



## Approved at December 21, 2020 Board Meeting

Early Learning Coalition of Broward County, Inc.

### Board Meeting Minutes

**September 23, 2020 at 2:00 PM**

Virtual Meeting

Members in Attendance	Laurie Sallarulo, Michael Asseff; Dawn Liberta; Mason Jackson; Cindy Arenberg-Seltzer; Ellie Schrot; Khalil Zeinieh; Monica King; Richard Campillo; Amoy Reid; Beverley Batson; Cara Cerchione; Renee Podolsky; Zachary Talbot; Angela Iudica; Laurie Rich Levinson
Members Absent	William Karp; Twan Russell;
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Allison Metsch, Director of Education & Quality; Elsy Silvestre, Executive Assistant; Pablo Calvo, Director of Community Engagement; Keisha Dunn-Pettis, Director of Family Services and Provider Relations ; Reiner Potts
Others in Attendance	Jacob Jackson, General Counsel;

Item	Action/Discussion
Welcome & Call to Order	Laurie Sallarulo called the meeting to order at 2:08 PM. Roll was called and a quorum was established.
Chair Report	<p>Chair mentioned that due to Mason Jackson's retirement, there will be some vacancies in our committees and further information about this will be sent to the Board.</p> <p>Board Chair wanted to share some information regarding JA. JA has opened as a remote learning center. Chair thanked all the funders. Many of the parents who are sending their children to JA do not want to send their kids back to school in person.</p>
CEO Report	<p>CEO wanted to open up the meeting with a recognition for board member Mason Jackson, who was attending his last Board meeting after over 20 years of service on the ELC Board. Mason received an ELC memento for his work with the ELC Board since its inception in 1999. Board Chair spoke about Mason's service to the community and his loyalty and dedication to the work that we do. She thanked Mason for all his work and his legacy.</p> <p>Board Chair opened up the floor for board members to speak about Mason. Khalil thanked Mason for his mentorship and for being a great example and leader. Monica spoke to his commitment and loyalty to the community. Dawn thanked Mason for his support and for being such a great mentor. Cindy recognized how weird it will be without Mason, since they have both been on the ELC Board since its inception in 1999. Michael stated it has been an honor to serve with Mason.</p> <p>Mason spoke about how much he enjoyed being on the Board and congratulated everyone for their great work in the community.</p> <p>CEO welcomed everyone to the first meeting of the new fiscal year. She thanked everyone for completing the board calendar survey. We will have a calendar for the committees soon.</p>

<ul style="list-style-type: none"> <li>a. Approve June 25, 2020 Meeting minutes</li> <li>b. B211CA1 – Children’s Services Council Contract – Financially Assisted Childcare</li> <li>c. B211CA2 – Children’s Services Council Contract – Vulnerable Population Childcare</li> <li>d. B211CA3 – Approve COOP FY20-21B206CA4 – FY 20 OEL Addendum # 2 Action Statement</li> <li>e. B211CA4 – Approve Return to Office Plan</li> </ul>	<p>A <b>Motion was made by</b> Mason Jackson to approve the Consent Agenda. <b>Seconded</b> by Khalil Zeinieh. <b>Unanimously approved. Motion Passes.</b></p>
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<p><b>REGULAR BUSINESS</b></p> <ul style="list-style-type: none"> <li>a. B211RB1 – Strategic Plan FY19/20 – Q4 Results</li> <li>b. B211RB2 – Approve Strategic Plan FY 20/21</li> <li>c. B211RB3 – Approve CEO Performance Evaluation</li> <li>d. B211RB4 – Approve CEO FY20-21 Goals</li> <li>e. B211RB5 – COVID 19</li> </ul>	<p><b>Strategic Plan FY19/20 – Q4 Results</b></p> <p>Overall ELC met all but one of the outcomes in the plan. We did not achieve the call center outcome and missed the mark by 1%. Seven of the 33 outcomes were impacted by the pandemic and as a result we could not report on for the 4<sup>th</sup> quarter. Of the 7, most were on track to meet or exceed benchmarks before the pandemic. 10 of 33 outcomes exceeded benchmarks in the Strategic Plan.</p> <p><b>Approve Strategic Plan FY 20/21</b></p> <p>FY 20-21 is the third year of the three-year plan. We had many internal discussions about how to proceed in light of COVID-19. Bottom line for the updated plan, does the plan still make sense? We approached this by looking at all external factors and the foundation of our plan. After looking reviewing these items as well as all of the relevant data, we confirmed everything is still relevant. We tweaked some high level outcomes and updated and added objectives, where necessary to replace those impacted by COVID-19.</p> <p>The foundation of the plan remains. Staff made it flexible to fit in the current environment. We realized that when we started this plan over two years ago, we had just taken services in house. We have looked at our growth and are thinking about what we need for our next plan. We are excited about the development of a new strategic plan. We are excited about a new higher level Strategic Plan roadmap.</p> <p>Staff is working on a Board Retreat, where the new Strategic Plan will be discussed. We will conduct a survey with the Board members, in order to plan for the retreat, depending on COVID 19 impacts.</p> <p>There was a discussion about CEO performance evaluation and the evaluation tool. ELC is creating a survey as well as gathering alternative CEO evaluation goals and tools, that will be discussed at the Board Retreat, in order to develop the CEO FY 21-22 Performance Evaluation tool and Goals.</p> <p><b>A Motion was made by</b> Mason Jackson to approve Strategic Plan FY20/21. <b>Seconded by</b> Dawn Liberta. <b>Unanimously approved. Motion Passes.</b></p> <p><b>Approve CEO Performance Evaluation</b></p> <p>Board Chair thanked the Board for 100% participation on the CEO Performance Evaluation.</p> <p>CEO introduced new COO Judith Merritt to the Board and thanked her for sending out evaluation as well as the board calendar survey with 100% participation on both.</p> <p>The Performance Evaluation was a 1-4 scale, with 1 being Below Expectations, 2 Meeting Expectations, 3 Exceeding Expectations and 4 Outstanding. There were 6 Pillars total, the CEO either Met or Exceeded the goals in each pillar. 95% of the Board believes the CEO is meeting and exceeding all expectations.</p>
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CEO thanked the Board for the feedback and indicated she had read every response and comments and she values the Boards opinions and all feedback. Her goal is to continue to grow and learn and to do the best for our community.

**A Motion was made by** Mason Jackson to approve CEO performance evaluation. **Seconded** by Richard Campillo. **Unanimously approved. Motion Passes.**

**A Motion was made by** Mason Jackson to approve the \$10,000 performance pay to CEO. **Seconded** by Cindy Arenberg-Seltzer. **Unanimously approved. Motion Passes.**

#### **Approve CEO FY20-21 Goals**

As per a Special Executive Committee Meeting held in May, 2019, the CEO goals were to come directly from the Strategic Plan. Board Chair and CEO had a discussion regarding the goals and they both agreed that the goals should be more strategic and higher level.

Chair discussed her feedback to CEO. Chair feels the CEO goals are the organizations goals, however, Chair feels that she would like to see more on leadership and specifically on things that Renee may be doing. Doesn't have to be as detailed because she is meeting goals from Strategic Plan. Focus on more CEO skills and characteristics.

Mason agrees with Chair. There should be a robust discussion about separating what's under her control and what the organization is doing. Chair wants to see more how CEO is leading change in the community. She would like to see it evolve. There were some conversations and CEO was in agreement for the FY 21/22 Goals.

COO and CEO are putting a plan in place to research, gather performance evaluations and tools to bring to the next Executive Committee meeting.

Cindy, feels the CEO is responsible for the implementation of the Strategic Plan and the results, she would like to further review the comments made regarding areas of improvement.

There was a discussion started by Khalil regarding seeing past evaluations to see how other CEO evaluations are done. CEO mentioned we have done that in the past. We have implemented some areas from a CSC evaluation tool.

CEO commented that if anyone else wants to send their evaluations, then please send to her or COO.

Chair opened up discussion regarding the impact of the children in the community in the short term and long term. We cannot track because of

testing and COVID. How will we know that with everything we are doing in the next 10 months that there is education and growth.

Cindy mentioned that it has been very difficult as we all are struggling with that. The gains are measured by testing; we don't have results. Not sure if there are other tools, given COVID-19 suggest keeping things at a basic level at this time, hesitant to introduce new untested testing. We have to ensure health and safety first.

Howard suggested that this topic should be discussed in detail at the Board Retreat.

**FOLLOW UP:** Measuring gains/quality/readiness will be put on retreat agenda.

**A Motion was made by Dawn Liberta to approve CEO FY20-21 Goals. Seconded by Monica King. Unanimously approved. Motion Passes.**

#### **COVID 19 Update**

CEO spoke about the child care facility closure rate was 4%. It is now 3%. State closure rate is similar. Attendance shows that 68% SR attended, of that 28% were first responders and medical personnel children. Attendance is still low even though providers are open. To date, 162 childcare staff has had COVID as of September 11 there have been 102 children that have tested positive at childcare centers.

ELC has approved 55 flex VPK programs out of 66 applications received. CEO once again thanked all the funders in the community that came together to help with the learning pods.

Howard updated the board about learning pods. Not all the learning pods are in child learning centers. Some are located in the boys and girls club, museums and a number of other places, funded by other community partners.

Howard thanked the funders of the learning pods. Right now we are funding 29 child care centers to operate 57 learning pods throughout the counties. We looked at high risk neighborhoods to access where the pods should go. The pods just began being funded this past Monday. Had a follow up assistance call this morning.

Allison has been doing follow up calls with providers regarding attendance. As we get answers, we will report them to the Board.

The Office of Early Learning is allowing childcare centers to serve school aged children for full time service to learn remotely from their elementary school in this time of COVID-19.

Cindy thanked Howard, Renee and Allison for their work. Funding will stop once school opens brick and mortar. For most CSC funded program, they will shift back to serving afterschool programs and if schools have to close again, they will still have staff on board.

<p><b>Finance Committee</b></p> <p>a. B211FIN1 – FY 20 Preliminary financial Results (Unaudited) for discussion only</p> <p>b. B211FIN2 – Approve July 2020 Interim Financial Statements</p> <p>c. B211FIN3 – Approve FY 21 Budget Amendment #1</p>	<p><b>FY 20 Preliminary Financial Results</b></p> <p>The Preliminary financials are ELC’s first look at how the previous fiscal year went. These were created before the 13<sup>th</sup> month invoice to OEL. ELC’s books for fiscal year 2020 will remain open and material changes are still possible. After the final invoice is submitted to OEL, ELC’s annual audit will begin. Final financial statements obtained after the audit will show some shifts.</p> <p>We are finalizing reconciliation. Due to the pandemic everything shifted. It has been an exciting year and our audit starts first week in August.</p> <p><b>Approve July 2020 Interim Financial Statements</b></p> <p>Total expenditures were high above the expected target due to slot costs being unusually sky high because we are paying copays and paying at a 100% attendance rate for all enrolled children even if a provider is closed.</p> <p>We are also waiting for additional allocation for SR funding and anticipate getting it in October.</p> <p>VPK slot expenditures are very low due to most summer programs being shut down due to pandemic.</p> <p><b>A Motion was made by Cindy Arenberg-Seltzer to approve July 2020 Interim Financial Statements. Seconded by Mason Jackson. Unanimously approved. Motion Passes.</b></p> <p><b>Approve FY 21 Budget Amendment #1</b></p> <p>We are still waiting for two big allocations from OEL. OEL has issued some but not all of the expected notices of award for FY2021. ELC has received updated budget information from CSC.</p> <p><b>A Motion was made by Cindy Arenberg-Seltzer to approve FY 21 Budget Amendment #1. Seconded by Mason Jackson. Unanimously approved. Motion Passes.</b></p>
<b>NEW BUSINESS</b>	Nothing discussed.
<b>MATTERS FROM CHAIR</b>	There was no discussion.
<b>MATTERS FROM COMMITTEES</b>	There was no discussion.
<b>PUBLIC COMMENT</b>	There was no discussion.
<b>NEXT MEETING DATE</b>	November 9, 2020 at 12:00 PM
<b>ADJOURN</b>	Dawn Liberta motioned to adjourn the meeting at 3:30 PM

*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.*

