

Early Learning Coalition of Broward County, Inc.
Board Meeting Agenda
DATE: May 10, 2021 12:00PM

Via Zoom Meeting:

<https://zoom.us/j/98150451868?pwd=QnlSbmtVTINDZ0JNT2cvVVVITlhOUT09>

Members are reminded of conflict of interest provisions. In declaring a conflict, please refrain from voting or discussion and declare the following information: 1) Your name and position on the Board, 2) The nature of the conflict and 3) Who will gain or lose as a result of the conflict. Please also fill out form 8B prior to the meeting.

PAGE			
I.	Call to Order		Laurie Sallarulo, Chair
II.	Roll Call		Elsy Silvestre, Executive Assistant
III.	Welcome New Board Members		Laurie Sallarulo, Chair
IV.	Consent Agenda • B215CA1 - Approve April 12, 2021 Meeting minutes	2	Laurie Sallarulo, Chair
V.	Regular Business • B215RB1 – Approve ELC Broward Strategic Plan	15	Renee Jaffe, CEO
VI.	FYI Items • FYI 1 FY 20-21 Committee Membership • FYI 2 FY 20-21 Board & Committee Meeting Calendar • FYI 3 FY 21-22 Board & Committee Meeting Calendar • FYI 4 FY20-21 Board Meeting Attendance • FYI 5 Glossary of Terms	24 25 26 27 29	
VII.	Unfinished Business New Business Matters from the Board Matters from the CEO Matters from our Partners Public Comment Next ELC Board Meeting: June 21, 2021 @ 12:00PM Adjourn		

Please Note: Agenda subject to revisions and additions per the discretion of the Chair of the Coalition. Notification will be sent of any such revisions or additions. **Members of the Public:** Please sign up at the entry desk for public comments to be made on particular agenda items no later than five minutes after the Coalition meeting has been called to order.

Early Learning Coalition of Broward County, Inc.

Board Meeting Minutes
April 12, 2021 at 12:00 PM
Virtual Meeting

Members in Attendance	Laurie Sallarulo; Michael Asseff; Dawn Liberta; Cindy Arenberg-Seltzer; Ellie Schrot; Monica King; Beverley Batson; Cara Cerchione; Zachary Talbot; Twan Russell; Amoy Reid; Renee Podolsky; Laurie Rich Levinson; Khalil Zeinieh
Members Absent	William Karp; Carol Hylton; Angela Iudica; Richard Campillo
Staff in Attendance	Renee Jaffe, CEO; Hubert Cesar, CIO; Howard Bakalar, CPO; Judith Merritt, COO, Allison Metsch, Sr. Director of Education & Quality; Elsy Silvestre, Executive Assistant; Pablo Calvo, Director of Community Engagement; Keisha Dunn-Pettis, Sr. Director of Family Services and Provider Relations; Reiner Potts, Financial Analyst; Amy Ungor, Director of Provider Relations; Andrew Soto, Reimbursement Specialist; Adriana Ferruzola, Training Manager; Sandra Paul, Sr. Director of Provider Reimbursement
Others in Attendance	Jacob Jackson, General Counsel;

Item	Action/Discussion
Welcome & Call to Order	First Vice Chair, Dawn Liberta called the meeting to order at 12:07 PM. Roll was called and a quorum was established.
Chair Report	Board Chair thanked the team for putting together a wonderful conference on Saturday, April 10. She commended the team for doing this virtual conference.
Mission Moment	CIO, Hubert Cesar provided a demonstration of the CRM. It is used for customer relationship management, to analyze business processes/workflow and helps us streamline processes. CRM is a one stop shop application. The providers have used it to apply for CARES grants. We have created 10+ modules so far and will continue to rollout additional components over the next few years.
CEO Report	<p>CEO spoke about some last minute updates that were not included in the CEO Report. There was an Executive Order that waives the SR 5% administration cap provided the overage was emergency and/or COVID-19 related. They also reduced the summer VPK required hours from 300 hours to 200 hours. Also, providers will get paid for absences above the current allowable cap. VPK providers will be reimbursed for those absences due to COVID for January through March first and then April to June later in the fiscal year.</p> <p>We are still waiting for approval on federal funding for a \$635M relief fund through CRRSAA and \$2B in American Rescue Plan.</p> <p>We are halfway through legislative session. The early learning bills have moved through nicely and we are waiting to see what happens going forward. There was an amendment for house bill 419 to change timelines.</p>

	<p>A federal update: In the proposed American Jobs Plan there is \$2Trillion and \$25B marked for childcare facilities.</p> <p>We are doing strategic planning and have two meetings coming up with the Ad-Hoc Strategic Plan committee. This year we are keeping the “if needed” board meeting date in May specifically to review the strategic plan.</p>
<p>Consent Agenda</p> <p>a. B214CA1 - Approve February 17, 2021 Meeting minutes</p> <p>b. B214CA2 - Approve Amendment to Auditors Scope of Work</p>	<p>A Motion was made by Cindy Arenberg Seltzer to approve the Consent Agenda. Seconded by Monica King. Unanimously approved. Motion Passes.</p>

DRAFT

<p>d. B214FIN4 – Approve FY22 Operating Expense Procurements over \$35K</p>	<p>A Motion was made by Finance Committee to approve Budget FY21 Amendment FY21 amendment #4. Motion Approved. Motion Passed.</p> <p>Abstentions: Board Members Beverley Batson and Cara Cerchione both abstained from voting due to voting conflict.</p> <p>Beverley Batson stated that she has a conflict to vote on action statement B214FIN3 – Approve budget FY21 Amendment #4 due to special gains or loss as she is a childcare provider.</p> <p>Cara Cerchione stated that she has a conflict to vote on action statement B214FIN3– Approve budget FY21 Amendment #4 due to special gains or loss as she is a childcare provider.</p> <p>Approve FY22 Operating Expense Procurements over \$35k</p> <p>Fiscal policies require Board approval for all individual expenditures in excess of \$35k each fiscal year. ELC staff requests authority to proceed with the vendor procurements listed in the packet.</p> <p>A Motion was made by Finance Committee to approve request to initiate FY22 Operating Expense Procurements over \$35k. Unanimously Approved. Motion Passed.</p>
<p>Governance Committee</p>	<p>No Updates</p>
<p>Program Review Committee</p>	<p>Committee Chair stated that at the last Program Review Committee there was a great discussion regarding reading, as well as the State relieving the burden of CLASS observations.</p>
<p>Nominating Committee</p> <p>B211NOM1 - Approve New Private Business Sector Board Members</p>	<p>Approve New Private Business Sector Board Members</p> <p>Nominating Committee Chair, Michael Asseff provided the board with the process to select private business sector board members. There were 7 candidates, all resumes were reviewed at April 1, 2021 Nominating Committee Meeting.</p> <p>ELC staff found some really strong candidates and brought to the Nominating Committee two candidates. Kristina West of PNC Bank and Kirk Englehardt of Broward Community Foundation. The Nominating Committee interviewed both candidates on April 6 and it was recommended that the Board approve both candidates.</p> <p>A Motion was made by the Nominating Committee to approve Kristina West as a new private business sector board member. Unanimously Approved. Motion Passed.</p> <p>A Motion was made by Nominating Committee to approve Kirk Englehardt as a new private business sector board member. Unanimously Approved. Motion Passed.</p>

Audit Committee	No Updates
Provider Representative Update	Provider Representative Cara mentioned that the providers appreciate all of the work being done for provider rate increases and that she has been speaking with Renee and Howard about concerns in the provider community and thanked them for their efforts in helping out the provider community.
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 discussion.
NEXT MEETING DATE	May 10, 2021 at 12:00PM
ADJOURN	Meeting adjourned by Dawn Liberta at 1:25pm 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.

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME CERCHIONE CARA		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Etc. of the town	
MAILING ADDRESS 4928 SW 11th Place		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input checked="" type="checkbox"/> CITY <input checked="" type="checkbox"/> COUNTY <input type="checkbox"/> OTHER LOCAL AGENCY	
CITY MARIETTA	COUNTY BERNARD	NAME OF POLITICAL SUBDIVISION	
DATE ON WHICH VOTE OCCURRED 4/12/2011		MY POSITION IS: <input checked="" type="checkbox"/> ELECTIVE <input type="checkbox"/> APPOINTIVE	

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies equally to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing the reverse side and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which inures to his or her special private gain or loss. Each elected or appointed local officer also is prohibited from knowingly voting on a measure which inures to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent organization or subsidiary of a corporate principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; and

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you otherwise may participate in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on other side)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

CHIEF CERTIFICATION hereby disclose that on 4/12, 2021

(a) A measure came or will come before my agency which (check one)

☒ Inured to my special private gain or loss.

☒ Inured to the special gain or loss of my business associate, Michelle's Int'l Learning House

☒ Inured to the special gain or loss of my relative, Jill Certification

_____ Inured to the special gain or loss of _____ by whom I am retained; or

_____ Inured to the special gain or loss of _____ which is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows: The board voted to increase daily rates for S/L reimbursements

4/13/2021

Date Filed

[Signature]
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME LEE CHING CARA		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE ELC of Broward	
MAILING ADDRESS 4920 SW 11th Place		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY MARGATE	COUNTY BROWARD	<input type="checkbox"/> CITY	<input checked="" type="checkbox"/> COUNTY
DATE ON WHICH VOTE OCCURRED 4/12/2011		NAME OF POLITICAL SUBDIVISION	
		MY POSITION IS: <input checked="" type="checkbox"/> ELECTIVE <input type="checkbox"/> APPOINTIVE	

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies equally to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing the reverse side and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which inures to his or her special private gain or loss. Each elected or appointed local officer also is prohibited from knowingly voting on a measure which inures to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent organization or subsidiary of a corporate principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; and

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you otherwise may participate in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on other side)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.
- IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:
- You must disclose only the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

Carol Cerchio hereby disclose that on 4/12 2021

(X) A measure came or will come before my agency which (check one)

- ☒ Inured to my special private gain or loss.
- ☒ Inured to the special gain or loss of my business associate Michelle's International Learning House
- ☒ Inured to the special gain or loss of my relative Jill Cerchio
- ☐ Inured to the special gain or loss of _____ by _____ whom I am retained, or
- ☐ Inured to the special gain or loss of _____ which _____ is the parent organization or subsidiary of a principal which has retained me.

(X) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

Board Meeting voted on the budget to
alloc. funds for increased SLE reimbursements.

4/13/2021
Filed

[Signature]
Signature

UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A PENALTY NOT TO EXCEED \$10,000.

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Batson, Beverley		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE ELC of Broward County	
MAILING ADDRESS 8211 SW 19th St		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY North Lauderdale	COUNTY Broward	<input type="checkbox"/> CITY <input checked="" type="checkbox"/> COUNTY <input type="checkbox"/> OTHER LOCAL AGENCY	
DATE ON WHICH VOTE OCCURRED 4/12/2021		NAME OF POLITICAL SUBDIVISION:	
		MY POSITION IS: <input checked="" type="checkbox"/> ELECTIVE <input type="checkbox"/> APPOINTIVE	

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For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

APPOINTED OFFICERS:

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APPOINTED OFFICERS (continued)

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- You must disclose orally the nature of your conflict in the measure before participating.
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DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Beverley Batson, hereby disclose that on April 12th, 20 21 :

(a) A measure came or will come before my agency which (check one)

- ☒ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, _____;
- ☐ inured to the special gain or loss of my relative, _____;
- ☐ inured to the special gain or loss of _____, by
whom I am retained; or
- ☐ inured to the special gain or loss of _____, which
is the parent organization or subsidiary of a principal which has retained me.

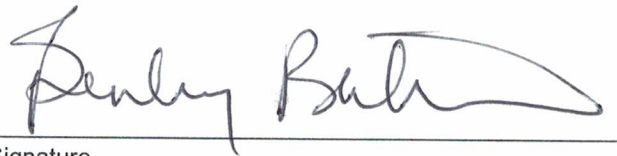
(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

B214FIN2 - Approve Provider Rate Increase

Date Filed

4/12/2021

Signature



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CITY North Lauderdale	COUNTY Broward	<input type="checkbox"/> CITY <input checked="" type="checkbox"/> COUNTY <input type="checkbox"/> OTHER LOCAL AGENCY	
DATE ON WHICH VOTE OCCURRED 4/12/2021		NAME OF POLITICAL SUBDIVISION:	
		MY POSITION IS: <input checked="" type="checkbox"/> ELECTIVE <input type="checkbox"/> APPOINTIVE	

WHO MUST FILE FORM 8B

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* * * * *

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

* * * * *

APPOINTED OFFICERS:

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APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Beverley Batson, hereby disclose that on April 12th, 20 21:

(a) A measure came or will come before my agency which (check one)

- ☒ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, _____;
- ☐ inured to the special gain or loss of my relative, _____;
- ☐ inured to the special gain or loss of _____, by
whom I am retained; or
- ☐ inured to the special gain or loss of _____, which
is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

B214FIN3 - Approve Budget FY21 Amendment #4

Date Filed

4/12/2021

Signature

Beverley Batson

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

ITEM#/MEETING	B215RB1 / Board
MEETING DATE:	5/10/21
SUBJECT:	ELC Broward FY 21/22 – 23/24 Strategic Plan
FOR ACTION:	Yes
RECOMMENDED ACTION:	Review, Discuss and Approve DRAFT Strategic Plan
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Ad Hoc Strategic Planning Committee
ELC STAFF LEAD	Renee Jaffe

Background

A 3-year Strategic Plan (7/1/18 – 6/30/21) was initially approved by the board at the beginning of the FY 18-19 and then approved each subsequent year of the plan with annually updates.

Current Status

Given this is the last year of a three-year Strategic Plan, ELC's Senior Team began meeting in December 2020 regarding the development of a new plan. The planning process included evaluating the current plan and scorecards, conducting a SWOT analysis, analyzing other environmental factors that have/may have a significant impact on the organization, and utilized feedback from stakeholders and other ELC's in order to begin to develop a new plan for FY 21/22 and beyond. Attached is the detailed SWOT analysis, for those that wish to see more information.

At the April 20, 2021 Ad Hoc Strategic Planning Committee Meeting, ELC staff presented the drafted FY 21/22 – 23/24 Strategic Plan for feedback and discussion. The committee approved a recommendation to bring the new drafted plan to the full board. For full details of the discussions see the DRAFT Ad Hoc Strategic Planning Committee Meeting minutes attached. Here are some important highlights:

Important Context and Decision Making Points for Strategic Plan decisions:

- The COVID-19 pandemic has caused a lot of uncertainty that will continue into the future. While it has become the "new normal", it impacts the way we work.
- The business, political, and social environment today and the foreseeable future, is different from when we developed our last strategic plan.
- The ELC has evolved as an organization, coming out of a multi-year fast growth phase, and moving into a more stable phase of growth, where structures and processes are an important scaffold on which we can continue to build on our current success.
- We must operate as an organization of our size (in staff) and budget.
- The new strategic plan was built using what was useful from our last plan and adding new ideas to create an impactful road map for the current environment and the future.
- As an organization racial equity actions (education, policy review/change, etc.) must be a priority and infused in the work we do on all levels.
- As an organization we need to be closer with all of our customers/clients we serve and work with (families, providers, community partners, etc.) in order to increase the impact of the work we do and meet the needs of the community. This premise will be infused throughout the Strategic Plan.
- ELC staff are thinking and anticipating how to best move forward in light of all of the Covid-19 and legislatively changes and funding, but we cannot strategically plan for all areas/factors. The new plan needs to be flexible and will likely need amending over the next three years.

Based on the bullet points and the above mentioned preparation work, the decision was made to keep ELC Broward's Vision, Mission, Guiding Principles, and Pillars intact, with some minor word changes. Each continue to be relevant and provide a solid foundation for the ELC's Strategic Plan going forward. Using this foundation, high level goals for the next three years were created, which you will notice are intentionally much more high level than our current plan to reflect our

shift from a “startup” service provider working towards building a solid operational foundation to a more experienced one.

The plan provided also includes high level goal outcomes/measures and high level strategies for achieving each goal in the plan. The tactics/activities for each strategy are included in our internal Operational Plan. ELC staff will provide examples of these tactics at the Board meeting. However, it is important to note, infused in each Pillar are tactics related to racial equity; actions to move the ELC closer to each of our customer/client subsets and community partners to better understand their needs, improve processes, and a make a greater impact; and includes innovative ideas to get things done better and/or more efficiently and/or create resourceful and useful partnership.

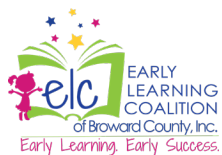
Based on the nature of our world right now as well as the major changes taking place within early learning (both legislative and funding wise) and the strides the ELC has made over the past three years following the current Strategic Plan, we believe the new plan is a mix of staying the course and continuing to build on the foundation we have built while also incorporating new and innovative tactics that will bring us closer to achieving the desired goals within the plan.

Recommendation

As recommended by the Ad Hoc Strategic Planning Committee and ELC staff, approve the presented FY 21/22 – 23/24 Strategic Plan.

Supporting Documents

- Draft Ad Hoc Strategic Planning Committee Meeting Minutes April 20, 2021
- SWOT Analysis
- FY 21-22 – 23-24 Strategic Plan Draft



Early Learning Coalition of Broward County, Inc.
Ad Hoc Strategic Planning Meeting Minutes
April 20, 2021 – 3:00 pm
 Virtual Meeting

Members in Attendance	Chair, Richard Campillo; Laurie Sallarulo; Monica King; Cara Cerchione; Dawn Liberta
Members Absent	N/A
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Judith Merritt, COO; Elsy Silvestre, Executive Assistant
Others in Attendance	Paul Leboffe

Item	Action/Discussion
Welcome & Call to Order	Chair, Richard Campillo called the meeting to order at 3:00 PM. Roll was called and a quorum was established.
REGULAR BUSINESS: a. STRAT211RB1 – ELC Broward FY 21/22 – 23/24 Strategic Plan	<p>Committee Chair welcomed everyone to the meeting and thanked everyone for making time for this important meeting. He mentioned that the Executive Team wanted to bring their consultant for strategic planning, Paul Leboffe, who was in attendance.</p> <p>Paul introduced himself and asked what the goal of the meeting was. CEO stated the goal is to share the drafted Strategic Plan with the committee and get feedback from them to ensure they are on the track for the strategic direction of the organization. Then ELC staff will bring the plan to the full board for approval.</p> <p>CEO provided a review of the drafted Strategic Plan. The last plan created was very operational because it was created when the ELC had taken services in-house. We are now a different organization and our new plan needs to match where we are now as an organization today. Many factors were taken into consideration when drafting this new plan. Some factors were SWOT analysis, environmental factors, data from our current Strategic Plan, as well as feedback from staff and providers.</p> <p>ELC staff kept many pieces of the current strategic plan in place including the mission, vision, guiding principal, and pillars. They were mindful of the uncertainties of the next 6 to 12 months due to the impact of the pandemic and because of this, the plan may need to be adjusted down the road.</p> <p>The pillars were fine-tuned, but the foundation of the plan remains the same. Pillars 3 and 4 were combined because they felt that there was an overlap. Over the last three years we have laid a solid foundation in the advocacy area as well as partnerships and as such these two pillars were combined.</p> <p>CEO further went on to explain the Goals:</p>

Goal 1A: Make our eligibility and enrollment services as easy as possible for parents:

The parent portal is not easy to navigate and we want to work closely with families so they can help us figure out what works and what doesn't. This would help us think about what we need to do to make the process easier. Some examples of things we would put in place under this strategy is:

- Staff supporting and assisting parents having difficulties enrolling or re-enrolling their child/children.
- Develop a Rapid Response Team for higher need/higher risk cases.
- Begin to partner with parents to get their feedback on the enrollment/re-enrollment process.
- More deliberate messaging - which includes reaching out and working with grass roots and other institutions where parents are most (i.e., Temple, Churches and other grassroots organizations).

Goal 1B: Make our payment/provider services as easy as possible for providers:

We want to make our payment and all other required processes for providers to be easier. We want to make doing business with us much more efficient. Some examples we would put in place under this strategy:

- Create "concierge service section" for child care providers to receive comprehensive, individualized support.
 - Create Provider Services/Payment Services team interdepartmental symmetry

Goal 2A: Empower parents to understand and participate in the developmental progress of their children.

We want to empower parents to participate in their child's learning by providing even more tools, resources so that this is an extension of the education at a child care program. Examples we would put in place under this strategy:

- Parent trainings and resources on developmental milestones
- Parent engagement events (with activities they can do with their child)
- Parent Conference
- The opportunity for them to do the Ages and Stages Questionnaire (ASQ) Screenings

Goal 2B: Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children.

We want to continue to support the early learning community so they can provide early learning experiences to young children. Examples we would put in place under this strategy:

- Create/utilize a system that allows child care providers to request trainings customized for their individual needs.
- Provide continued and intensive training about the importance of CLASS

Assessments.

- Create individualized professional development counseling/scholarship program for educators/administrators.
- Provide trainings series' concerning trauma, behavioral health, etc.

Goal 3: Increase our influence to improve the early education system.

As a service organization it is important that the community, our customers and stakeholders know who we are and what we do. We want to make sure that we have a voice in the community.

- Develop a greater presence in the local community.
- Develop and advocate our own legislative priorities.
- Build/maintain strategic relationships with influential key stakeholders, and local and state leaders.
- Build ELC Broward's brand recognition.

Goal #4: Provide education, tools, and support for the staff and Board to achieve organizational excellence.

- Leverage technology, systems, and data to make better decisions and deliver our services more efficiently.
- Continue to develop a consistent approach to QA/QI for all departments.
- Instill a customer service philosophy for all staff.
- Develop and coordinate a comprehensive professional development program. (e.g., leadership and other skills development)
- Continue to increase staff engagement, satisfaction, and morale.
- Commit to and implement our racial equity plan.
- Build/fundraise and maintain unrestricted reserves to ensure financial viability
- Provide opportunities for the Board to understand the agency's work.
- Get the Board involved in advocacy and promoting the agency's mission.

There was a discussion regarding the goals after CEO's presentation. Monica asked about benchmark to measure progress specifically for goal 3 (increase our influence to improve the early education system). CEO explained that goal 3 is a process goal and as such we will bring specific measurements for these strategies. There isn't one metric that encompasses all of the strategies. Paul said that it is hard to quantify results when you look at a metric. You can measure activities, but measuring results are harder to measure. We can create metrics that measure activities that lead to desired outcomes.

Dawn had a question with regard to Goal 2A (Empower parents to understand and participate in the developmental progress of their children.) She wanted to know how we would measure the progress of this goal. CEO mentioned staff had discussed this as well and grappled with whether the goal should measure participation or helpfulness of activities/resources, etc. provided by the ELC. A decision was made to go with the goal of whether the Coalition activities and tools were helpful because it seemed to better match and in line with the overall goal but that within the internal action plan, staff would be capturing parent participation data. CEO also mentioned, the team is still exploring how to measure parent's engagement in their child's development.

CPO discussed building the measurements and how we can start by measuring parents involved in doing their children's ASQ's.

Cara wanted to make sure that we get feedback from a wide range of providers because there are many different centers, educational facilities, etc. CEO said that we want to hear from all providers and that we are on the same page.

Committee Chair mentioned that culturally relevant materials are also important and that locations are important. We should look into community locations such as churches or community centers. CEO said these are part of our tactics and infused in our plan.

Laurie mentioned that she is concerned about the strategic plan and the vision, she feels the goals are not mentioning special needs population. She does not see it outlined in the pillars, CPO said that this plan does mention special needs and not just subsidized population. Goal 2A mentions the strategy of promote and provide education/support and resources for parents/caregivers of children with potential or identified special needs. Additionally, special needs is part of the overall population and as such included in everything we do.

Laurie mentioned that the vision and strategies do not align. We need to start teaching children early on work skills, entrepreneurship, etc. She wants the ELC to think outside of the box and be committed to the vision.

CEO said that these things she is referring to will be tactics included in the operational plan and reminded committee members that the plan is intentionally more high level as previously discussed with the board.

Cara said continuity of care is the biggest challenge that the providers face and this highly affects the child's learning. High teacher turn over and children bouncing around from center to center. CEO confirmed the importance of addressing this and reminded the committee that this was included in the new plan.

CEO feels that innovation is built within the tactics of the internal operational plan and throughout each Pillar. The mission and vision speak to the goals of the plan. We are still doing so much of what we set out to do and within the strategies is the innovation.

Chair mentioned that in his opinion we add and identify innovation in the guiding principles.

Paul mentioned that he saw the alignment and disconnect in the innovation discussion. This vision incites and excites people. As a concept it's exciting but when you put in context you must ask if we are in a place to innovate. Right now we should create consistency and processes to allow us to then take some chances. But we must figure out if we are being creative and thinking outside of the box. ELC is already doing that. There are so many things still in transition.

Paul said that the executive team spoke to him about the strategic plan being high level and then they have an operational plan. The strategic plan should create stability and the opportunity for the innovation but the innovative ideas would be in the operational plan. We need to invite people to think innovatively. Have new and fresh ideas. The innovation is happening on the operational level.

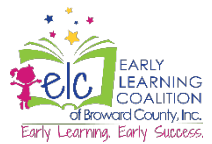
	<p>A Motion was made by Dawn Liberta to bring strategic plan forward to the Board for discussion with the commentary and feedback received at the Ad Hoc Strategic Planning Meeting. Seconded by Monica King. Unanimously approved. Motion passes.</p> <p>Committee thanked Executive Team and Paul Leboffe for their work on this strategic plan.</p>
NEW BUSINESS	No discussion
MATTERS FROM CHAIR	No discussion.
MATTERS FROM COMMITTEE	No discussion.
PUBLIC COMMENT	There was no comment.
NEXT MEETING DATE	TBD
ADJOURN	Committee Chair motioned to adjourn the meeting. The meeting adjourned at 4:35 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.

ELC Broward SWOT Analysis – December 2020

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • High Staff Satisfaction • Strong Exec Team and Senior Team • High Parent satisfaction • Organizational agility (e.g., able to quickly pivot to telework with minimal disruption) • Good relationships with provider community and stakeholders • Solid staff retention • Good brand reputation • Strong programs division and training function • Strong IT Support (Staff and Systems) • Lean administrative costs • Solid funding • Experienced/Seasoned Board 	<ul style="list-style-type: none"> • Limited brand reach. • No formal staff development program. • Underutilized satellite offices. • Insufficient funding to provide coaching to meet Provider demand. • Too few parents are starting or completing the redetermination process. • Organizational policies and procedures are not well developed. • QA/QI not standardized throughout entire organization. • Data department doesn't have the capacity we need to leverage data. • Measuring family needs and positive child outcomes continues to be a challenge. 	<ul style="list-style-type: none"> • Leverage the increase in funding. • Make the eligibility, enrollment and payment services easier/more efficient. • Get closer to parents and providers by better understanding their needs. • Get closer with our Legislators and Municipalities. • Be a thought leader and increase the reach of our brand. • Build our staffing capacity. • Increase community partnerships. • Increase our content in multiple languages. • Leverage technology to get more data/KPIs to make better decisions. • Introduce parent engagement to increase learning opportunities for child (at home). • Continue to use innovative and best practice models to increase quality of ECE. • Continue to standardize QA/QI across the organization. • Strive to be an even more attractive Place to work so we can hire and retain staff. • Doing everything we do through an equity lens. • Focus on the whole child/Understand the non-child care needs of our parents. • Connect families to community resources. • Educate and Involve the Board. • Continue to improve board processes. • Improve our execution of Racial Equity. 	<ul style="list-style-type: none"> • COVID-19 impact and ongoing uncertainty. • IT/Security challenges. • Possibility of funding getting delayed or reduced. • Restrictions on use of funds. • Limitations and restrictions required by the Office of Learning and Education. • Lack of data sharing in community (school district) and statewide.

ELC Broward Strategic Plan FY 21/22 – FY 23/24



Vision

All children will have high quality early learning experiences leading to success in school and life.

Mission

Lead and support the early learning community to delivery high quality early learning experiences to young children and their families

Guiding Principles:

- All children develop at their own pace and learn in different ways
- All children have the ability to reach their full potential regardless of economic means
- Early learning helps to build the foundation for future success
- Highly skilled educators create the best learning opportunities for ALL children
- Parents are the “Most important individuals to ensure child’s success”
- Delivering outstanding customer service is vital to delivering our mission
- We are committed to hiring and developing great employees
- We are dedicated to addressing historical and structural racism and implicit bias
- We are committed to finding innovative and creative ways to help our families and providers

Pillar One - Deliver Outstanding Eligibility, Enrollment and Payment Services

Goal 1A: Make our eligibility and enrollment/re-enrollment services as easy as possible for parents

- Parents who successfully complete the enrollment process will be at or above 65%.
- Parents who successfully complete the re-enrollment process will be at or above 75%.
- Parents who respond as satisfied with the ease of eligibility/redetermination process will be at or above 80%.

Goal 1B: Make our contracting and payment process as easy as possible for providers.

- At least 80 % of providers who respond will report being satisfied with ELC instructions/responsiveness

Pillar Two - Provide and Promote Quality Early Care Opportunities

Goal 2A: Empower parents to understand and participate in the developmental progress of their children.

- 80% of parents who respond report tools/activities ELC provided helped them to engage with their child and/or better understand their child’s development.

Goal 2B: Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children.

- 80% of ECE Providers who respond report ELC provided the tools, skills, and resources necessary to provide quality early learning experiences.

Pillar Three - Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System

Goal 3: Increase our influence to improve the early education system

- ELC will complete 100% of the Annual Outreach/Communication plan and complete at least 70% of tasks/activities in the plan.

Pillar Four - Strengthen and Develop the ELC’s Capacity

Goal 4: Provide the education, tools, and support for the staff and Board to achieve organizational excellence.

- At least 80% of Staff respond they are satisfied
- At least 80% of Board members who respond report satisfaction with the number and quality of Board engagement activities, educational opportunities and informational materials.

ELC of Broward County

Committee Membership 2020-2021

COMMITTEE	Member Name	Seat	By Laws
EXECUTIVE	<i>Members consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees)</i>		
Officer	Laurie Sallarulo	Chair	effective 4/2014 - Governor appointment
Officer	Dawn Liberta	First Vice Chair	effective June 2020 -
Officer	Twan Russell	Second Vice Chair	effective June 2020 -
Officer	Monica King	Secretary	effective June 2020 -
Officer	Cindy Arenberg Seltzer	Treasurer	effective June 2020 -
	Khalil Zeinieh	Program Review Chair	
	Michael Asseff	Nominating Com. Chair	effective June 2020 -
	Richard Campillo	Audit Com. Chair	
FINANCE	<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members.</i>		
	Cindy Arenberg Seltzer	Chair	
	Renee Podolsky	Member	
	Laurie Sallarulo	Member	
	Zachary Talbot	Member	effective June, 2020
	Twan Russell	Member	
PROGRAM REVIEW	<i>Members appointed by the Chair. Ad Hoc members with particular expertise may be appointed to assist in the given particular area of program. Reports directly to the Board and shall consist of at least (3) members.</i>		
	Khalil Zeinieh	Chair	effective 6/2020
	Laurie Rich Levinson	Member	
	Dawn Liberta	Member	
	Laurie Salarullo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	
	Cindy Arenberg-Seltzer	Member	
	Cara Cerchione	Member	effective 10/2019
AUDIT	<i>Members elected by Board. Consists of at least (5) five Members. Ad Hoc Members may be appointed to assist in accounting or financial management experience. No more than (1) one Member of the Finance Committee shall be a Member of the Audit Committee and in no event shall the chair of the Finance Committee be a Member of the Audit Committee.</i>		
	Richard Campillo	Chair	effective 7/1/18
	Michael Asseff	Member	
	Twan Russell	Member	effective 12/9/16
	Monica King	Member	effective 4/7/17
	Beverley Batson	Member	effective 12/19/19
GOVERNANCE	<i>Members Elected by Board. Consists of at least (5) five Members. First Vice Chair shall serve as chair of the Governance Committee</i>		
	Dawn Liberta	Chair	effective 6/30/20-
	Cara Cerchione	Member	effective 6/2019
	Michael Asseff	Member	effective 6/2020
	Carol Hylton	Member	effective 2/2021
	Laurie Salarullo	Member	
NOMINATING	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition</i>		
	Michael Asseff	Chair	effective 6/2020
	William Karp	Member	effective 6/2019
	Twan Russell	Member	
	Dr. Amoy Reid	Member	effective 12/19/19
	Laurie Salarullo	Member	
AD HOC FUNDRAISING	Michael Asseff	Chair	established 2/13/20
	Amoy Reid	Member	effective 2/13/20
	Cara Cerchione	Member	effective 2/13/20
	Richard Campillo	Member	effective 2/13/20
	Twan Russell	Member	effective 2/13/20
	Michael Asseff	Member	effective 2/13/20
AD HOC STRAT PLANNING	Richard Campillo	Chair	effective 3/2021
	Monica King	Member	effective 3/2021
	Cara Cerchione	Member	effective 3/2021
	Dawn Liberta	Member	effective 3/2021
	Laurie Salarullo	Member	effective 3/2021



FY 20-21 – ELC of Broward County

2020-2021 Board/ Committee Meeting Calendar

July 2020						
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Executive/Finance Meetings

September 10, 2020 at 10:00 AM
 October 27, 2020 at 1:30 PM
 December 1, 2020 at 1:30 PM
 February 2, 2021 at 1:30 PM
 March 23, 2021 at 1:30 PM
 April 27, 2021 (if needed) at 1:30 PM
 June 1, 2021 at 3:00 PM

Full Board Meeting

September 23, 2020 at 2:00 PM
 November 9, 2020 at 12:00 PM
 December 21, 2020 at 12:00 PM
 February 17, 2021 at 1:30 PM
 April 12, 2021 12:00 PM
 May 10, 2021 (if needed) at 12:00 PM
 June 21, 2021 at 12:00 PM

Program Review Committee:

September 2, 2020 at 2:00 PM
 December 15, 2020 at 10:00 AM
 March 17, 2021 at 11:00 AM
 June 7, 2021 at 10:00 AM

Governance Committee:

August 24, 2020 at 2:00 PM
 September 11, 2020 at 3:00 PM
 December 10, 2020 at 11:00 AM
 February 10, 2021 at 1:30 PM
 May 25, 2021 at 11:00 AM

Nominating Committee:

March 23, 2021 at 11:00 AM
 April 6, 2021 at 10:30 AM

Audit Committee:

February 12, 2021 at 1:00 PM
 March 12, 2021 at 2:30 PM

ELC Offices closed for holidays on:

July 3; Sep 7; Nov 11; Nov 26 and 27; Dec. 25; Jan 1; Jan 18; Feb 15; May 31



FY 21-22 – ELC of Broward County

2021-2022 Board/ Committee Meeting Calendar

July 2021						
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November 2021						
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February 2022						
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March 2022						
Su	M	Tu	W	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

April 2022						
Su	M	Tu	W	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May 2022						
Su	M	Tu	W	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June 2022						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Executive/Finance Meetings

August 24, 2021 at 1:30p
 October 26, 2021 at 1:30p
 February 1, 2022 at 1:30 p
 March 22, 2022 at 1:30 p
 April 26, 2022 (if needed) at 1:30p
 May 24, 2022 at 1:30p

Full Board Meeting

September 13, 2021 at 12p
 November 8, 2021 at 12p
 February 14, 2022 at 12p
 April 4, 2022 at 12p
 May 9, 2022 (if needed) at 12p
 June 13, 2022 at 12p

Program Review Committee:

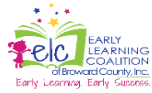
Nominating Committee:

Governance Committee:

Audit Committee:

ELC Offices closed for holidays on:

July 5; Sep 6; Nov 11; Nov 25 and 26; Dec. 24; December 31; Jan3; Jan 17;
 Feb 21; May 30



Early Learning Coalition of Broward County Board Attendance Chart FY 20-21

	Member	1st Term Started	1st Term Exp	Sept 23	Nov 9	Dec 21	Feb 17	Apr 12	May 10	Jun 21	TOTAL FY ABSENCES
1	Angela Iudica	9.7.17	N/A	V		ABS	V	ABS			2
2	Cara Cerchione	4.4.19	N/A	V		V	V	V			0
3	Cindy Arenberg Seltzer	1999	N/A	V		V	V	V			0
4	Dawn Liberta	6.2018	N/A	V		V	V	V			0
5	William Karp	4.2019	N/A	ABS		V	V	ABS			2
6	Ellie Schrot	6.2014	N/A	V		V	V	V			0
7	Khalil Zeinieh	5.12.17	6.30.21	V		V	ABS	V			1
8	Monica King	5.12.17	6.30.21	V		V	V	V			0
9	Laurie Rich Levinson	11.2014	N/A	V		ABS	ABS	V			2
10	Laurie Sallarulo	4.2014	4.2018	V		V	V	V			0
11	Mason Jackson	1999	N/A	X							0
12	Michael Asseff	5.7.2013	5.7.2018	V		V	V	P			0
13	Renee Podolsky	6.2014	N/A	V		ABS	V	P			1
14	Richard Campillo	5.12.17	6.30.21	V		V	V	ABS			1
15	Twan Russell	2.2016	N/A	ABS		V	V	P			1
16	Dr. Amoy Reid	9.2019	N/A	V		ABS	V	V			1
17	Beverly Batson	9.2019	N/A	V		V	V	V			0
18	Zachary Talbot	2.2020	N/A	V		V	ABS	P			1
19	Carol Hylton	9.2020	N/A	N/A		V	V	ABS			1
20	Kristina West	4.2021	N/A								
21	Kirk J. Englehardt	4.2021	N/A								
22	VACANT - Gub. private sector										
	MEMBERS WHO LEFT DURING FY 20-21										
	Mason Jackson retired	9/30/2020									
	V = Virtual Meeting										
	X = Present at meeting										
	ABS = Absent from Meeting										

P = phone attendance										
FM First Meeting LM Last Meeting										
Shaded areas - no meeting scheduled										

FYI - ELC Broward Glossary of Terms (August 2019)

Rev. 7/2019Subject	Acronym	Definition
Ages and Stages Questionnaire®	ASQ	A developmental and social-emotional screening for children from one month to 5 ½ years. Highly reliable and valid, ASQ looks at strengths and trouble spots, educates parents about developmental milestones, and incorporates parents' expert knowledge about their children.
Association of Early Learning Coalitions	AELC	The Association of Early Learning Coalitions (AELC) is an organization comprised of 31 Early Learning Coalitions throughout the State of Florida. The AELC supports the role of the Early Learning Coalitions to develop and administer a comprehensive school readiness program and voluntary pre-kindergarten program that prepares preschool children to succeed in school and in life. Each Early Learning Coalition's service area is as unique as the population it serves, with some Coalitions serving a single county while others are serving two to seven counties.
Billing Group	BG	<p>An eligibility category that aligns with Chapter 411, Florida Statutes, which describes the different groups or defined categories of children served; a category of direct service costs. The following defines the various billing groups:</p> <p><u>BG1 – At Risk Populations:</u> School readiness services for a child in a family that is: referred for investigation by the Broward Sheriff's Office (BSO); under the supervision of ChildNet (in home, foster care or relative/no relative placement); in the custody of a parent who is homeless, as verified in law; in the custody of a parent who is the victim of domestic violence, residing in a certified DCF shelter or; actively participating in a diversion program as required by law.</p> <p><u>BG3 – Temporary Assistance for Needy Families (TANF), also referred to as Temporary Cash Assistance (TCA)</u> Families who are receiving TCA, and subject to the federal work requirements.</p> <p><u>BG3R – Relative Caregiver</u> Child who is in receipt of the Relative Caregiver (RCG) payment, who is adjudicated by a Florida court and placed in the home of a relative through ChildNet.</p> <p><u>BG5 – Transitional Child Care (TCC)</u> Family that is transitioning from the receipt of TCA (from a workforce program) into employment, as defined by law.</p> <p><u>BG8 – Income Eligible</u> Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability.</p> <p><u>CSC – Children's Services Council Vulnerable Populations Program</u> Eligibility mirrors the Income Eligible (BG8) criteria. Other conditions may be set by CSC, on an as needed (case-by-case) basis.</p>
Categories Exempt from Licensing		Certain religious affiliated and non-public schools may be exempt from licensure but must register with Broward County and receive approval prior to operating. Programs for children grades six and above and summer day camps for elementary school aged children are exempt from licensure.
Center-Based Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children in a nonresidential setting for fewer than 24-hours a day per child.
Child Assessment		<p>An individual assessment performed on each child for the purpose of measuring the child's growth in specific developmental domains. Child care providers who perform this detailed assessment can be reimbursed at a higher rate per child.</p> <p>Teaching Strategies Gold (TSG) is one of three ongoing assessment tools that is approved by OEL for child care providers to receive a Quality Performance Incentive Differential. TSG helps teachers observe children during regular everyday activities, plan for their development and assess their needs. Training is needed to become a reliable observer in the tool.</p>
Child Care Development Fund	CCDF	The federal Child Care and Development Fund (CCDF) is an aggregate of several funding sources that is distributed in block grants by the federal government to the states and territories. The majority of the funds are to be used to provide child care services to families who meet certain income and need criteria. A portion of the funding (at least 4 percent of the block grant amount) is to be used for activities to improve the quality of child care. Another portion (not to exceed 5 percent of the block grant amount) is to be used to pay for costs of administering the CCDF. The purpose of the CCDF is to increase the availability, affordability, and quality of child care services.
Child Care Development Plan		Every two years, states and territories receiving CCDF funds must prepare and submit to the federal government a plan detailing how these funds will be allocated and expended.

Child Care Licensing		The child care licensing program is a component of the services provided by Department of Children and Families. The program is accountable for the statewide licensure of Florida's child care facilities, specialized child care facilities for the care of mildly ill children, large family child care homes and licensure or registration of family day care homes. The purpose of the program is to ensure a healthy and safe environment for the children in child care settings and to improve the quality of their care through regulation and consultation. The department ensures that licensing requirements are met through on-going inspections of child care facilities and homes, thus preventing the continued operation of substandard child care programs
Child Care Resource and Referral Program	CCR&R	The Child Care Resource and Referral Network is dedicated to helping families find answers to their questions regarding how to identify quality child care and early education programs. The CCR&R program also conducts a search for providers that meet the specific needs of the family; the CCR&R program also provides information and community resources that may benefit the entire family.
Children's Services Council	CSC	A Children's Services Council is a local government body that oversees funding for programs and services that improve the lives of children and their families. Chapter 125 of Florida Statutes governs the creation and operation of a Children's Services Council, commonly referred to as a CSC. Florida is the only state in the nation that empowers communities to create a local government with the sole purpose of investing in the well-being of families.
Child Development Associate	CDA	A nationally recognized early childhood professional credential awarded to individuals who successfully complete the nationally established requirements of the CDA program to work with young children.
Classroom Assessment Scoring System™	CLASS	The Classroom Assessment Scoring System™ (CLASS™) is an observational tool that provides a common lens and language focused on classroom interactions that boost student learning. This tool is used as the basis for the State of Florida's Quality Rating System, and CLASS scores are used to calculate payment differentials for child care facilities serving subsidized children.
Continuing Education Units	CEUs	A measure used to track continuing education; in general, a CEU is defined as 10 clock hours of participation in a recognized continuing education program with qualified instruction and sponsorship through an accrediting CEU body.
Enhanced Field System Modernization	EFS Mod	The billing system currently in use for early learning programs.
Environment Rating Scales	ERS	<p>The Early Childhood Environment Rating Scales are designed to assess process quality in an early childhood or school age care group. Process quality consists of the various interactions that go on in a classroom between staff and children, staff, parents, and other adults, among the children themselves, and the interactions children have with the many materials and activities in the environment, as well as those features, such as space, schedule and materials that support these interactions. Process quality is assessed primarily through observation and has been found to be more predictive of child outcomes than structural indicators such as staff to child ratio, group size, cost of care, and even type of care, for example child care center or family child care home (Whitebook, Howes & Phillips, 1995).</p> <p>There are four environment rating scales, each designed for a different segment of the early childhood field:</p> <p>(ECERS-R) The Early Childhood Environment Rating Scale-Revised (ITERS-R) The Infant/Toddler Environment Rating Scale-Revised (FCCERS-R) The Family Child Care Environment Rating Scale-Revised (SACERS) The School-Age Care Environment Rating Scale</p>
Federal Poverty Guidelines	FPL	The set minimum amount of gross income that a family needs for food, clothing, transportation, shelter and other necessities. In the United States, this level is determined by the Department of Health and Human Services. FPL varies according to family size. The number is adjusted for inflation and reported annually in the form of poverty guidelines. Public assistance programs, such as Medicaid in the U.S., define eligibility income limits as some percentage of FPL. The poverty guidelines are typically issued every February and correspond to the year in which they are issued.
Florida Child Care Professional Credential	FCCPC	Florida Child Care Professional Credential (FCCPC)," pursuant to Section 402.305(3)(b), F.S., is a department approved training program that consists of a minimum of 120 hours of early childhood instruction, 480 contact hours with children ages birth through eight (8) and at least two (2) methods of formal assessment that offers two (2) areas of certification; "Birth Through Five (formerly the department approved CDA Equivalency training programs)" and "School-Age (formerly the Florida School-Age Certification)."
Florida Kindergarten Readiness Screener	FLKRS	The Florida Kindergarten Readiness Screener (FLKRS) is administered to assess the readiness of each child for kindergarten. The FLKRS assessment is the Star Early Literacy®, which is an online, adaptive instrument that students complete independently in approximately 15-20 minutes. The assessment covers 3 main domains: Word Knowledge and Skills, Comprehension Strategies and Constructing meaning, and Numbers and Operations.

Florida Administrative Code	FAC	The Florida Administrative Code is the official compilation of the administrative rules and regulations of state agencies.
Florida Child Care Professional Credential	FCCPC	Florida Child Care Professional Credential (FCCPC)," pursuant to Section 402.305(3)(b), F.S., is a DCF approved training program that consists of a minimum of 120 hours of early childhood instruction, 480 contact hours with children ages birth through eight (8) and at least two (2) methods of formal assessment that offers two (2) areas of certification; "Birth Through Five (formerly the department approved CDA Equivalency training programs)" and "School-Age (formerly the Florida School-Age Certification)."
Florida Department of Children and Families	DCF	A state agency of Florida. The Department provides social services to children, adults, refugees, domestic violence victims, human trafficking victims, the homeless community, child care providers, disabled people, and the elderly.
Florida Department of Economic Opportunity	DEO	A state agency of Florida. The Department promotes economic opportunities for Floridians through workforce, community, and economic development strategies.
Florida Department of Education	DOE	A state agency of Florida. The Department governs public education and manages funding and testing for local educational agencies (school boards).
Florida Department of Health	DOH	A cabinet level agency of the state government, headed by a state surgeon general who reports to the governor. The Department is responsible for protecting the public health and safety of the residents and visitors of the state of Florida.
Florida Office of Early Learning	OEL	The Office of Early Learning is the lead agency for the administration of state and federal child care funds and partners with 31 Early Learning Coalitions, the Redlands Christian Migrant Association, and others to deliver a comprehensive early learning system of services statewide.
Florida Sunshine Law		The "Sunshine Amendment," adopted by Florida voters through a constitutional initiative in 1976 as Article II, Section 8, Florida Constitution, contains standards of ethical conduct and disclosures applicable to public officers and employees; it also requires the Legislature to adopt the code of ethics (see Code of Ethics definition above).
Gold Seal		<p>In 1996, the Florida Legislature established the Gold Seal Quality Care program to acknowledge child care facilities and family day care homes that are accredited by nationally recognized agencies and whose standards reflect quality in the level of care and supervision provided to children. In addition, the Legislature established provisions for Gold Seal providers participating in the subsidized child care program, a.k.a. school readiness and early Learning, to receive a higher reimbursement per child, than providers not receiving a Gold Seal designation.</p> <p>In 1999, the Legislature revised the program to provide tax incentives through the Department of Revenue or county tax appraiser for participating in the Gold Seal Quality Care Program. Since then, the Legislature has revised the maximum amount of the reimbursement. Currently, the rate differential cannot exceed 20% above the reimbursement rate established by the local early learning coalition, a.k.a. the local school readiness coalition.</p>
Home Instruction for Parents of Preschool Youngsters	HIPPY	Home Instruction for Parents of Preschool Youngsters (HIPPY) is an evidenced-based program that works with families in the home to support parents in their critical role as their child's first and most important teacher.
Inclusion		The principle of enabling all children, regardless of their diverse abilities, to actively participate in natural environments in their communities, including early care and education settings.
Inclusion/Warm Services		These services educate and assist childcare providers with any special needs concerns regarding the children they are serving, particularly children with disabilities and other special health care needs. These services also provide training and consultation on issues such as managing challenging behaviors, understanding the American with Disabilities Act, screening and assessment of children with special needs, and adapting home and school environments.
Individual Education Plan	IEP	The plan for individualizing the education of a child over age three with a disability that includes measureable goals and documentation of the child's progress.
Individual Family Service Plan	IFSP	A plan for special services for young children (under three) with disabilities and their families that includes individualized supports and services that will enhance the child's development.
Infant and Toddler Program		The provision of activities to foster brain development in infants and toddlers.
Informal Child Care		Any legal but non-regulated child care, subject to health and safety requirements, that is provided by a relative or non-relative in the child's home or other location.
Licensed Family Child Care Home	FCCH	An individual that provides child care for fewer than 24 hours a day per child, as sole caregiver, in a private residence other than the child's home and meets the state and/or local family child care licensing requirements.
Licensed Large Family Child Care Provider		Two or more people that provide child care for fewer than 24 hours a day per child in a private residence other than the child's home and meet the state and/or local licensing requirements for large family child care homes.

Match		Refers to a statutorily specified percentage of program or project costs that must be contributed by an entity in order to be eligible for State or Federal funding; the value of third-party in-kind contributions and that portion of project or program costs not borne by the State or Federal government
Market Rate		The price that a child care provider charges for daily, weekly, or monthly child care services.
Office of Child Care	OCC	The Office of Child Care (OCC) supports low-income working families by providing access to affordable, high-quality early care and afterschool programs. OCC administers the Child Care and Development Fund (CCDF) and works with state, territory and tribal governments to provide support for children and their families juggling work schedules and struggling to find child care programs that will fit their needs and that will prepare children to succeed in school. The Office of Child Care was established in September 2010 and replaces the former Child Care Bureau. The Office of Child Care partners with states, territories, and tribes to administer the Child Care and Development Fund (CCDF) program.
Other Cost Accumulator	OCA	OCA is a cost accounting system to maintain the collection of costs in an organized and systematic manner.
Professional Development Initiative	PD	A continuum of learning and support activities designed to prepare individuals for work with and on behalf of young children and their families, as well as ongoing experiences to enhance this work, leading to improvements in knowledge, skills, practices, and dispositions.
Performance Funding Project	PFP	In 2014, the Florida Legislature created the Early Learning Performance Funding Project (ELPFP). It was designed to provide performance based funding for School Readiness providers that demonstrate improved: program quality, teacher-child interactions and/or child outcomes. The ELPFP has demonstrated a significant and positive effect on early childhood program quality and child outcomes among at-risk children and the teachers who support them.
Quality Initiatives	QI	Activities that enhance early learning environments and experiences.
Quality Improvement Plan	QIP	A plan created for providers that do not meet the quality threshold as set by rule 6M-4.741 Program Assessment Threshold Requirements for the School Readiness Program. The plan includes 1 to 2 targeted strategies.
Quality Rating and Improvement System	QRIS	A systematic approach to assessing, supporting, improving, and communicating the level of quality in an early care and education setting. The State of Florida currently utilizes CLASS scores as its only measurement of quality in this system, and assesses whether a child care provider can contract with an ELC to provide care to subsidized children on this. The QRIS system also uses CLASS scores to reimburse child care providers on a scale. Child care providers with higher CLASS scores receive higher reimbursement rates.
Registered Family Child Care Provider		An individual that provides child care for fewer than 24 hours a day per child, as sole caregiver, in a private residence other than the child's home and meets the state and/or local registered family child care requirements.
Religious Exemption		A child care facility which is an integral part of church or parochial schools conducting regularly scheduled classes, courses of study, or educational programs accredited by, or by a member of, an organization which publishes and requires compliance with its standards for health, safety, and sanitation. Such facilities shall meet minimum requirements of the applicable local governing body as to health, sanitation, and safety and shall meet the screening requirements pursuant to ss. 402.305 and 402.3055. Failure by a facility to comply with such screening requirements shall result in the loss of the facility's exemption from licensure.
School-Age Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children who are at least 5 years of age by Sept 1 of the beginning of the school year and who attends kindergarten through grade 5.
School Readiness Program		The School Readiness Act, Chapter 411.01 of the Florida Statutes, School readiness programs are to be full-day, year-round to the maximum extent possible, to enable parents to work and become financially self-sufficient.
Teacher Education and Compensation Helps	T.E.A.C.H.	A scholarship program, which provides educational scholarships and financial incentives to caregivers and administrators of early childhood programs, family day care homes, and large family child care homes.
Temporary Assistance for Needy Families	TANF	Temporary Assistance for Needy Families (TANF) is one of the federal assistance programs. It began on July 1, 1997, and succeeded the Aid to Families with Dependent Children (AFDC) program, providing cash assistance to indigent American families with dependent children. This cash benefit is often referred to simply as "welfare." TANF was created by the <u>Personal Responsibility and Work Opportunity Act</u> instituted in 1996. The Act provides temporary financial assistance while aiming to get people off of that assistance, primarily through employment. The reform granted states wide discretion of how to distribute TANF entitlements.
Utilization Report		This is a management tool that is system which provides year to date expenditures of dollars by category. This data allows for funding projections, based on actual, projected and historical data, to determine if spending is on target or if adjustments may be needed.

Voluntary Prekindergarten Program	VPK	A constitutional amendment passed by Florida's voters in Nov. 2002, required a voluntary prekindergarten program for all four-year-old children. VPK is a program designed to prepare four-year-olds for kindergarten and build the foundation for their educational success. The program allows a parent to enroll his or her eligible child (four years old by September 1 and residing in Florida) in a free VPK program. The program is voluntary for children and providers.
Wait List		"Waiting list" means a list of children waiting for potential enrollment in the school readiness program once funding is available. The list is a record of the names of parent(s), the names and dates of birth of their children, waiting list date and anticipated eligibility and priority category for seeking school readiness services.