



# Early Learning Coalition of Broward County, Inc. - Executive Committee Meeting Agenda

August 31 – 1:00 pm

Virtual Meeting

Meeting Call-In Number: 1 (872)240-3412 Access Code: 534-097-765

Go To Meeting Access: <https://global.gotomeeting.com/join/534097765>

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.	Chair Report	Laurie Sallarulo, Chair
IV.	CEO Report	2 Renee Jaffe, CEO
V.	Executive Committee Consent Agenda	Laurie Sallarulo, Chair
	a. Approve June 1, 2021 Executive Committee meeting minutes	4
	b. EXC221CA1 – CSC Contract - Financially Assisted Child Care Renewal	6
	c. EXC221CA2 – CSC Contract – Vulnerable Population	9
	d. EXC221CA3 – REI Training Contract	10
	e. EXC221CA4 – 211 Broward FY22 Contract Renewal	12
	f. EXC221CA5 – Revation Agreement - VOIP	15
VI.	Executive Committee Regular Business	
	a. EXC221RB1 – ELC Bridge to ARP Funding Workforce Initiative and Funding Proposal	17 Renee Jaffe, CEO
	b. EXC221RB2 – Strategic Plan FY 20/21 – Q1-Q4 Results	27 Judith Merritt, COO
	c. EXC221RB3 – CEO Performance Evaluation Results and CEO Performance Pay	31 Judith Merritt, COO
	d. ESC221RB4 – CEO Goals FY 21/22	68 Renee Jaffe, CEO
	e. ESC221RB5 – Staff Satisfaction Survey Results	72 Judith Merritt, COO
VII.	FYI	
	• FYI-1 Wait List Report	77
	• FYI-2 Contract List	78
	• FYI-3 Education and Quality Training Calendar	79
	• FYI-4 2021/2022 Board Calendar	80
	• FYI-5 Board Committee Member List 21/22	81
	• FYI-6 FY 21-22 Executive Committee Meeting Attendance	82
	• FYI-7 Glossary of Terms	83
VIII.	Unfinished Business	
	New Business	
	Matters from the Board	
	Matters from the CEO	
	Matters from our Partners	
	Public Comment	
	<a href="#">Next Executive Committee: November 2, 2021 @ 1:30pm</a>	
	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.

**CEO Report**  
**Executive/Finance Committee – August 31, 2021**

**Division of Early Learning (DEL) – New Chancellor of Early Learning**

DEL recently announced a change in leadership. Matthew Mears is the new Chancellor of Early Learning. Before joining the DEL, he served as General Counsel for the Florida Department of Education (FDOE) for over six years. Prior to that he worked for the law firm Holland & Knight LLP in their litigation department supporting the needs of health care providers.

**School Readiness and VPK Enrollment/Attendance Update**

Currently, School Readiness enrollment is 11,800 served, which reflects full enrollment for the upcoming fiscal year. Staff continue to pull children from the waitlist to replace attrition resulting from ongoing redeterminations. On August 18<sup>th</sup>, 159 families made up of 222 potential SR children were sent enrollment notices, bringing the SR waitlist to 3,064. As explained previously, an additional and more accurate indicator of waitlist impact is lag time between the calendar date of waitlist sign-up and the date of names being pulled. As of August 19<sup>th</sup>, we are now pulling names of families that signed up April 14, 2021.

The amount of certificates approved for school year VPK is currently at 16,266. Classes tend to begin either the end of August or the beginning of September. Certificate approval has picked up over the last few weeks, and is projected to surpass last year's numbers, but are still below the numbers we saw pre-pandemic. Because of the surge of Delta variant, enrollment/attendance in VPK are currently very difficult numbers to predict.

**COVID-19 Federal Relief Funding**

The Division of Early Learning continues to process and distribute CRRSA funds to child care educators/directors who were employed as of July 1<sup>st</sup>, and remain employed in child care settings. Educators/Directors are set to receive their first \$1,000 in disaster relief payments in the coming weeks. This payment is being made directly by the Division of Early Learning. Another \$1,000 payment is estimated to become available later in the calendar year.

Additionally, we are expecting Phase 6 of the statewide provider grant program that had begun by using the original stimulus (CARES) dollars and now is funded through CRRSA dollars, to open by either the end of August or the first week of September. We anticipate the grant awards to be larger than they were in Phase 5 however ELC's have not yet received Coalition specific funding award information. Grant awards were/are based on facility license capacity, and Phase 5 awards ranged from \$3,000 for a license capacity of 12 or less children, to \$19,500 for a license capacity of more than 150 children.

There is additional stimulus funding anticipated to become available in the coming months. Approximately \$950 million in Child Care Development Funds (CCDF) discretionary funds and \$1.5 billion in American Rescue Plan (ARP) funding are pending release by the State. Details concerning spending these dollars have not been solidified as of this report, but it is expected that the ARP funds will be provided in quarterly payments for five or six quarters, to child care providers that apply for these funds.

In anticipation of the ARP funding, ELC staff have been talking and meeting with community partners including Broward County and the Children's Services Council on a potential coordinated funding plan that would maximize resources as well as provide a bridge for providers between CRRSA's Phase 6 grants and ARP (with funding not expected until January 2022). Discussions continue, however parts of the plan have been developed and will be provided.

**Trauma Training**

We have continued to support the early learning community with trauma informed care training and support. In August, we started two virtual Trauma training series. The first, Trauma Informed Care in the Classroom, is a three-part series led by Chris Becerra, Ed.D (ABD) which will conclude on August 17<sup>th</sup>. Training participants received an overview of trauma and ACE's (Adverse Childhood Events), and learned strategies to create safe environments and build trusting relationships. The second series is led by local trainer, Dr. Harleen Hutchinson. This is a longer series that spans from August to December. Each training examines trauma from the lens of the child, teacher and parent support. One participant said,

“What I loved about this training is that we received a lot of information that can enhance our performance as Educators, parents and role models for the next generation.” ELC staff continue to facilitate and train on FLIP It (Feelings, Limits, Inquiries and Prompts). FLIP It’s four steps is simple strategy to address children’s day to day challenging behaviors.

### **WSFL Update**

The ELC continues its fantastic partnership with WSFL Channel 39. In addition to the weekly segments we filmed for Today in South Florida, the station has chosen the ELC to make us one of its two recipients of books purchased from money raised from their annual “If You Give A Child A Book” campaign, in partnership with Scholastic and the Scripps Howard Foundation. This is the second year they have chosen us to receive books through this campaign. The other recipient is the Head Start program in Miami-Dade. WSFL was in our offices August 11 to conduct interviews with parents and staff as a lead up to their campaign.

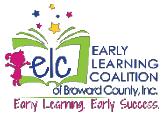
Last year we received more than 1,000 books, and filmed a segment distributing books to a child care center. An additional 8 child care facilities also received books. This year, the books will be tied in to the ELC’s Broward Bookworms initiative, which WSFL has graciously promoted since its inception in June. To learn more, please visit the WSFL link, [www.wsfltv.com/giveabook](http://www.wsfltv.com/giveabook)

### **PDG Funding**

DEL has implemented a no-cost extension to December 30, 2021 for Mental Health and Curriculum Training expenditures under the Federal Pre-School Development Grant Program. For Broward, this means approximately \$131K will be carried forward to FY22 to continue the Trauma Informed Care and Infant Mental Health Training series’ that ELC procured and launched last fiscal year. In addition, DEL has indicated that more PDG program funding will be available to the Coalitions for FY22 pending finalization of an application process. While the available amount is not yet known, staff will apply for continuation funding for provider Mental Health supports as soon as the application window opens.

### **Salary Survey**

ELC has engaged Compensation Resources Inc. (CRI) to conduct an update to the salary survey they conducted in 2018. The Society for Human Resource Management (SHRM) recommends that employers review their salary structure every 3 to 5 years, particularly when the marketplace becomes more competitive as it has over the past year. The review will determine whether the structure is still aligned with the organization’s needs and the labor market. The results can then be used to inform compensation decision-making to attract and retain talent and to affirm our overall compensation philosophy. The survey will take approximately 3 months and will be getting under way in late August.



Early Learning Coalition of Broward County, Inc.  
**Executive Committee Meeting Minutes**  
**June 1, 2021 – 3:00 pm**  
 Virtual Meeting

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

Item	Action/Discussion
Welcome & Call to Order	Chair Laurie Salarullo called the meeting to order at 4:35 pm. Roll was called and a quorum was established.
Chair Report	Chair welcomed everyone to the meeting. Chair confirmed Richard Campillo and Monica King renewed second term on board.  Chair spoke about Learner's to Earner's conference on June 15, 2021. CEO to share information with all board members. The ELC will reimburse board members who wish to attend.
CEO Report	CEO presented CRSSA and ARPA Stimulus Funding.
<b>CONSENT AGENDA</b>  a. Approve March 23, 2021 Executive Committee meeting minutes b. EXC215CA1 – FY22 Sliding Fee Schedule c. EXC215CA2 – BLI FY22 Contract Renewal d. EXC215CA3 – Children's Forum FY22 Contract Extension e. EXC215CA4 – 211 Broward FY22 Contract Renewal f. EXC215CA5 – Keefe McCullough FY22 Contract Renewal g. EXC325CA6—Webauthor LLC FY22 Contract	There was a <b>Motion</b> to approve the items A-H on the Consent Agenda by Khalil Zeinieh and <b>Seconded</b> by Cindy Arenberg Seltzer. <b>Motion Passes. Unanimously approved.</b>



<b>ITEM/MEETING</b>	EXC221CA1 / EXECUTIVE COMMITTEE
<b>DATE:</b>	August 31, 2021
<b>SUBJECT:</b>	CSC Financially Assisted Child Care Contract Renewal
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve CSC FACC Contract Renewal FY22</b>
<b>FINANCIAL IMPACT:</b>	\$4,592,850
<b>ELC STAFF LEAD</b>	C. Klima

#### **Background:**

The Children's Services Council (CSC) provides funding to supplement Division of Early Learning (DEL) School Readiness dollars for child care services to income eligible families in Broward County. Under the agreement, ELC will fund a minimum of 558 slots for children ages birth through 5 (not yet in Kindergarten).

CSC funding may also be used to support ELCs application for School Readiness match funding as needed. Additionally, CSC dollars play a unique and critical balancing role in ELC's utilization strategy at the end of each fiscal year because the funds are interchangeable with DEL dollars and run on a different fiscal year. This affords ELC the opportunity to move CSC funds between fiscal years and maximize the use of DEL School Readiness dollars for income eligible children during ELC's fiscal year.

#### **Current Status:**

Staff recommends that the Committee approve the CSC Financially Assisted Child Care Services Contract renewal in the amount of \$4,592,850. The term of the contract is October 1, 2020 through September 30, 2021.

#### **Supporting Documentation:**

- Contract Fact Sheet

## CSC OF BROWARD COUNTY

### Financially Assisted Child Care Services – Contract Fact Sheet

*The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is provided for ease of review, but it is not the approved contract. A copy of the full contract is available upon request.*

<b>CONTRACT NAME:</b>	Children’s Services Council of Broward County Financially Assisted Child Care Services
<b>CONTRACT NUMBER:</b>	18-2588
<b>POINT OF CONTACT:</b>	Cynthia Reynoso Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000
<b>BUDGET AMOUNT:</b>	\$4,478,029.00
<b>METHOD OF PAYMENT:</b>	This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services
<b>PAYMENT SCHEDULE:</b>	Monthly
<b>TERM:</b>	October 1, 2021 – September 30, 2022
<b>ANTICIPATED NUMBER OF PARTICIPANTS:</b>	558
<b>SCOPE OF WORK:</b>	The funding will allow the ELC to provide additional School Readiness financial assistance “slots” for child care to low income families living in Broward County. Child care services under this agreement will be used for children ages birth through 5 (not yet in Kindergarten).
<b>DELIVERABLES:</b>	Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice: <ul style="list-style-type: none"><li>• Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).</li><li>• Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.</li><li>• Participating in the PROVIDER’s School Readiness Program Assessment with a CLASS® score of 3.5 or higher.</li></ul>

## VI. PERFORMANCE MEASURES

The PROVIDER is required to submit participant performance measure data within the time frames and formats specified by the CSC. The PROVIDER shall also report any barriers and/or noteworthy activities experienced in performance measure achievement occurring during the term of this Agreement, as required. Performance measures and related processes are subject to change at the discretion of the CSC in response to changes in service delivery (e.g., response to natural disasters or events that impact typical service provision).

***DESIRED RESULT: Children will succeed in school.***

Results based accountability utilizes data to improve performance outcome measures to achieve the desired customer result. When applied, performance measurement answers the following key questions:

Key Question	Performance	Council Goal	Evaluation Tool	Admin Schedule
<b>How Much Did We Do?</b>	# of providers who are serving school readiness children birth-5	Outputs Only	Semi-Annual Report	Semi-Annual Data Submission
	# of children birth-5 receiving CSC funding	Outputs Only	Semi-Annual Report	Semi-Annual Data Submission
<b>How Well Did We Do It?</b>	% of client satisfaction with services	80%	Semi-Annual Report	Semi-Annual Data Submission
	% of children who attended a SR program for a minimum of 6 months	80%	Semi-Annual Report	Semi-Annual Data Submission
<b>Is Anybody Better Off?</b>	% of children who received a referral for additional services based on ASQ recommendations.	95%	Semi-Annual Report	Semi-Annual Data Submission

<b>ITEM/MEETING</b>	EXC221CA2 / EXECUTIVE COMMITTEE
<b>DATE:</b>	August 31, 2021
<b>SUBJECT:</b>	CSC Vulnerable Populations Contract Renewal FY22
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Request that the Board empower Board Chair to execute FY22 CSC Vulnerable Populations Contract renewal pending legal review and CSC Council approval scheduled for September 2021.</b>
<b>FINANCIAL IMPACT:</b>	TBD
<b>ELC STAFF LEAD</b>	C. Klima

### **Background:**

The Children's Services Council (CSC) Vulnerable Populations Contract funds child care services for children birth to 5 throughout Broward County that are identified by CSC as vulnerable to or at-risk of child abuse and neglect. Families are referred by CSC funded family strengthening program caseworkers, other community partners or directly by ELC when child care could help alleviate identified risk factors including, but not limited to, parenting stress, addiction recovery, economic distress or caregivers in need of respite. Parents are encouraged to enroll their children in quality programs that are accredited Gold Seal, PBIS or those providers with a CLASS Score of 3.5 or higher.

In FY21, enrollments and expenditures for the program were very low due to the combined impact of the factors listed below.

- Sharply reduced referrals from CSC-funded programs experiencing COVID-19 Pandemic-related service reductions;
- A sharp increase in the number of already-enrolled families getting transferred to newly available long-term funding in the Division of Early Learning's (DEL's) School Readiness Program (SR) (Vulnerable Populations Funding is funder of last resort for Vulnerable families on the SR Waiting list); and
- Parental hesitancy to send children to care during a pandemic or an inability to find seats with their preferred provider.

In May 2021 the CSC Board decided to defer its FY22 allocation decision until more information on the need for funds became available over the summer, including, but not limited to:

- Whether or not the pace of referrals would return to normal as CSC-funded programs resumed normal activities;
- How large allocations of Federal Stimulus funding for child care expected from the State would affect the need to provide Vulnerable Populations funding;
- Whether portions of the current Vulnerable Populations allocation might need to be re-directed to other urgent pandemic recovery related issues for Early Care and Education.

### **Current Status:**

CSC and ELC are in discussion about a variety of renewal options and CSC will send their final recommendation to their Board for their September meeting (that is scheduled after the ELC Board meeting on September 13, 2021).

### **Recommendation:**

Staff recommend that the Committee request authorization from the Board for the Board chair to sign the agreement following CSC approval (pending legal review) and before the Contract start date on October 1, 2021.

### **Supporting Documentation:**

- None

<b>ITEM/MEETING</b>	EXC221CA3 / EXECUTIVE COMMITTEE
<b>DATE:</b>	August 31, 2021
<b>SUBJECT:</b>	Racial Equity Institute, LLC Contract for Staff Racial Equity Training
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve FY22 Racial Equity Institute Contract for Staff Racial Equity Training Pending Legal Review</b>
<b>FINANCIAL IMPACT:</b>	Not to exceed \$60,000 FY22 October 1-June 30 2022
<b>ELC STAFF LEAD</b>	C. Klima

### **Background:**

In June 2021, the ELC Board approved Racial Equity Institute, LLC (REI) to supply racial equity training services to ELC staff following a public procurement authorized at the April 2021 Board meeting. Staff initiated contract negotiations in the ensuing weeks to bring contract terms to the Board and launch the trainings as soon as possible.

### **Current Status:**

The proposed service agreement through June 30, 2022 (with up to two additional annual renewals) includes access to up to five (5) instances of REI's off-the-shelf online training series entitled "Phase I", a 2-day workshop for approximately thirty (35) ELC staff and board participants per instance (up to 175 staff/board altogether).

The two-day "Phase I" training is designed to develop the capacity of participants to understand racism in its institutional and structural forms. The training has been widely used and favorably reviewed by many of our partners including Broward County, Children's Services Council, United Way and Broward Department of Health.

REI describes the training as follows:

*Moving the focus from individual bigotry and bias, the Racial Equity Institute's Phase I workshop presents an historical, cultural, structural, and institutional analysis of racism. With a clear understanding of how institutions, systems, and culture are producing unjust and inequitable outcomes, participants are better equipped to work for change. Phase I builds the capacity of participants to identify the root causes of disparity and establish goals and strategies based on that deeper understanding. Participants develop an analysis of institutional racism that helps their organization develop a common understanding of the problem and a common language to address it. This paradigm-shifting experience redefines issues of equity as they manifest in systems and institutions today and the attendant actions of individuals who seek to address them. The Phase I Workshop is the foundation of our training and organizing strategy.*

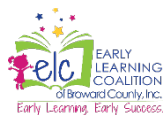
Each training costs \$12,000 for a total not to exceed \$60,000 in FY22

### **Recommendation:**

Staff recommend the Executive Committee approve the FY22 Racial Equity Institute contract, pending legal review.

### **Supporting Documentation:**

- Contract Fact Sheet



## REVISION CONTRACT FACT SHEET

*The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is being provided for ease of review, but is not the approved contract. A copy of the full contract is available upon request.*

**CONTRACT NAME:** Racial Equity Institute, LLC Contract

**CONTRACT NUMBER:** TBD

**POINT OF CONTACT:** Megan Hayes-Bell  
Contracts Manager  
Racial Equity Institute, LLC  
454 Gorrell Street  
Greensboro, NC 27406

**PROCUREMENT:** Request for Proposals

**CONTRACT TYPE:** Vendor

**BUDGET AMOUNT:** Not to exceed \$60,000 (\$12,000 per training)

**METHOD OF PAYMENT:** Cost Reimbursement by Invoice

**PAYMENT SCHEDULE:** Per Instance

**TERM:** October 1, 2021 through June 30, 2022

**SCOPE OF WORK:** The Coalition selected the Vendor in competitive RFP Procurement No. PR22-0002 to provide, anti-racism/race equity training between October 1, 2021 and June 30 2022, with up to two annual renewals. REI will provide up to 5 instances of REI's "Phase I" off-the-shelf racial equity training to up to 35 staff per training in FY22. The Coalition shall request the training dates by using the "Book REI Now" interface on the Vendor's website.

<b>ITEM/MEETING</b>	EXC221CA4 / EXECUTIVE COMMITTEE
<b>DATE:</b>	August 31, 2021
<b>SUBJECT:</b>	211 Broward FY22 Sub Recipient Services Amendment to update core terms and Conditions
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve Amendment #2 of ELC's FY 21-22 Agreement with 211 Broward to update Core Terms and Conditions Pending Legal Review</b>
<b>FINANCIAL IMPACT:</b>	None
<b>ELC STAFF LEAD</b>	C. Klima

### **Background:**

In late June 2021, the Board voted to allow the renewal of 211 Broward's Sub Recipient Agreement. Also in late June, 2021, The Division of Early Learning issued an updated Grant Agreement with significant changes to the terms and conditions that affect sub-recipients. To avoid a delay in the start of services for the fiscal year on July 1, 2021, ELC executed a renewal amendment (#1) leaving the terms and conditions of the prior year's base contract unchanged with the intent to further amend the contract with the new terms at a later date.

### **Current Status:**

ELC staff has worked with the ELC General Counsel to update the terms and conditions of the sub-recipient agreement core to include (but not limited to):

- Updating the regulations and laws;
- Updating the name of the regulating agency from Office of Early Learning (OEL) to The Division of Early Learning (DEL);
- Significantly expanded compliance requirements for hiring new staff;
- Significantly more prescriptive working hours and compensation compliance requirements
- Updated requirements for allowable paid holidays and other compensated absences.

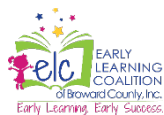
Sub Recipients are required to comply to many of the same terms and conditions of the Grant Agreement that govern the ELC itself.

### **Recommendation:**

ELC staff recommend that the Executive Committee approve 211 Broward Amendment #2 pending legal review.

### **Supporting Documentation:**

- Contract Fact Sheet – *No Changes*



## 211 CONTRACT FACT SHEET

*The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is being provided for ease of review, but is not the approved contract. A copy of the full contract is available upon request.*

**CONTRACT NAME:** 2-1-1 Broward (First Call for Help of Broward, Inc.)

**CONTRACT NUMBER:** 211-19-ELC1

**POINT OF CONTACT:** Frank Isaza, COO  
First Call for Help of Broward, Inc.  
250 NE 33<sup>rd</sup> St  
Oakland Park, FL 33334

**PROCUREMENT:** Sole Source February 2019

**CONTRACT TYPE:** Sub Recipient ELC funded

**BUDGET AMOUNT:** \$461,092

**METHOD OF PAYMENT:** Cost Reimbursement

**PAYMENT SCHEDULE:** Monthly

**TERM:** July 1, 2021 through June 30, 2022

**SCOPE OF WORK:** To provide resource support, outreach, call routing, customer service training and overflow call answering support to ELC's CCR&R-Customer Service Unit.

**DELIVERABLES:**

- (1) Updated and Accessible Community Resource Directory for ELC Clients
- (2) Documented Results of at least 36 Outreach Events
- (3) All CCR&R and ELC Service Related Calls Directed to ELC Certified Counselors
- (4) Seamless Supplemental Community Resource Referrals (Via Warm Handoff)
- (5) Seamless Outage and Overflow Coverage for ELC Client Inquiries
- (6) High Quality Customer Service Training for ELC Staff.

**PERFORMANCE MEASURES:**

- (1) ELC CCR&R Counselors will have access to a continuously updated Directory of Community Services in Broward tailored to comply with OEL CCR&R Grant Agreement standards.
- (2) One hundred percent (100%) of callers seeking CCR&R or Other ELC Services shall be referred to ELC for follow up [Measured by Call Traffic Reports and Secret Shopper Inquiries].
- (3) Call overflow and "Warm Handoff" transfers of calls from ELC to 211 Broward are handled seamless with minimal disruption to ELC clients. [Measured by Call Traffic Reports and Secret Shopper Inquiries]

- (4) Ninety-five percent (95%) of ELC staff participating in 211's Customer Service training series will demonstrate knowledge of new skills and techniques [Measured by pre and post training knowledge tests]
- (5) First Call for Help, Inc. spending forecasts and analyses, and budget management shall result in balanced fiscal year budgets, with no deficit spending and with no significant surplus of funds that have been contracted for services. [Measured by ELC records.]

**REPORTS:**

- (1) Monthly Call Traffic and Outreach Event Reports
- (2) Customer Service training Pre and Post Tests

<b>ITEM/MEETING</b>	EXC221CA5 / EXECUTIVE COMMITTEE
<b>DATE:</b>	August 31, 2021
<b>SUBJECT:</b>	Revation Systems, Inc. Contract
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve FY22 Contract with Revation, pending legal review</b>
<b>FINANCIAL IMPACT:</b>	\$83,309 FY22 (\$18K in one time transition cost, balance for 9 months service)
<b>ELC STAFF LEAD</b>	C. Klima

#### **Background:**

In June 2021, the ELC Board approved Revation Systems, Inc. (Revation) to supply ELC's Voice Over Internet Phone (VOIP) services following a public procurement authorized at the April 2021 Board meeting. Staff initiated contract negotiations in the ensuing weeks to ensure a smooth transition from ELC's current vendor, Mitel, as the existing contract expiration date approaches on September 30, 2021.

#### **Current Status:**

The proposed 3-year (36 month) service agreement negotiated with Revation includes (but is not limited to) the following key features and upgrades needed to enhance and improve the customer service experience for ELC's clients and help ELC efficiently manage staffing:

- Increased overall service reliability, security and system flexibility
- Encrypted voice services in real-time as well as secure, compliant messaging, including live chat
- Enhanced vendor product technical support and staff training resources
- Unified platform accessible to staff using a laptop from any location
- Call queue attendant to inform callers on hold about their place in line and projected wait time.
- Skills-based call routing and agent scheduling to quickly route callers to the right resource
- Built-in remote desk top screen sharing to better assist clients as they complete forms or enter data
- Robust quality monitoring tools for supervisor quality assurance and training
- After call automatic survey capability to collect customer feedback
- Flexible, customizable reports

The cost includes \$18K in initial configuration and system transition costs followed by a \$7,257 monthly fee starting on October 1, 2021. Annual costs by fiscal year will be as follows:

<b>Fiscal Year</b>	<b>One Time Transition Costs</b>	<b>Number of Service Months</b>	<b>Total Service Fees Per FY</b>	<b>Total Cost</b>
FY22	\$18,000	9	\$65,309	\$83,309
FY23		12	87,079	87,079
FY24		12	87,079	87,079
FY25		3	21,770	21,770
<b>Total</b>	<b>\$18,000</b>	<b>36</b>	<b>\$261,237</b>	<b>\$279,237</b>

#### **Recommended Action:**

Staff recommend that the Executive Committee approve the Revation Systems, Inc. contract, pending legal review.

#### **Supporting Documentation:**

- Contract Fact Sheet

## REVATION CONTRACT FACT SHEET

*The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is being provided for ease of review, but is not the approved contract. A copy of the full contract is available upon request.*

**CONTRACT NAME:** Revation Systems, Inc. Contract

**CONTRACT NUMBER:** TBD

**POINT OF CONTACT:** Perry Price  
Revation Systems, Inc.  
225 S. 6<sup>th</sup> Street, 39<sup>th</sup> Floor  
Minneapolis, MN 55402

**PROCUREMENT:** Request for Proposals

**CONTRACT TYPE:** Vendor

**BUDGET AMOUNT:** \$18,000 Start Up/Transition Costs  
\$7,257/month for 9 months FY22

**METHOD OF  
PAYMENT:** Monthly Invoice

**PAYMENT  
SCHEDULE:** Monthly

**TERM:** September 15, 2021 through September 30, 2024

**SCOPE OF WORK:** Voice over Internet Phone Services

<b>ITEM/MEETING</b>	EXC221RB1 / EXECUTIVE COMMITTEE
<b>DATE:</b>	August 31, 2021
<b>SUBJECT:</b>	ELC Bridge to ARP Funding – Workforce Initiative and Funding Proposal
<b>FOR ACTION:</b>	No
<b>RECOMMENDED ACTION:</b>	<b>N/A</b>
<b>FINANCIAL IMPACT:</b>	TBD pending budget analysis (to be provided at meeting)
<b>ELC STAFF LEAD</b>	Renee Jaffe

### **Background:**

In December 2020, Congress passed the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA), which was followed in March of 2021 by the American Rescue Plan Act (ARPA/ARP). Through these bills, the Federal Government is providing assistance to the Florida child care industry and families of young children to recover from the impact of COVID-19:

- \$635 million in CRRSA funding,
- \$1.5 billion in ARP-funded Child Care Stabilization Grants; and
- \$950 million in supplemental funding for CCDF activities also through ARP funding.

Together this funding presents a much needed opportunity to strengthen, support and build a more equitable and accessible child care system that meets families' needs and preferences, professionalizes and appropriately compensates child care staff, and supports high-quality experiences that improve the school readiness of young children.

### **Current Status:**

While CCRSA and ARP funding will provide an unprecedented opportunity to reform Florida's Early Learning/Child Care system, the impact of COVID-19 on an already struggling industry continues to compound due to the slow rollout of CCRSA and ARP funding. Florida's Division of Early Learning (DEL) began rolling out CRSSA funding through two grant initiatives, with the first in May 2021 and the second scheduled for September. However, the larger ARP Stabilization funding is not scheduled to rollout until January 2022, which will leave many child care small businesses wary of making long term changes as they struggle in between the two relief efforts.

As Broward child care small businesses wait for critically needed ARP funding, they are reporting great difficulty hiring qualified teaching staff for their classrooms. Due to the lack of available and/or qualified child care staff, some families are unable to enroll their child in a program of their choice because the program has insufficient staff to care for additional children (even though they have the licensed capacity to serve more children). Families must be placed on waitlists for care and/or find another child care provider with available classroom space and sufficient staffing.

In an effort to immediately address the county's critical need to recruit, upskill and retain early learning child care staff, the ELC has devised a multipronged approach that will roll out immediately. The plan was devised after meeting with leadership at the County (including two Commissioners and representation from licensing) as well as the Children's Services Council (CSC) to discuss a coordinated county plan and funding.

As you will see from the plan, the majority of initiatives will be funded by the ELC using existing funding or staffing resources however the plan does require local funding for the following efforts in the plan:

1. A grant opportunity for child care small businesses to raise staff wages (Funding request to Broward County & CSC)
2. The creation of a marketing campaign to help recruit and attract new child care staff (CSC has agreed to fund a portion of this campaign)

Additional details can be found in the full plan. All items requiring board approval or budget authority will be presented during the Finance Committee on August 31<sup>st</sup>.

**Supporting Documentation:**

- ELC Broward Child Care Workforce Relief Plan and Funding Request
- Article – Why did the child care teacher cross the road



## **ELC Broward's Child Care Workforce Relief Initiative and Proposed Funding Request**

### **Background:**

In December 2020, Congress passed the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA), which was followed in March of 2021 by the American Rescue Plan Act (ARPA/ARP). Through these bills, the Federal Government is providing assistance to the Florida child care industry and families of young children to recover from the impact of COVID-19:

- \$635 million in CRRSA funding,
- \$1.5 billion in ARP-funded Child Care Stabilization Grants; and
- \$950 million in supplemental funding for CCDF activities also through ARP funding.

Together this funding presents a much needed opportunity to strengthen, support and build a more equitable and accessible child care system that meets families' needs and preferences, professionalizes and appropriately compensates child care staff, and supports high-quality experiences that improve the school readiness of young children.

### **Issue:**

While CCRSA and ARP funding will provide an unprecedented opportunity to reform Florida's Early Learning/Child Care system, the impact of COVID-19 on an already struggling industry continues to compound due to the slow rollout of CCRSA and ARP funding. Florida's Division of Early Learning (DEL) began rolling out CRSSA funding through two grant initiatives, with the first in May 2021 and the second scheduled for September. However, the larger ARP Stabilization funding is not scheduled to rollout until January 2022, which will leave many child care small businesses wary of making long term changes as they struggle in between the two relief efforts.

As Broward child care small businesses wait for critically needed ARP funding, they are reporting great difficulty hiring qualified teaching staff for their classrooms. This was an issue long before the pandemic likely due to the often low wages of child care staff, driving many to find employment elsewhere. According to the biennial 2020 Early Childhood Workforce Index from the Center for the Study of Child Care Employment at the University of California, Berkeley, prior to Covid-19, the average child care staff earned just \$11.65 an hour (consistent with local data). Despite, this issue finding its way into the spotlight due to the pandemic, widespread child care staffing issues related to low wages (and potential health risks) persists and in many cases has become even worse.

Due to the lack of available and/or qualified child care staff, some families are unable to enroll their child in a program of their choice because the program has insufficient staff to care for additional children (even though they have the licensed capacity to serve more children). Families must be placed on waitlists for care and/or find another child care provider with available classroom space and sufficient staffing. Based on self-reports and data collected through a recent survey conducted by the ELC, child care centers are operating at an enrollment capacity of approximately 60%. Additionally, ELC staff conducted face-to-face discussions with 60 child care small businesses owners/directors, equally ranging in size. Of the entire group, approximately 70% of those interviewed were currently hiring staff with the average number of staff vacancies per site being 3.5. ELC is developing a new survey that will be part of the next CCRSA provider grant opportunity, in order to get a bigger sample size, get a better sense of optimal and "normal" child enrollment and staffing targets, and better understand provider's challenges and needs countywide. Results will be shared once available.

As you will see below, the ELC is prepared to take a multipronged approach to immediately address the county's critical need to recruit, upskill and retain early learning child care staff. However, we believe it is imperative that the priority and focus should be on increasing child care staff wages. None of the outlined efforts below will be successful or sustainable

without sufficient financial assistance to enable child care small businesses to increase and sustain the wages for child care staff needed to attract new and qualified staff.

### **ELC Broward's Response and Proposal Request:**

#### **1. Child Care Small Business Salary Increase Grants**

Cost: up to \$3,000,000

Proposed Funder: Broward County (using ARP funding) and/or CSC

Rollout Date: 10/1/2021

This funding would enable child care small businesses paying their child care staff less than \$15.00 per hour the ability to raise instructor wages to \$15.00 per hour. This grant opportunity would serve as a bridge between the upcoming CCRSA funding (which should be released within 2 weeks) and ARP funding which will likely not be released until early 2022.

Grant eligibility for those facilities paying their child care staff less than \$15.00 per hour, will include a requirement to use this funding to raise instructor wages to \$15.00 per hour. For child care small businesses already paying \$15.00 per hour or above or additional grant dollars (after raising wages), the grant funding could be used for the following:

- Sign-on/retention bonuses given at one month intervals for three months, not to exceed \$900 total;
- Onboarding/New Staff Training costs;
- PPE and other supplies

The Early Learning Coalition would model this grant opportunity after two of our recently released Covid-19 relief grant opportunities for all child care facilities in Broward which had similar response rates. We recommend the following structure based on license capacity with the largest awards capped at \$9,500 and then decreased proportionately with center size. The ELC will be required by Federal cost principals to allocate a minimal portion of the requested funds for program support (monitoring, outreach, etc). Total estimated expenditures would be approximately \$3M.

Proposed Salary Increase Grant Opportunity:

Capacity Range	# of estimated child care provider applicants	Percentage of the whole	Dollar Amount	Total Dollar Amount
0-12	42	10	\$1,500	\$63,000
13-20	2	0.01	\$3,500	\$7,000
21-74	107	25	\$5,500	\$588,500
75-149	169	39	\$7,500	\$1,267,500
150 +	114	26	\$9,500	\$1,083,000
<b>434 providers</b>			<b>Grand Total:</b>	<b>\$3,009,000</b>

#### **2. Educator Background Screenings**

Cost: \$90,000 (Pending Budget Authority of ELC Finance Committee and Board)

Proposed Funder: ELC Broward

Rollout Date: 9/15/2021

ELC proposes to procure one or more Broward vendors to conduct level II required Child Care background screens for up to approximately 1,000 ECE educators that are applying to work for (or currently working for) ELC-contracted child care providers located in Broward County. The vendors will be asked for quotations for a fixed, per-screen fee paid directly by

the ELC on behalf of the applicant/renewing child care staff person that applies for Livescan through the Agency for Health Care Administration (ACHA) Clearinghouse.

ELC estimates that the current market rates for level II child care Livescan fingerprint background screens range from \$50 to \$85 per screen, depending on the vendor. Applicants for ECE educator roles and existing staff coming up for their 5-year renewals currently pay the cost of background screens themselves as a condition of employment. ELC proposes to remove this barrier to new employee entry and retention at Broward child care centers by covering the cost as quickly as possible for as many applicants and staff as possible using Federal stimulus dollars.

While we cannot pinpoint the exact number of staff that will need background screens, we were able to make some assumptions based on the vacancy data we have collected, which is reflected in the funding amount provided above.

ELC released the RFQ on Monday 8/16/21 and plans to launch the plan as soon as the vendor agreements are finalized.

### **3. Marketing/Outreach Efforts to Attract New Child Care Staff (CSC) – Cost Unknown**

Part I: PR/Marketing/Outreach Campaign to Attract New Early Ed Staff

Proposed Funder: Children's Services Counsel (CSC has agreed to fund a portion of this campaign)

Cost: Approximately \$20,000 - \$50,000

Rollout: 9/1/21

The Early Learning Coalition recognizes the workforce issues faced by the child care industry, and has already begun discussions with CareerSource to hold joint job fairs to assist child care small businesses with recruitment. While those conversations have begun and efforts are being coordinated (to begin in the very near future), ELC would like to partner with CSC in an effort to develop a robust Marketing and Outreach campaign to attract new individuals to join the child care industry.

The ELC is requesting CSC utilize its own funding and existing marketing relationships to develop marketing materials to launch a strong recruitment campaign to attract new talent to the child care industry. Additionally, the ELC would like to partner with the CSC to maximize outreach efforts and reach of the campaign. Options for consideration depending on funding could include the following options: Radio and TV ads, local newspapers/publications, billboards, bus wraps, social media, partnership with local colleges and high schools, and grass roots organizations.

Part II: ELC – Outreach and Online Educator Job Opportunity Webpage

Proposed Funder: ELC

Cost: \$0 (will use existing resources to launch)

Rollout: 9/1/2021

The ELC will create a dedicated page on the ELC website devoted to information about the child care industry and benefits of being an educator. Materials from the outreach campaign will be included along with information and videos for prospective employees, giving them an overview of expectations of working in a child care setting. Additionally, ELC staff will include postings from child care providers seeking staff. These postings will list at a minimum, job requirements and an email address/phone number and contact for each site. Prospective applicants will be able to "shop" potential employers, and then respond directly to each post. This web page will also include a listing of appropriate trainings for prospective applicants and new child care staff.

ELC will work closely with Career Source Broward to coordinate job fairs and exchange vacancy information.

#### **4. Trainings for New Child Care Staff.**

Cost: \$0 (ELC will use existing staff)

Proposed Funder: ELC Broward

Rollout: 10/1/21

The Early Learning Coalition currently conducts an array of trainings that are appropriate for staff new to the child care industry. These trainings cover topics that include working with children and families who are affected by trauma, working with children with special needs, appropriate discipline techniques, and creating positive interactions with infants and toddlers. Beginning immediately, the ELC will re-market these trainings and conduct widespread outreach to our hundreds of contracted child care providers to inform them of the opportunity to sign up their new child care staff for trainings appropriate for new child care staff. Trainings are free and are/will be offered at times most convenient for child care staff. Trainings will be offered virtually and, if possible, in person.

#### **5. Expanded funding to the Children's Forum for INCENTIVE\$ salary supplements that reward retention and educational gains, pending ELC Board approval of budget authority.**

Cost: \$150,000 (annually) - (Pending Budget Approval by ELC Finance Committee and Board)

Proposed Funder: ELC Broward

Rollout: 10/1/21

The ELC proposes adding \$150,000 to the funding for the Broward INCENTIVE\$ salary supplement program administered by the Children's Forum for FY22. In June 2021, the ELC Board authorized Children's Forum to implement an updated, higher-paying salary supplement scale effective July 1, 2021 to reward teachers that stay in their positions for at least 6 months and/or achieve qualifying educational goals. The new scale also expands eligibility to participate in the program to Center Directors to attract more child care center participation in this proven and effective program. The authorization was given as a 6-month contract extension to last year's agreement pending negotiation of a new 3 Year agreement cycle. The budget increase, which will be considered by the ELC Board in September, will supersede the terms of the extension and fill out funding for the remainder of the fiscal year. Meanwhile, implementation of the new scale is already underway.

#### **6. Stipends for the Required 40 Hour Training and Related Competency Exams**

Cost: \$ 175,000 (\$175 average per stipends x 1,000 new child care staff)

Proposed Funder: ELC Broward, subject to finalized FY22 funding allocations from DEL, if not feasible, identify local funder.

Rollout: Pending finalized FY22 DEL allocations

All new child care instructors must complete 40 hours of state mandated instruction and pass the related competency exams in their first year of employment in child care. They must begin their training within the first 90 days of employment, and finish them within one year of starting their training. These 40 instructional hours are broken up into multiple classes, and they can be taken either in-person or online.

Following budget authorization by the ELC Board, the ELC will provide stipends paid directly to the educators to help cover the cost of completion of the 40-hour training and related competency exams. Prospective students will complete an application, informing the ELC of which courses they are enrolling and whether they are in-person or online. Upon

completion of pre-defined milestones, such as completing specified trainings targeting discipline and child behavior, the ELC will provide a fixed amount stipend, designed to cover the majority of the costs of the entire 40 hours.

Additionally, the ELC will create a guidance document for new child care staff that includes recommendations regarding which trainings are a priority and critical for new educators and should be taken first from the list of trainings offered.

## **7. Business Planning/Development – \$0**

The ARP funding will provide a unique opportunity for child care providers to potentially increase wages for their staff and additional access to quality child care for the families they serve. In order to achieve these goals, providers must be successful at both applying for and appropriately utilizing ARP funds, and planning for their own business' success over the next year (or so). ELC has begun meeting with Broward County's Office of Economic and Small Business Development to develop a partnership/plan to conduct webinars to assist child care providers in both business and success planning. We expect to also include the Business Leadership Institute and SCORE in this partnership to better support child care providers with running a successful and sustainable business.

# Why did the child care teacher cross the road? To get to higher pay

BY CAITLIN MCLEAN AND MEG CAVEN, OPINION CONTRIBUTORS — 06/06/21 03:00 PM EDT 316  
THE VIEWS EXPRESSED BY CONTRIBUTORS ARE THEIR OWN AND NOT THE VIEW OF THE HILL

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by



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Every day, early educators leave child care settings across the country for the same reason: low pay. Like Shania Bell, who was the best teacher Jordyn Rossignol, director and owner of Miss Jordyn's Child Care and Preschool, ever had. Now Shania works in a hardware store right across the road in Caribou, Maine. She still parks in the same lot she used as a toddler teacher at Miss Jordyn's. And she still comes by to say hello to the kids she used to teach before starting her shift at the store.

When asked why she left, Shania said she loved being an early childhood educator but it was hard for her to stay because she couldn't financially support herself.

This child care worker exodus has left families in dire straits, unable to find slots for their kids. It is why President Biden's American Families Plan calls for raising the pay of the child care workforce and why so many legislators are seeking to strengthen the care economy.

"We invest in child care to not only help individual families, but to also create a stronger American workforce and remain globally competitive," Rep. Katie Porter (D-Calif) told us. "To have a strong, stable, and accessible child care network that grows our economy for everyone, any investment we make in the care economy should lift up those who do the important work of caregiving."

Early educators were struggling to live on poverty-level wages even before the COVID-19 pandemic. Those in child care settings are among the lowest-paid workers in the country, earning just \$11.65 an hour on average. In Marin County, Calif., one of the wealthiest communities in the country, a 2020 study from the Center for the Study of Child Care Employment, UC Berkeley, where one of the co-authors works, showed that three-quarters of center-based child care staff worried about paying routine monthly bills, including housing, and more than one-third worried about having enough food for their families.

With that sort of economic instability, it's no wonder so many early educators walk away. A new national study, which one of us helped author, shows that the turnover rate at child care centers can be predicted based on the wages they pay their teachers. The lowest-paying centers, which paid about \$8 an hour, had turnover rates 70 percent higher than all other centers, which paid an average of \$16.73 an hour.

These low wages disproportionately harm women of color, who make up approximately 40 percent of the early educator workforce. Black educators in particular are more likely to be employed in centers with the lowest wages (39 percent) compared to White educators (27 percent). Individually, Black early educators are paid, on average, \$0.78 less per hour than their White peers.

For many years, the needs of children and the needs of their teachers have been pitted against each other with the claim of "there's not enough money." But when early care and education programs can't keep qualified teachers, then children, families and the economy suffer, too. A lack of child care costs families as much as \$35 billion in income per year, when parents (especially mothers) are forced to leave their employment or reduce their work hours.

Investments in the field must prioritize increased wages for early educators or they will continue to walk out the door in search of better paying jobs. We call it “the hole in the bucket” problem: Investment in the early care and education system is lost as long as poverty wages keep driving qualified teachers out of the field. In order to reap the benefits of state and federal dollars, funds must be used to boost wages and staunch the flow of talent from early care and education.

As COVID-19 brought new financial devastation to the early care and education system, there have been commendable efforts to stem the crisis with new federal funding. But more and sustained investment is needed. We can start by ensuring that a portion of American Rescue Plan Act (ARPA) program grants be applied to compensation increases, while planning for long-term investment and reform to child care funding.

When asked if she would return to working with young children if she could earn the pay and benefits of a kindergarten teacher, Shania said, “Absolutely. I definitely would go back.”

Let’s plug the hole in the bucket with sustained public investment in educator wages and benefits. This strategy will keep skilled early educators working with children, instead of forcing them to leave for higher-paid jobs. Teachers like Shania will be able to wave goodbye to their toddlers at the end of the day, knowing they can put food on the table that night.

*Dr. Caitlin McLean is a senior research specialist at the Center for the Study of Child Care Employment, UC Berkeley. Dr. Meg Caven is a senior research associate at the Education Development Center (EDC).*

**TAGS JOE BIDEN CHILD CARE CHILD CARE WORKERS CAREGIVERS FEMALE WORKFORCE BLACK WOMEN UNEMPLOYMENT LOW WAGES**

<b>ITEM/MEETING</b>	EXC221RB2 / EXECUTIVE COMMITTEE
<b>DATE:</b>	August 31, 2021
<b>SUBJECT:</b>	FY 20/21 Strategic Plan Quarters 1-4 & YTD Progress Summary
<b>FOR ACTION:</b>	No
<b>RECOMMENDED ACTION:</b>	N/A
<b>FINANCIAL IMPACT:</b>	None
<b>ELC STAFF LEAD</b>	Judith Merritt

#### **Background:**

At the September 23, 2020 Board meeting, the ELC Board approved the updates to the current ELC strategic plan for FY 20/21. Staff created a scorecard to track the status of the plan.

#### **Current Status:**

ELC met or exceeded the goal for all but two of the outcomes from all of the pillars for the FY 20/21. The two outcomes that were not achieved were placed on HOLD due to COVID 19. The first one was in Pillar 4 and pertained to the partnership between ELC services and staff with partnerships in the community where we had out-posted staff. Due to COVID 19 there were no staff out-posted to those sites for the FY 20/21, therefore no outcome could be achieved. The second outcome which was also placed on HOLD was in Pillar 5 and pertained to securing external funding opportunities. Given that OEL was providing additional monies/grants we prioritized ensuring these grants were quickly processed in order to assist our providers, rather than pursuing any additional funding during this time.

Of the twenty-six (26) outcomes, eighteen (18) exceeded the benchmark stipulated in the Strategic Plan, which equals 69% of total outcomes, listed in the supporting documents. Six (6) outcomes met/achieved the benchmark in the Strategic Plan, which equals 23%, with the remaining two (2) on HOLD outcomes making up the remaining 8%.

#### **Supporting Documentation:**

- Strategic Plan Scorecard Pillars 1-3
- Strategic Plan Scorecard Pillars 4-5

<b>FY 20-21 High Level Targeted Outcomes - PAGE 1</b>	<b>Goal</b>	<b>Q1 Results</b>	<b>Q2 Results</b>	<b>Q3 Results</b>	<b>Q4 Results</b>	<b>YTD</b>	<b>Result</b>
1. ELC will maintain its local advocacy efforts with Broward County Leadership. (Meet and educate on ELC's role in the community with at least 6 Key Legislators and 15 Key Municipality Leaders.)	6 K.L 15 K.M.L	In Process	In Process	In Process	In Process	See 3.2 & 3.3	Exceeded Goal
2. ELC will maintain Staff Satisfaction by achieving 85% satisfaction rating on the Annual Staff Satisfaction Survey.	85%	N/A	N/A	N/A	N/A	96%	Exceeded Goal
3. NEW: ELC staff will conduct a minimum of 45 Educator Trainings per Quarter to ensure quality services are being maintained by ELC providers	45 Qtr	52	49	49	48	110%	Exceeded Goal
4. NEW: Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care	8 Total	6	8	7	13	425%	Exceeded Goal
<b>FY 20-21 ELC Strategic Plan Scorecard</b>							
<b>Pillar 1-Deliver Outstanding Eligibility, Enrollment and Payment Services</b> Objective: Create customer-centered focus	<b>Goal</b>	<b>Q1 Results</b>	<b>Q2 Results</b>	<b>Q3 Results</b>	<b>Q4 Results</b>	<b>YTD</b>	
1.1 Maintain a minimum of 85% parent satisfaction with ELC Services and staff	85%	99%	100%	98%	97%	99%	Exceeded Goal
1.2 Ensure timely access to ELC services and staff by answering 85% of all calls to the Call Center	85%	91%	93%	91%	90%	91%	Exceeded Goal
1.3 NEW Ensure quality of Eligibility services, by maintaining an error rate of less than 15% on quality assurance case reviews.	<15%	10%	16%	11%	10%	12%	Exceeded Goal
1.4 Assist parents, staff and providers by developing 4 additional web-based instructional training videos and evaluate their participation to ensure continued improvements are made to address the needs of the community	4	2	1	2	6	275%	Exceeded Goal
1.5 NEW: Maintain a minimum of 85% provider satisfaction with ELC Services and staff	85%	In Process	In Process	99%	100%	100%	Exceeded Goal
<b>Pillar 2 -Provide Quality Early Care Opportunities</b> Objective: Increase Quality of Early Education in the Community	<b>Goal</b>	<b>Q1 Results</b>	<b>Q2 Results</b>	<b>Q3 Results</b>	<b>Q4 Results</b>	<b>YTD</b>	
2.1 To improve access to trainings for providers, ELC staff will conduct a minimum of 6 classes in VPK training series.	6	5	3	3	3	233%	Exceeded Goal
2.2 80% of Educator respondents who participate in ELC trainings will show mastery of subject based on pre and post-testing.	80%	80%	83%	89%	89%	85%	Exceeded Goal
2.3 NEW: ELC staff will conduct a minimum of 2 Community Practice workgroups for Center Directors Quarterly to ensure quality services are being maintained by ELC providers.	2 Qtr	3	6	6	6	262%	Exceeded Goal
2.4 NEW: Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care	8	6	8	7	13	425%	Exceeded Goal
<b>Pillar 3 -Advocate for the Early Care and Education System</b> Objective: Be a leader in advocacy of early childhood development and subsidized child care system	<b>Goal</b>	<b>Q1 Results</b>	<b>Q2 Results</b>	<b>Q3 Results</b>	<b>Q4 Results</b>	<b>YTD</b>	
3.1 Educate and advise 100% of Broward's Legislative Delegation on ELC Legislative priorities	100%	0	19	19	19	100%	Met Goal
3.2 NEW: Present ELC's Legislative priorities to at least 6 legislators (local/non-local) sitting on PreK - 12 Education Committees (House and Senate) and/or high ranking members of the Broward Delegation.	6	2	5	1	1	150%	Exceeded Goal
3.3 Meet and/or present to a minimum of 15 of the 31 Broward Key Municipality Leadership, regarding ELC services, initiatives and possible partnerships opportunities	15	3	2	6	6	113%	Exceeded Goal
3.4 Demonstrate "thought leadership" through at least 4 media opportunities (articles, letters to editor, social media, etc.) to evoke engagement in early learning education within the community	4	1	0	2	12	350%	Exceeded Goal

FY 20-21 ELC Strategic Plan Scorecard							
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FY 20-21 ELC Strategic Plan Scorecard - PAGE 2							
Pillar 4 -Forge Strong and Strategic Partnerships	Goal	Q1 Results	Q2 Results	Q3 Results	Q4 Results	YTD	Result
Objective: Forge stronger relationships with community partners and funders							
4.1 Maintain and strengthen partnerships with Broward community sites who are offering remote eligibility services by achieving a minimum of 85% satisfaction with ELC services and staff.	85%	COVID N/A	COVID N/A	COVID N/A	COVID N/A	HOLD COVID 19	HOLD COVID 19
4.2 Form two new strategic partnerships to expand client and staff resources to better serve the community.	2	0	3	0	4	Completed	Exceeded Goal
4.3 Maintain and strengthen resources for clients, by actively participate in a minimum of 10 local community system of care workgroups/committee meeting	10	17	17	17	17	Completed	Achieved Goal
4.4 NEW: ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.	5	0	2	1	3	Completed	Achieved Goal
Pillar 5 -Strengthen and Develop the ELC Broward Organization	Goal	Q1 Results	Q2 Results	Q3 Results	Q4 Results	YTD	YTD
Objective: Build organizational capabilities through partnerships, staff and technology							
5.1 NEW: Phase II - Develop additional key performance indicators (KPI's) to track recruitment process, identify average length of time to hire, identify areas of improvement, then identify reduction percentage and create improvement strategy.	Dev KPI's Track KPI's Adjust Practices	In Process	In Process	In Process	Completed	Completed	Achieved Goal
5.2 NEW: During the first quarter, each department will create a Training/Development Plan for their respective staff.  During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter	Dev Plan Dev Staff Plans	In Process	In Process	In Process	In Process	Completed	Achieved Goal
5.3 NEW: During the first quarter, develop an Equity Plan specifically addressing racial equity and anti-racism. The goals outlined in the plan are to increase staff's awareness of Equity challenges in organizations and communities.  During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.	75% Q2,3,4 - Total # Goals = 15	1	2	8	3	Completed	Achieved Goal
5.4 NEW: Phase II Increase Organizational Effectiveness and Efficiency by producing 2 additional CRM components per quarter	2 Qtr	2	4	3	3	Completed	Exceeded Goal
5.5 Secure a minimum of 1 prospective external funder and/or funding opportunity	1	On Hold	On Hold	On Hold	On Hold	On HOLD COVID 19	On HOLD COVID 19

<b>ITEM/MEETING</b>	EXC221RB3 / EXECUTIVE COMMITTEE
<b>DATE:</b>	August 31, 2021
<b>SUBJECT:</b>	CEO Performance Evaluation Results
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Review Evaluation Results and Approve CEO Performance Pay</b>
<b>FINANCIAL IMPACT:</b>	Up to \$10,000 Pay for Performance
<b>ELC STAFF LEAD</b>	Judith Merritt

### **Background:**

Each year the CEO's performance is evaluated based on Board approved CEO goals and other criterion included in a CEO performance evaluation tool. As directed by the Board in FY 17/18, the CEO goals for FY 18/19 were aligned with the objectives and outcomes in the ELC's new strategic plan. On September 12<sup>th</sup> 2019 the Board approved the FY 19/20 CEO Goals and Updated CEO Evaluation Template to be used following the close of the 19/20 fiscal year.

On August 16<sup>th</sup>, all Board members were sent an email which included the CEO's FY 20/21 self-evaluation and goals status update along with a CEO performance evaluation document to be completed by August 25, 2021. 17 of 20 Board members submitted evaluations (85%).

### **Current Status:**

The Board's individual ratings for each of the performance indicators and Goals/Outcomes were aggregated to provide an overall performance evaluation. The report is attached as a supporting document; it outlines the CEO overall performance by the 10 performance indicators in Section I of the Evaluation along with ratings for the CEO's Goal performance in Section II of the evaluation. Additionally, contained in the report are the comments provided as justification for the specific ratings provided by the Board members.

Overall the Board rated the CEO in the 10 individual indicators, with 65% (11) of the Board scoring the CEO either Exceeds Expectations or Outstanding, with 24% (4) of the Board scoring the CEO as Meets Expectations. Two Board members scored the CEO Below Expectations which equals 11%.

Overall the Board rated the CEO in the accomplishments of the 5 Goals/Outcomes, with 76% (13) of the Board scoring the CEO either Exceeds Expectations or Outstanding, with 18% (3) of the Board scoring the CEO as Meets Expectations. One Board member scored the CEO Below Expectations which equals 6%.

The Board Overall scored the CEO performance rating as a 4.0 which Exceeds Expectations.

The CEO will incorporate the feedback from the CEO Performance Evaluation into the work being done, she is currently creating a document in response to the feedback and will provide an updated action plan on the steps she will be taking to remedy those issues identified. Individual board member responses and comments will be addressed. The CEO greatly appreciates the Board's participation; it was an extremely helpful process.

The CEO is eligible for up to \$10,000 in Performance Pay, as determined by the Board, and the expense has been accrued as a placeholder to FY21 contracts, which ended on June 30, 2021.

### **Action(s):**

1. Recommend Approval of CEO Evaluation Results to the Full Board
2. Recommend Performance Pay to the Full Board

### **Supporting Documentation:**

- CEO Performance Self Evaluation Report FY 20-21
- CEO Performance Evaluation Results FY 20-21 Ratings/Comments



## Annual Chief Executive Officer (CEO) Self-Assessment for FY 20/21

### **PERFORMANCE INDICATORS**

#### **1. BOARD INTERACTIONS**

- Works effectively with individual board members
- Works effectively with the board as a whole
- Keeps the Board up to date regarding important information and updates

I have worked diligently to promote open and effective Board communications and strengthen relationships. I am happy with the continuing progress made to date. My goal is to be as transparent as possible and keep the board abreast of important information, updates, and ELC services/initiatives through thorough committee/board packet materials, Board Bulletin Updates and CEO Reports in between board meetings, Provider Communications (all Board members are on the Provider Distribution list), and Board Meeting Mission Moment presentations.

As needed, I reach out to members individually to provide updates on emerging issues, to collaborate on joint initiatives or seek guidance when appropriate.

Throughout FY 20/21 I have made more of an effort to ensure Board members were invited to attend ELC events. Some examples include, our Legislative lunch and learn, ELC's Racial Equity Café Series events, and ELC's Future of Child Care Town hall (to address issues with local legislators).

Going forward, I will increase efforts to involve interested Board members in legislative meetings and provide in advance notice of relevant child care conferences and webinars.

#### **2. BUSINESS ETHICS/INNOVATION**

- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Upholds organizational values
- Works ethically and with integrity
- Inspires the trust of others

Under my direction in FY 20/21, the organization achieved or exceeded 20 out of 22 goal objectives in the Strategic Plan (with the 2 unmet goals on hold due to COVID-19). Year-end data revealed overwhelming satisfaction of parents at 99%, child care provider satisfaction at 100%, and staff satisfaction at 96%. I am beyond proud of these statistics as they were collected during the pandemic, which has been an unprecedented time with so much uncertainty. Also of great pride was the outcome of all of our internal and external audits and monitorings. The organization received a clean audit from our external auditors with no materials findings, clean Division of Early Learning (DEL) Desk Review and Fiscal Monitorings, and a positive administrative monitoring from Broward County and the Children's Services Council with no material findings. These outcomes highlight the effectiveness and comprehensiveness of our internal process and controls.

Additional accomplishments under this section include:

- ELC's use of technology to continue to provide virtual learning opportunities to young Broward children and child care instructors during COVID-19:
  - DOC Preschool platform provided engaging virtual learning activities, free of charge to children on ELC's

SR Waitlist, SR, and VPK

- ELC Weekly Online Story Time – Offered to children birth to five in multiple languages
  - WSFL TV – Taped episodes with ELC staff of fun activities for young children
  - ELC staff conducted 162 virtual instructor trainings attended by 11,162 instructors
- ELC built out 10 additional CRM components which increased operational efficiency and productivity through robust and well thought out workflows, easy data entry rules, increased data collection capability, better and increased data tracking capabilities that eliminated the need for having tracking spreadsheets (of which we had many).

### **3. COMMUNICATIONS (See Board Section for Board Communication)**

- Effectively expresses thoughts verbally and in writing
- Exhibits good listening and comprehension skills
- Keeps Board and others adequately informed
- Selects and uses appropriate communication methods
- Deals effectively with conflict

Under my direction, the ELC prioritizes communication and transparency. The ELC provided frequent and regular communications to child care small businesses, families, board members, staff, community partners and local elected officials through various methods including email blasts, newsletters, website postings, social media, media spots (both radio and TV), and virtual webinars, etc. In FY 20/21 in addition to our provider and parent newsletters, the ELC Broward rolled out a new newsletter for local elected officials (one for municipalities and one for local State Legislators), which included important early learning news and updates. Additionally, we rolled out a new monthly Staff Newsletter, The Buzz, which has been well received by staff.

Understanding not all of parents regularly check emails, we turned to other means of communication including robo calls and texts (where appropriate). Additionally, for parent and provider communications that were high priority, the organization engaged in direct phone calls. This was utilized through the provider reconciliation process and for parents who did not respond to our School Readiness Waitlist notifications and proved to be successful in increasing our response rate.

In terms of my own communication, I strive to be as transparent and clear as possible with messaging. I believe I have created a work atmosphere where staff are comfortable sharing their ideas, opinions and thoughts. Even when we don't agree or there is a misunderstanding in communication, I make sure we talk it through, address the issues, and work towards a common understanding that allows us to productively move forward.

### **4. COMMUNITY RELATIONS**

- Effectively represents the ELC in the community
- Establishes working relationships with organizations and individuals in early learning
- Is involved in and aware of outside community affairs
- Advocates effectively to the Florida Legislature, community leaders, stakeholders and policy makers
- Serves as the primary spokesperson and public face for the organization
- Establishes positive relationships with community partners, funders, government agencies etc.

Despite most meetings in FY 20/21 being virtual, I was able to effectively represent the ELC and aggressively continue our efforts to strengthen community relations. Some examples include:

- Individual meetings with newly elected and existing legislative delegates and local municipality leaders
- Conducting community presentations and participating in panel events
- Hosting Townhalls and presenting at ELC Informational Sessions for child care small businesses

- Presentations/Apearances at Commission and School Advisory meetings
- Meetings with community leaders to provide an overview of ELC services, strengthen relationships or discuss partnerships/collaborations
- Meetings with local and statewide partners and stakeholders to ensure Broward's early learning legislative priorities were aligned

Other community relations efforts include:

I also represented the ELC during weekly educational TV segments on WSFL's Inside South Florida, where I presented information to the community regarding ELC services and the importance of early learning. Additionally, this year I contributed and had published two Opinion pieces in the Sun Sentinel newspaper one advocating for early learning staff to be prioritized to receive the COVID-19 vaccination and the other on the impacts of COVID-19 on early learning.

This year we made a concerted effort to increase the reach of our communications through an aggressive outreach campaign. The campaign included building upon our relationships with community partners and elected officials to spread the word about ELC services and initiatives and included communications in multiple languages. The ELC also leveraged relationships with local TV and Radio stations. One of our community outreach efforts was promoting the School Readiness waitlist. The success of this campaign is evidenced through maintenance and pace of children being added to the SR waitlist numbers throughout the fiscal year. Despite calling over 5,000 children off our waitlist that consisted of 2,886 as of July 1, 2020 the organization maintained a waitlist of between approximately 2,000 and 3,000 throughout the fiscal year (with the year-end waitlist data at 3,145 children).

## **5. DIVERSITY COMMITMENT**

- Shows respect and sensitivity for cultural differences
- Promotes diversity initiatives
- Builds a diverse Board and staff

In 2019 the ELC began to encourage staff to attend community offered racial equity and implicit bias trainings and I had begun participating in local racial equity workgroups. Following the murder of George Floyd I decided to prioritize our efforts and be more proactive and deliberate in our racial equity/antiracism efforts. An internal racial equity workgroup made up of approximately 20 staff members was created. The workgroup assisted in the development of a comprehensive racial equity work plan for the organization that would serve as a roadmap going forward. The plan focused on Awareness and Education; Environment and Representation; and Policies and Practices and includes measurable outcomes (included in our Strategic Plan) which are reviewed quarterly and continues to evolve. During FY 20/21 the ELC completed 93% of the outcome goals within our racial equity work plan. Additionally, a procurement for racial equity/implicit bias education was completed with training to begin in the very near future for staff and board members.

Additionally, myself and other designated staff serve on community Racial Equity workgroups to ensure alignment and progress throughout the community. I have also been participating in a CEO Racial Equity Learning Series. Lastly, through the Division of Early Learning's Preschool Development Grant, myself and a handful of ELC staff and board members had the opportunity to participate in a few sessions with a racial equity coach.

## **6. EMPLOYEE MORALE/CULTURE**

- Shows respect and sensitivity for cultural differences
- Promotes harassment free environment
- Makes quality hiring decisions; builds a diverse workforce
- Shows a commitment to equal opportunity
- Maintains a climate which attracts, keeps and motivates a diverse staff of top quality people

I strive to have the highest level of staff morale. As stated above, I am thrilled to report staff satisfaction for FY 20/21 was

at 96%! It is also important to report our turnover rate remained low despite the pandemic at 1.1%

Even through the pandemic we have put efforts in place to keep staff connected to each other through constant communication, our new ELC Buzz staff newsletter, virtual staff activities, morale events, and webinars including presentations related to mental health and healthy living. Last January we implemented a virtual Wellness Week that included classes on meditation, healthy cooking, finance education, self-care and mindfulness.

In order to be more timely in recruiting new qualified staff the ELC developed additional key personnel performance indicators to track recruitment activities and identify areas where improvements could be made.

## **7. FISCAL RESPONSIBILITY**

- Works within approved budget
- Conserves organizational resources
- Brings fiscal recommendations to the Board
- Works ethically and with integrity
- Ensure no major/substantial audit findings

This year was a financial rollercoaster due to the piecemealed allocations from DEL and the uncertainty of funding. Despite this the following major accomplishments were achieved successfully:

- Utilization of all major contracts was managed successfully
- Implemented a retroactive Statewide rate increase within days without much lead time from DEL.
- ELC issued 3,300 COVID-19 relief grants to 646 child care small business
- ELC received a clean audit from our external auditors with no material findings
- ELC received clean DEL program monitoring and fiscal monitoring that highlighted the progress we have made over the years
- A positive administrative monitoring by Broward County and Children's Services Council with no material findings
- ELC completed the EFS Mod Overpayment balance verification and reconciliation process (which included processing tens of thousands of system adjustments and development of individualized reconciliation tools and training webinars to assist providers).
- The organization made giant strides toward bringing ELC's employee benefits plan into full ERISA compliance for the first time since 2009.

## **8. JOB KNOWLEDGE**

- Demonstrates knowledge of the ELC and the services provided
- Competent in required job skills and knowledge
- Keeps abreast of current developments related to/impacting the organization/community
- Uses resources effectively

I believe over the past 5 ½ years in my role as the CEO of the ELC I have demonstrated great knowledge of the Early Learning, the Child Care subsidy world, and ELC services. During the past fiscal year, I have received various requests from around the community to present and/or participate in panel discussions related to early learning and ELC services. More and more the ELC Broward is being asked to have a seat at the table regarding important community issues that intersect with early learning.

During FY 20/21 I was able to access new or updated information related to early learning through my participation in weekly and quarterly Statewide DEL and Association for Early Learning Coalitions calls/meetings, relationships with providers and provider organizations, subscribing to various early learning, social services, and legislative newsletters, attending relevant webinars and conferences, and participating/serving on more than 7 community and statewide committees/workgroups/boards.

Last fiscal year, through our advocacy efforts we were able to secure increased municipality funding commitments to the School Readiness match program after presenting to them about the impact of the funding in their communities. The cities of Weston and Pompano Beach increased their participation by 50% and 12.5% respectively.

In October 2020, ELC Staff worked with DEL to absorb approximately \$546K in Federal Preschool Development Grant funds that had been left un-used by other coalitions during the prior fiscal year. The additional allocation was used to maximize and in some cases off set SR funding allocated for Quality supports, training and coaching to providers.

Throughout FY 20/21 the ELC conducted parent, provider, and staff surveys in an effort to better understand the impact of COVID-19 on the community and plan or advocate appropriately. The data collected provided better insight into our enrollments, attendance, and status of small businesses and parents. We also held multiple roundtables with providers in order to better understand their needs including how the ELC can better communicate/improve our business processes.

## **9. JUDGEMENT**

- Displays willingness to make decisions
- Exhibits sound and accurate judgement
- Supports and explains reasoning for decisions
- Includes appropriate people in decision making process
- Makes timely decisions

As the CEO of the ELC I have had to make many important decisions, including unprecedented judgement calls related to COVID-19 and the impact on our operations, staff, providers, and parents. There have been so many COVID-19 related obstacles, distractions and added responsibilities but our Coalition never stopped performing or producing to ensure things got done. Some of the decisions have not been easy, but I do feel that over the last fiscal year, I have made sound decisions that were the right decision for the organization as well as the provider community and families as evidenced by the many accomplishments included in the year end data in the FY 20/21 Strategic Plan.

I try to take a strategic approach to decision making that begins with gathering and analyzing information, considering alternatives, formulating a plan of action and then reviewing the decision(s) and assessing consequences. Whenever appropriate I include my Executive Team in the process. I strive to be transparent with decision making and provide the relevant factors and data included in my decision making when presenting to the Board, staff, etc.

## **10. MANAGEMENT:**

- Ensures the ELC has a long-range strategy which achieves its mission/vision (Strategic Plan)
- Provides leadership in developing program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

During FY 20/21 the Strategic Plan Scorecard was reviewed monthly to monitor progress towards the objectives within the plan. In areas where we were not on target, a modified action plan was put in place and monitored. The Senior Team worked collaboratively and diligently to stay on track, evidenced by meeting all but two objective metrics in the Strategic Plan Scorecard.

Additional accomplishments include:

- Enrollment of over 2,000 children into the School Readiness program
- Development of the FY 21/22 strategic plan approved by the board in May 2021.
- The rollout of a Management training series for Senior Staff and emerging leaders.
- Utilizing existing budgeted staff, ELC created a new training unit to better support new and existing family services staff. The unit has the bandwidth to provide a skills based training series and allows for real-time QA reviews of

staff files to quickly ensure trainings translate into job knowledge.

Overall, utilizing my experiences over the past 5 ½ years with the ELC and through what I have learned from amazing community colleagues, other ELC CEO's, ELC board members, through working with an incredible (hand selected) Executive Team, and from what I've learned working with an Executive Coach for the past 2 years, I feel I have provided excellent leadership and direction to the organization and I am extremely proud of the many accomplishments I have made professionally as the CEO and as an organization.

## Section II – Goals

Below are the CEO goals for FY 20/21 approved by the Board along with my self-evaluation ratings.

### GOAL 1 Create a customer centered focus by delivering outstanding Eligibility, Enrollment and Payment Services

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 1 - Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services							
Objective	Outcome	CEO Self Assessment/Year End Goal Status (This section to be filled by CEO at FY end)					
1. Create a customer- centered focus	1.1 Achieve a minimum of 85% Parent Satisfaction for ELC Services.	99% Parent Satisfaction achieved. See Strat Plan 1.1					X
	1.2 85% of all calls to the Call Center will be answered.	91% of calls answered in Call Center. See Strat Plan 1.2				X	
	<b>Stretch Goal: 90%</b> 1.3 NEW: Achieve a minimum of 85% Provider Satisfaction For ELC Services.	100% Provider Satisfaction achieved. See Strat Plan 1.5					X

**Overall Rating: 5**

### GOAL 2 Increase quality of Early Education in the Community by providing Quality Early Care Opportunities

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 2 - Pillar 2: Provide Quality Early Care Opportunities							
Objective	Outcome	CEO Self Assessment/Year End Goal Status (This section to be filled by CEO at FY end)					
2. Increase quality of Early Education in the Community	2.1 80% of educator respondents who participate in ELC trainings will show mastery of subject based on pre and post-testing.	85% of respondents showed mastery of subject . See Strat Plan 2.2				X	
	<b>Stretch Goal: 83%</b> 2.2 NEW: ELC staff will conduct a minimum of 45 Educator Trainings per Quarter.	ELC Staff exceeded the 45 per quarter goal, averaged 50 trainings per quarter. See Strat Plan High Level #3			X		
	<b>Stretch Goal: 50</b> 2.3 NEW: Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care	ELC Staff exceeded annual goal of 8 mental health trainings. Completed a total of 34 trainings in the year. See Strat Plan High Level #4					X

**Overall Rating: 4**

### GOAL 3 Be a leader in advocacy of early childhood development and subsidized child care system

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 3 - Pillar 3: Advocate for the Early Care and Education System							
Objective	Outcome	CEO Self Assessment/Year End Goal Status (This section to be filled by CEO at FY end)					
3. Be a leader in advocacy of early childhood development and subsidized child care system	3.1 Educate and advise 100% of Broward's Legislative Delegation on ELC Legislative priorities.	Met Goal of educating/advising Broward's Legislative Delegation on ELC Legislation. See Strat Plan 3.1			X		
	3.2 Meet and/or present to a minimum of 15 of the 31 Broward key municipality leadership, regarding ELC services, initiatives and possible partnerships opportunities	Exceeded Goal, met with 15 municipality leaders throughout the year at a minimum of once. 2 additional meetings/presentations given to several of the 15. See Strat Plan 3.3				X	
	3.3 NEW: Present ELC's Legislative priorities to at least 6 legislators (local/non-local) sitting on PreK - 12 Education Committees (House and Senate) and/or high ranking members of the Broward Delegation.	Exceeded Goal, met with 9 legislators throughout the year at a minimum of once. Additional meetings/presentations given to several other individuals. See Strat Plan 3.2				X	

**Overall Rating: 4**

### GOAL 4 Forge stronger relationships with community partners and funders.

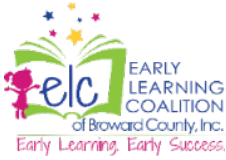
Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 4 Pillar 4: Forge Strong long term Strategic Partnerships							
Objective	Outcome	CEO Self Assessment/Year End Goal Status (This section to be filled by CEO at FY end)					
4. Forge stronger relationships with community partners and funders	4.1 Achieve 85% Satisfaction rating for ELC Services using the ELC Broward Partners Survey (for community partners with ELC staff out posted at their sites)	N/A - No outposted staff FY20-21 due to COVID 19	NA	NA	NA	NA	NA
	4.2 Form two (2) new strategic partnerships to expand client and staff resources to better serve the community.	Exceeded expectations with 7 Strategic Partnerships established - Nancy J Cotterman Center, WSFL-TV, Kids in Distress, Broward County AARLCC, Urban League, IOC, Women in Distress - See Strat Plan 4.2				X	
	4.3 NEW: ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.	Exceeded with 6 new community organizations. Nancy J Cotterman Center, WSFL-TV, Broward Black Elected Officials Association, Broward County AARLCC, Deerfield Beach African American Heritage Board, Community Foundation - See Strat Plan 4.4				X	

**Overall Rating: 4**

## GOAL 5 Continue to build organizational capabilities

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 5 Pillar 5: Strengthen and Develop the ELC Broward Organization							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
5. Continue to build organizational capabilities	5.1 A minimum of 85% of ELC staff will respond as "satisfied" or "very satisfied" via annual staff survey.	96% ELC staff satisfaction achieved (add'l details will be provided to the board)					X
	5.2 NEW: During the first quarter, each department will create a Training/Development Plan for their respective staff.  During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter	Developed tools to be utilized during Annual Staff Evaluation process, to establish specific staff training/development plans. See Strat Plan 5.2			X		
	5.3 NEW: During the first quarter, develop an Equity Plan with goals, to increase staff's awareness of Equity challenges in organizations and communities.  During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.	Due to COVID 3 of the 18 goals were placed on HOLD for this year. Of the remaining 15, 14 of them have been completed with the remaining one due to be completed by September 2022. Therefore 94% of goals were achieved during the FY20-21. See Strat Plan 5.3					X

**Overall Rating: 4**



## Annual Chief Executive Officer (CEO) Performance Evaluation FY 20/21

### PERFORMANCE INDICATORS

#### 1. BOARD INTERACTIONS

- Works effectively with individual board members
- Works effectively with the board as a whole
- Keeps the Board up to date regarding important information and updates

#### CEO Self Evaluation:

I have worked diligently to promote open and effective Board communications and strengthen relationships. I am happy with the continuing progress made to date. My goal is to be as transparent as possible and keep the board abreast of important information, updates, and ELC services/initiatives through thorough committee/board packet materials, Board Bulletin Updates and CEO Reports in between board meetings, Provider Communications (all Board members are on the Provider Distribution list), and Board Meeting Mission Moment presentations.

As needed, I reach out to members individually to provide updates on emerging issues, to collaborate on joint initiatives or seek guidance when appropriate.

Throughout FY 20/21 I have made more of an effort to ensure Board members were invited to attend ELC events. Some examples include, our Legislative lunch and learn, ELC's Racial Equity Café Series events, and ELC's Future of Child Care Town hall (to address issues with local legislators).

Going forward, I will increase efforts to involve interested Board members in legislative meetings and provide in advance notice of relevant child care conferences and webinars.

#### Overall Board Rating: 3.9

Responders	Board Interactions
Carol Hylton	5
Cara Cerchione	2
William Karp	3
Angela Ludica	4
Zachary Talbot	5
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	4
Amoy Reid	5
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	4
Richard Campillo	2
Kristina West	4
Kirk Englehardt	5
Michael Asseff	5
Laurie Sallarulo	3
Outcome Avg	3.9

**Board member comments:**

Amoy	Renee keeps us updated on all emerging issues and solicits feedback and collaboration for initiatives
Kirk	Although I'm new to the board I have been impressed with the CEO's openness and transparency, as well as her outreach to engage new board members.
Cindy	Renee has worked diligently to improve the quantity and quality of her communication with the board. There is still room for growth with respect to clarity of verbal communication.
Monica	The CEO provides comprehensive and detailed updates to the Board. I personally would like more frequent Board meetings. With the transition to fewer annual meetings, I feel disconnected to the day to day work of ELC. While the email communications are regular, it's a different interaction to have a presentation, discussion, interaction with the CEO and the Board on the work.
Zachary	Not always the easiest Board. I think CEO does a great job with us.
Angela	Renee provides reports and updates via email
Dawn	Ms. Jaffe works well with the board and communicates with us verbally or via email when needed. She ensures that she keeps the board abreast any changes or important information so the board is aware of obstacles.
Kristina	I have only been a board member for a few months and was recruited by Renee. She has communicated effectively over the last few meetings and emails.
William	Ms. Jaffee meets expectations in this area as she appropriately represents the ELC locally and statewide.
Richard	Good job of keeping Board up to date via monthly Board updates but needs to send information on items of importance when they happen. As an example, I heard about the change of Geoff via I am ready not ELC.
Richard	The SP process ended with Board not being aligned and felt that RJ did not hear certain Board members on their desire for more radical ideas. RJ was the point person on those individual Board member input sessions , and needed to keep the rest of the team abreast of those concerns so not blindsided at the final presentation.
Cara	I do not feel that the information relayed at board meetings accurately portrays what is fact outside the board meetings. Certain statements made during board meetings are inaccurate and do not represent the collective feelings, issues and concerns shared by providers.
Laurie S	Renee communicates with board members providing updates. I have asked Renee to provide opportunities to engage board members in advocacy and events around early learning for the past couple of years. There's been a few internal things Renee has invited members to this year, however, despite being asked for the past couple of years the board is most often not provided opportunities to participate in external meetings, including meetings with legislators, funders and influencers in our industry. First, these opportunities send a strong message that the board, which is made up of community and business leaders, is supportive and believes strongly in this issue; and second it provides board members to be more engaged in affecting change.
Carol	Renee is a transparent leader that works diligently to keep the Board informed of important issues throughout the year

## 2. BUSINESS ETHICS/INNOVATION

- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Upholds organizational values
- Works ethically and with integrity
- Inspires the trust of others

### CEO Self Evaluation:

Under my direction in FY 20/21, the organization achieved or exceeded 20 out of 22 goal objectives in the Strategic Plan (with the 2 unmet goals on hold due to COVID-19). Year-end data revealed overwhelming satisfaction of parents at 99%, child care provider satisfaction at 100%, and staff satisfaction at 96%. I am beyond proud of these statistics as they were collected during the pandemic, which has been an unprecedented time with so much uncertainty. Also of great pride was the outcome of all of our internal and external audits and monitorings. The organization received a clean audit from our external auditors with no materials findings, clean Division of Early Learning (DEL) Desk Review and Fiscal Monitorings, and a positive administrative monitoring from Broward County and the Children's Services Council with no material findings. These outcomes highlight the effectiveness and comprehensiveness of our internal process and controls.

Additional accomplishments under this section include:

- ELC's use of technology to continue to provide virtual learning opportunities to young Broward children and child care instructors during COVID-19:
  - DOC Preschool platform provided engaging virtual learning activities, free of charge to children on ELC's SR Waitlist, SR, and VPK
  - ELC Weekly Online Story Time – Offered to children birth to five in multiple languages
  - WSFL TV – Taped episodes with ELC staff of fun activities for young children
  - ELC staff conducted 162 virtual instructor trainings attended by 11,162 instructors
- ELC built out 10 additional CRM components which increased operational efficiency and productivity through robust and well thought out workflows, easy data entry rules, increased data collection capability, better and increased data tracking capabilities that eliminated the need for having tracking spreadsheets (of which we had many).

### Overall Board Rating: 3.9

Responders	Business Ethics - Innovation
Carol Hylton	5
Cara Cerchione	2
William Karp	3
Angela Ludica	5
Zachary Talbot	4
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	5
Amoy Reid	4
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	4
Richard Campillo	3
Kristina West	4
Kirk Englehardt	5
Michael Asseff	5
Laurie Sallarulo	2
Outcome Avg	3.9

**Board member comments:**

Amoy	Renee leads her team to effectively achieve the goals of the strategic plan.
Kirk	As a new board member, my ability to assess this section is limited - however, from my limited experience I have seen the CEO uphold these standards.
Cindy	I believe Renee acts with strong ethics and integrity and she is committed to the ELC's values and commitment to Broward's children and families. To the extent we have any local control, we have instituted some creative technology innovations as well as some excellent program innovations. I am not seeing a vision for more broad system innovation which I find disappointing.
Monica	There have been several innovative programs implemented by ELC - Virtual Reading, Book Club, tech innovation in communicating with parents.
Zachary	Business Ethics without a doubt. Innovation is hard with Covid and all of the different challenges/fires that need to be put out.
Angela	Renee has been innovative in her approach to solving problems and leading the ELC.
Dawn	Ms. Jaffe and team were able to meet or achieve 20 out 22 goal objectives. Ones that were not met were due to COVID. ELC received a high parent, child care provider and staff satisfaction rate that ranges from 96-100%. ELC was able to continue providing great services, trainings, and supports even through that pandemic and continues to do so.
Kristina	Positive results with the organization achieving or exceeding 20 out of 22 goal objectives in the Strategic Plan (with the 2 unmet goals on hold due to COVID-19). Parent satisfaction high. Adapted to virtual learning for children and teachers.
William	Ms. Jaffee has effectively ensured that the organization operates ethically and with integrity
Cara	Great leaders use their resources wisely and build strong teams. The ELC has many staff members who have valuable talents and insight. It is imperative to use the team strengths and give credit where credit is due.
Laurie S	Leadership around innovation is an area I think Renee can grow. I would like to see Renee step out of the box more and not always play it so safe. The greatest successes can come from applying bold and strategic approaches, and taking calculated risks. I have shared this with Renee in the past. I have shared this with Renee and believe that ELC Broward could be a leader in the state and locally in applying strategic solution.
Carol	She is dedicated to the mission of the organization and upholds the values of the organization.

### 3. COMMUNICATIONS (See Board Section for Board Communication)

- Effectively expresses thoughts verbally and in writing
- Exhibits good listening and comprehension skills
- Keeps Board and others adequately informed
- Selects and uses appropriate communication methods
- Deals effectively with conflict

#### **CEO Self Evaluation:**

Under my direction, the ELC prioritizes communication and transparency. The ELC provided frequent and regular communications to child care small businesses, families, board members, staff, community partners and local elected officials through various methods including email blasts, newsletters, website postings, social media, media spots (both radio and TV), and virtual webinars, etc. In FY 20/21 in addition to our provider and parent newsletters, the ELC Broward rolled out a new newsletter for local elected officials (one for municipalities and one for local State Legislators), which included important early learning news and updates. Additionally, we rolled out a new monthly Staff Newsletter, The Buzz, which has been well received by staff.

Understanding not all of parents regularly check emails, we turned to other means of communication including robo calls and texts (where appropriate). Additionally, for parent and provider communications that were high priority, the organization engaged in direct phone calls. This was utilized through the provider reconciliation process and for parents who did not respond to our School Readiness Waitlist notifications and proved to be successful in increasing our response rate.

In terms of my own communication, I strive to be as transparent and clear as possible with messaging. I believe I have created a work atmosphere where staff are comfortable sharing their ideas, opinions and thoughts. Even when we don't agree or there is a misunderstanding in communication, I make sure we talk it through, address the issues, and work towards a common understanding that allows us to productively move forward.

#### **Overall Board Rating: 3.9**

Responders	Communication
Carol Hylton	5
Cara Cerchione	2
William Karp	3
Angela Ludica	4
Zachary Talbot	5
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	4
Amoy Reid	5
Monica King	4
Beverley Batson	4
Cindy Arenberg Seltzer	4
Richard Campillo	2
Kristina West	4
Kirk Englehardt	4
Michael Asseff	4
Laurie Sallarulo	3
Outcome Avg	3.9

**Board member comments:**

- Amoy Renee maintains and atmosphere of transparency for all stakeholders. She readily tries to compromise and come to agreement when there are opposing views.
- Kirk While there is a lot of communication with the Board, I believe it can and should be fine-tuned to ensure it's effective. Often when we receive emails or other messages there is a bit of 'information overload'. It's difficult to find time to get through everything and even then some of the materials are too complicated or jargon filled to be easily digested. Summary sheets, bulleted lists, and talking point-style highlight documents put the most important information up front and ensure we see what we NEED to see to make good decisions or offer relevant counsel. Also, it would be helpful if all communications began with a clear call to action - or what you want/need the board members to do or to get out of the communication. It's an executive summary in a sentence or two. That would ensure the board action items don't get buried under the piles of data. And would help us better support the organization. Communication is not bad, but there are opportunities to make things even better.
- Cindy Renee is a good listener. Under her leadership ELC has dramatically increased both the quality and quantity of its communication to all of the different stakeholders - board, providers, parents, public. There is still room for improvement in verbal communication which can get a bit muddy and lack confidence and clarity.
- Monica CEO communicates regularly though email communications and board packets.
- Zachary Love the update emails. They are always very thorough
- Angela During meetings Renee provides updates and she also provides email updates throughout the year
- Dawn Ms. Jaffe keeps the board adequately informed and follows up with any concerns or request that are brought to her attention. She communicates with our local elected officials and keep them up to date with a newsletter. Ms. Jaffe and her staff are transparent and discussion not only the successes but the area of improvement as well.
- William Ms. Jaffee is an effective communicator verbally and in writing. Ms. Jaffee does appear to avoid conflict rather than deal with it head on.
- Cara The current system provided from the ELC is broken and the community is actively sharing it's needs and how we can make improvements to better serve our community. Many providers are exhausted from even trying to change the system or speak out due to the constant failure of the leadership to truly listen to the concerns.
- Laurie S Renee provides updates to board, however, sometimes at meetings communications can get long and confusing. There are times I think information can be communicated more clearly. I think Renee sometimes is defending her position and may not always hear the issue or concerns with an open mind.

#### **4. COMMUNITY RELATIONS**

- Effectively represents the ELC in the community
- Establishes working relationships with organizations and individuals in early learning
- Is involved in and aware of outside community affairs
- Advocates effectively to the Florida Legislature, community leaders, stakeholders and policy makers
- Serves as the primary spokesperson and public face for the organization
- Establishes positive relationships with community partners, funders, government agencies etc.

#### **CEO Self Evaluation:**

Despite most meetings in FY 20/21 being virtual, I was able to effectively represent the ELC and aggressively continue our efforts to strengthen community relations. Some examples include:

- Individual meetings with newly elected and existing legislative delegates and local municipality leaders
- Conducting community presentations and participating in panel events
- Hosting Townhalls and presenting at ELC Informational Sessions for child care small businesses
- Presentations/Apearances at Commission and School Advisory meetings
- Meetings with community leaders to provide an overview of ELC services, strengthen relationships or discuss partnerships/collaborations
- Meetings with local and statewide partners and stakeholders to ensure Broward's early learning legislative priorities were aligned

Other community relations efforts include:

I also represented the ELC during weekly educational TV segments on WSFL's Inside South Florida, where I presented information to the community regarding ELC services and the importance of early learning. Additionally, this year I contributed and had published two Opinion pieces in the Sun Sentinel newspaper one advocating for early learning staff to be prioritized to receive the COVID-19 vaccination and the other on the impacts of COVID-19 on early learning.

This year we made a concerted effort to increase the reach of our communications through an aggressive outreach campaign. The campaign included building upon our relationships with community partners and elected officials to spread the word about ELC services and initiatives and included communications in multiple languages. The ELC also leveraged relationships with local TV and Radio stations. One of our community outreach efforts was promoting the School Readiness waitlist. The success of this campaign is evidenced through maintenance and pace of children being added to the SR waitlist numbers throughout the fiscal year. Despite calling over 5,000 children off our waitlist that consisted of 2,886 as of July 1, 2020 the organization maintained a waitlist of between approximately 2,000 and 3,000 throughout the fiscal year (with the year-end waitlist data at 3,145 children).

**Overall Board Rating: 3.8**

Responders	Community Relations
Carol Hylton	5
Cara Cerchione	2
William Karp	4
Angela Ludica	4
Zachary Talbot	4
Khalil Zeinieh	3
Ellen Schrot	5
Dawn Liberta	5
Amoy Reid	4
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	4
Richard Campillo	3
Kristina West	4
Kirk Englehardt	5
Michael Asseff	4
Laurie Sallarulo	2
Outcome Avg	3.8

**Board member comments:**

Amoy	Renee was able to share information from meeting with different legislative delegates and local municipality.
Kirk	From my limited time on the board I've seen the CEO exhibit strength in the areas noted in this section.
Cindy	Despite COVID this has been an area of great growth. I have seen ELC at many more important tables over the last year and much more aggressive in reaching out to policy makers.
Monica	I have seen an enhanced presence by ELC in the community and expanded relationships with funders and partners.
Zachary	Well done in my opinion
Dawn	Ms. Jaffe works alongside many of our local and state stakeholders. She attends and represents ELC at local meetings such as: Funders Forum, Coordinated Council of Broward County and meetings with leader (just a few). ELC Broward worked diligently on a reach out campaign to help get families off the waitlist and into services.
Kristina	I have had the pleasure of working with Renee in the community. She has been outstanding leader and advocate during the Broward Reads meetings and 3T's program.
William	Ms. Jaffee takes her responsibilities very seriously and ensures that this is demonstrated throughout the organization
Richard	I leave it to fellow Board members who are part of the EL community to comment as I do not have sufficient information to comment. I have no reason to believe that Renee is not fulfilling this goal.
Cara	Networking with in the community is still an area that needs improvements.

- Laurie S I'd like to see Renee establish a higher level of reputation and stature in our community. While she appears to participate in state wide conversations, I would suggest at the local level she needs to be more visible and recognized as the early learning expert. This will result in a higher level of awareness of ELC Broward. At this point in her tenure, Renee should be more well known in the community and should be representing ELC at meetings that go beyond strictly early learning. Early learning is the foundation for other issues such as education, workforce, etc. Even during COVID, there was a way to participate and have a presence. While others in the organization are sometimes present at meetings, in my opinion, Renee has not built her reputation and become the face of ELC. In regard to funders, the CEO s/b best fundraiser. I haven't seen Renee build strong relationships that bring in support/funds.
- Carol Over the course of the year Renee has written op-eds in the paper, represented the ELC at various community meetings and most recently took part in a hospitality taskforce to develop initiatives to inform jobseekers of the resources ELC has to offer.

## 5. DIVERSITY COMMITMENT

- Shows respect and sensitivity for cultural differences
- Promotes diversity initiatives
- Builds a diverse Board and staff

### CEO Self Evaluation:

In 2019 the ELC began to encourage staff to attend community offered racial equity and implicit bias trainings and I had begun participating in local racial equity workgroups. Following the murder of George Floyd I decided to prioritize our efforts and be more proactive and deliberate in our racial equity/antiracism efforts. An internal racial equity workgroup made up of approximately 20 staff members was created. The workgroup assisted in the development of a comprehensive racial equity work plan for the organization that would serve as a roadmap going forward. The plan focused on Awareness and Education; Environment and Representation; and Policies and Practices and includes measurable outcomes (included in our Strategic Plan) which are reviewed quarterly and continues to evolve. During FY 20/21 the ELC completed 93% of the outcome goals within our racial equity work plan. Additionally, a procurement for racial equity/implicit bias education was completed with training to begin in the very near future for staff and board members.

Additionally, myself and other designated staff serve on community Racial Equity workgroups to ensure alignment and progress throughout the community. I have also been participating in a CEO Racial Equity Learning Series. Lastly, through the Division of Early Learning's Preschool Development Grant, myself and a handful of ELC staff and board members had the opportunity to participate in a few sessions with a racial equity coach.

### Overall Board Rating: 3.9

Responders	Diversity Commitment
Carol Hylton	5
Cara Cerchione	1
William Karp	5
Angela Ludica	5
Zachary Talbot	5
Khalil Zeinieh	3
Ellen Schrot	4
Dawn Liberta	4
Amoy Reid	4
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	4
Richard Campillo	3
Kristina West	4
Kirk Englehardt	5
Michael Asseff	4
Laurie Sallarulo	4
Outcome Avg	3.9

### Board member comments:

Amoy Renee was able to talk about the racial equity and implicit bias trainings that she attended and created an internal racial equity workgroup.

Kirk I have been impressed with the diversity I have personally observed during my limited time on the board.

Cindy	I appreciate the work cited in the self-evaluation related to the work being done to promote racial equity
Monica	CEO has embraced and integrated a commitment to diversity. She is personally involved in the work and bringing it to the staff and the leadership team.
Zachary	Actions speak louder than words and it is clear that the organization is a leader in diversity
Dawn	ELC under the direction of Ms. Jaffe have been participating racial equity initiatives within our community. Ms. Jaffe sits on community Racial Equity workgroups and works with her staff to ensure they are receiving the proper training around racial equity and implicit bias.
William	Ms. Jaffee has ensured that the organization operates with a high degree of sensitivity to cultural differences. The trainings and workshops that have been provided demonstrate that the ELC is not just sensitive to racial bias but actively works against explicit and implicit bias
Richard	Good job in driving awareness via new partner. Rating is based on no issues being raised the Board
Laurie S	This area seems to be one which Renee has put a lot of effort into and supported this work within the organization.
Carol	She is in tune to the needs to the parents and recognizes the diverse cultures in Broward county.

## 6. EMPLOYEE MORALE/CULTURE

- Shows respect and sensitivity for cultural differences
- Promotes harassment free environment
- Makes quality hiring decisions; builds a diverse workforce
- Shows a commitment to equal opportunity
- Maintains a climate which attracts, keeps and motivates a diverse staff of top quality people

### CEO Self Evaluation:

I strive to have the highest level of staff morale. As stated above, I am thrilled to report staff satisfaction for FY 20/21 was at 96%! It is also important to report our turnover rate remained low despite the pandemic at 1.1%

Even through the pandemic we have put efforts in place to keep staff connected to each other through constant communication, our new ELC Buzz staff newsletter, virtual staff activities, morale events, and webinars including presentations related to mental health and healthy living. Last January we implemented a virtual Wellness Week that included classes on meditation, healthy cooking, finance education, self-care and mindfulness.

In order to be more timely in recruiting new qualified staff the ELC developed additional key personnel performance indicators to track recruitment activities and identify areas where improvements could be made.

### Overall Board Rating: 4.1

Responders	Employee Morale - Culture
Carol Hylton	5
Cara Cerchione	1
William Karp	4
Angela Ludica	4
Zachary Talbot	5
Khalil Zeinieh	4
Ellen Schrot	4
Dawn Liberta	4
Amoy Reid	5
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	5
Richard Campillo	3
Kristina West	5
Kirk Englehardt	5
Michael Asseff	5
Laurie Sallarulo	3
Outcome Avg	4.1

### Board member comments:

- Amoy      Renee maintains an atmosphere of inclusivity and collaboration with her team and the board.
- Kirk      Having had limited interactions with staff it is difficult to assess this item, however the staff members I have worked with have been exceptionally helpful and very positive. It's also difficult to assess this item following a year that has tested and stressed all organizations and employees. I have seen exceptional staff hard at work and their positivity is infectious.
- Cindy      It is difficult to judge this from personal observation since we haven't seen the staff in almost two years, but the statistics cited in the self-evaluation point to a happy staff that is engaged.

Monica	Excellent satisfaction survey from staff.
Dawn	Staff satisfactory was 96%and the turnover rate was 1.1%. MS. Jaffe did a great job putting efforts in place to ensure staff was still connected even though they were having to work from home due to the pandemic. ELC also implemented a virtual wellness week which is extremely important especially with all the stress that our staff is currently under.
Kristina	Outstanding job having 96% satisfaction and low turnover during a pandemic
William	Board members have a limited ability to assess this area but based on the staff presenting at Board meetings it appears that morale is very high
Laurie S	While the overall satisfaction rate was high, after reviewing the details of the employee survey, I am concerned about the response rate 64%. This can sometimes indicate that the remaining staff either does not want to share negative feedback, which then can indicate there might be a trust issue to speak up. I'd like to see how this return rate might be increased. Possibly by using an outside firm to administer eval. Also there were some identified areas of improvement for the organization that I would have liked to see Renee outline in her report. This coming year I'd like to hear how Renee will address those areas. I realize this is a tough year due to Covid and recognize that this is an area Renee is committed to.
Carol	Maintains a positive relationship with her team

## 7. FISCAL RESPONSIBILITY

- Works within approved budget
- Conserves organizational resources
- Brings fiscal recommendations to the Board
- Works ethically and with integrity
- Ensure no major/substantial audit findings

### **CEO Self Evaluation:**

This year was a financial rollercoaster due to the piecemealed allocations from DEL and the uncertainty of funding. Despite this the following major accomplishments were achieved successfully:

- Utilization of all major contracts was managed successfully
- Implemented a retroactive Statewide rate increase within days without much lead time from DEL.
- ELC issued 3,300 COVID-19 relief grants to 646 child care small business
- ELC received a clean audit from our external auditors with no material findings
- ELC received clean DEL program monitoring and fiscal monitoring that highlighted the progress we have made over the years
- A positive administrative monitoring by Broward County and Children's Services Council with no material findings
- ELC completed the EFS Mod Overpayment balance verification and reconciliation process (which included processing tens of thousands of system adjustments and development of individualized reconciliation tools and training webinars to assist providers).
- The organization made giant strides toward bringing ELC's employee benefits plan into full ERISA compliance for the first time since 2009.

### **Overall Board Rating: 4.3**

Responders	Fiscal Responsibility
Carol Hylton	5
Cara Cerchione	2
William Karp	5
Angela Ludica	5
Zachary Talbot	5
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	4
Amoy Reid	4
Monica King	5
Beverley Batson	3
Cindy Arenberg Seltzer	5
Richard Campillo	4
Kristina West	4
Kirk Englehardt	5
Michael Asseff	4
Laurie Sallarulo	4
Outcome Avg	4.3

### **Board member comments:**

Amoy This past 18 months have been difficult but Renee never lost track of her fiscal responsibility and strived to work within the approved budget.

Kirk	During my limited time on the board I have engaged with various staff members and learned more about the complex funding system in place. While, I'm still trying to fully understand it all, I have tremendous confidence in the CEO and the team she has assembled to tackle the agency's fiscal responsibilities.
Cindy	Our audits have consistently been good despite the craziness of the EFS mod rollout. We always stay within budget and maximize resources.
Monica	ELC does an excellent job of operating within their budget and ensure a clean audit.
Zachary	As a member of the finance committee the CEO clearly has maintained the budget well considering all circumstances and challenges of the pandemic.
Angela	Renee always seeks input and provides stakeholders with fiscal information.
Dawn	Ms. Jaffe and her staff were able to a fantastic job considering uncertainty of funding, different allocations and timeliness of the funding. They were able to implement a statewide rate increase, manage the COVID-19 relief grants, and clean audit from our external auditors.
William	Ms. Jaffee gets the credit for the sound fiscal climate but kudos to Christine Klima, CFO as well
Richard	Excellent job of managing a very unstable fiscal situation and ensuring ELCB secured all possible funds and redistributed them to the community
Laurie S	Renee with the guidance of a very strong financial director, has a solid handle on the finances of the organization. I do at times feel that they may be ultra conservative in their projections and spending. It does appear that our staff continues to grow, and wonder how we might direct more resources to providers.
Carol	She is fiscally responsible and brings budgetary matters to the Board for consideration.

## 8. JOB KNOWLEDGE

- Demonstrates knowledge of the ELC and the services provided
- Competent in required job skills and knowledge
- Keeps abreast of current developments related to/impacting the organization/community
- Uses resources effectively

### **CEO Self Evaluation:**

I believe over the past 5 ½ years in my role as the CEO of the ELC I have demonstrated great knowledge of the Early Learning, the Child Care subsidy world, and ELC services. During the past fiscal year, I have received various requests from around the community to present and/or participate in panel discussions related to early learning and ELC services. More and more the ELC Broward is being asked to have a seat at the table regarding important community issues that intersect with early learning.

During FY 20/21 I was able to access new or updated information related to early learning through my participation in weekly and quarterly Statewide DEL and Association for Early Learning Coalitions calls/meetings, relationships with providers and provider organizations, subscribing to various early learning, social services, and legislative newsletters, attending relevant webinars and conferences, and participating/serving on more than 7 community and statewide committees/workgroups/boards.

Last fiscal year, through our advocacy efforts we were able to secure increased municipality funding commitments to the School Readiness match program after presenting to them about the impact of the funding in their communities. The cities of Weston and Pompano Beach increased their participation by 50% and 12.5% respectively.

In October 2020, ELC Staff worked with DEL to absorb approximately \$546K in Federal Preschool Development Grant funds that had been left un-used by other coalitions during the prior fiscal year. The additional allocation was used to maximize and in some cases off set SR funding allocated for Quality supports, training and coaching to providers.

Throughout FY 20/21 the ELC conducted parent, provider, and staff surveys in an effort to better understand the impact of COVID-19 on the community and plan or advocate appropriately. The data collected provided better insight into our enrollments, attendance, and status of small businesses and parents. We also held multiple roundtables with providers in order to better understand their needs including how the ELC can better communicate/improve our business processes.

### **Overall Board Rating: 4.4**

Responders	Job Knowledge
Carol Hylton	5
Cara Cerchione	2
William Karp	4
Angela Ludica	5
Zachary Talbot	5
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	5
Amoy Reid	5
Monica King	5
Beverley Batson	4
Cindy Arenberg Seltzer	4
Richard Campillo	3
Kristina West	4
Kirk Englehardt	5
Michael Asseff	5
Laurie Sallarulo	4
Outcome Avg	4.4

**Board member comments:**

Amoy	Renee is very knowledgeable and strives to be up to date on all things pertaining to early learning.
Kirk	The CEO has shown herself to be exceptionally knowledgeable and highly competent.
Cindy	Renee is very knowledgeable about the ELC. It is not clear that she is always abreast of current developments and how they might impact the organization and the children and families.
Monica	CEO is extremely knowledgeable of ELC and child care services. Extremely competent in understanding the child care system.
Dawn	MS. Jaffe has a great deal of knowledge as it relates to ELC and services. She is in communication with state level organizations and keeps abreast of local and statewide developments. She is able to communicate all necessary information to our local and state stakeholders in way that is clear and understood.
Laurie S	I believe Renee has a solid understanding of early childcare. She stays abreast of current info and news at the state level
Carol	Stays abreast of legislative changes that may impact ELC.

## 9. JUDGEMENT

- Displays willingness to make decisions
- Exhibits sound and accurate judgement
- Supports and explains reasoning for decisions
- Includes appropriate people in decision making process
- Makes timely decisions

### **CEO Self Evaluation:**

As the CEO of the ELC I have had to make many important decisions, including unprecedented judgement calls related to COVID-19 and the impact on our operations, staff, providers, and parents. There have been so many COVID-19 related obstacles, distractions and added responsibilities but our Coalition never stopped performing or producing to ensure things got done. Some of the decisions have not been easy, but I do feel that over the last fiscal year, I have made sound decisions that were the right decision for the organization as well as the provider community and families as evidenced by the many accomplishments included in the year end data in the FY 20/21 Strategic Plan.

I try to take a strategic approach to decision making that begins with gathering and analyzing information, considering alternatives, formulating a plan of action and then reviewing the decision(s) and assessing consequences. Whenever appropriate I include my Executive Team in the process. I strive to be transparent with decision making and provide the relevant factors and data included in my decision making when presenting to the Board, staff, etc.

### **Overall Board Rating: 3.7**

Responders	Judgement
Carol Hylton	5
Cara Cerchione	1
William Karp	2
Angela Ludica	5
Zachary Talbot	4
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	4
Amoy Reid	4.5
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	4
Richard Campillo	2
Kristina West	4
Kirk Englehardt	4
Michael Asseff	4
Laurie Sallarulo	3
Outcome Avg	3.7

### **Board member comments:**

Amoy        Renee has exhibited sound judgement in the last few years that I have been on the board but more so during the challenging 18 months that we experienced because of Covid.

Kirk	I have full faith in our CEO, however, this year I noticed what appeared to be limited voices included in the development of a draft strategic plan. This is not intended to imply it was completed in a vacuum, but more input from key stakeholders would have enriched the plan. That outside input is critical to avoid creating an insular plan with goals that don't 'stretch' as much as they should. I'd like to see us solicit some outside input - and not always from the same people - when working on important projects. As a service organization it's one of the most important things we can do to ensure we stay focused on what's truly important.
Cindy	Renee has put together a strong management team. I think she could challenge them more and draw more effectively off their strengths.
Monica	During an extremely difficult year with the pandemic, CEO adeptly used her judgement to maneuver the organization successfully through this period of time.
Zachary	Everyone's judgment could be better, but no question that no one has ever faced what we have over the past 2 years
Angela	Renee always explains the decisions made
Dawn	Ms. Jaffe makes all necessary decisions and is able to back up the decision made with facts. She ensures to include her staff when making important decisions and is able to do so timely.
William	It appears that Ms. Jaffee is sometimes very reluctant to make clear decisions in important areas that warrant fast action. it appears that the organization sometimes gets stuck in process and loses focus on the need for a quick resolution and actual product.
Laurie S	I believe Renee makes careful and educated judgements. There may be times where decisions are slow to come and may be over-analyzed. I'd like to see her trust her team to make more decisions so Renee can focus on being more out in the community and defining the vision.
Carol	Brings items that require Board action to us in a timely fashion.

## 10. MANAGEMENT:

- Ensures the ELC has a long-range strategy which achieves its mission/vision (Strategic Plan)
- Provides leadership in developing program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

### CEO Self Evaluation:

During FY 20/21 the Strategic Plan Scorecard was reviewed monthly to monitor progress towards the objectives within the plan. In areas where we were not on target, a modified action plan was put in place and monitored. The Senior Team worked collaboratively and diligently to stay on track, evidenced by meeting all but two objective metrics in the Strategic Plan Scorecard.

Additional accomplishments include:

- Enrollment of over 2,000 children into the School Readiness program
- Development of the FY 21/22 strategic plan approved by the board in May 2021.
- The rollout of a Management training series for Senior Staff and emerging leaders.
- Utilizing existing budgeted staff, ELC created a new training unit to better support new and existing family services staff. The unit has the bandwidth to provide a skills based training series and allows for real-time QA reviews of staff files to quickly ensure trainings translate into job knowledge.

Overall, utilizing my experiences over the past 5 ½ years with the ELC and through what I have learned from amazing community colleagues, other ELC CEO's, ELC board members, through working with an incredible (hand selected) Executive Team, and from what I've learned working with an Executive Coach for the past 2 years, I feel I have provided excellent leadership and direction to the organization and I am extremely proud of the many accomplishments I have made professionally as the CEO and as an organization.

### Overall Board Rating: 3.9

Responders	Management
Carol Hylton	5
Cara Cerchione	3
William Karp	4
Angela Ludica	5
Zachary Talbot	4
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	4
Amoy Reid	4.5
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	3
Richard Campillo	3
Kristina West	4
Kirk Englehardt	4
Michael Asseff	4
Laurie Sallarulo	3
Outcome Avg	3.9

### Board member comments:

Amoy        Renee worked to implement a management training series for staff and upcoming leaders which I think is great.

Kirk	I was somewhat underwhelmed by the strategic planning process and the resulting draft plan.
Cindy	We are living through very difficult and uncertain times which are challenging every leader's ability to lead but it is also an unprecedented time to be able to show leadership in the early learning space. The child care industry and parents have been hurting. While ELC very effectively carried out the various grant programs the state authorized (kudos for that!), I have not seen proactive, visionary leadership. Even if it can't all be done, ELC should be leading discussions of creative responses.
Monica	CEO works with her management team in rolling out new initiatives. Team does a good job of tracking and reporting on performance and goals.
Zachary	I think she does a great job. The group is very organized.
Dawn	MS. Jaffe ensured to review the scorecard on a monthly basis with staff to ensure they were progressing toward the goals that had been rolled out for ELC. Strategic Plan has been updated and approved and Ms. Jaffe has rolled out a series of management trainings.
William	The organization has established clear goals and pillars for goal attainment
Richard	COVID created many management challenges and sense Renee did a good job internally as well as with outside stakeholders. SP could have been managed better but overall good job.
Laurie S	Strategic planning is an area I have shared with Renee I'd like to see her strengthen. I have spent many hours with Renee around strategic planning and have offered assistance in many ways. I think our goals have been safe and I'd like to see Renee stretch and be more bold in her long term vision for the organization.
Carol	Provides excellent leadership for ELC and upholds the mission/vision of the organization.

## Section I Summary

The Board provided individual ratings for each of the 10 indicators listed above. Below is a chart depicting the results overall for each area.

### Overall Results for 10 Indicators

Indicators	Outstanding 5	Exceeds 4	Meets 3	Needs Improvement 2	Below Expectations 1	Rating Results
Scores	5	4	3	2	1	
Board Interactions	6	6	3	2	0	3.9
Business Ethics - Innovation	6	6	3	2	0	3.9
Communication	4	9	2	2	0	3.9
Community Relations	4	8	3	2	0	3.8
Diversity Commitment	5	8	3	0	1	3.9
Employee Morale - Culture	7	6	3	0	1	4.1
Fiscal Responsibility	8	7	1	1	0	4.3
Job Knowledge	9	6	1	1	0	4.4
Judgement	4	8	2	2	1	3.7
Management	4	8	5	0	0	3.9
Total	57	72	26	12	3	4.0

As can be seen the score overall for all 10 indicators is a 4.0 which equals **Exceeds Expectations**.

The overall results by specific Board member are depicted below.

### Overall Results by Board Member

Responders	Board	Business	Comms	Community	Diversity	Employee Morale	Fiscal	Job Knowledge	Judgement	Mgt.	Overall Rating	Rank
Carol Hylton	5	5	5	5	5	5	5	5	5	5	<b>5.00</b>	1
Cara Cerchione	2	2	2	2	1	1	2	2	1	3	<b>1.80</b>	17
William Karp	3	3	3	4	5	4	5	4	2	4	<b>3.70</b>	13
Angela Ludica	4	5	4	4	5	4	5	5	5	5	<b>4.60</b>	4
Zachary Talbot	5	4	5	4	5	5	5	5	4	4	<b>4.60</b>	4
Khalil Zeinieh	4	4	4	3	3	4	4	4	4	4	<b>3.80</b>	12
Ellen Schrot	5	5	5	5	4	4	5	5	5	5	<b>4.80</b>	2
Dawn Liberta	4	5	4	5	4	4	4	5	4	4	<b>4.30</b>	8
Amoy Reid	5	4	5	4	4	5	4	5	4.5	4.5	<b>4.50</b>	6
Monica King	4	4	4	4	4	4	5	5	4	4	<b>4.20</b>	9
Beverley Batson	3	3	4	3	3	3	3	4	3	3	<b>3.20</b>	14
Cindy Arenberg Seltzer	4	4	4	4	4	5	5	4	4	3	<b>4.10</b>	10
Richard Campillo	2	3	2	3	3	3	4	3	2	3	<b>2.80</b>	16
Kristina West	4	4	4	4	4	5	4	4	4	4	<b>4.10</b>	10
Kirk Englehardt	5	5	4	5	5	5	5	5	4	4	<b>4.75</b>	3
Michael Asseff	5	5	4	4	4	5	4	5	4	4	<b>4.40</b>	7
Laurie Sallarulo	3	2	3	2	4	3	4	4	3	3	<b>3.10</b>	15
Outcome Avg	3.9	3.9	3.9	3.8	3.9	4.1	4.3	4.4	3.7	3.9	<b>4.0</b>	

The highest score was 5.0, the lowest score was 1.8 with the median score being 4.2.

## Section II – Goals

Below are the CEO goals for FY 20/21 approved by the Board along with my self-evaluation ratings.

### GOAL 1 Create a customer centered focus by delivering outstanding Eligibility, Enrollment and Payment Services

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 1 - Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
1. Create a customer- centered focus	1.1 Achieve a minimum of 85% Parent Satisfaction for ELC Services.	99% Parent Satisfaction achieved. See Strat Plan 1.1					X
	1.2 85% of all calls to the Call Center will be answered.	91% of calls answered in Call Center. See Strat Plan 1.2				X	
	<b>Stretch Goal: 90%</b>						
	1.3 NEW: Achieve a minimum of 85% Provider Satisfaction For ELC Services.	100% Provider Satisfaction achieved. See Strat Plan 1.5					X

**CEO Self Eval - Overall Rating: 5**

**Board Members Overall Rating: 4.3**

### GOAL 2 Increase quality of Early Education in the Community by providing Quality Early Care Opportunities

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 2 - Pillar 2: Provide Quality Early Care Opportunities							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
2. Increase quality of Early Education in the Community	2.1 80% of educator respondents who participate in ELC trainings will show mastery of subject based on pre and post-testing.	85% of respondents showed mastery of subject . See Strat Plan 2.2				X	
	<b>Stretch Goal: 83%</b>						
	2.2 NEW: ELC staff will conduct a minimum of 45 Educator Trainings per Quarter.	ELC Staff exceeded the 45 per quarter goal, averaged 50 trainings per quarter. See Strat Plan High Level #3			X		
	<b>Stretch Goal: 50</b>						
	2.3 NEW: Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care	ELC Staff exceeded annual goal of 8 mental health trainings. Completed a total of 34 trainings in the year. See Strat Plan High Level #4					X

**CEO Self Eval - Overall Rating: 4**

**Board Members Overall Rating: 4.0**

### GOAL 3 Be a leader in advocacy of early childhood development and subsidized child care system

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
<b>GOAL 3 - Pillar 3: Advocate for the Early Care and Education System</b>							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
3. Be a leader in advocacy of early childhood development and subsidized child care system	3.1 Educate and advise 100% of Broward's Legislative Delegation on ELC Legislative priorities.	Met Goal of educating/advising Broward's Legislative Delegation on ELC Legislation. See Strat Plan 3.1			X		
	3.2 Meet and/or present to a minimum of 15 of the 31 Broward key municipality leadership, regarding ELC services, initiatives and possible partnerships opportunities	Exceeded Goal, met with 15 municipality leaders throughout the year at a minimum of once. 2 additional meetings/presentations given to several of the 15. See Strat Plan 3.3				X	
	3.3 NEW: Present ELC's Legislative priorities to at least 6 legislators (local/non-local) sitting on PreK - 12 Education Committees (House and Senate) and/or high ranking members of the Broward Delegation.	Exceeded Goal, met with 9 legislators throughout the year at a minimum of once. Additional meetings/presentations given to several other individuals. See Strat Plan 3.2				X	

**CEO Self Eval - Overall Rating: 4**

**Board Members Overall Rating: 3.9**

### GOAL 4 Forge stronger relationships with community partners and funders.

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
<b>GOAL 4 Pillar 4: Forge Strong long term Strategic Partnerships</b>							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
4. Forge stronger relationships with community partners and funders	4.1 Achieve 85% Satisfaction rating for ELC Services using the ELC Broward Partners Survey (for community partners with ELC staff out posted at their sites)	N/A - No outposted staff FY20-21 due to COVID 19	NA	NA	NA	NA	NA
	4.2 Form two (2) new strategic partnerships to expand client and staff resources to better serve the community.	Exceeded expectations with 7 Strategic Partnerships established - Nancy J Cotterman Center, WSFL-TV, Kids in Distress, Broward County AARLCC, Urban League, IOC, Women in Distress - See Strat Plan 4.2				X	
	4.3 NEW: ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.	Exceeded with 6 new community organizations. Nancy J Cotterman Center, WSFL-TV, Broward Black Elected Officials Association, Broward County AARLCC, Deerfield Beach African American Heritage Board, Community Foundation - See Strat Plan 4.4				X	

**CEO Self Eval - Overall Rating: 4**

**Board Members Overall Rating: 3.9**

## GOAL 5 Continue to build organizational capabilities

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 5 Pillar 5: Strengthen and Develop the ELC Broward Organization							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
5. Continue to build organizational capabilities	5.1 A minimum of 85% of ELC staff will respond as "satisfied" or "very satisfied" via annual staff survey.	96% ELC staff satisfaction achieved (add'l details will be provided to the board)					X
	5.2 NEW: During the first quarter, each department will create a Training/Development Plan for their respective staff.  During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter	Developed tools to be utilized during Annual Staff Evaluation process, to establish specific staff training/development plans. See Strat Plan 5.2			X		
	5.3 NEW: During the first quarter, develop an Equity Plan with goals, to increase staff's awareness of Equity challenges in organizations and communities.  During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.	Due to COVID 3 of the 18 goals were placed on HOLD for this year. Of the remaining 15, 14 of them have been completed with the remaining one due to be completed by September 2022. Therefore 94% of goals were achieved during the FY20-21. See Strat Plan 5.3					X

**CEO Self Eval - Overall Rating: 4**

**Board Members Overall Rating: 3.9**

## Overall Results for 5 Goals/Outcomes

Indicators	Outstanding 5	Exceeds 4	Meets 3	Needs Improvement 2	Below Expectations 1	Rating Results
Scores	5	4	3	2	1	
Goal 1	9	5	2	1	0	4.3
Goal 2	5	8	3	1	0	4.0
Goal 3	3	11	2	1	0	3.9
Goal 4	3	11	2	1	0	3.9
Goal 5	3	11	2	1	0	3.9
Total	23	46	11	5	0	4.0

As can be seen the score overall for all 5 Goals/Outcomes is a 4.0 which equals **Exceeds Expectations**.

### Overall Results by Board Member

Responders	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Overall Rating	Rank
Carol Hylton	5	5	5	5	5	5.0	1
Cara Cerchione	2	2	2	2	2	2.0	17
William Karp	4	3	4	4	4	3.8	14
Angela Ludica	5	4	4	4	4	4.2	5
Zachary Talbot	5	5	4	5	4	4.6	3
Khalil Zeinieh	4	4	4	4	4	4.0	12
Ellen Schrot	5	4	4	4	4	4.2	5
Dawn Liberta	5	4	4	4	4	4.2	5
Amoy Reid	4	4.5	3.75	4	4.5	4.2	11
Monica King	5	5	4	4	4	4.4	4
Beverley Batson	3	3	3	3	3	3.0	15
Cindy Arenberg Seltzer	5	4	4	4	4	4.2	5
Richard Campillo	5	4	4	4	4	4.2	5
Kristina West	4	4	4	4	4	4.0	12
Kirk Englehardt	5	5	5	5	5	5.0	1
Michael Asseff	4	4	5	4	4	4.2	5
Laurie Sallarulo	3	3	3	3	3	3.0	15
Outcome Avg	4.3	4.0	3.9	3.9	3.9	4.0	

The highest score was 5.0, the lowest score was 2.0 with the median being 4.2.

### **SECTION III**

**This section is not weighted and is not used to calculate the CEO's overall performance score.**

#### **CHIEF EXECUTIVE OFFICERS STRENGTHS/SPECIAL ACHIEVEMENTS**

Specify the areas where the Chief Executive Officer has exhibited particular strength and special accomplishment during the evaluation period

##### **Board member comments:**

Khalil	Managing change and growth the past several years.
Monica	Seamless operation during the pandemic, increased trainings for providers, enhanced communication with parents and providers, new programming to increase early child care education to all parents, strong staff satisfaction, strong fiscal accountability and compliance
Dawn	Ms. Jaffe is transparent and is able to communicate effectively. She was able to not only manage the ELC goals but exceed them specifically in a time that has not been easy
Michael	Organized, Integrity, Honesty, diligent, Inclusive
Laurie S	I think Renee cares deeply about early childhood education and is committed to making it better. In a difficult year with lots of changes she handled it well. She is a very detailed person and is comfortable in the analysis of data. I am happy to see that Renee continues to work with a coach to continue to grow her leadership skills.

#### **CHIEF EXECUTIVE OFFICERS CAREER DEVELOPMENT GOALS/STRATEGY**

Outline areas you feel the Chief Executive Officer may additionally increase or improve knowledge and/or skills and include goal strategies, where possible.

##### **Board member comments:**

Monica	We have a unique opportunity with additional federal funding coming into early child care and education to make some hefty investments. Would like to see some innovative plans around how to make some long term impacts to the system.
Michael	Increase Community Involvement and Local Business development, continue to engage the Broward County 33 cities involvement
Kristina	Forge stronger relationships with business community.
William	ELC offers significant amount of training opportunities, but would serve the community better if trainings were mandatory for providers that are low performing.
Cara	Involve more providers regularly in round table discussions, board meeting agenda/New provider shares stories each meeting, unmute participants of PLAN meetings since those are supposed to be an opportunity for providers to give feedback, share issues, brainstorm, etc.
Cara	Correctly advocate for the providers of the community when new rules and regulations impose hardships.
Cara	Ensure that overpayments and underpayments are rectified within the period to avoid financial hardships to small businesses.
Cara	Allow staff members a chance to share talents and utilize those talents for improvements within the ELC and advocacy efforts.
Laurie S	Strategic planning

- Laurie S     Community leadership
- Laurie S     Stronger/Innovative long term vision for organization

## GENERAL COMMENTS

Detail comments about the Chief Executive Officers performance during the evaluation period.

### **Board member comments:**

- Kirk            Thank you for the outstanding work you do. You have a fabulous team and that speaks volumes about the organization and you as its leader. I look forward to working with you and the rest of the team in the coming year. As I learn more about the organization I want to do everything I can to support your goals and ensure you are successful.
- Monica        The CEO has done an excellent job in accomplishing the work of ELC during a challenging time.
- Zachary       The CEO is a great leader and has a great team. The work we are doing in the current environment is an unprecedented challenge. She has risen to meet it and exceeded our expectations/ and goals.
- Dawn          It has been great working with you over these last few years and look forward to many more, thank you for all the hard work you are doing.
- Michael       Outstanding Job both Renee and Staff during these difficult times.
- Kristina       I looked forward to learning more about the work Renee is doing this upcoming year. Since I am so new board, I was able to base on Renee's self-assessment, 2 board meetings and the joint meetings I have been a part of with Renee.
- Richard       Due to the lack of in person meetings and an inability to interact with the broader EL Community, it is difficult for me to assess the impact of Renee's actions. I do recognize that these past 2 years have been extraordinary and that overall I sense that Renee has done a very good job of maintain staff morale while managing to understand and support our provider's many challenges.
- Laurie S       I think when it comes to operations, Renee is fairly strong. The areas I suggest she can grow are in leadership, visioning, community presence. I'd like to see the board implement a 360 evaluation with senior level staff to get a better feel for strengths and areas to grow.

### **Overall Results**

17 of 20 Board members provided ratings and feedback on the FY 20/21 CEO Performance Evaluation, that represents an 85% response rate.

This report provides all of the comments provided for each of the sections along with the ratings for each of the 10 Indicators and the 5 Goals/Outcomes by total and by Board member.

After reviewing all of the above the final rating for the CEO is a 4.0 which Exceeds Expectations, although with information from the comments in all sections, the CEO has some areas, some Board members believe need to show some improvements.

<b>ITEM/MEETING</b>	EXC221RB4 / EXECUTIVE COMMITTEE
<b>DATE:</b>	August 31, 2021
<b>SUBJECT:</b>	CEO Goals FY 21/22
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve FY 21/22 CEO Goals and CEO Scorecard</b>
<b>FINANCIAL IMPACT:</b>	None
<b>ELC STAFF LEAD</b>	R. Jaffe

**Background:**

Per Board directive, the CEO goals are to come directly from the objectives and outcomes included in the Strategic Plan. The new interim one-year Strategic Plan for FY 21-22 was approved at the May 10, 2021 Board meeting and was utilized to develop the proposed DRAFT CEO Goals for FY 21-22 which are attached.

**Current Status:**

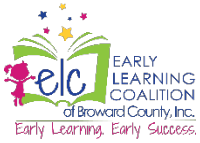
The DRAFT FY 21-22 Strategic Plan CEO Goals have been established using the same methodology as previously adopted by the Executive Committee and Board and are attached for review, discussion and approval.

**Action:**

Approve CEO Goals for FY 21/22

**Supporting Documentation:**

- FY 21-22 Strategic Plan (One Year)
- DRAFT FY 21-22 CEO Goals/Scorecard



## Strategic Plan FY 2021/2022

### 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 deliver high quality early learning e3periences to young children and their families

### Guiding Principles

- All children develop at their own pace and learning 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 1 Deliver Outstanding Eligibility, Enrollment and Payment Services

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

#### Outcomes:

- 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%
- Parent 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

#### Outcomes:

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

### Pillar 2 Provide and Promote Quality Early Care Opportunities

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

#### Outcomes:

- 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

#### Outcomes:

- 80% of Providers who respond report ELC provided the tools, skills and resources necessary to provide quality early learning experiences.
- 80% of Providers who respond report tools ELC provided helped them to engage with children and/or better understand children's development.

**Pillar 3 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

**Outcomes:**

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

**Pillar 4 Strengthen and Develop the ELC's Capacity**

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

**Outcomes:**

- 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.

### FY 21/22 ELC Broward CEO Goals

Pillar	Goal	Outcome
1. Deliver Outstanding Eligibility, Enrollment and Payment Services	1. 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% and 75% for the re-enrollment process.
2. Provide and Promote Quality Early Care Opportunities	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.
	2B. Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children	80% of Providers who respond report tools ELC provided helped them to engage with children and/or better understand children's development.
3. Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System	3. Increase our influence to improve the early education system	ELC will complete 70% of tasks/activities in the Annual Outreach/Communication & Advocacy Plan.
4 Strengthen and Develop the ELC's Capacity	4. Provide 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.

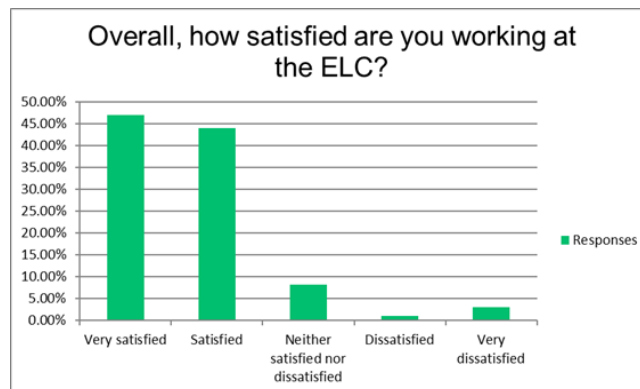
ITEM/MEETING	EXC221RB5 / EXECUTIVE COMMITTEE
DATE:	August 31, 2021
SUBJECT:	ELC Staff Satisfaction Survey Results
FOR ACTION:	N/A
RECOMMENDED ACTION:	<b>ELC staff to develop action steps</b>
FINANCIAL IMPACT:	None
ELC STAFF LEAD	Judith Merritt

### **Background:**

Annually the ELC has conducted a Staff Satisfaction Survey in order to evaluate the staff's satisfaction level, so that improvements and suggestions can be implemented.

### **Current Status:**

During the week commencing August 2<sup>nd</sup> 2021 the staff were provided the opportunity to respond to the Annual Staff Satisfaction Survey via Survey Monkey. We sent out several reminders to encourage staff to engage in this opportunity to voice their opinions and thoughts in order to enhance their work experience. Of the 154 staff employed at that time, 98 responded, giving ELC a 64% response rate. Of those survey respondents 96% of them responded that they were Satisfied working at the ELC. Below is a graphical depiction of the satisfaction level.



There was representation from all departments in those that responded to the survey. The survey was anonymous, however, ELC asked staff to identify their department to ensure we did obtain responses for each area. The report highlights the responses from the specific departments.

Staff were asked to rank their satisfaction or dissatisfaction with specific areas, below is a depiction of their percentage of satisfaction, of which only one area fall's below 90% satisfaction rate.

Area/Topic	Satisfaction Rating
My working relationships	100%
ELC's ability to impact lives	100%
ELC's culture	97%
My actual day to day activities	95%
The Management Team	95%
The morale within ELC	95%
ELC staff's respect for one another	94%
ELC's working environment	94%
My job-related training	94%
ELC's dedication to diversity	93%
My Supervisor	92%
Executive Team Communications	91%
Level of support	91%
My compensation	76%

Staff were asked to rank the areas of improvement that the ELC needed to address. Below is a depiction of the areas requiring improvement with “recognizing strong performance” ranking as the most in need of improvement followed by “competitive compensation”

Answer Choices	
Recognizing strong performance	43%
Competitive compensation	33%
Pay equity practices	31%
Managing workload	30%
Work/Life Balance	27%
Perks and Benefits	24%
Job training	22%
Other	22%
Opportunities for growth	21%
Communication with mgt	18%
Communication with manager	13%
Diversity of staff	9%
Providing challenging work	4%
Providing meaningful work	2%

ELC staff and management will review the results of this year’s survey in order to make a plan to address those areas identified as needing improvements.

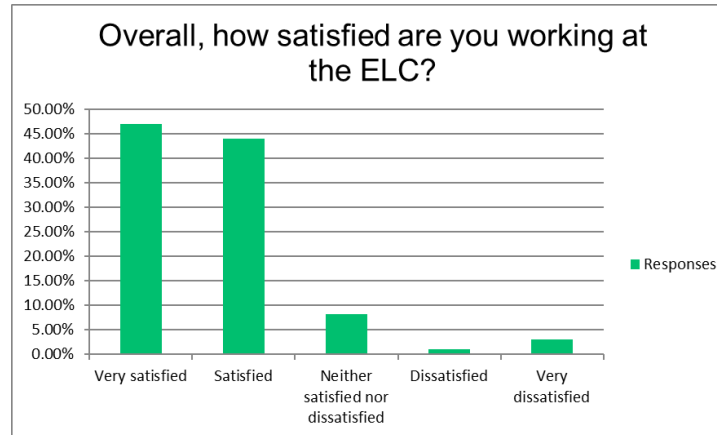
**Supporting Documentation:**

- Employee Satisfaction Survey FY 20-21

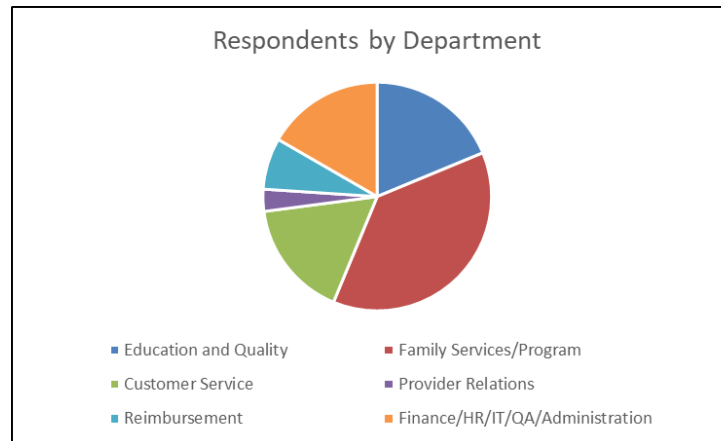
### Employee Staff Satisfaction Survey FY 20/21

Staff were asked to complete an Employee Satisfaction Survey during the week commencing August 2, 2021. Staff were informed that the survey was confidential and that in order to improve our employee satisfaction it was imperative for them to respond and provide feedback on what is/is not working. Staffs satisfaction was measured on a 5-point scale: 1 Very dissatisfied, 2 Dissatisfied, 3 Neither Satisfied or Dissatisfied, 4 Satisfied, 5 Very Satisfied.

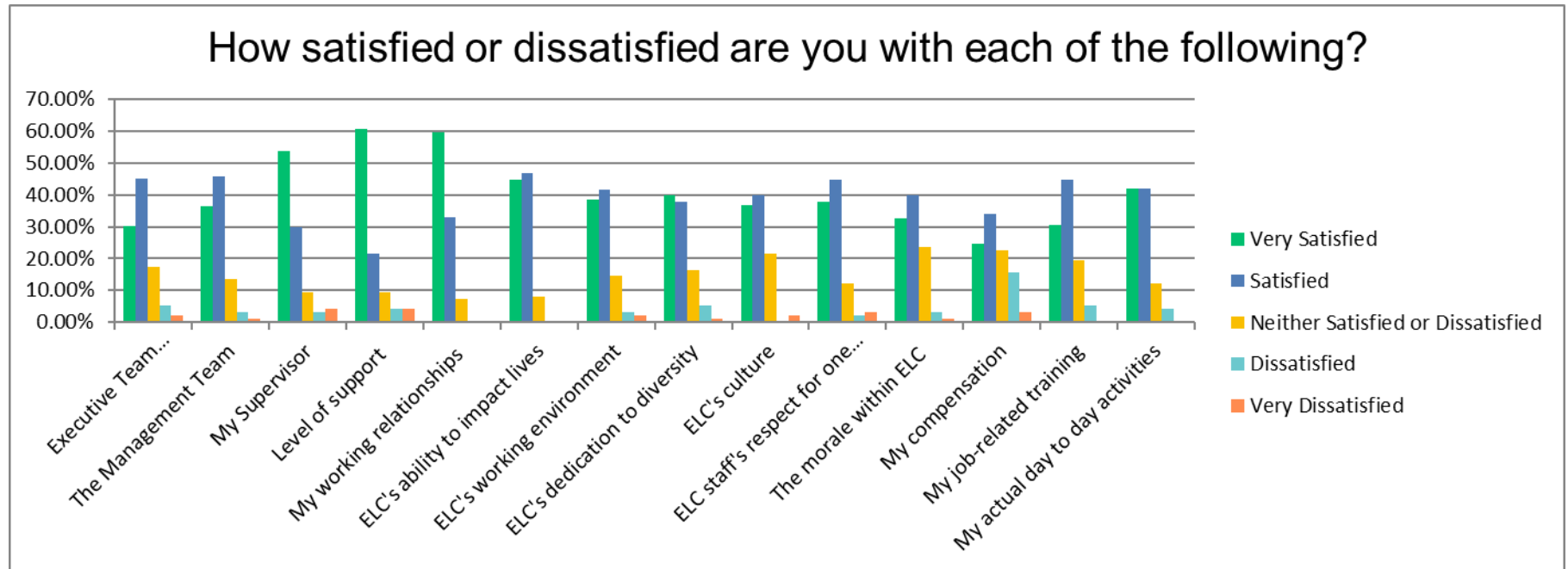
ELC received a total of 98 responses from the 154 employees who are currently employed, giving an overall response rate of 64%. The survey comprised of 4 questions, with the overall satisfaction question #4 providing a 96% overall satisfaction rating.



Staff completing the survey were from the following departments/areas, Family Services made up 38% of respondents, while 19% were from Quality and Education followed by 17% from Customer Service, 7% from Reimbursement, 3% from Provider Relations with the remaining 16% coming from the Finance/HR/QA/Administration teams.



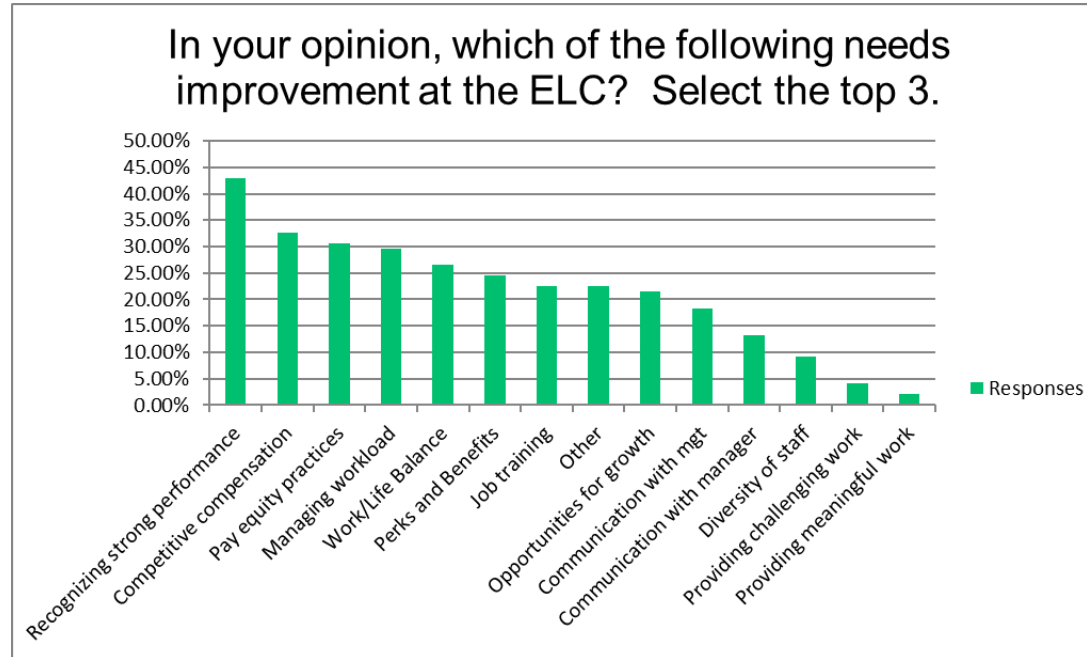
**Question 2** asked the staff for their level of satisfaction for various elements, below is the graphical representation of their satisfaction level(s).



100% of those that responded were happy with their working relationships and ELC's ability to positively impact lives. All areas listed above scored in the 90% plus range except for staff's satisfaction with compensation which score only 76%, hence this was the area staff were most dissatisfied with, with 24% of those responding indicating they were not satisfied with their compensation.

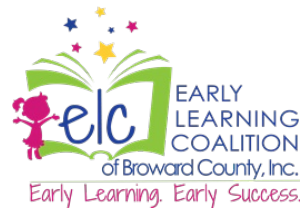
Area/Topic	Satisfaction Rating
My working relationships	100%
ELC's ability to impact lives	100%
ELC's culture	97%
My actual day to day activities	95%
The Management Team	95%
The morale within ELC	95%
ELC staff's respect for one another	94%
ELC's working environment	94%
My job-related training	94%
ELC's dedication to diversity	93%
My Supervisor	92%
Executive Team Communications	91%
Level of support	91%
My compensation	76%

**Question 3** asked the staff to rank the areas that need improvement. Below are the responses by ranking

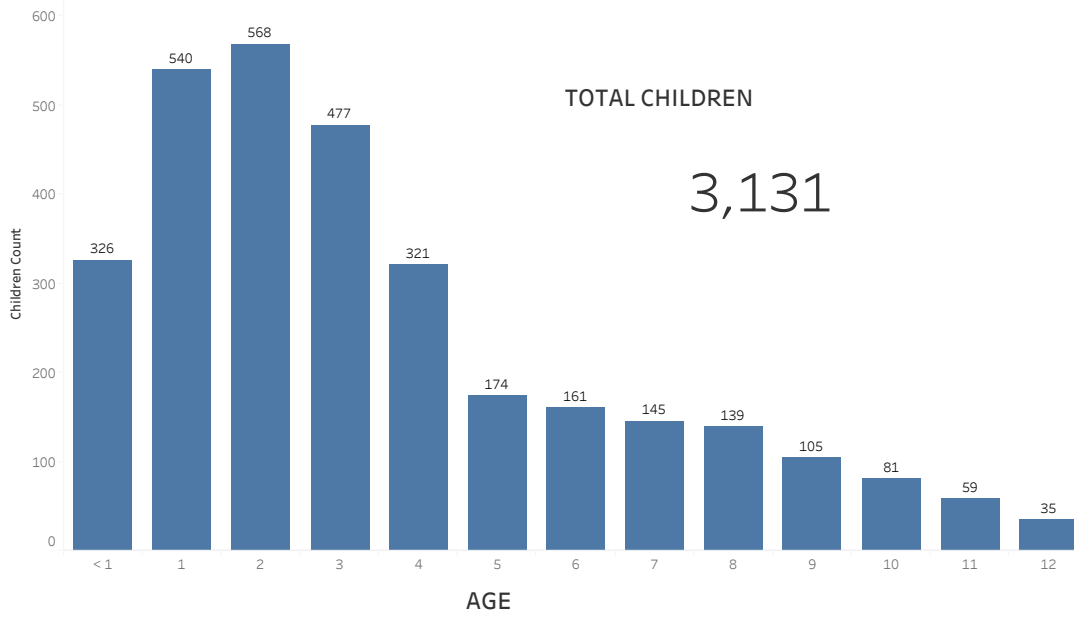


Below are the areas ranked in need of improvement.

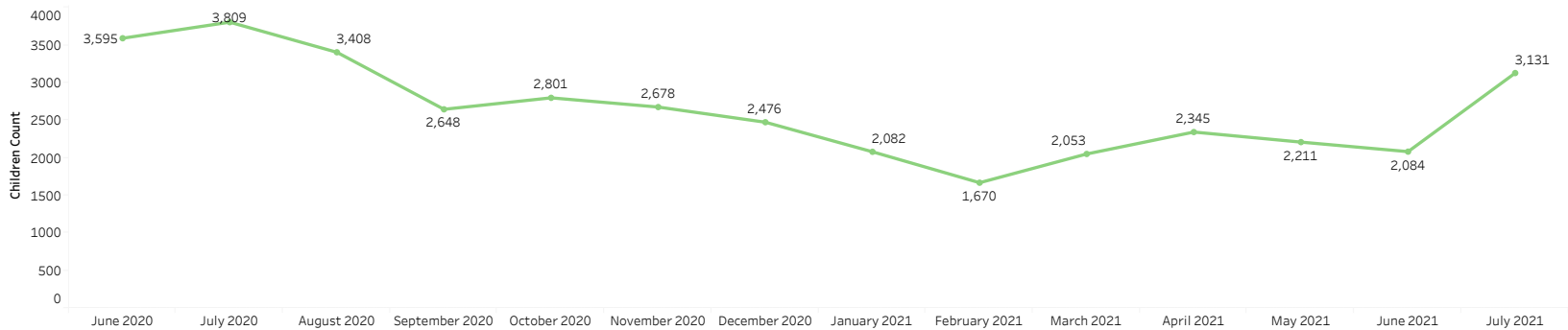
Answer Choices	
Recognizing strong performance	43%
Competitive compensation	33%
Pay equity practices	31%
Managing workload	30%
Work/Life Balance	27%
Perks and Benefits	24%
Job training	22%
Other	22%
Opportunities for growth	21%
Communication with mgt	18%
Communication with manager	13%
Diversity of staff	9%
Providing challenging work	4%
Providing meaningful work	2%



Waitlist Children by Age as of 8/13/2021



Prior Month	Children Count	+/-	Count of Migra..	%
May 2020	3,503	108	1	3%
Jun 2020	3,595	92	1	3%
Jul 2020	3,809	214	1	6%
Aug 2020	3,408	-401	1	-12%
Sep 2020	2,648	-760	1	-29%
Oct 2020	2,801	153	1	5%
Nov 2020	2,678	-123	1	-5%
Dec 2020	2,476	-202	1	-8%
Jan 2021	2,082	-394	1	-19%
Feb 2021	1,670	-412	1	-25%
Mar 2021	2,053	383	1	19%
Apr 2021	2,345	292	1	12%
May 2021	2,211	-134	1	-6%
Jun 2021	2,084	-127	1	-6%
Jul 2021	3,131	1,047	1	33%



# ELC Broward Contract 2021-2022 List

Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Division of Early Learning	\$97,682,827	School Readiness, VPK & PDG	Revenue	7/1/21-6/30/22	Active
Broward County	\$2,342,795	SR Match & Special Needs	Revenue	10/1/20- 9/30/21	Active
Children's Services Council	\$4,592,700	Financially Assisted Child Care	Revenue	10/1/20-9/30/21	Active
Children's Services Council	\$4,196,000	Vulnerable Populations	Revenue	10/1/20-9/30/21	Active
City of Fort Lauderdale	\$41,249	SR Match Funds	Revenue	10/1/20-9/30/21	Active
City of Pompano Beach	\$22,500	SR Match Funds	Revenue	10/1/20-9/30/21	Active
United Way	\$130,000	SR Match Funds	Revenue	7/1/21-6/30/22	Active
Children's Forum, Inc.	\$225,450	INCENTIVE\$® Program	Sub-recipient	7/1/21-12/31/21	Extended
First Call for Help/211	\$461,092	Community Referral Services	Sub-recipient	7/1/21-6/30/22	Active
Abila	\$6,200.10	MIP Accounting Software	Vendor	6/20/21-6/19/22	Active
Accessible Comm for the Deaf	\$1,300	Interpretation Services	Vendor	8/13/18 Ongoing	Active
AT&T	\$50,000	Cell Phones and Hot Spots	Vendor	7/1/21-12/19/21	Active
Biometrics4All, INC.	\$840	Live Scan Software Support	Vendor	7/1/21-6/30/22	Active
BlueJean Software, Inc.	\$33,000	Hosting and Support Services	Vendor	7/1/21-6/30/22	Active
Business Leadership Institute	\$50,000	Business Development	Vendor	7/1/21-6/30/22	Active
Causetech DBA Achieve	\$7,988	Website Hosting & Support/Maintenance	Vendor	7/1/21/-6/30/22	Active
CLASS Observers (6)	\$33,500ea	Independent CLASS Observers	Vendor	7/1/21-6/30/22	Active
Comcast	\$4,368	Internet	Vendor	7/1/21-6/30/22	Active
Compensation Resources	\$34,650	Competitive Market Study	Vendor	8/6/21-6/30/22	Active
Crown Castle	\$2,100	Internet	Vendor	3/3/21-8/1/21	Active
Crown Center	\$416,078	Office Lease (est. annual cost)	Lease	2/1/19-1/31/29	Active
FL Dept of Law Enforcement	\$1,863	LiveScan Service (annual cost)	Vendor	10/29/18-Ongoing	Active
Intermedia.net, Inc.	\$21,540	Office 365	Vendor	7/12/21-7/12/22	Active
Jacob Jackson	\$90,000	Legal Services	Vendor	4/1/21-3/31/22	Active
Keefe McCullough, LLP	\$42,500	External Audit Preparation	Vendor	7/1/21-6/30/22	Active
LeBoffe & Associates LLC	\$8,000	Senior Team Retreat/Follow up	Vendor	7/1/21-9/30/21	Active
One Beat	\$7,200	CPR/First Aid Training for Providers	Vendor	9/1/21-6/30/22	Active
Piccolo Picasso LLC	\$25,000	Online Learning Platform	Vendor	7/1/21-6/30/22	Active
School Board Broward County	\$10,210.60/yr	Gulfstream Early Learning Ctr	Lease	9/5/19-9/5/22	Active
Sharp (State Term Contract)	\$14,353.12	Copier and Printer Rental	Vendor	11/1/20-9/1/25	Active
Teaching Strategies Gold	\$19,425	Child Assessment Software	Vendor	7/1/21-6/30/22	Active
Trusaic	\$6,500	Monthly Fee for up to 500 W2's	Vendor	6/1/2021-6/30/2022	Active
Vantiv Health, LLC	\$12,000	Appointment Software License	Vendor	7/1/20-6/30/21	Pending
Webauthor	\$65,000	CRM Software	Vendor	7/1/21-6/30/22	Active
Brown & Brown	\$0	Information Sharing Agreement	MOU	8/1/20-7/31/26	Active
Broward County	\$0	Crisis Intervention & Support	MOU	11/18/20-11/17/25	Active
Child Abuse Prevention - CAPTA	\$0	Interagency Referrals	MOU	9/1/21-8/31/26	Active
School Board Broward County	\$0	Community Partnership	MOU	TBD-6/1/2045	Pending
Seventeenth Circuit Court	\$0	Cooperation Agreement	MOU	6/23/20-Ongoing	Active
University of Florida	\$0	Data Use Agreement	MOU	1/1/19-Ongoing	Active
Women in Distress	\$0	Community Partnership	MOU	10/1/21-9/30/22	Pending



## Training Calendar

September 2021

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Saturday 9/4/2021	11am – 12:30pm	Ana Avalos-Atkinson & Stephanie Templin, Q&E Coaches, ELC	Dual Language Learners	ELC
Thursday 9/9/2021	7pm – 2:30pm	Agnieszka Boddie & Jasmine Rhinehart, Q&E Coaches, ELC	Back to the Basics: Developmentally Appropriate Practice for Infants and Toddlers	ELC
Saturday 9/11/21	9am – 4pm	Business and Leadership Institute for Early Learning (BLI)	Business and Leadership Institute for Early Learning (BLI)	ELC*
Tuesday 9/14/2021	7pm – 8:30pm	Ana Avalos-Atkinson, Q&E Coach, ELC	Throwback Thursday CLASS Training – Spanish	Webinar
Tuesday 9/21/2021	7pm – 8:30pm	Stephanie Templin & Debra Cruz, Q&E Coaches, ELC	Building Community in the Pre-K CLASSroom	Webinar

All trainings appear on the ELC website on the calendar.

<https://www.elcbroward.org/events>



## FY 21-22 – ELC of Broward County

### 2021-2022 Board/ Committee Meeting Calendar

July 2021						
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	31

August 2021						
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29	30	31				

September 2021						
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October 2021						
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31						

November 2021						
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

December 2021						
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January 2022						
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30	31					

February 2022						
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27	28					

March 2022						
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27	28	29	30	31		

April 2022						
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May 2022						
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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
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

#### Executive/Finance Meetings

August 31, 2021 at 1:00p  
 November 2, 2021 at 1:30p  
 February 1, 2022 at 1:30 p  
 March 29, 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 15, 2021 at 12p  
 February 14, 2022 at 12p  
 April 11, 2022 at 12p  
 May 9, 2022 (if needed) at 12p  
 June 13, 2022 at 12p

#### Program Review Committee:

#### Nominating Committee:

#### Governance Committee:

#### Audit Committee:

August 31, 2021 at 12:15p

#### 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

ELC of Broward County

Committee Membership 2020-2021

COMMITTEE	Member Name	Seat	By Laws
<b>EXECUTIVE</b>	<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	
<b>FINANCE</b>	<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	
<b>PROGRAM REVIEW</b>	<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
<b>AUDIT</b>	<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
<b>GOVERNANCE</b>	<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	
<b>NOMINATING</b>	<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	
<b>AD HOC FUNDRAISING</b>	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
<b>AD HOC STRAT PLANNING</b>	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



## 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><b><u>BG1 – At Risk Populations:</u></b> 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><b><u>BG3 – Temporary Assistance for Needy Families (TANF), also referred to as Temporary Cash Assistance (TCA)</u></b> Families who are receiving TCA, and subject to the federal work requirements.</p> <p><b><u>BG3R – Relative Caregiver</u></b> 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><b><u>BG5 – Transitional Child Care (TCC)</u></b> Family that is transitioning from the receipt of TCA (from a workforce program) into employment, as defined by law.</p> <p><b><u>BG8 – Income Eligible</u></b> Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability.</p> <p><b><u>CSC – Children's Services Council Vulnerable Populations Program</u></b> 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 &amp; Phillips, 1995).</p> <p>There are four environment rating scales, each designed for a different segment of the early childhood field:</p> <p><a href="#">(ECERS-R) The Early Childhood Environment Rating Scale-Revised</a>  <a href="#">(ITERS-R) The Infant/Toddler Environment Rating Scale-Revised</a>  <a href="#">(FCCERS-R) The Family Child Care Environment Rating Scale-Revised</a>  <a href="#">(SACERS) The School-Age Care Environment Rating Scale</a></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.