Tool	The COO discussed the DRAFT CEO Evaluation tool that was developed and drafted. The draft tool encompasses all areas the Board felt were not addressed in the prior review tool. We have gathered 7 tools from various ELC's throughout the state and
b. EXC213RB2 – Return to	

Office Plan

also from our community partners. There is a 5-point rating system. This will be a fillable form. In the "Comment" section, there will be a feature that will allow it to expand so that board members can enter as much information as they feel necessary. This would be more of a self-evaluation done by the CEO and submitted to the Board for their comments and then an analysis would be performed.

Dawn thanked Judith for her work on this new tool and she is in agreeance with the 5-point system implemented. Richard mentioned that 5-point scale should be starting from does not meet expectations and build toward exceeds expectations. How do we translate the ratings to percentage bonus payout? The board would need to decide that. The next steps would be what process and what steps to take and then how to complete.

Laurie had several comments/concerns to discuss regarding the Draft CEO Evaluation Tool. She hopes that we are going to develop our main KPI's. She stated she is not interested in the actions or operational plans. She is interested in high level key indicators. How much does each weigh?

Laurie also felt the monitoring report should fall under programs and the audit should be under fiscal responsibility. She was confused about "Agency Wide: program and delivery." COO mentioned that she would change as the wording may be misleading. Cindy mentioned that this would be managing the organization. This would be providing leadership to the staff and strategic plan. Laurie suggested calling it "management".

She further commented that "Diversity Commitment" which looks like it is about the workforce and not the board. She wants to know if we are filling the board with the right people and make sure it's diverse. Cindy mentioned that most of the Board is statutorily mandated by their position or appointed by the Governor. Laurie said her point is that in the past we have not stayed on top of recruiting for the Board.

At least 33% of the Board must be a private sector position, one that is not statutorily required. Laurie feels that this is the responsibility of the CEO to make sure that we fill this with right candidates for the Board.

Laurie also mentioned that under the "Agency Wide: Program Development and Delivery" section she would like to pull out the bullet point entitled "Shows creativity and initiative in creating new programs, parent/provider resources" and would like to be put under a new topic: "Innovation". Innovation is across the Board; it could be community innovation. How Renee creates new initiative or new ideas that make ELC Broward a leader across the board. Coming up with a couple of new bullets under that as well.

Richard asked that between now and the next meeting each member look at their own evaluations. Let's ask what are the most important things that a CEO should be doing.

COO reiterated Richard's point that committee should look at the draft tool and compare with their own and come back to her and Renee so that revisions can be made and brought back to the committee and then board for approval.

Cindy stated that this tool is very similar to what has been used at CSC for the past 20 years. The categories are broad, which allows you to look at many factors in decision-making. She hesitates to be too specific in the examples/details. There is a section added for the board members to add specific items. Cindy feels that the form should not be changed every year. Cindy feels that we are micromanaging our CEO in a way that is disconcerting. Laurie disagrees because she feels that we are not looking into action steps. It's about the bigger picture. Having 10-12 leadership traits on a CEO evaluation is not unusual. The workplace has evolved and so the tool has to evolve as well.

Laurie doesn't believe this evaluation tool touches on any innovation and it is critical in the world that we are living in with constant changes. She thinks these are important points and it is at a higher level. She wants to know if our CEO is able to have the ability to pivot during changing times; is our technology evolving?

Dawn believes that it is also the CEO's responsibility to make sure employee morale is there. Dawn does love the new format and she does agree with Cindy about the micromanaging. She is good with pulling out Innovation and adding morale. This is still a much easier format to complete and much easier than the previous one that the Board completed for CEO.

Having a few examples is helpful for the people filling out the evaluation and it helps with consistency.

Dawn suggested that we review our own evaluation tools and provide feedback to Judith and Renee so that they can incorporate those items into the tool. Monica mentioned that what they use at her job is similar to this tool.

Laurie ended the meeting with a quick summary stating that Innovation and Employee Morale/Culture are two things we want to add and what is put under to describe is up to ELC.

Richard wanted to emphasize that we should add a percentage between the "key indicators" and the "goals".

Laurie wants Renee to take a stab at telling the committee/board what Renee feels comfortable with, what her thoughts are and what Renee would be happy with. What percentage Renee feels should be on goals and leadership and management.

COO asked that everyone send comments, suggestions and revisions to her so that she could discuss with Renee and start working on implementing the changes then bring it back to executive committee and later on to the Board for approval.

Laurie mentioned that we should bring it back to executive committee and everyone agreed we should bring it back to the next executive committee meeting and then bring it to the board for approval.

	<p><u>Return to Office Plan</u></p> <p>This topic was not discussed at the meeting.</p>
NEW BUSINESS	There was no discussion.
MATTERS FROM CHAIR	There was no discussion.
MATTERS FROM COMMITTEES	There was no discussion.
PUBLIC COMMENT	There was no comment.
NEXT MEETING DATE	March 23, 2021 at 1:30 PM
ADJOURN	A Motion was made by Dawn Liberta to adjourn at 3:14 PM to adjourn the Executive Committee.

These minutes contain the action items of the Board meeting of the Early Learning Coalition of Broward. They do not include all the Committee's discussions or comments on each matter or issue raised during the meeting. A tape recording of the meeting is held in the Coalition office. Corrections from the Committee will be taken prior to approval at the next meeting.