

Early Learning Coalition of Broward County, Inc.

Executive Meeting Agenda

Aug 29, 2023, at 1:30 PM

Zoom Meeting

Meeting ID: 876 2326 6359 Passcode: 589947

<https://us06web.zoom.us/j/87623266359?pwd=bHY0RkJSZjZjR1F4WW15VjVja2tjdz09>

Members are reminded of conflict-of-interest provisions. In declaring a conflict, please refrain from voting or discussing 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		
1.	Call to Order	Laurie Sallarulo, Chair
2.	Roll Call	Melody Martinez, Board Liaison
3.	Chair Report	Laurie Sallarulo, Chair
4.	CEO Report	3 Renee Jaffe, CEO
5.	Consent Agenda	
	1. Approve June 6, 2023, Committee meeting minutes	5 Laurie Sallarulo, Chair
	2. EXC241CA1 – Approve CSC Financially Assisted Child Care Agreement Renewal	7
	3. EXC241CA2 – Approve CSC Vulnerable Populations Program Agreement Renewal	10
	4. EXC241CA3 – Approve Broward County School Readiness & Special Needs Agreement Renewal	13
	5. EXC241CA4 – Approve City of Pompano Beach Match Funding	16
	6. EXC241CA5 – Approve Children’s Forum Sub Recipient Agreement Budget Amendment	18
	7. EXC241CA6 – Approve Scholastic Agreement Renewal	22
	8. EXC241CA7 – Authorize Teachstone Sole Source Award	23
	9. EXC241CA8 – Authorize Contracted CLASS Observers RFQ	25
	10. EXC241CA9 – Authorize Mental Health Kits RFQ	27
	11. EXC241CA10 – Authorize Provider Professional Development Trainer RFP	28
6.	Regular Business	
	1. EXC241RB1 - Ratify Bryant Miller Olive P.A and Klausner Group Contracts	29 Renee Jaffe, CEO Laurie Sallarulo, Chair
	2. EXC241RB2 - Authorize Procurement for Retirement Plan Services	50 Christine Klima, CAO Judith Merritt, COO
	3. EXC241RB3 - Approve CEO Performance Evaluation Results and CEO Performance Pay	52
	4. EXC241RB4 - Review Strategic Plan Year 1	81

7.	FYI <ul style="list-style-type: none"> • FYI 1 Contract List • FYI 2 Board Engagement Calendar • FYI 3 FY 23-24 Board Calendar • FYI 4 FY 23-24 Board Committee Member List • FYI 5 FY 23-24 Executive Committee Meeting Attendance • FYI 6 Glossary of Terms 	88 89 91 92 93 94	
8.	Unfinished Business New Business Matters from the Board Matters from the CEO Matters from the Committee Matters from our Partners Public Comment		
9.	Next ELC Executive Meeting: October 3, 2023, at 1:30 PM		
10.	Adjourn		
<p>Please Note: Agenda is subject to revisions and additions at 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 any particular agenda items no later than five minutes after the Coalition meeting has been called to order.</p> <p><i>“As per §286.0105, Fla. Stat. Any person who decides to appeal any decision of the Board with respect to any matter considered at this meeting will need a record of the proceedings and for such purpose, may need to ensure that a verbatim record of the proceedings is made which record includes testimony and evidence upon which the appeal is to be based.”</i></p>			

CEO Report

Executive – August 29, 2023

School Readiness Enrollment Update

We've continued suspending enrollment of children from the School Readiness waitlist. This pause affects applications approved on or after June 5, 2023. As of August 23, we have approximately 1,300 children on the waitlist. Based on our most up to date enrollment data and in anticipation of receiving an additional \$15 million SR allocation, we are hoping we will be able to begin calling a limited number of children off the waitlist towards the second half of September. The goal of our enrollment strategy is to replace at least a portion of the children lost through attrition to prevent a significant decline in our enrollment figures as the fiscal year unfolds.

VPK Update

As of August 18, 2023, we have approved 13,500 VPK school-year applications. This time of year, numbers climb rapidly, as families are focused on getting their children enrolled at VPK sites to start the school year. To put this number in context, by the end of last year, we approved 15,866 VPK school year applications, and 13,959 students eventually completed their enrollment.

Every year, the Statewide Estimating Conference assembles to forecast the expected percentage and volume of VPK enrollments across Florida, both at the state level and within individual counties. These preliminary projections are typically released at the start of the school year and updated periodically during the year. The Estimating Conference was held last week, and for the 2023-2024 program year, the Conference's projections for VPK School year participation in Broward County is 13,810 children (66% of eligible 4-year-olds), which remains below the levels seen pre-pandemic. We are optimistic that we will meet the enrollment benchmarks set by the Statewide Estimating Conference.

APRA Discretionary Funds

DEL released instructions for the Coalitions to apply for their allocations for the \$305 million ARPA Discretionary pool that DEL is expected to award in September. Broward will receive approximately \$19.3 million to continue supporting and training the child care provider workforce, implement activities to improve the quality of care, and encourage parent engagement through June 30, 2023. Staff have been working to develop an action and expenditure plan and corresponding draft budget, which is included in the narrative for Budget Amendment #1 in the Finance Packet. The action plan will be reviewed at the August 28th PRC committee meeting as well. Once DEL approves our plan and formally issues the funding award, staff will commence procurement activities, if applicable.

ARPA Stabilization

DEL has allocated \$7 million to Broward for a final round of ARPA stabilization grants that will be issued on or about August 31, 2023. Providers who received the second installment of round 2 grants issued June 30, 2023, will receive this final grant, as long as they are still in business. The average grant amount will be approximately \$12,000.

Proposed CCDF Federal Rule Changes

As previously shared with the full board, on July 14th, the federal government's Health and Human Services Department announced proposed rule changes to its Child Care and Development Fund (CCDF) administration. The rule changes were categorized as follows:

- **Lower Families' Child Care Costs:** Reduces the significant financial strain that high co-payments can cause for families receiving childcare assistance by capping co-payments for all families to no more than 7% of their income and allowing states to waive co-payments entirely for families at or below 150% of the federal poverty level.
- **Increase Parents' Child Care Options and Strengthen Payment Practices:** Increases parents' childcare options by stabilizing operations for participating providers and encouraging more providers to participate in CCDF, ensuring payments are timely and stable and encouraging higher payment rates to better cover the cost of care. This change would essentially switch to an advance payment of School Readiness funds based on enrollment, rather than a reimbursement for prior month actual attendance.
- **Reducing Paperwork and Bureaucracy for Parents:** Encourages CCDF Lead Agencies to streamline eligibility and enrollment processes to make it easier for families to receive childcare assistance faster. This includes proposals to

allow states to extend presumptive eligibility to families, and encouraging states to allow all families to enroll for CCDF benefits online. The State of Florida already provides an online application process through its EFS system.

ELC Broward sent notice of these proposed rule changes, along with a link to the federal government's webinar explaining the rule changes to our childcare providers on July 15th. We also reviewed the rule changes at our August 16th PLAN meeting. The deadline for submitting comments on these proposed rule changes are due to the federal government by August 28th.

First Fundraiser – Wine & Cheese Social

ELC Broward is excited to announce its upcoming Wine & Cheese Social on Thursday, October 5th at 6:00 pm. The event will occur at the charming Small Wine Shop in Ft. Lauderdale. This evening serves as a fundraising initiative to foster support for the impactful services/work done at the ELC. An invitation will be provided to the full Board following the August 28th Ad Hoc Fundraising Committee meeting. ELC Board members are encouraged to attend and invite one or two prospective supporters.

Board Member Update

We are sad to inform the Board that Beverly Batson, our Faith-Based Provider Representative, has submitted her resignation. Her last day on the Board will be October 13th but she will be with us at the upcoming September Board meeting. We are so grateful for her time and efforts on the Board, representing her fellow Faith-based providers. We wish her well in her future endeavors.



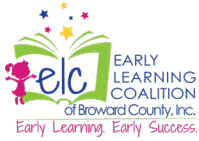
Early Learning Coalition of Broward County, Inc.
Executive Committee Meeting Minutes
June 6, 2023, at 1:30 PM
Virtual Meeting

Members in Attendance	Chair, Laurie Sallarulo; Dawn Liberta; Monica King; Cindy Arenberg-Seltzer;
Members Absent	Twan Russell; Michael Asseff; Renee Podolsky
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Judith Merritt, COO; Howard Bakalar, CPO; Hubert Cesar, CIO; Melody Martinez, Board Liaison; Lizbeth Juan, Executive Assistant; Reinier Potts, Financial Analyst; Kasey Lafrance, Contracts Administration Manager; Sandra Paul, Senior Director of Provider Reimbursements; Stephanie Landreville, Controller; Allison Metsch, Senior Director of Education & Quality; Ancel Pratt III, Senior Director of Communications; Samantha Dempsey, Accountant; Amy Moore; Sr. Director of Family Services and Provider Relations; Sarane Epps, Contracts Specialist; Roy Persaud; Accountant
Others in Attendance	Julie Klahr, Legal Counsel

Item	Action/Discussion
Welcome & Call to Order	Chair Laurie Sallarulo called the meeting to order at 2:45 PM. The roll was called, and a quorum was established.
Chair Report	None
CEO Report	The CEO provided an update and recognized all the hard work that has been done by the education and communications team. The education team managed to finish their CLASS assessments on time, including the new VPK addition.
Consent Agenda 1. Approve March 28, 2023, meeting minutes 2. EXC236CA1 – Approve FY 2024 DEL Grant Agreement 3. EXC236CA2 – Approve FY 2024 United Way School Readiness Match Revenue Agreement 4. EXC236CA3 – Approve FY 2024 Children’s Forum Sub Recipient Agreement Renewal 5. EXC236CA4 – Approve FY 2024 211 Broward Sub Recipient Agreement Renewal 6. EXC236CA5 – Approve FY 2024 BLI Vendor Agreement 7. EXC236CA6 – Approve FY 2024 A.D Henderson	There was a Motion to move the Consent Agenda by Dawn Liberta and Seconded by Monia King. Unanimously approved. Motion Passes.

<p>Foundation Agreement</p> <p>8. EXC236CA7 – Approve FY 2024 Goren Cherof Doody & Ezrol Agreement for Legal Services Renewal</p> <p>9. EXC236CA8 – Approve FY 2024 ATT State Term Contract</p> <p>10. EXC236CA9 – Approve FY 2024 Webauthor Agreement Renewal</p> <p>11. EXC236CA10 – Approve FY 2024 Keefe McCullogh Agreement Renewal</p> <p>12. EXC236CA11 – Approve FY 2024 Sole Sourced Award to Teachstone</p>	
<p>Regular Business</p> <p>1. EXC236RB1 – Approve FY 2024 Related Party Contracts</p> <p>2. EXC236RB2 – Approve CEO Performance Evaluation Tool</p>	<p>There was a Motion to Approve 2024 related party contracts by Monica King Seconded by Laurie Sallarulo. Unanimously approved. Motion Passes.</p> <p>Abstentions:</p> <p>The following Board members abstained from voting on item B and will complete the required conflict of interest documentation.</p> <ul style="list-style-type: none"> • Dawn Liberta abstains because she is a Board Member/Chair of CSC. • Cindy Arenberg-Seltzer abstains because she is the recipient of the funding for the family resource guide. <p>The COO presented the draft CEO evaluation. DEL added an extra tool and in order to not have two evaluations, the COO has combined the existing ELC evaluation and the DEL evaluation. DEL had 6 domains, ours had 10 domains. COO proposed going from 10 domains to 6 domains as per the DRAFT presented.</p> <p>There was a Motion to Approve the DRAFT CEO Evaluation Tool by Dawn Liberta and Seconded by Monica King. Unanimously approved. Motion Passes.</p>
<p>Unfinished Business</p>	<p>None</p>
<p>New Business</p>	<p>None</p>
<p>Matters from the Chair</p>	<p>None</p>
<p>Public Comments</p>	<p>There was no discussion.</p>
<p>Next Meeting</p>	<p>August 29, 2023 at 1:30 PM</p>
<p>Adjourn</p>	<p>Meeting adjourned at 3:02 PM.</p>

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



ITEM/ MEETING:	EXC241CA1 / Executive Committee
DATE:	August 29, 2023
SUBJECT:	Children’s Services Council (CSC) Financially Assisted Child Care Agreement Renewal
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve CSC Financially Assisted Child Care Agreement renewal for October 1, 2023 to September 30, 2024 pending legal review
FINANCIAL IMPACT:	<p>\$2,694,637.50 FY 2024 Revenue Budget (Oct-Jun)</p> <p><u>\$898,212.50 FY 2025 Revenue Budget (Jul-Sep)</u></p> <p>\$3,592,850 Total All Years</p>
ELC STAFF LEAD	C. Kilma

Background

Since inception, the Coalition has received support and funding from the Children’s Services Council (CSC) to supplement and match State School Readiness funding for children ages birth to 5 (not yet in kindergarten). CSC’s Financially Assisted Child Care program allows income eligible children to be enrolled in educational programs that prepare them to enter kindergarten ready to learn; enhance their early learning experience, prevent child abuse and neglect, and helps families attain economic self-sufficiency. With the approximately \$3.5 million provided under the Agreement each year, the Coalition is able to:

1. Expand School Readiness services through a dollar-for-dollar Federal match to enroll more income eligible children, including those from families with income up to 200% of poverty (compared to 150% for non-matched School Readiness). The Children’s Services Council is the largest School Readiness Match pool funder and plays a leadership role, along with Broward County and the United Way to help the ELC raise additional match funding from Broward municipalities.
2. Supplement State School Readiness funding for income eligible families and enroll additional children beyond match funding targets, as applicable.

On May 18, 2023 CSC awarded \$3,592,850 to serve a minimum of 413 children during the period October 1, 2023 to September 30, 2024.

Current Status:

The final draft of the Agreement from CSC is ready for signature pending legal review.

Recommended Action:

ELC Staff recommends that the members approve CSC Financially Assisted Child Care Agreement renewal for October 1, 2023, to September 30, 2024, pending legal review

Supporting Documents:

- CSC FACC FY 23-24 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.

CONTRACT NAME:	Children’s Services Council of Broward County Financially Assisted Child Care Services
CONTRACT NUMBER:	23-2580
POINT OF CONTACT:	Cynthia Reynoso Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000
BUDGET AMOUNT:	\$3,592,850.00
METHOD OF PAYMENT:	This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services
PAYMENT SCHEDULE:	Monthly
TERM:	October 1, 2023 – September 30, 2024 with up to 3 renewal options
ANTICIPATED NUMBER OF PARTICIPANTS:	413
SCOPE OF WORK:	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).
DELIVERABLES:	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">• Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).• Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.• Participating in the PROVIDER’S School Readiness Program Assessment with a CLASS® score of 3.5 or higher.

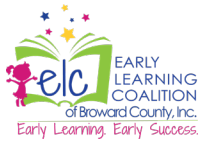
VI. PERFORMANCE MEASURES

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
How Much Did We Do?	# 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
How Well Did We Do It?	% 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
Is Anybody Better Off?	% of children who received a referral for additional services based on ASQ recommendations.	95%	Semi-Annual Report	Semi-Annual Data Submission



ITEM/ MEETING:	EXC241CA2 / Executive Committee
DATE:	August 29, 2023
SUBJECT:	Children’s Services Council (CSC) Vulnerable Populations Contract Renewal
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve CSC Financially Assisted Child Care Agreement renewal for October 1, 2023, to September 30, 2024, pending legal review
FINANCIAL IMPACT:	<p>\$2,575,628.25 FY 2024 Revenue Budget (Oct-Jun)</p> <p><u>\$858,542.75 FY 2025 Revenue Budget (Jul-Sep)</u></p> <p>\$3,434,171 Total All Years</p>
ELC STAFF LEAD	C. Klima

Background

The Children’s Services Council (CSC) Vulnerable Populations Financially Assisted Child Care Contract services children from birth to 5 in exceptionally vulnerable populations throughout Broward County that are not already enrolled in an ELC School Readiness program. Families are referred for services through a variety of CSC-funded family support programs and other community partners regardless of citizenship and/or immigration status. Eligibility is redetermined every six months and transferred to long term School Readiness funding when called from the waitlist, if applicable. Children that are over the age of 5 but are still determined to be in a Vulnerable Population and in need of services are approved by CSC on a case-by-case basis.

Families that are eligible are promptly enrolled in childcare to:

- Prevent further breakdown of what may already be difficult family situations,
- Help families in becoming or remaining economically self-sufficient, and
- Prepare preschool aged children to be successful in school.

On May 18, 2023, CSC awarded \$3,434,171 to serve a minimum of 381 children during the period October 1, 2023, to September 30, 2024.

Current Status

The final draft of the Agreement from CSC is ready for signature pending legal review.

Recommended Action

ELC Staff recommends that the members approve the CSC Financially Assisted Child Care Agreement renewal for October 1, 2023, to September 30, 2024, pending legal review.

Supporting Documents

- CSC VPOP FY 23-24 Contract Fact Sheet



CSC OF BROWARD COUNTY

Vulnerable Population Financially Assisted Childcare – 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.

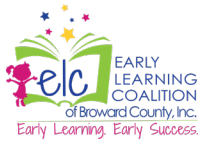
CONTRACT NAME:	Children’s Services Council of Broward County Vulnerable Population Financially Assisted Childcare Program
CONTRACT NUMBER:	23-2581
POINT OF CONTACT:	Cynthia Reynoso Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000
BUDGET AMOUNT:	\$3,434,171.00
METHOD OF PAYMENT:	This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services
PAYMENT SCHEDULE:	Monthly
TERM:	October 1, 2023 – September 30, 2024 with up to 3 renewal options
ANTICIPATED NUMBER OF PARTICIPANTS:	381
SCOPE OF WORK:	<p>The funding will allow the ELC to provide financial assistance for quality child care “slots” for children from birth to age 5 (not yet in kindergarten) living in exceptionally vulnerable families throughout Broward County. Families that are eligible shall receive childcare quickly to:</p> <ul style="list-style-type: none">• Prevent further breakdown of what may already be difficult family situations,• Help families in becoming or remaining economically self-sufficient, and• Prepare preschool aged children to be successful in school.
DELIVERABLES:	<p>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:</p> <ul style="list-style-type: none">• Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).• Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.• Participating in the PROVIDER’S School Readiness Program Assessment with a CLASS® score of 3.5 or higher.

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 are ready to 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
How Much Did We Do?	# of children receiving quality child care.	381	ELC monthly report	Analyzed monthly
	% of funded allocation utilized.	95%	SAMIS Data	Analyzed monthly
How Well Did We Do It?	% of children remaining in quality child care for a minimum of 6 months with regular attendance.	80%	ELC monthly report	Analyzed monthly
	Data Integrity	95%	SAMIS Quality Assurance Report	Analyzed on a semi-annual schedule
Is Anybody Better Off?	% of parents/caregivers who report benefits by receiving child care services (e.g., respite, pursue/maintain opportunities for employment, therapeutic treatment, etc.).	80%	A descriptive survey from the initial referral process & survey conducted with parent/caregiver at redetermination	Semi-Annual data submission
	% of families with no verified abuse findings during program participation.	85%	This outcome is to be measured collaboratively between BSO and CSC	Analyzed on a semi-annual schedule



ITEM/ MEETING:	EXC241CA3 / Executive Committee
DATE:	August 29, 2023
SUBJECT:	Broward County School Readiness Match & Special Needs Funding Agreement Renewal
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Broward County School Readiness Match & Special Needs Funding Agreement renewal for October 1, 2023 to September 30, 2024 pending issuance and legal review
FINANCIAL IMPACT:	<p>\$1,757,096.25 FY 2024 Revenue Budget (Oct-Jun)</p> <p><u>\$585,698.75 FY2025 Revenue Budget (Jul-Sep)</u></p> <p>\$2,342,795.00 Total Revenue All Years</p>
ELC STAFF LEAD	C. Klima

Background

Since 2017 the Coalition has received funding from Broward County for School Readiness Match and Special Needs childcare for children ages birth to 5 (not yet in kindergarten). At approximately \$2.3 million per year over five years, the Agreement allows the Coalition to:

1. Immediately enroll Special Needs children into childcare while they wait to be enrolled for the long term in the School Readiness Program; and
2. Expand School Readiness services through a dollar-for-dollar Federal match to enroll more income eligible children, including those from families with income up to 200% of poverty (compared to 150% for non-matched School Readiness)

On September 30, 2022, the Coalition’s initial 5-year sole sourced award cycle for this funding ended and a new cycle began October 1, 2022. October 1, 2023 will mark the first of four possible annual renewals.

Current Status:

ELC staff has received notification of the award for FY23-24 and will receive the renewal letter in September. The renewal term will be October 1, 2023, to September 30, 2024 for a total award of \$2,342,795.

Recommended Action:

ELC Staff recommends the members approve the FY 2023-2024 renewal of Broward County School Readiness Match & Special Needs Funding Award pending issuance and legal review.

Supporting Documents:

Contract Fact Sheet



BROWARD COUNTY - 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: Broward County

CONTRACT NUMBER: 23-CP-CSA-3516-01

POINT OF CONTACT: Debra Lamb, MPA
Contract Grant Administrator
Broward County Human Services Department
Community Partnership Division
Children Services Administration
115 S. Andrews Ave, A370
Fort Lauderdale, FL 33301

BUDGET AMOUNT: \$2,342,795

METHOD OF PAYMENT: This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services

PAYMENT SCHEDULE: Monthly

TERM: October 1, 2023 – September 30, 2024

ANTICIPATED NUMBER OF PARTICIPANTS: 1,159

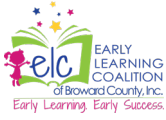
SCOPE OF WORK: The funding will allow the ELC to reimburse eligible childcare providers, licensed through the Broward County Child Care Licensing and Enforcement Section, for the provision of childcare services for children younger than 6 years of age and not yet in kindergarten who meet all the eligibility requirements:

- a. Be a Broward County resident;
- b. Be younger than 6 years of age;
- c. Not yet in kindergarten;
- d. Be a member of a family with a gross income at or below 200% of the Federal Poverty Level for family size; and
- e. Be in one or more of the following categories:
 - i. Be eligible for and on the waitlist for the School Readiness Program and have special needs as defined in Chapter 6M-4, Florida Administrative Code;
 - ii. Be eligible for the School Readiness Program and be at risk of abuse, neglect, abandonment, or exploitation in Broward County; or
 - iii. Be eligible for the School Readiness Program and be a member of a family with parent(s)/guardian(s) working or participating in an educational activity, such as attending college or trade school at least twenty (20) hours per week.

DELIVERABLES: 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.

PERFORMANCE MEASURE(S):

Program Name	Outcomes	Indicators	Data Source (Where the data used to complete the quarterly report is found, verified, and kept)	Data Collection Method (Who collects data, when, how; special calculation instructions, if needed)
Program 1: Child Care Expense Assistance	Satisfaction with quality of service provision.	85% of Clients who have received services for at least three (3) months report that they are satisfied with the services provided.	Enhanced Field System Modernization (EFS Mod) Survey results	Provider compiles data and reports to County quarterly. Calculation: Number of Clients served for at least three (3) months and who have reported that they are overall satisfied with the services provided / Total number of Clients served for at least three (3) months and who have completed survey



ITEM/MEETING	EXC241CA4 / Executive Committee
DATE:	August 29, 2023
SUBJECT:	City of Pompano Beach FY2024 School Readiness Match Funding Agreement
FOR ACTION:	Yes
RECOMMENDED ACTION:	Authorize Board Chair to Execute the City of Pompano Beach FY2024 School Readiness Match Funding Agreement.
FINANCIAL IMPACT:	<p>\$16,125 FY2024 Revenue Budget (Oct- Jun)</p> <p><u>\$5,375 FY2025 Revenue Budget (Jul-Sep)</u></p> <p>\$21,500 All Years</p>
ELC STAFF LEAD	C. Klima

Background

Under a specific appropriation in the Florida fiscal year 2023-2024 budget, all 31 Early Learning Coalitions throughout the state compete for funding from a \$30 million statewide School Readiness Program match pool. Awards are based on the documented match commitments received from local government or private funders from each early learning coalition. For FY2024 Broward was awarded approximately \$5.5 million from this pool based on commitments from more than 20 County and Municipal funding sources.

The City of Pompano Beach has been one of ELC’s most reliable municipal match funders each year.

Current Status

On July 27, 2023, the City of Pompano Beach notified Coalition staff that a \$21,500 contract for continued match funding has been recommended for approval by the City of Pompano Beach Commission and provided a draft Agreement. The Agreement has been reviewed by legal counsel and must be submitted to the City with the Coalition Board Chair’s signature by September 18, 2023, deadline. The Agreement term runs from October 1, 2023, through September 30, 2024.

Recommend Action:

Authorize Board Chair to Execute the City of Pompano Beach FY2024 School Readiness Match Funding Agreement.

Supporting Documentation:

- Contract Fact Sheet

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: City of Pompano Beach
FY 2024 Miscellaneous Appropriations Agreement

CONTRACT NUMBER: N/A Pending

POINT OF CONTACT: Nichole Almeida
Senior Accounts Manager, Community Relations
Strategic Philanthropy, Inc.
954-800-9549
nicole@strategicphilanthropyinc.com

PROCUREMENT: Revenue Generating Contract

CONTRACT TYPE: Local Municipality Match Funding

BUDGET AMOUNT: \$21,500

METHOD OF PAYMENT: Revenue generating contract for which the ELC is reimbursed for childcare expenses

PAYMENT SCHEDULE: Funds will be distributed on a reimbursement basis, usually within 30 days of execution.

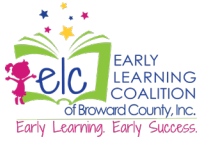
TERM: October 1, 2023, through September 30, 2024

ANTICIPATED NUMBER OF PARTICIPANTS: 974 children

SCOPE OF WORK: Funding will be used as a match to draw down federal funds for subsidized childcare services to children living in the City of Pompano Beach

DELIVERABLES: Reimbursements to Child Care Providers for Services to School Readiness Income Eligible Children assigned to each funding source.

PERFORMANCE MEASURES: None specified



ITEM/ MEETING:	EXC241CA5 / Executive Committee
DATE:	August 29, 2023
SUBJECT:	Children’s Forum FY 23-24 Amendment Increase pending legal review
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Budget Increase to Children’s Forum Sub-Recipient Agreement for the INCENTIVE\$ Program as presented pending DEL Notice of Award for ARPA Discretionary Fund allocations, DEL approval of Broward expenditure plan and legal review
FINANCIAL IMPACT:	\$553,205 FY 2024 Budget (Agreement total \$1,128,205)
ELC STAFF LEAD	C. Klima

Background

Early Childhood Educator INCENTIVE\$, formerly known as Child Care WAGES® in Florida, rewards early childhood educators with financial incentives based on their education and continuity of employment. By helping to retain the early childhood workforce, INCENTIVE\$ provides children with more stable teacher-child relationships and better educated teachers. INCENTIVE\$ addresses individual professional development efforts and low wages, but does not affect budgets, regular wages, or parent fees within the childcare program.

For 20 years ELC has partnered with the Children’s Forum, the sole licensee in Florida for the North Carolina-Based Child Care INCENTIVE\$® Program as a sole-sourced vendor to administer the program in Broward County. In FY 2022 the INCENTIVE\$ program rolled out a new, higher stipend scale and changed program participation rules to encourage more Directors to support their staff in applying to the program.

In FY22-23 ELC Broward leveraged the availability of Federal stimulus dollars to increase participation by reaching out directly to individual educators and helping them to apply for INCENTIVE\$ and TEACH scholarship grants offered through the Children’s Forum. More than \$841K in wage supplements were paid to 676 total participants (and a 99% program satisfaction rate). 44% of the participants earn nominal supplements at the lower tier for CDA Certification training. Approximately 12% are long tenured staff that receive supplements up to \$5,000 per year after attaining the highest level of ECE Credentialing.

Current Status

In FY 2024 the Coalition issued a preliminary sub-recipient agreement with an initial budget of \$575,000 pending issuance of additional Federal ARPA discretionary funds by the Division of Early Learning (DEL) for continued childcare workforce support. After consulting with Children’s Forum staff and in anticipation of the new funding, ELC staff propose adding \$553,205 to the budget to ensure sufficient funding to cover an estimated 700 participants through June 30, 2024. In FY 2025, when the ARPA funding is scheduled to sunset, the total funding may need to be adjusted again, depending on the availability of alternative funding. The budget will be allocated as follows:

Item	FY24 Initial Budget	FY24 Proposed Amendment 001	Total (Proposed)	% Total
Wage Supplements	\$448,500	\$431,500	880,000	78%
Program Support	97,750	94,045	191,795	17%
Administration	28,750	27,660	56,410	5%
Total	\$575,000	\$553,205	\$1,128,205	100%

Recommended Action:

Approve Budget Increase to Children’s Forum Sub-Recipient Agreement for the INCENTIVE\$ Program as presented pending DEL Notice of Award for ARPA Discretionary Fund allocations, DEL approval of Broward expenditure plan and legal review

Supporting Documents:

Contract Fact Sheet



CHILDREN'S FORUM - 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: Children's Forum, Inc.

CONTRACT NUMBER: ELCB1 (Amendment 001)

POINT OF CONTACT: Lori Stegmeyer
Program Director
3425 Bannerman Rd, #501
Tallahassee, FL 32312

PROCUREMENT: Single Source

CONTRACT TYPE: Sub Recipient

BUDGET AMOUNT: \$1,128,205 (\$575,000 + \$553,205 increase)

METHOD OF PAYMENT: Invoice

PAYMENT SCHEDULE: Monthly

TERM: July 1, 2023 to June 30, 2024

PARTICIPANT ELIGIBILITY:

Child Care Professionals who work for licensed providers of early care and education who have an executed contract with ELC for School Readiness (SR) services and/or Voluntary Prekindergarten (VPK) services are eligible for Child Care INCENTIVE\$ (formerly known as WAGE\$®) services. Priority given to Broward County teachers who are willing to participate and:

- Must work in a School Readiness and/or VPK contracted site in Broward County
- Work a minimum of 20 hours per week in the classroom
- Work with children ages 0-5 (includes directors)
- Have at least the Florida Staff Credential or NCDA before applying; and
- Earn less than \$25 per hour as a child care professional.

SCOPE OF WORK:

Conduct outreach, eligibility verification, technical assistance and administration for funds provided by ELC to supplement the salaries of qualified child care providers in Broward County. The *Child Care INCENTIVE\$*® Project ("Program") is designed to improve child care quality by reducing turnover and encouraging the continued education of child care teachers. The Program provides education-based salary supplements to low-paid child care teachers working with children between the ages of 0-5.

DELIVERABLES:

Provide written management reports: quarterly, end-of-fiscal year, and a historical cumulative report showing the number of staff in each professional development level, the number who

progressed to a higher level from the previous year, the dates, locations, methods and results of outreach, and comparative data from TEACH on scholarships accessed by INCENTIVE\$ participants. Quarterly reports shall include an itemized list of all recipients, date of disbursement and disbursement amounts made against the contract funds.

End-of-fiscal year (annual) report shall include an itemized list of all recipients, date of disbursement and disbursement amounts made against the contract funds. The report shall also include data listing the college or programs that issued degrees to INCENTIVE\$ participants.

PERFORMANCE

MEASURE:

The turnover rate of Broward County teachers participating in the Child Care INCENTIVE\$® project will be at least 10% lower than the average turnover rate of all states reported in the National Annual Child Care INCENTIVE\$® report produced by Child Care Services Association of North Carolina.

The INCENTIVE\$® program is promoted and made available to 100% of Broward Child Care Providers that have a School Readiness Contract. INCENTIVE\$® representatives will conduct onsite outreach at least two ELC events for providers such as ELC's PLAN meeting or the Broward Early Care and Education Conference.



ITEM/MEETING	EXC241CA6 / Executive Committee
DATE:	August 29, 2023
SUBJECT:	Scholastic FY 2024 Vendor Agreement for Supplying Bookworms Program Books
FOR ACTION:	Yes
RECOMMENDED ACTIONS:	Approve FY 2024 Scholastic Vendor Agreement Renewal for supplying Books for the Broward Bookworms Program pending DEL Notice of Award for ARPA Discretionary Fund allocations and DEL approval of Broward expenditure plan.
AS RECOMMENDED BY	N/A
FINANCIAL IMPACT:	Not to Exceed \$500,000
ELC STAFF LEAD	C Klima

Background:

In FY 2021-22, the ELC created the Broward Bookworms program to promote literacy by encouraging reading at home for families with children in Broward County. Scholastic Inc. was selected to provide book sets for the program through public procurement. Broward families with children ages birth to 5 received packets of books from Scholastic and accompanying activities based on the book themes mailed directly to them after registering on the ELC website. In addition to promoting literacy and family engagement activities, the Bookworms program helps the Coalition to keep in touch with parents that opt in to receive newsletters, invitations, parenting information and resource flyers via text and email. The results of the program’s first two years are as follows:

Fiscal Year	Families Requesting Books	Book Packs Distributed	Families Keeping in Touch with ELC
2022	8,713	10,681	10,073
2023	7,245	8,714	4,468

Current Status:

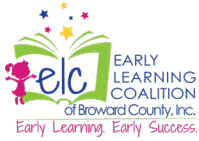
In FY 2024 the Coalition will continue to build on the success of the Bookworms Program starting in September using ARPA Discretionary Funds that the Division of Early Learning (DEL) is expected to formally allocate in the next several weeks. The total Agreement not-to-exceed amount will be \$500,000 during the period October 1, 2023, to June 30, 2024. The renewal will be the second of 4 possible renewal options.

Recommended action:

Approve FY 2024 Scholastic Vendor Agreement Renewal for supplying Books for the Broward Bookworms Program pending DEL Notice of Award for ARPA Discretionary Fund allocations and DEL approval of Broward expenditure plan.

Supporting Documentation

- None



ITEM/MEETING:	EXC241CA7 / Executive Committee
DATE:	August 29, 2023
SUBJECT:	FY 2024 Sole sourced award for Teachstone CLASS related materials and training
FOR ACTION:	YES
RECOMMENDED ACTION:	Authorize staff to issue a sole sourced award posting for Teachstone CLASS-related materials and training pending DEL Notice of Award for ARPA Discretionary Fund allocations and DEL approval of Broward expenditure plan.
FINANCIAL IMPACT:	\$200,000
ELC STAFF LEAD	C. Klima

Background:

In order to continue stimulus-funded initiatives that the Coalition implemented during FY 2023 that help providers upskill and retain the childcare education workforce, staff propose using upcoming ARPA discretionary funding to issue a sole sourced award to Teachstone, Inc. to purchase additional CLASS-related materials and trainings in FY 2024. The materials and trainings are used to teach educators how to conduct CLASS Observations and how to improve their interactions with children in the classroom.

The Division of Early Learning (DEL) requires all Coalitions to use CLASS® (Classroom Assessment Scoring System) to conduct program assessments of childcare classrooms in accordance with Florida Statutes 1002.82(2)(n) and Rule 6N-4.740, F.A.C. Teachstone, Inc. is the sole sourced vendor for the CLASS® assessment tool, trainings required to certify its use and all related materials under its trademark.

Current Status:

A list of trainings and materials needed is below along with an estimated count of participants and the cost. The proposed award totals \$200,000 under a one-time allocation of ARPA Discretionary funds that will be issued by DEL in the next several weeks.

Item/Training	Price	Estimated Items/Sessions	Estimated Cost
CLASS Score Sheets	\$15	4042	\$60,630
CLASS Dimension Guides	\$20	4042	80,840
CLASS Certification Training ELC Staff	\$10,000	5	50,000
Subtotal			\$191,470
Teachstone 5% Project Admin Fee			8,530
Total			\$200,000

The sole sourced award process is as follows.

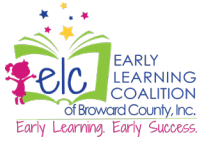
1. Post a 'Notice of Intended Single Source Purchase' on our website for a period of fifteen (15) calendar days
2. Post a 'Notice of Intended Decision to Enter into a Single Source Contract' for 72 hours following the initial posting period.
3. Request approval from DEL to issue the sole sourced purchase order.
4. Issue purchase order.

Recommended action:

Authorize staff to issue a sole sourced award posting for Teachstone CLASS-related materials and training pending DEL Notice of Award for ARPA Discretionary Fund allocations and DEL approval of Broward expenditure plan.

Supporting Documents

None



ITEM/MEETING	EXC241CA8 / Executive Committee
DATE:	August 29, 2023
SUBJECT:	Request for Qualifications (RFQ) for Independent Contractor CLASS Observers
FOR ACTION:	Yes
RECOMMENDED ACTIONS:	Authorize staff to issue a Request for Qualifications (RFQ) and select one or more independent contractors to conduct CLASS Observations between October 1, 2023, and June 30, 2024.
AS RECOMMENDED BY	N/A
FINANCIAL IMPACT:	Not to Exceed \$70,000
ELC STAFF LEAD	C Klima

Background/History

During the 2018 legislative session, the Florida Legislature passed a bill (HB 1091) that increased quality and accountability in the School Readiness (SR) Program. The Division of Early Learning leads the implementation of this legislation in partnership with local early learning coalitions. This legislation ensures that SR providers are adhering to best practices in early education and child development, while providing opportunities for additional funding.

Qualifying providers may receive a payment differential based on their Classroom Assessment Scoring System (CLASS®) scores up to 10 percent for each care level and unit of care based on their SR reimbursement. In addition, providers implementing an approved child assessment may be eligible for a payment differential up to 5 percent. The total available payment differential for both CLASS scores and implementation of child assessments will not exceed 15 percent.

Voluntary Prekindergarten (VPK) providers must annually participate in a program assessment of each VPK classroom per Section 1002.68 F.S.

The Classroom Assessment Scoring System (CLASS®) is an evidence-based observational tool used to assess the effectiveness of teacher-child interactions in the classroom focusing on the following domains: Emotional Support, Classroom Organization, and Instructional Support. Coalition staff are required to conduct CLASS observations annually. In FY 2024 staff estimate that the Coalition will conduct 900 SR and 950 VPK CLASS Observations for a total of 1850. Each CLASS observation takes 8 hours, requiring an estimated 8-10 FTE staff to cover the base workload. In addition to in-house staff capacity, the Coalition also engages independent contractors annually to:

1. Conduct secondary CLASS observations when providers request a second assessment at their own expense to confirm results.
2. Provide additional capacity to conduct observations in Spanish, Creole or other foreign languages.
3. Provide ad hoc observation services to ensure full compliance with State requirements by deadlines.
4. Provide additional capacity to cover workloads when staff observers take vacation or leave.

Current Status

The Coalition is requesting authority to issue a Request for Qualifications (RFQ) solicitation to select 1-2 CLASS certified independent contractors to assist with CLASS observations at assigned child care centers in Broward

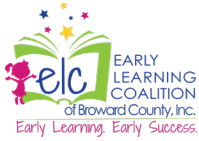
County. Applicants must demonstrate that they are certified to conduct CLASS observations and available for the work. The Coalition will cover the cost of conducting level II background screens.

Recommended Action

Authorize staff to issue a Request for Qualifications (RFQ) and select one or more independent contractors to conduct CLASS Observations between October 1, 2023 and June 30, 2024.

Supporting Documents

None



ITEM/MEETING:	EXC241CA9 / Executive Committee
DATE:	August 29, 2023
SUBJECT:	Request for Quotations for Mental Health Supports Tools for Providers
FOR ACTION:	YES
RECOMMENDED ACTION:	Authorize staff to release a Request for Quotations (RFQ), select one or more vendors, and issue purchase order(s) for social-emotional support kits pending DEL Notice of Award for ARPA Discretionary Fund allocations and DEL approval of Broward expenditure plan.
FINANCIAL IMPACT:	Not to Exceed \$350,000
ELC STAFF LEAD	C. Klima

Background:

In FY 2023 staff leveraged a one-time supplemental allocation to our Federal Preschool Development Grant (PDG) sub-grant for mental health supports to purchase kits to help 125 providers incorporate mental health/social emotional supports into classroom activities. In FY 2024, staff would like to use an expected allocation of ARPA discretionary dollars to expand kit distribution to all of Broward’s ELC contracted providers by the end of the fiscal year.

Kits include items and activities that help children build relationships, develop resilience, identify feelings and more including, but not limited to:

1. Books that discuss the expression of feelings
2. Behavior charts
3. Activities that the students can complete to help positively express emotion.

Current Status:

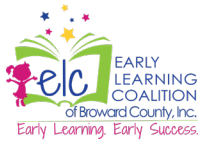
Staff plan to issue a Request for Quotations procurement solicitation on or about September 15, 2023, to issue purchase orders to one or more vendors for selected emotional support kits that will be drop-shipped to providers through the remainder of the fiscal year. Total purchase orders shall not exceed \$350,000. Approximately 800 providers may receive two kits.

Recommended action:

Authorize staff to release a Request for Quotations (RFQ), select one or more vendors, and issue purchase order(s) for social-emotional support kits pending DEL Notice of Award for ARPA Discretionary Fund allocations and DEL approval of Broward expenditure plan.

Supporting Documents

None



ITEM # - MEETING:	EXC241CA10 / Executive Committee
DATE:	August 29, 2023
SUBJECT:	Request of Proposals (RFP) for Early Care Educator Professional Development Training services
FOR ACTION:	YES
RECOMMENDED ACTION:	Authorize staff to release a Request for Proposals (RFP), select one or more vendors and negotiate agreements for Early Care Educator Professional Development Training Services pending DEL Notice of Award for ARPA Discretionary Fund Allocations, DEL Approval of Broward Expenditure plan and legal review.
FINANCIAL IMPACT:	\$500,000
ELC STAFF LEAD	C. Klima

Background/History

In September 2023 the Division of Early Learning (DEL) is expected to formally issue awards for one-time ARPA discretionary funds for childcare workforce support, including training and professional development activities, among many other activities. In anticipation of this award, staff have worked with the Program Review Committee to prepare an expenditure plan for prompt submission to DEL, including items that will require public procurement.

Current Status

In one of the elements of the expenditure plan, staff propose to release a Request for Proposals (RFP) for qualified outside trainers to conduct trainings in multiple languages related to a number of topics designed to enhance educator skills and improve instruction in the classroom, including but not limited to:

- STEAM-based instruction and activities
- Trauma Informed Care
- Managing challenging behaviors
- Infant Mental Health
- Florida Assessment of Student Thinking (FAST)

The RFP will be released on or about September 15, 2023 pending formal allocation of the ARPA funds from DEL. Staff will select one or more vendors to provide trainings as a single session or in a series, as appropriate, and to offer both in person and virtual options to maximize attendance. Vendors will be paid on a fixed-fee per training basis and the total amount of all contracts issued will not exceed \$500,000. ELC will offer stipends (budgeted separately and issued by ELC to participants) for each training to incentivize participation and professional development CEUs as applicable.

Recommended Action

ELC staff recommends the Executive Committee approve the FY23-24 Request for Proposal (RFP) Provider Professional Development Training services.

Supporting Documents

None

ITEM/MEETING	EXC241RB1 / Executive Committee
DATE:	August 29, 2023
SUBJECT:	Agreements for Specialized Legal Services
FOR ACTION:	Yes
RECOMMENDED ACTION:	<ol style="list-style-type: none"> 1. Ratify Agreement with Bryant, Miller, Olive PA for FY24 Employment Law-Related Legal Services 2. Ratify Agreement with the Klausner, Kaufman, Jensen & Levinson PA for FY24 ERISA-Related Legal Services
FINANCIAL IMPACT:	Not to Exceed \$60,000 FY 2024 Budget
ELC STAFF LEAD	C. Klima

Background:

In 2022, ELC selected Goren, Cherof, Doody & Ezrol PA (Goren Cherof), a Broward-based law firm specializing in not for profits and local governments, through a public procurement to provide General Counsel legal services to ELC’s Board and staff. The scope of the contract services with Goren Cherof included employment law services that Goren Cherof previously handled through attorneys at the firm that specialize in this practice area. Due to staffing changes within the firm in July 2023, Goren Cherof recommended that the Coalition engage a specialized law firm to cover this element of the Goren Cherof Scope of Work to efficiently provide access to needed expertise in a collaborative arrangement with Goren Cherof. ELC subsequently executed an agreement for services from July 1, 2023 to June 30, 2024 in an amount not to exceed \$35,000 at the same rates established for Goren Cherof through procurement. The vendor’s qualifications and the Agreement Scope of Services are attached as supporting documents.

Also in July, ELC staff requested Goren Cherof’s assistance in engaging a law firm that specializes in ERISA and Retirement law to assist the ELC in navigating ongoing compliance matters with ELC’s 403B Retirement plan (Plan) and to provide expert advisory services to the staff and board in securing Plan service providers. ERISA and Retirement Plan legal services were not included in Goren Cherof’s scope of services. Julie Klahr connected staff with Robert Klausner, of Klausner, Kaufman, Jensen & Levinson. ELC subsequently executed an agreement for services from July 1, 2023 to June 30, 2024 in an amount not to exceed \$25,000. The vendor’s qualifications and the Agreement Scope of Services are attached as supporting documents.

Current Status:

Both attorneys will be in attendance at the Committee meeting to introduce themselves and answer any questions the members may have about their services since the areas of employment law and ERISA compliance can affect Board and organizational fiduciary risk. Julie Klahr from Goren Cherof will also be present to discuss the need for the services and the arrangements in more detail.

Requested Action:

1. Ratify Agreement with Bryant, Miller, Olive PA for FY24 Employment Law- Related Legal Services
2. Ratify Agreement with the Klausner, Kaufman, Jensen & Levinson PA for FY24 ERISA-Related Legal Services

Supporting Documentation:

- Bryant Miller Olive Qualifications and Scope of Services
- Klausner, Kaufman, Jensen & Levinson Qualifications and Scope of Services
- Goren Cherof Scope of Services

Exhibit A

Scope of Services and Billing

1) DEFINITIONS: None

2) DESCRIPTION OF THE WORK AND/OR SERVICES:

The Vendor was selected to provide services based on qualifications and cost analysis to provide employment law training and advisory services to the Coalition Board and staff. The Vendor's Credentials are attached to this Agreement as **Exhibit B**.

The Scope of Services will include (but are not limited to):

- A. Assist Coalition staff in updating and strengthening Coalition human resource policies in consultation with the Coalition's General Counsel:
 - a. Provide model policies that align with all applicable State and Federal Laws
 - b. Advise Coalition staff is customizing policies to ensure:
 - i. Alignment with Coalition business model and culture
 - ii. Alignment with insurance policy requirements and other risk mitigation best practices
 - iii. Compliance with funding contract requirements
 - iv. Plain language presentation so that policies can be easily understood by and explained to staff, management and Board members.
 - c. Assist Coalition staff in presenting policies to the Coalition Board and discussing risk mitigation strategies.
- B. Provide separate in-person training sessions on employment law topics relevant to the Coalition Board, Coalition management and Coalition non-management staff. Including, but not limited to, such topics as:
 - a. Discrimination
 - b. Sexual Harassment
 - c. Wage and Hour Laws, including overtime and paid time off, among other issues
 - d. Family and Medical Leave Act
 - e. Americans with Disabilities Act
 - f. Health Insurance Portability and Accountability Act of 1996
 - g. Drug Free and Smoke Free Work Place
 - h. Workplace Conduct and Communication
 - i. Remote Work/Telework Issues
 - j. Confidentiality Obligations
 - k. Privacy Issues
 - l. Hiring and Firing
 - m. Performance Evaluations
 - n. Progressive Discipline

- o. Whistleblower Claims
 - p. Retaliation Claims
- C. Provide Ad hoc advisory services to Coalition Board and Management to mitigate Coalition risk and avoid claims.
 - D. Review Coalition insurance policy coverage
 - E. Provide legal representation in response to labor or employment law-related claims in collaboration with Coalition General Counsel and/or Counsel designated by insurance carriers as appropriate.
 - F. Declare any potential conflict of interest with the Early Learning Coalition's staff and/or vendors.

3) BILLING AND SCHEDULE:

The Vendor agrees to submit invoices detailing the services rendered monthly itemized by hours billed and matter. The Vendor shall be paid for services rendered in accordance with the schedule of fees set forth in the Vendor's Attorney Client Fee Contract, **Attachment 1 of this Exhibit A**, in an amount not to exceed **Thirty Five Thousand Dollars (\$35,000)**.

In the event there is a conflict between **Section 3 of Exhibit A** of this Agreement and **Section 3 (Compensation and Billing)** of this Agreement in terms of the time of invoicing and payment, **Section 3 of Exhibit A** of this Agreement shall prevail. Except as stated herein, all other matters concerning compensation and billing hereunder shall be as set forth in Section 3 of this Agreement.

4) THE FLORIDA BAR RULES:

The contractual relationship and obligations of the parties shall at all times be subject to the Rules Regulating the Florida Bar

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Exhibit A Attachment 1

Attorney Client Fee Contract

June 27, 2023

VIA ELECTRONIC MAIL: jklahr@gorencherof.com

Ms. Christine Klima
Chief Administrative Officer
Early Learning Coalition of Broward County
1475 West Cypress Creek Road, Suite 301
Fort Lauderdale, Florida 33309
c/o Julie Klahr, Esquire
General Counsel
Goren, Cherof, Doody & Ezrol, P.A.
3099 East Commercial Boulevard, Suite 200
Fort Lauderdale, Florida 33308

Re: Engagement for Legal Services

Dear Ms. Klima:

Thank you for selecting Bryant Miller Olive P.A. (BMO") to represent the Early Learning Coalition of Broward County. Attached please find an Agreement for Legal Services. The Agreement formalizes the terms of the representation and will govern it. Please read it carefully. If you have any questions, please do not hesitate to contact me. Note that the Agreement provides that the representation as to this matter will not begin until the Agreement is signed by both Parties.

If, after full consideration, you agree, please sign and date the Agreement and return a signed copy to me, either by email or hard copy.

I appreciate the confidence you have put in me and in BMO and this opportunity to be your attorneys.

Sincerely,



David C. Miller

Attachment

AGREEMENT FOR LEGAL SERVICES

This Agreement for Legal Services is entered into, by, and between the Early Learning Coalition of Broward County (the “Client”), and Bryant Miller Olive P.A. (the “Firm” or “BMO”).

1. Commencement of Representation. BMO’s representation of Client in this Matter – the date on which an attorney-client relationship as to this Matter begins – is the date on which all parties have fully and duly executed this Agreement, except as expressly otherwise provided herein. For purposes of this Agreement, “Matter” means the sole and specific subject described in Paragraph 2, “Scope of Engagement.” The Client agrees that no attorney-client relationship as to this Matter began prior to the date defined herein, regardless of circumstances, belief, or communications from any person, or whether any legal counsel or other services have been rendered prior to that date.

2. Scope of Engagement. The Client has proposed to engage BMO and BMO agrees to be engaged to provide legal counsel and representation in the area of Labor and Employment law (the “Services”). The Services will be provided on an assignment basis. Client will identify the assignment and communicate it in writing to BMO. BMO will respond in writing to the Client whether it accepts the assignment, with or without modifications. Only assignments so made and agreed in writing (which may consist of emails) between Client and BMO will fall within the Scope of the Engagement. The Scope of Engagement consists solely of the Matter expressly defined herein, regardless of any conduct or communication that may suggest otherwise or be inconsistent herewith. No deviation from or expansion of the Scope of Engagement is effective unless agreed to in writing by the Parties. Should legal or other services be required for this Matter that fall outside the Scope of Engagement, the Client hereby represents, with the intention and understanding that BMO will rely upon this representation, that it will either independently obtain such services or will conclude to forego such services and that BMO shall in no case be responsible for either course of action. While BMO may advise the Client if, in its opinion, such services may be advisable or necessary, such advice is not required hereunder and neither such advice nor the omission of such advice shall render BMO responsible for obtaining or providing such services on behalf of the Client or for any claims or liability of any kind arising from the obtaining or failure to obtain such services.

3. Client. The Client is the organization identified in the first, unnumbered paragraph of this Agreement. No other person or entity is the legal client. Client acts through its officials, officers, and employees or agents. However, such individuals are not themselves clients of the firm, even though they act with the authority of the client. BMO’s duties are owed to the client.

4. Staffing. David C. Miller will initially be the BMO attorney primarily performing the Services. Other BMO attorneys, paraprofessionals, and staff may be assigned as advisable, in BMO’s sole discretion, to best provide the Services.

5. Fees and Costs. The Client agrees that the Services will be provided on an hourly fee basis as set forth herein. Fees for Services performed by attorneys will be provided at \$250.00 per hour. Fees for services performed by paralegals or law clerks will be provided at \$125.00 per hour. If travel outside Miami-Dade or Broward counties is required to perform the Services, time incurred in such travel shall be paid by the Client at one-half the applicable hourly rate, provided, however, that work actually performed during travel time shall be paid at the full applicable rate. The Client agrees to pay for costs incurred by BMO pursuant to the provision of the Services. Those costs may include, but are not limited to, costs for computer research, court reporter charges, transcripts, translation or interpretation, mediation, arbitration, copies and printing (at 25 cents per page), facsimiles, and travel (including transportation, lodging, meals, and other costs attendant upon travel) undertaken to provide the Services

6. Payment. BMO will submit Statements of Account to the Client on at least a monthly basis. Client agrees to pay all amounts due within 30 days of the statement date. Should the Client dispute all or part of the charges in a Statement, it will submit to BMO in writing the specific charges it disputes within thirty days of the date of the Statement including the disputed charges. Failure to submit a dispute according

to the terms of this paragraph 5 shall conclusively waive any dispute as to them. If only a part of the charges in a Statement are disputed, the undisputed charges shall be paid within the time limits set forth herein.

7. Conflicts of Interest. BMO has performed a reasonable conflicts clearance investigation and has determined that no conflict of interest exists on its part that would prevent it from undertaking this representation.

8. Cooperation and Communication. The Client agrees to fully cooperate with BMO in the provision of the Services so that BMO can provide the highest quality of legal services to accomplish the Client's goals hereunder. Such cooperation includes full, timely, accurate, and clear communications by Client to BMO of its goals and desires and all other material information regarding the Matter, including prompt notice to BMO of any concerns, questions, or disagreements regarding the conduct of the Services. The Client will make itself, its personnel, and necessary documents and other information timely and reasonably accessible to BMO so that BMO can efficiently perform under the Agreement. The Client will take reasonable steps to ensure the confidentiality of communications between it and BMO and the confidentiality of other information that may be privileged. From time to time, BMO and its attorneys may discuss possible outcomes of the Matter. The Client represents that it understands such statements are opinions and projections only and not guarantees of any particular outcome.

9. Insurance. If the Client suspects that it is covered by insurance for payment of all or any part of its obligations under this Agreement, it will immediately so advise BMO. BMO will not be liable to any claim arising from the Client's failure to provide notice to an insurer. BMO is not responsible for notifying or making a claim to any insurer of the Client.

10. Preservation of Information. If this Matter relates to pending, threatened, or reasonably anticipated litigation, the Client is hereby advised it is under a legal obligation to preserve all information that could reasonably be material to the subject matter of the litigation or that could, through its disclosure, if required, lead to the discovery of admissible evidence. BMO has or will promptly consult with the Client regarding these obligations and, if not, the Client will promptly inquire of BMO about them.

11. Termination. This Agreement may be terminated upon written notice by either party. Immediately upon termination, BMO will be relieved of any and all further responsibility for providing the Services, except as such relief may be limited by applicable rules, law, or court requirements. Upon termination, the Client will have no further monetary obligation to BMO under this Agreement except for payment of all fees and costs incurred to that date or incurred pursuant to further Services provided by BMO pursuant to applicable rules, law, or court requirements. Upon termination of this Agreement, BMO will, at its option, retain, return, or dispose of files relating to this Matter (subject to applicable law, if any). If Client desires the return of all or any portion of those files, it agrees that it will promptly request that return.

12. Third Parties. This Agreement is entered into solely for the benefit of BMO and the Client and not for the benefit of any third party.

13. Information. BMO is bound by and observes the rules relating to the confidentiality of clients and client information. The Client agrees that BMO may now and in the future identify the Client as a current or former client, as the case may be, and may use public information about the Matter and its association with the Client for purposes of marketing or obtaining other business. All such use will be in compliance with applicable rules.

14. Authority. The Parties represent and warrant that each are authorized to enter into this Agreement without the consent and joinder of any other party and that the individuals executing this Agreement have full power and authority to bind their respective party to the terms hereof.

15. Counterparts. This Agreement may be executed in one or more counterparts, any one of which need not contain the signatures of more than one party, but all such counterparts taken together will constitute one and the same instrument.

16. Miscellaneous. This Agreement is governed by the laws of the State of Florida. It will be interpreted, applied, and construed according to its express language and without regard to authorship. This Agreement is the entire agreement regarding its subject matter. The Client has entered into this Agreement solely on the basis of its express terms herein and not in reliance on any other understanding, promise, agreement, or communication whatsoever. Should any portion of this Agreement be judicially determined to be invalid or unenforceable, the remainder of the Agreement shall remain in full force and effect and the Parties will promptly negotiate to replace the invalid or unenforceable portion. **Any dispute arising from the application or interpretation or claimed violation of this Agreement, if not resolved between the Parties, shall be decided by a judge and not a jury in a court of competent jurisdiction in Broward County, Florida.** The Client agrees that venue is proper in Broward County and agrees not to dispute the propriety of such venue. The prevailing party in such litigation shall be entitled to its costs, including its reasonable attorney’s fees, including appellate costs and attorney’s fees. Neither Party shall be liable for its non-performance or delayed performance if caused by Force Majeure. Force Majeure is defined as a fire, flood, act of God, war, terrorism, riot, national emergency, sabotage, civil disturbance, strike, labor dispute, governmental act, law, ordinance, rule or regulation, or events which are not the fault or are beyond the control of the Party. This Agreement may be modified only by a writing executed by both Parties. This Agreement and the obligations and duties hereunder may not be transferred or assigned by either Party without the other Party’s written agreement. Failure by either Party to enforce a right hereunder shall not constitute a waiver of such right in the future. Excuse of a default by a Party shall not excuse future defaults. Headings herein are for convenience only and shall be given no legal effect.

17. Electronic Signatures; Electronic Transmission of Signatures. The Parties agree that this Agreement may be executed by electronic signature technology and that such electronic signature shall act as their legal signatures on this Agreement and shall be treated in all respects as an original handwritten signature. Signatures electronically transmitted shall be valid and treated in all respects as original.

18. Benefit of Counsel. The Client is hereby encouraged to obtain the advice of independent legal or other advice regarding the decision to enter into this Agreement. The Client agrees it has obtained such legal or other advice.

WHEREFORE, after ample time and due and fully informed consideration, and knowingly, voluntarily, and with full understanding of the rights and obligations entailed hereunder, and intending to be legally bound, the Parties do hereby agree to the terms and conditions set forth herein.

BRYANT MILLER OLIVE P.A.



BY: _____
David C. Miller

Date: July 14, 2023

EARLY LEARNING COALITION OF BROWARD COUNTY, INC.

Renee Jaffe
BY: [Renee Jaffe \(Jul 14, 2023 10:12 EDT\)](#)
Renee Jaffe, CEO

Jul 14, 2023
Date: _____

Exhibit B***Vendor's Credentials***


**Bryant
Miller
Olive**

David C. Miller
Attorney

Office phone: 305-374-7349
dmiller@bmlaw.com
Office Location: Miami
vCard

David C. Miller

PROFESSIONAL SUMMARY

Mr. Miller is Board-Certified in Labor and Employment Law by the Florida Bar, which designates him as an expert in the field. He represents management exclusively. His primary focus is in three areas: Dealing with labor unions — bargaining, grievances, arbitrations, and litigation; Employment litigation — discrimination, whistleblower, wage/hour, retaliation and other causes of action before federal and state courts and administrative agencies; and human resources counseling — helping managers deal with day-to-day issues, training, compliance, policies and procedures, drafting ordinances, public records, and Sunshine Law.

Mr. Miller also has a strong focus representing public sector employers who sponsor pension plans, helping them with compliance, drafting, dealing with regulators, and litigation. Mr. Miller has appeared in numerous forums, including the Florida Supreme Court; the U.S. Court of Appeals for the Eleventh Circuit; the U.S. Court of Appeals for the District of Columbia Circuit; Florida State District and Circuit courts; the National Labor Relations Board; the Florida Public Employees Relations Commission; the Florida Department of Administrative Hearings; the Florida Commission on Human Rights; the Miami-Dade Equal Opportunity Board; the Broward County Human Rights Division; and local administrative agencies such as pension and personnel boards. Mr. Miller was named in Florida Trend Legal Elite in 2016 and 2019 and named as one of Florida's Super Lawyers every year since 2010.

PRACTICE AREAS

- Labor & Employment
- Litigation
- Appellate Advocacy

EDUCATION

College: Newberry College- B.A., *Magna Cum Laude*

Law School: Stetson University College of Law- J.D., *Magna Cum Laude*, Stetson Law Review Editorial Board

Other school or degree: University of Tennessee- M.S.

Exhibit A

Scope of Services and Billing

1) DEFINITIONS:

- A. Coalition Retirement Plan shall mean** the Coalition's Employee 403B Retirement Savings Plan established with the Variable Annuity Life Insurance Corporation (VALIC) effective September 1, 2002, as amended.
- B. ERISA shall mean** the Employee Retirement Income Security Act of 1974; a federal law that sets minimum standards for most voluntarily established retirement and health plans in private industry to provide protection for individuals in these plans.

2) DESCRIPTION OF THE WORK AND/OR SERVICES:

The Vendor was selected to provide services based on qualifications and cost analysis to provide ERISA legal advisory services to the Coalition in procuring one or more qualified vendors to provide the Coalition staff and Board with specialized plan administration, investment, and fiduciary services for the Coalition Retirement Plan (the Plan). The Vendor's Credentials are attached to this Agreement as **Exhibit B**.

The Scope of Services will include (but are not limited to):

- A.** Assist Coalition staff in developing written technical requirements and the scope of services required that the Coalition may incorporate into its standard procurement solicitation document in consultation with the Coalition's General Counsel and in accordance with applicable Florida law.
- B.** Assist Coalition staff in developing a plan to advertise the solicitation to ensure multiple qualified vendor responses.
- C.** Assist Coalition staff in identifying potential members of a vendor selection committee with sufficient knowledge or experience to make an informed decision during the procurement process.
- D.** Assist Coalition staff with raising Coalition Board member awareness of the Fiduciary risks, benefits and responsibilities that are inherent in the Plan and propose options for mitigation.
- E.** Provide technical legal advisory services related to ERISA law and best practices for retirement plans to the selection committee and Coalition Board during the vendor selection process.
- F.** Assist Coalition staff in negotiating contract terms and conditions with selected vendors if necessary.
- G.** Answer ad-hoc ERISA compliance questions from the Coalition Board and staff, as needed.
- H.** Declare any potential conflict of interest with the Early Learning Coalition's staff and/or vendors.

3) BILLING AND SCHEDULE:

The Vendor agrees to submit invoices detailing the services rendered monthly itemized by hours billed and matter. The Vendor shall be paid for services rendered in accordance with the schedule of fees set forth in the Vendor's Attorney Client Fee Contract, **Attachment 1 of this Exhibit A**, in an amount not to exceed **Twenty Five Thousand Dollars (\$25,000)**.

In the event there is a conflict between **Section 3 of Exhibit A** of this Agreement and **Section 3 (Compensation and Billing)** of this Agreement in terms of the time of invoicing and payment, **Section 3 of Exhibit A** of this Agreement shall prevail. Except as stated herein, all other matters concerning compensation and billing hereunder shall be as set forth in Section 3 of this Agreement.

4) THE FLORIDA BAR RULES:

The contractual relationship and obligations of the parties shall at all times be subject to the Rules Regulating The Florida Bar.

[This Section Intentionally Left Blank]

Exhibit A Attachment 1

Attorney Client Fee Contract

THIS AGREEMENT, made this 19th day of June, 2023, and effective July 1, 2023, by and between EARLY LEARNING COALITION OF BROWARD COUNTY, INC. (hereinafter referred to as the "CLIENT") and KLAUSNER, KAUFMAN, JENSEN & LEVINSON, a partnership of professional associations (hereinafter referred to as the "ATTORNEY").

WITNESSETH:

WHEREAS, the CLIENT is desirous of retaining the services of the ATTORNEY to provide legal counsel to the CLIENT; and

WHEREAS, the ATTORNEY is desirous of providing these services to the BOARD;

NOW, THEREFORE, in consideration of the promises and mutual covenants contained in this Agreement, the parties agree to the following:

1. Services. The ATTORNEY shall provide legal services to the CLIENT in drafting and assisting in the evaluation of a request for proposal and responses for a third party retirement administrator as more fully described in the attached agreement and scope of work.

2. Compensation. In consideration of the foregoing work, the BOARD agrees to compensate the ATTORNEY for all legal services at the rate of FOUR HUNDRED (\$400.00) DOLLARS per hour for attorneys. This fee is computed on an hourly basis in 1/10th hour increments. Travel time is billed at 1/2 time. This rate shall be guaranteed for the term of the agreement, at which time a new fee may be quoted. All billing is by line item and with detail. Out-of-pocket costs and disbursements made by the Firm on behalf of the CLIENT will be reimbursed as billed. Overnight and bulk mail costs are billed as incurred. Photocopies shall be billed at \$.25 per page.

3. Representations. The ATTORNEY represents that it has expertise in the area of public employee retirement systems and is competent to perform the duties required by this Agreement.

4. Fiduciary Responsibility. The parties recognize that the role of the ATTORNEY in representing the CLIENT is that of a fiduciary and the ATTORNEY shall act in accordance with generally accepted principles of fiduciary responsibility.

5. Insurance

a. The ATTORNEY shall procure and maintain in full force and effect during the term of this Agreement, Professional Liability Insurance with a limit of not less than \$5,000,000.00 aggregate. The ATTORNEY shall provide the CLIENT with proof of the required insurance, if requested, in a form acceptable to the CLIENT prior to the commencement of this Agreement and at least annually thereafter during the month of October. The ATTORNEY shall notify the CLIENT immediately in writing if the required insurance policy is cancelled, materially changed, or not renewed. The CLIENT may be named as a Certificate Holder on such policy, at the CLIENT'S option.

b. The ATTORNEY shall procure and maintain in full force and effect during the term of this Agreement, Cyber Liability Insurance with limits set forth in the attached Indication of Terms. The ATTORNEY shall provide the CLIENT with proof of the required insurance, if requested, in a form acceptable to the CLIENT prior to the commencement of this Agreement and at least annually thereafter during the month of May. The ATTORNEY shall notify the CLIENT immediately in writing if the required insurance policy is cancelled, materially changed, or not renewed. The CLIENT may be named as a Certificate Holder on such policy, at the CLIENT'S option.

6. Public Records

ATTORNEY will comply with public records laws, specifically to:

a. Keep and maintain public records required by the CLIENT to perform the service.

b. Upon request from the CLIENT or its public records custodian, provide the CLIENT with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.

c. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if ATTORNEY does not transfer the records to the public agency.

d. Upon completion of the contract, transfer, at no cost, to CLIENT all public records in possession of ATTORNEY or keep and maintain public records required by the CLIENT to perform the service. If ATTORNEY transfers all public records to CLIENT upon completion of the contract, ATTORNEY shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If ATTORNEY keeps and maintains public records upon completion of the contract,

ATTORNEY shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to CLIENT, upon request from CLIENT or its public records custodian, in a format that is compatible with the information technology systems of CLIENT.

IF ATTORNEY HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO ITS DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS:

Kasey Lafrance, Contract Administration Manager
Early Learning Coalition of Broward County, Inc
1475 W Cypress Creek Rd, Suite 301
Fort Lauderdale, FL
Email: contracts@elcbroward.org

7. Section 448.095, Florida Statutes. The ATTORNEY agrees to register with and use the E-Verify system to verify the work authorization status of all employees hired on and after January 1, 2021. Additionally, the ATTORNEY agrees to require any subcontractor to provide them with an affidavit stating that the subcontractor does not employ, contract with, or subcontract with an unauthorized alien.
8. Prior Agreements. This Agreement supersedes all prior agreements with the ATTORNEY, oral or written.
9. Applicable Law. The parties agree that all acts performed under this Agreement are deemed performed in Florida. This Agreement shall be interpreted in accordance with the laws of the State of Florida.
10. Modification. This Agreement may be modified or revised only by written amendment signed by the CLIENT and by the ATTORNEY.
11. Notices. All written communications from the ATTORNEY to the CLIENT shall be addressed to:

Christine Klima, Chief Administrative Officer
Early Learning Coalition of Broward County, Inc
1475 W Cypress Creek Rd, Suite 301
Fort Lauderdale, FL
Email: cklima@elcbroward.org

All written communications from the CLIENT to the ATTORNEY shall be addressed to:

Robert D. Klausner
Klausner, Kaufman, Jensen & Levinson
7080 N.W. 4th Street
Plantation, Florida 33317
Email: Bob@robertdklausner.com

Notices addressed in the above manner and sent by certified mail, registered mail or delivered by hand, shall be sufficient under this Agreement. Any party may designate a different address by notifying the other party of such new address in writing.

12. Termination. This Agreement may be terminated with or without cause upon thirty (30) days written notice. The terms of the Agreement shall remain in effect as is unless modified in writing.

13. Entire Agreement. This Agreement constitutes the entire agreement between the parties hereto.

IN WITNESS WHEREOF, the parties have duly executed this Agreement on the day and year first above written.

CLIENT

Renee Jaffe

Renee Jaffe (Jun 15, 2023 11:50 EDT)

Chief Executive Officer

**KLAUSNER, KAUFMAN, JENSEN & LEVINSON
A Partnership of Professional Associations**

Robert Klausner

Robert Klausner (Jun 8, 2023 09:53 EDT)

PARTNER

Exhibit B

Vendor's Credentials



Mr. Klausner is the principal in the law firm of Klausner, Kaufman, Jensen & Levinson. For 44 years, he has been engaged in the practice of law, specializing in the representation of public employee pension funds. The firm represents state and local retirement systems in more than 25 states and territories and is listed in the U.S. News & World Report's Best Law Firms. Mr. Klausner has assisted in the drafting of many state and local laws on public employee retirement throughout the United States. Mr. Klausner is a frequent speaker on pension education programs and has also published numerous articles on fiduciary obligations of public employee pension trustees. He is co-author of the book *State and Local Government Employment Liability*, published by Thomson-Reuters West Publishers and is the author of the first comprehensive book on the law of public employee retirement systems, *State and Local Government Retirement Law: A Guide for Lawyers, Trustees, and Plan Administrators*, originally published in April 2009, and an expanded version published annually. Mr. Klausner graduated Phi Beta Kappa from the University of Florida with a Bachelor of Arts and from the University Florida College of Law with the degree of Juris Doctor. Since 1995, Mr. Klausner has been listed in the publication *The Best Lawyers in America* and holds an "AV pre-eminent" rating, the highest rating for competence and ethics, from Martindale Hubbell national lawyer rating service. In 2008, Mr. Klausner successfully represented the Commonwealth of Kentucky and the Kentucky Retirement Systems in the United States Supreme Court in *Kentucky Retirement Systems v. Equal Employment Opportunity Commission*, 128 S. Ct. 2361 (2008). Mr. Klausner lives in Cooper City, Florida with his wife of 45 years, Kathy. They have four daughters, 4 sons-in law, and 7 beautiful grandchildren.

Exhibit A

Scope of Services

1) DEFINITIONS: None

2) DESCRIPTION OF THE WORK AND/OR SERVICES:

The Vendor was selected to provide services on April 11, 2022 through Coalition public procurement No. PR22-5034-00-FY22 Request for Qualifications. The services under this agreement shall align with the intent and purpose of the Vendor's submission to the Coalition in response to this procurement and the following Coalition service requirements:

- a. Serve in the capacity of Coalition General Counsel
- b. Provide timely legal advice, and serve as a trusted advisor to the Board of Directors, Executives, Committees, and all Department Heads of the Early Learning Coalition while ensuring all requests for legal services are promptly addressed with the highest priority.
- c. Attend all Coalition Board meetings;
- d. Attend all Audit, Finance, Executive, Nominating and Governance Committee meetings
- e. Attend other Committee or staff meetings upon request
- f. Review and provide legal approval and guidance based on statutory, regulatory and funding requirements including but not limited to scope of work, budget and budget modifications for contracts, professional service agreements, purchases, settlement agreements, RFP's, ITN's, RFQ's and leases;
- g. Respond to questions of a legal nature, provide guidance to Board and staff in the interpretation, implementation and adherence to all laws, regulations and any other applicable policies to ensure compliance;
- h. Conduct research and analysis of specific legal questions, prepares memoranda and provide comments on documents submitted for review from a legal perspective;
- i. Provide guidance, general legal advice, opinions and representation in a variety of legal areas including, but not limited to:
 - Florida Government in Sunshine/Public Records/Roberts Rules/Governance
 - State and Federal Contracts Law/Compliance
 - State/Federal Procurement
 - Employment Law
 - Insurance/Risk Management
 - Public Assistance Fraud/Compliance
 - Provider Claims
 - Employment
 - Non-Profit Corporate Law

{00524657.2 3591-0000000 }

- Public Law and Civil Litigation

- j. Declare any potential conflict of interest with the Early Learning Coalition’s staff and/or vendors.
- k. Perform related duties as needed.

3) BILLING AND SCHEDULE:

The Vendor agrees to submit invoices detailing the services rendered monthly itemized by hours billed and matter. The Vendor shall be paid for services rendered in accordance with the schedule of fees set forth in the Vendor’s Attorney Client Fee Contract, **Attachment 1 of this Exhibit A**, in an amount not to exceed **One Hundred Thousand Dollars (\$100,000)**.

In the event there is a conflict between **Section 3 of Exhibit A** of this Agreement and **Section 3 (Compensation and Billing)** of this Agreement in terms of the time of invoicing and payment, **Section 3 of Exhibit A** of this Agreement shall prevail. Except as stated herein, all other matters concerning compensation and billing hereunder shall be as set forth in Section 3 of this Agreement.

4) THE FLORIDA BAR RULES:

The contractual relationship and obligations of the parties shall at all times be subject to the Rules Regulating The Florida Bar.

RATE SCHEDULE

A. IDENTIFICATION

Client: EARLY LEARNING COALITION OF BROWARD COUNTY, INC.

Matters: General Matters

B. HOURLY RATES FOR LEGAL PERSONNEL

Partners	\$250.00/hour
Associates	\$250.00/hour
Law Clerks	\$125.00/hour
Paralegals	\$125.00/hour

C. STANDARD CHARGES

We charge for our time in minimum units of .10 hours.

D. COSTS AND EXPENSES

In-office photocopying	\$0.35/page
Facsimile transmittal	\$10.00
File retrieval costs	\$50.00

Credit card payments will be subject to a 3% service charge.

Costs and expenses not specifically listed, such as overnight delivery or outsourced printing, shall be charged at actual cost.

Exhibit A Attachment 1



INTENTIONALLY OMITTED

ITEM/MEETING	EXC241RB2 / Executive Committee
DATE:	August 29, 2023
SUBJECT:	ELC 403B Retirement Plan Match Policy Update and Plan to Procure Plan Service Providers
FOR ACTION:	Yes
RECOMMENDED ACTION:	1. Approve Increase to ELC 403B Retirement Plan Match Policy as Presented Effective October 1, 2023 2. Approve Plan to Procure New Plan Services Providers
FINANCIAL IMPACT:	Estimated \$60,000 FY 2024 Budget
ELC STAFF LEAD	C. Klima

Background:

Since the ELC was first established in 2002, ELCs 403B Retirement Plan (the Plan) has been self-administered and housed with the Variable Annuity Life Insurance Company (Valic). During its first 15 years, the Plan had very few participants. No internal administration policies or procedures were developed for the Plan and important compliance updates were overlooked. Starting in 2016, however, staff began working with auditors and attorneys to bring the Plan into compliance and shepherd the Coalition through necessary corrective action filings and other procedures.

In 2020 and 2021 the plan was re-stated as required and began receiving annual Plan audits. In 2022 and 2023 staff implemented new internal compliance procedures, made compliance related distributions to staff, and formally applied to enter the IRS Voluntary Correction Program (VCP) to resolve all remaining Plan problems. Through this process, it became clear that Valic could not supply the level of customer service or compliance support that the Coalition needed.

In July 2023, staff engaged ERISA and Retirement Law expert Robert Klausner of Klausner, Kaufman, Jensen & Levinson to advise Coalition staff and Board members in procuring new vendor services for the Plan as well as assist staff with compliance issues in the interim.

The Plan currently has assets of approximately \$4.5 million and permits all permanent staff to contribute upon hire. Employer match has a 1-year vesting period and the following match policy:

- Group 1: Staff who were hired prior to October 1, 2017 receive a dollar for dollar match up to 1.99% and 7% match for contributions of 2% or more.
- Group 2: Staff hired on or after October 1, 2017 receive a dollar for dollar match up to 3%

Current Status:

Staff request approval for two proposed actions:

1. Increase the employer match limit from 3% to 4% for Group 2:

Since procuring new vendor services and potential design changes to the Plan will take time, staff request authority to increase the dollar- for- dollar match limit for Group 2 from 3% to 4% to ensure compliance with IRS guidelines for match compensation paid to staff at all income levels. The proposed change would affect approximately 136 Plan participants and will increase FY24 employee benefits costs by an estimated \$60,000. Without this change, the Plan may fail annual non-discrimination testing required by the IRS, which could jeopardize acceptance of our VCP application.

2. Approve Procurement Plan for New Plan Vendor Services:

Robert Klausner will discuss the services required and the role of the ELC Board in ensuring Plan compliance at the meeting. He also recommends that the Coalition proceed as follows:

- Conduct the procurement through a directed invitation to bid in lieu of a public procurement as allowed by the Coalition’s Grant Agreement with DEL and Florida law to attract only qualified proposals.
- Include experts with Retirement Plan Administration knowledge on the vendor selection panel.
- Retain a qualified investment consultant to evaluate the adequacy and fees associated with investment options offered.
- Decide whether the Coalition prefers a Third-Party Administrator (TPA) that also offers the investment platform for self- directed options.
- Determine the number and type of investment options to solicit (if the TPA offers the platform)
- Establish minimum qualifications for the TPA including, but not limited to
 - ✓ Demonstrated experience with governmental retirement and other programs including 403B 401K, 457 Plans and other common offerings.
 - ✓ Experience with Plan Record-keeping, tax reporting and implementation of minimum distribution obligations
 - ✓ Demonstrated experience in plan self-correction or VCP requirements and willing and able to complete ELC’s current VCP.
 - ✓ Have adequate cyber-security for participant data, including insurance of not less than \$5 million.
 - ✓ Provide references and certify that they are not currently party to litigation.
 - ✓ Prepared to agree to be a fiduciary as defined by Florida law and agree that any contract is subject to Florida law venue in either state or federal court in Broward County.
 - ✓ Able to provide assurance that investment offerings comply with Florida Statutes Section 112.662 relating to ESG limitations.
 - ✓ Uses E-Verify

Requested Action:

1. Approve Increase to ELC 403B Retirement Plan Match Policy as Presented Effective October 1, 2023
2. Approve Plan to Procure New Plan Services Providers

Supporting Documentation:

- None

ITEM/MEETING	EXC241RB3 / EXECUTIVE COMMITTEE
DATE:	August 29, 2023
SUBJECT:	CEO Performance Evaluation Results
FOR ACTION:	YES
RECOMMENDED ACTION:	<ol style="list-style-type: none"> 1. Recommend Approval of CEO Evaluation Results to the Full Board 2. Recommend Performance Pay to the Full Board 3. Recommend Approval of CEO to 30th percentile
FINANCIAL IMPACT:	Up to \$10,000 Pay for Performance
ELC STAFF LEAD	Judith Merritt

Background:

Each year the CEO’s performance is evaluated by ELC Board members following the close of the fiscal year. The CEO Performance Evaluation is comprised of two parts, Section I - Leadership performance evaluation that consists of 6 leadership indicators and counts towards 40% of the CEO’s evaluation; Section II - CEO Goals metrics, which counts towards 60% of the evaluation.

At the June 2023 Board meeting, a streamlined CEO Performance Evaluation tool was approved by the Board. The updated tool along with a completed CEO self-assessment was sent to members on July 28, 2023. All members were asked to rate each item included in the Evaluation by August 11, 2022. The Board member response rate was 100%. We received 19 responses in total, as one Board member had been on the Board less than six months, so they were not asked to complete an evaluation at this time.

Current Status:

The Board’s individual ratings for each of the performance indicators and Goals/Outcomes were aggregated to provide an overall performance evaluation score. The report is attached as a supporting document; it outlines the CEO’s overall performance on the 6 Leadership indicators in Section I of the Evaluation along with ratings for the CEO’s Goals in Section II of the evaluation. Additionally, contained in the report are the comments provided by the Board members.

The overall combined weighted score of the CEO’s Performance Evaluation is 4.3 - Exceeds Expectations.

In Section I of the CEO Performance Evaluation, 96.5% of the Board rated the CEO as Exceeds Expectations or Outstanding which increased from 79% for FY 21-22. The average (unweighted) score was 4.5. Zero Board members scored the CEO Below Expectations or Needs Improvement in any indicators. In Section II CEO Goals/Outcomes, 100% of the Board rated the CEO as either Exceeds Expectations or Outstanding up from 71% last year. The average (unweighted score) was 4.1.

The above information has been incorporated into the DEL CEO Evaluation (attached for your review) which is signed by the Board Chair and submitted to DEL prior to August 30 each year.

The CEO is appreciative of the Board’s feedback provided in the Evaluation and will incorporate it into her development plan and the work being done.

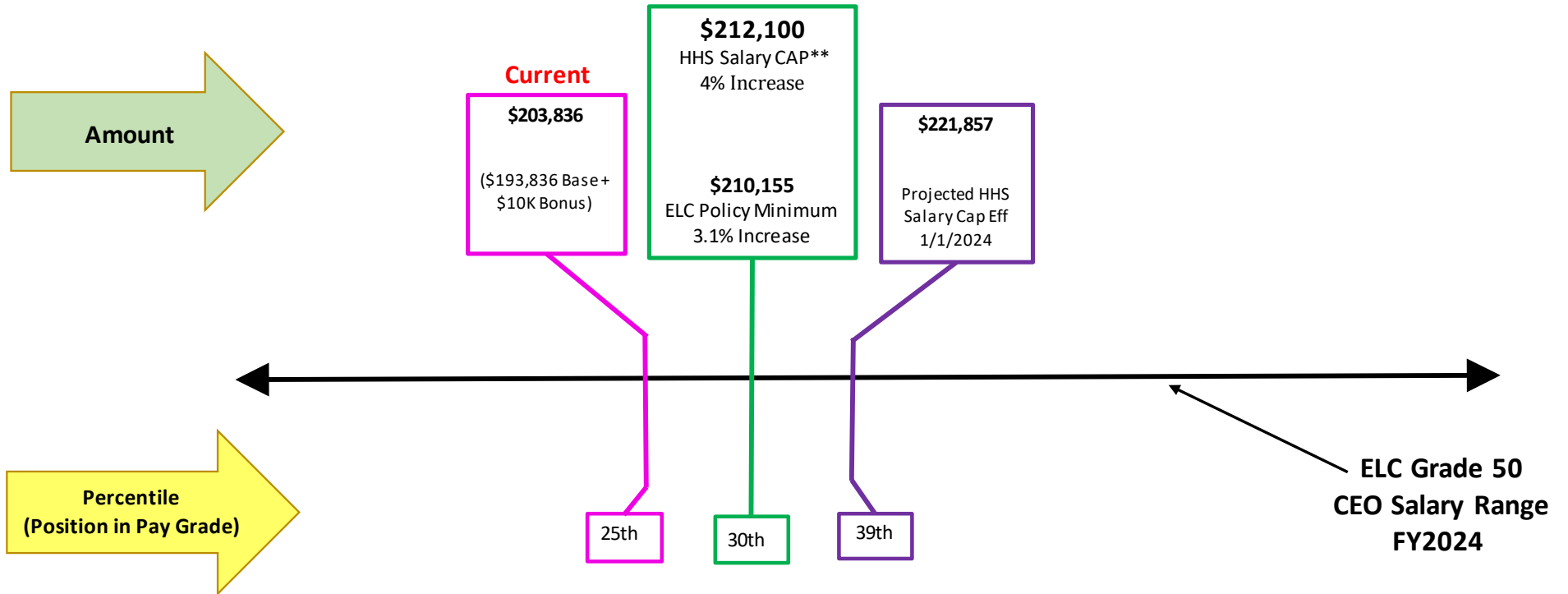
The CEO is eligible for up to \$10,000 in Performance Pay, as determined by the Board, and the expense was included as a placeholder in the FY 23 budget, which ended on June 30, 2023.

As customary, in FY 24, the CEO salary will be adjusted to the 30th percentile of the FY 24 salary scale for grade 50 effective July 1, 2023, in accordance with ELC salary administration policy, which is a 3.1% increase. The Board may also take additional action to make additional increases to the CEO’s salary at its discretion. See the chart below for specific scenarios.

Please note, all other ELC staff who fell below the 30th percentile, had their salaries adjusted effective July 1, 2023. With this shift, for staff who have been employed at the organization for one year or longer, the average percentile is 41.38 on the salary scale.

CEO Salary Adjustment vs Other Benchmarks

FY 2024 Grade Range *Adjusted for Inflation July 2023*



Grade	Low Band Percentiles						Middle Band Percentiles									High Percentiles	
	MIN	5th	10th	15th	20th	25th	30th	35th	40th	45th	Midpoint	55th	60th	65th	70th	75th	MAX
50	\$171,555	\$177,988	\$184,422	\$190,855	\$197,288	\$203,722	\$210,155	\$216,588	\$223,022	\$229,455	\$235,888	\$242,322	\$248,755	\$255,188	\$261,622	\$268,055	\$300,221

***The HHS Salary cap (Federal Executive Service Level 2 Pay Rate) is the maximum total compensation amount that DEL Grant Agreement funds can be used for in a given calendar year. Compensation above this level requires outside, dedicated funding*

Action(s):

1. Recommend Approval of CEO Evaluation Results to the Full Board
2. Recommend Performance Pay to the Full Board
3. Recommend Approval of CEO to 30th percentile

Supporting Documentation:

- CEO Performance Self Evaluation Report FY 22-23
- CEO Performance Evaluation Results FY 22-23 Ratings/Comments
- CEO DEL Performance Evaluation FY22-23

CEO Self Evaluation

Annual Performance Evaluation of the Chief Executive Officer (CEO) Early Learning Coalition of Broward County

SECTION I – PERFORMANCE INDICATORS

Section I includes 6 performance indicators that make up 40% of the overall score.

1. BOARD INTERACTIONS & SUPPORTS

Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff **

- Provides professional advice and recommendations to Board
- Engages Board in ELC policy
- Communicates with the Board chair and other members providing accurate, relevant information
- Fosters a harmonious working relationship with the Board
- Provides support for Board teamwork and effectiveness, board recruitment and development
- Builds a diverse Board

FY 22/23 Key Highlights:

- Over the 7.5 years at the ELC, I have worked to build relationships with the Board and feel overall my relationship with the Board and individual members is stronger than ever.
- Throughout the year I conduct individual check-ins with members to see how they are doing, answer questions, or get feedback on specific items/issues and/or to keep members updated on a situation.
- I provide frequent board updates through my CEO reports and emailed Board bulletins in between meetings and frequent postings on social media.
- Increased board engagement opportunities including:
 - Lunch and Learns - 6
 - Child Care Provider visits - 6
 - Legislator Meeting - 5
 - Board Meet and Greets – 2 (with first one in February 2023)
 - Black History Month Speaker US Congresswoman Shelia Cherfilus-McCormick
 - State of Child Care Event (attended by many State and Local leaders)
 - Provider Appreciation Event
 - PLAN meetings
 - ELC Staff BBQ
- Board members were kept up to date on relevant early learning and related conferences.
- Joint committee development of Honorary Board member position.
- Worked closely with Chairs of the Ad-Hoc Fundraising committee (and members) to kick off friend/fundraising efforts.

2. BUSINESS ETHICS/INNOVATION/MANAGEMENT/LEADERSHIP

Oversees development, implementation, and quality assurance of all Coalition programs and services **

- Communicates ELC's vision, and goals to staff, community, and others; builds commitment to mission
- Provides direction, defines priorities to assure ELC's programs and services meet needs of families, children, and providers
- Identifies problems and issues confronting the ELC and recommends/implements as appropriate
- Encourages and promotes long-range planning and implementation of plans, keeps Board informed

- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Ensures the ELC has a long-range strategy that achieves its mission/vision (Strategic Plan)
- Provides leadership in developing a program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

FY 22/23 Key Highlights:

- Worked closely with the Chair of the Ad Hoc Strategic Plan committee/committee members to finalize and obtain approval for ELC's new 5-year Strategic Plan (Sept. 2022) and continue to track/monitor status on an ongoing regular basis.
- Continue to find new and/or innovative ways to achieve the goals of the organization:
 - Launched Behavior Bites Zoom Inclusion Support series for educators
 - Introduced/Obtained outside funding for new peer navigator positions (to assist families navigating the evaluation process for children identified as having challenges)
 - Launched (and graduated) the first cohort of ELC's CDA training academy for educators
 - Usage of QR coding to track outreach efforts and increase ease for parents to access ELC resources
 - In absence of an SR waitlist, devised/rolled out a "no waiting" application processing plan
 - Led Statewide effort to create a streamlined/efficient process utilizing already existing CRM for ARPA – Build a World Class Workforce (WCW) initiative; 1st Coalition to roll out plan and offer stipend opportunities and training to Broward early educators (and maximized utilization of entire ARPA WCW funding award)
- Enrolled over 4,588 new School Readiness children (333 more than FY 21/22 and a 7% increase through aggressive outreach and enrollment efforts)
- Utilized Covid-Relief funding to continue to increase number of inclusion staff
- Built/rolled out 7 NEW CRM components to increase operational and program efficiency and improve/increase data collection capacity
- Increased Advocacy efforts through:
 - Successful State of Childcare Event with panelists from across the State
 - 60 attendees, 4 municipal leaders, 7 Legislators
 - Increased visibility with municipalities to raise awareness and increase match funding
 - Visit (to ELC offices) from US Congresswoman Sheila Cherfilus-McCormick
 - 13 municipal proclamations for Provider Appreciation Day
- Successfully rolled out a plan to have Municipal leaders and local Legislators share ELC information, resources, and our Newsletter with their constituencies
- Launched friend/fundraising efforts; granted \$5,000 seed money from PNC
- Increased ELC's reach in the community through outreach and various social media outlets:
 - Facebook – 20,333 to 122,990 visitors (567% increase)
 - Instagram – 1,380 to 20,970 visitors (1500% increase)
 - Website Traffic SR – 23,754 visitors to 30,254 visitors (30% increase)
 - Website Traffic VPK – from 15,866 to 20,676 visitors (30% increase)
- Finalist for 211/Memorial Nonprofit Organization of the Year (2023)
- Sun Sentinel Top Workplace 2023 award (for 2nd year in a row)

3. FISCAL RESPONSIBILITY, SUSTAINABILITY & MISSION IMPACT

Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-term planning. Works with the staff, finance committee, and the Board to prepare budgets, monitor progress, initiate changes, and resolve fiscal issues **

- Recommends yearly budget for Board approval
- Manages Coalitions resources within budget and guidelines within current laws and regulations
- Possesses robust understanding of the ELC's financial needs and communicates them clearly
- Provides leadership and supports strategies for attracting funds for SR match
- Oversees the planning and implementation of match activities, including strategies to approach potential donors

FY 22/23 Key Highlights:

- Navigated and balanced an extremely complicated budget (with insufficient funding for enrollments but millions in Covid Relief funding for provider grants, educator stipends, and workforce programs)
- Advocated persistently and awarded an additional \$20 million in School Readiness funding to cover the increase in (new) enrollments in FY 22/23
- Persistently advocated for an additional \$77 million in the FY 23/24 early learning budget to fill in funding gaps among ELCs, which Legislators recommended, and the Governor approved
- Clean single audit and test of internal controls
- Clean DEL program monitoring and fiscal monitoring
- Clean Broward County and Children's Services Council monitoring
- Processed \$96 million in ARPA Grants to 628 childcare small businesses
- Paid out \$1,841,800.00 in ARPA stipends to over 3,000 early educators
- Continue to pay all Child Care small businesses on time or early
- Kicked off the new fundraising committee created to strengthen the organization by obtaining outside funding to build a reserve and create sources of funding for unallowable items, raising \$23,232.

4. HUMAN RESOURCES MANAGEMENT AND STAFF, EMPLOYEE MORALE & CULTURE

Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations **

- Provides leadership developing and executing sound personnel procedures, directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the ELC
- Recruits and retains talented and diverse staff
- Ensures compliance with relevant workplace and employment laws, maintains a safe, respectful, and inclusive working environment
- Encourages and supports staff to participate in ongoing professional development
- Establishes clear patterns of authority, responsibility, supervision, and communication with staff
- Shows respect and sensitivity for cultural differences
- Promotes a harassment-free environment

FY 22/23 Key Highlights:

- Great Morale with staff satisfaction at an all-time high of 92% (based on 70% staff response); up from 88% in FY 21/22
- ECL's turnover rate is 12.76%; down from 17% in FY 21/22 and 22% below the industry standard
- Recipient of the Sun Sentinel's Top Workplace 2023 (for the second time)
- 50% of Promotions were filled internally, as evidence of ELC's efforts to support, train, and encourage staff growth
- Advocated/Received approval for mid-year performance pay for qualifying staff (to offset the high cost of

living/inflation)

- Ensured all staff remain at or above the 30th percentile of the current market rate survey

5. COMMUNITY, STATE AND PUBLIC RELATIONS

Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders **

- Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to ELC
- Represents and promotes ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities
- Encourages community involvement and contribution to the ELC
- Provides leadership at the state level; advocates the needs of ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents. Including lobbying the state legislature within permitted laws and regulations
- Serves as an effective spokesperson. Represents ELC to its constituencies, including clients/members/patrons, other nonprofits, government agencies.

FY 22/23 Key Highlights:

- Attended/Presented at 9 Municipality Commission meetings
- Met with 6 Broward legislative delegates (in high need zip codes) and various State legislators.
- Created/Planned and participated as a panelist at the ELC's State of Child Care event attended by:
 - 60 Community Partners/Leaders including 4 municipality leaders and 7 legislators
- Hosted a presentation at the ELC Broward by US Congresswoman Shelia Cherfilus-McCormick
- Attended/Received 13 municipal proclamations for Provider Appreciation Day
- Partnered with many community organizations to brainstorm ways to collaborate and/or increase efforts to best serve the children and families in Broward including (CSC, Healthy Start, Broward Behavioral Health Council, etc.)
- Participated in 28 Outreach/Community events throughout the county
- Continue to serve on more than 5 community board meetings/workgroups as well as AELC (Statewide).
- Joined the Fort Lauderdale Chamber of Commerce; Attended various Chamber workgroup meetings and events
- Member/Attend Broward League of Cities meetings/events
- Co-Chair of Broward Reads
- Serve on the Executive Committee of the AELC; Chair of the AELC Large Coalition Board, and Chair of Southeast Florida AELC
- Member of the AELC Legislative Committee which works to create and advocate for Statewide early learning priorities.

6. PROFESSIONAL SKILLS & ABILITIES

- Maintains high stands of ethics, honesty, and integrity in all matters
- Is well organized and efficient in the accomplishment of objectives
- Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress
- Effectively communicates verbally and in written form
- Actively engages in continuous professional development

FY 22/23 Key Highlights:

- Well respected within the community and Statewide
- Participation in regular Statewide DEL and AELC meetings and other community boards/workgroups
- Ensure ELC Broward follows and as is up to date on all State, Federal, and local rules/regulations (as evidenced by clean (outside) audits and DEL Monitorings)

- Participant/Graduate of the Jim Moran Institute's Non-Profit Executive Program for local CEO's
- All required State/Federal/local documents, reports, and status updates are completed and turned in on time
- Navigated many rounds of ever-changing and time sensitive Covid Relief funding and initiatives executed efficiently and with (quick roll out) and minimal issues
- Attended relevant early learning and related conferences, webinars, trainings, etc.
- Demonstrates the ability to address (and anticipate) problems, challenges, and conflicts
- Ensures staff, Board, providers, parents and community partners/leaders receive necessary communication from the ELC (through bulletins and newsletter; ensuring website is up to date)

SECTION II – GOALS – 7 Goals to match with the 5 YEAR Strategic Plan (Domain #7)

Section II includes 7 goals that make up 60% of the overall score.

Goal 1: Eligible families will be aware of and can access ELC SR services.

GOAL 1 Eligible families will be aware of and access ELC SR Services					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. Deploy a successful targeted outreach and enrollment initiative	1. A minimum of 3,000 families will apply for SR services quarterly.	Q1: 3000 Q2: 3000 Q3: 3000 Q4: 3000	Q1: 2,345 Q2: 1,673 Q3: 2,488 Q4: 2,735	On Track	<ul style="list-style-type: none"> • ELC received 9241 new SR applications (from the waitlist), resulting in 5,128 new enrollments; a 20% increase in enrollments • Average of 2410 families applied quarterly • On track should funding permit - at 77% of the 5-year goal
	2. At least 1000 families annually will use QR codes, social media, and customized URLs created for outreach purposes to access information about School Readiness Services.	1,000	3,514	On Track	<ul style="list-style-type: none"> • ELC utilized extensive marketing and outreach campaigns • Engaged 3 large employers (Publix, McDonald's, Telpformance) about SR services for their employees • Distributed over 10K SR flyers to 22 Broward Title 1 schools
2. Families that are eligible to continue receiving SR services will receive them.	1. The overall retention rates for potentially SR eligible families will increase from 80% to 85%	85%	76%	Not Met	<ul style="list-style-type: none"> • ELC SR retention rate is 76% • ELC implemented several case management and process efficiencies such as texting to increase SR retention and will continue to find new strategies to meet the 5-year goal and retain 85% of eligible families

GOAL 2: Eligible families will be aware of and access ELC VPK services.

GOAL 2 Eligible families will be aware of and access ELC VPK services.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. ELC will reach and enroll as many VPK-eligible families as possible.	1. ELC Broward will meet or exceed the State of Florida estimating conference estimates for VPK	14,446	14,304	On Track	<ul style="list-style-type: none"> • The State Estimating Conference projected Broward enrollment to be 65% of 4 - year olds; actual enrollment was 64% of 4-year-olds.

GOAL 3: Broward's childcare centers/homes are high quality, nurturing settings.

GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. Childcare providers being CLASS assessed because they offer School Readiness (SR) services will participate in quality improvement opportunities, which will increase quality and raise the countywide CLASS score average from 5.0 to a 6	1. 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score to a 4.5 or higher within a year.	90%	93%	Exceeded	<ul style="list-style-type: none"> • 3% above the 5-year goal.
	2. 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.	85%	67%	On Track	<ul style="list-style-type: none"> • 79% of the 5-year goal achieved.
	3. 55% of SR providers scoring between a 5 and a 5.49 on their CLASS assessment will raise their score to a 5.5 or higher within a year.	55%	32%	On Track	<ul style="list-style-type: none"> • 58% of the 5-year goal achieved.
	4. 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC training focused on increasing scores.	90%	86%	On Track	<ul style="list-style-type: none"> • only 4% below the 5-year goal.
	5. 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC training focused on increasing scores.	85%	84%	On Track	<ul style="list-style-type: none"> • Only 1% below the 5-year goal.
	6. 65% of SR providers scoring between a 5 and 5.49 on their CLASS assessment will attend ELC training focused on increasing scores	65%	95%	Exceeded	<ul style="list-style-type: none"> • 30% above the 5-year goal.

GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
2. Providers participating in the Broward Above and Beyond will successfully recruit, upskill, and retain qualified staff.	1. Once a baseline is developed, a to-be-determined metric will be established to demonstrate an increase in the successful recruitment of early educators at the Above and Beyond participating sites.	Metric Being Established based on FY22/23 data	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing baseline benchmarks
	2. Once a baseline is developed, 50% of early educators will attain the next level in personal development goals (CDA or higher).	50%	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing benchmarks
	3. Once a baseline is developed, the retention level of early educators will be at a minimum of 80% at the Above and Beyond sites.	80%	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing benchmarks
3. Early Learning educators will gain the foundational skills to increase classroom preparedness and effective child/educator interactions to help increase Broward's average CLASS scores.	1. Broward County Above and Beyond CLASS Observation Provider Instructional Support Average, the CLASS Observation domain that is most often lowest, will increase from a 3.6 to a 5.	5	4.4	On Track	• 26 of the Above and Beyond sites had a pre Instructional Support score. Those sites, on average, increased their average score to a 4.4

GOAL 4: Broward's VPK sites offer high quality services in a nurturing environment.

GOAL 4. Broward's VPK sites offer high quality services in a nurturing environment.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
Objective 1: VPK providers will participate in quality improvement opportunities, which will result in a countywide CLASS score average of at least 5.25	1. 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score a 4.5 or higher within a year.	80%	N/A	N/A	• This was the first year of CLASS assessments for VPK providers. This outcome (and efforts to increase CLASS scores) will begin to be measured in FY 23/24 • Baseline established with a VPK CLASS score average of 5.29, which is a really good CLASS score
	2. 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.	70%	N/A	N/A	Same as Above
	3. 50% of VPK providers scoring between a 5 and a 5.25 on their CLASS assessment will raise their score to a 5.25 or higher within a year	50%	N/A	N/A	Same as Above
	4. 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC training focused on increasing scores.	80%	N/A	N/A	Same as Above
	5. 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC training focused on increasing scores.	70%	N/A	N/A	Same as Above
	6. 60% of VPK providers scoring between a 5 and 5.25 on their CLASS assessment will attend ELC training focused on increasing scores	60%	N/A	N/A	Same as Above

Goal 5: Children will enter kindergarten with the tools, skills, and support they need to succeed.

Goal 5. Children will enter kindergarten with the tools, skills, and support they need to succeed					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.	1. 65% of families with children ages 0-2 who have received a referral will follow through with their referrals to Early Steps	65%	33%	Not Met	• FY 22/23 ELC staff made 1,045 referrals to Early Steps, with 348 families completing the evaluation process resulting in a 33% follow-through rate (An increase in overall referrals from the prior year of 212) • FY 21/22 ELC staff made 833 referrals to Early Steps, with only 387 families completing the evaluation process, resulting in a 46% follow-through rate
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS	75%	53%	Not Met	• FY 22/23 ELC staff made 659 referrals to FDLRS, with 355 families completing the evaluation process, resulting in a 53% follow-through rate • FY 21/22 ELC staff made 751 referrals to FDLRS, with 364 families completing the evaluation process, resulting in the 62% follow-through rate
	3. Through funding or partnerships, four (4) additional, comprehensive support services will be added or expanded to children/families (such as but not limited to vision, hearing, dental screenings, mental health, nutrition services, and general medical)	4	2	On Track	• ELC created two (2) partnerships for support services, one with Lighthouse of Miami--eye examinations in preschools and Peer Support Specialists for Special Needs families funded by AD Henderson • 50% of the 5-year goal achieved
2. Expand ELC Literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to the reading experience	1. Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000	15,000	8,714.00	On Track	• 58% of the 5-year goal achieved
	2. ELC will participate in at least 15 literacy events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.	15	11	On Track	• 73% of the 5-year goal achieved

Goal 6: The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.

Goal 6. The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	1. ELC leadership will meet (one on one) with new local Legislators, Broward County commissioners/county administration, and newly elected municipal leaders (in high-needs areas) at least 1x/within the first year of their role.	13	10	On Track	<ul style="list-style-type: none"> Met one on one with 10 out of 13 newly elected leaders Prioritized areas with higher needs for ELC services
	2. ELC leadership will meet/present to 80% of current legislators, Broward County commissioners/county administration, and municipal leaders (in high-needs areas) at least 1x/annually.	80%	87%	Exceeded	<ul style="list-style-type: none"> 9 presentations at various city commission meetings Engaged with 4 of the 9 county commissioners Engaged with 6 of the 9 Broward Legislators who represent our high SR concentrated areas Met with 55 Broward leaders
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	1. A minimum of 30 community leaders/elected officials will participate in at least one ELC's activities/events annually.	30	50	Exceeded	<ul style="list-style-type: none"> State of Childcare event had over 50 community leaders and elected officials
	2. ELC will build relationships with a minimum of 10 Faith-based community leaders or business partners.	10	5	On Track	<ul style="list-style-type: none"> Achieved 50% of the 5-year goal. Relationships established with 5 faith-based leaders, Calvary Chapel, Mt. Hermon, AME, Otis Kemp, IFSF Will continue to work on achieving the goal

Goal 7: ELC Broward is a healthy, efficient, and effective organization.

Goal 7. ELC Broward is a healthy, efficient, and effective organization.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.	1. ELC is hiring the right staff for the right positions and retaining them, as evidenced by retaining 75% of new hires in one year.	75%	76.67%	Exceeded	<ul style="list-style-type: none"> ELC is at 90% retention (excluding involuntary separations)
	2. ELC annual staff turnover will be 5% below the National turnover average for similar organizations (National Average is 35%, therefore less than 30%)	30%	12.76%	Exceeded	<ul style="list-style-type: none"> Staff voluntary turnover rate is 7.14% without involuntary, with an overall turnover rate of 12.76%
	3. 25% of promotional opportunities are filled internally.	25%	50%	Exceeded	<ul style="list-style-type: none"> 50% of all promotional opportunities, or 17 of 34, were promotions from within.
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	92%	Exceeded	<ul style="list-style-type: none"> Staff satisfaction is at an all-time high of 92% (based on a 70% response rate) and up from 88% satisfaction from last year ELC was the recipient of the Sun Sentinel's Top Work Place 2023 (2nd year in a row)
2. Continue to optimize the use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.	1. 85% of the CRM Plan will be fully implemented.	85%	48%	On Track	<ul style="list-style-type: none"> 48% of the modules have been created. We are on track to exceed 85%.
	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	60%	On Track	<ul style="list-style-type: none"> IT department has moved 60% of the ELC infrastructure to the cloud.
	3. A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.	95%	93.40%	On Track	<ul style="list-style-type: none"> The results of the security survey for the year show that 93.4% of staff passed the quarterly test.
3. A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to build a reserve gradually.	Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.	To Be Established	\$0	On Track	<ul style="list-style-type: none"> Ad Hoc Fundraising Committee has been established with initial seed money of \$5,000 and a proposed mixer scheduled for September 2023 Honorary Board member protocols established to enhance ELC visibility in the friend/fundraising arena.
4. Strategy will be in place to obtain dedicated funding for specific unallowable expenses.	1. ELC will have funds for items for meetings, programming, and training.	To Be Established	\$22,232	On Track	<ul style="list-style-type: none"> Ad Hoc Fundraising Committee met on 3 occasions to establish the role of the committee and strategy for friend/fundraising. Our unofficial Year 1 goal was \$25,000

Goal 7. ELC Broward is a healthy, efficient, and effective organization.

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
5. The ELC board is energized, enthusiastic, educated, participate, and partners effectively with staff.	1. Results of the annual staff and board survey will show at least a 90% rating in all categories.	90%	77%	On Track	<ul style="list-style-type: none"> The Board Survey is split into two areas, Self Assessment and Board Assessment. Not all areas were at 90%. Board Self Assessment, 6 of 8 questions above 90% Board Assessment 4 of 5 questions above 90% When combining the two Assessments, 3 of the 13 (total) questions did not achieve the required goal, resulting in a 77% overall rating. Self Assessment Average 87.6% Board Assessment Average of 93.9% Overall, a huge increase in scores from FY 21/22
	2. 100% of the ELC Board will complete and return the Annual Board Survey, which will be conducted prior to the Annual Board Retreat	100%	88%	On Track	<ul style="list-style-type: none"> 88% of the Board members completed the Annual board Survey (with only 2 members not completing it)
	3. ELC will track the activity of Board members and report on that engagement	N/A	N/A	On Track	<ul style="list-style-type: none"> ELC staff have been tracking engagement and will provide each Board member with their own engagement report.
6. The ELC will have a cohesive board where every member has a voice.	1. Board ratings after meetings will average 8 or higher	8	100%	On Track	<ul style="list-style-type: none"> All meetings scored above an 8 (once we began administering the approved rating survey).
	2. Results of the annual board self-survey will show that 90% of the board report that they feel they have a voice in meetings.	90%	94%	Exceeded	<ul style="list-style-type: none"> 94% of Board members believed that opportunity existed for constructive, respectful debate on issues (The prior year was 74%).

CEO Evaluation Results

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 - Launched (and graduated) the first cohort of ELC's CDA training academy for educators
 - Usage of QR coding to track outreach efforts and increase ease for parents to access ELC resources
 - In absence of an SR waitlist, devised/rolled out a "no waiting" application processing plan
 - Led Statewide effort to create a streamlined/efficient process utilizing already existing CRM for ARPA – Build a World Class Workforce (WCW) initiative; 1st Coalition to roll out plan and offer stipend opportunities and training to Broward early educators (and maximized utilization of entire ARPA WCW funding award)
- Enrolled over 4,588 new School Readiness children (333 more than FY 21/22 and a 7% increase through aggressive outreach and enrollment efforts)
- Utilized Covid-Relief funding to continue to increase number of inclusion staff
- Built/rolled out 7 NEW CRM components to increase operational and program efficiency and improve/increase data collection capacity
- Increased Advocacy efforts through:
 - Successful State of Childcare Event with panelists from across the State
 - 60 attendees, 4 municipal leaders, 7 Legislators
 - Increased visibility with municipalities to raise awareness and increase match funding
 - Visit (to ELC offices) from US Congresswoman Sheila Cherfilus-McCormick
 - 13 municipal proclamations for Provider Appreciation Day
- Successfully rolled out a plan to have Municipal leaders and local Legislators share ELC information, resources, and our Newsletter with their constituencies
- Launched friend/fundraising efforts; granted \$5,000 seed money from PNC
- Increased ELC's reach in the community through outreach and various social media outlets:
 - Facebook – 20,333 to 122,990 visitors (567% increase)
 - Instagram – 1,380 to 20,970 visitors (1500% increase)
 - Website Traffic SR – 23,754 visitors to 30,254 visitors (30% increase)
 - Website Traffic VPK – from 15,866 to 20,676 visitors (30% increase)
- Finalist for 211/Memorial Nonprofit Organization of the Year (2023)
- Sun Sentinel Top Workplace 2023 award (for 2nd year in a row)

3. FISCAL RESPONSIBILITY, SUSTAINABILITY & MISSION IMPACT

Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-term planning. Works with the staff, finance committee, and the Board to prepare budgets, monitor progress, initiate changes, and resolve fiscal issues **

- Recommends yearly budget for Board approval
- Manages Coalitions resources within budget and guidelines within current laws and regulations
- Possesses robust understanding of the ELC's financial needs and communicates them clearly
- Provides leadership and supports strategies for attracting funds for SR match
- Oversees the planning and implementation of match activities, including strategies to approach potential donors

FY 22/23 Key Highlights:

- Navigated and balanced an extremely complicated budget (with insufficient funding for enrollments but millions in Covid Relief funding for provider grants, educator stipends, and workforce programs)
- Advocated persistently and awarded an additional \$20 million in School Readiness funding to cover the increase in (new) enrollments in FY 22/23
- Persistently advocated for an additional \$77 million in the FY 23/24 early learning budget to fill in funding gaps among ELCs, which Legislators recommended, and the Governor approved
- Clean single audit and test of internal controls
- Clean DEL program monitoring and fiscal monitoring
- Clean Broward County and Children's Services Council monitoring
- Processed \$96 million in ARPA Grants to 628 childcare small businesses
- Paid out \$1,841,800.00 in ARPA stipends to over 3,000 early educators
- Continue to pay all Child Care small businesses on time or early
- Kicked off the new fundraising committee created to strengthen the organization by obtaining outside funding to build a reserve and create sources of funding for unallowable items, raising \$23,232.

4. HUMAN RESOURCES MANAGEMENT AND STAFF, EMPLOYEE MORALE & CULTURE

Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations **

- Provides leadership developing and executing sound personnel procedures, directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the ELC
- Recruits and retains talented and diverse staff
- Ensures compliance with relevant workplace and employment laws, maintains a safe, respectful, and inclusive working environment
- Encourages and supports staff to participate in ongoing professional development
- Establishes clear patterns of authority, responsibility, supervision, and communication with staff
- Shows respect and sensitivity for cultural differences
- Promotes a harassment-free environment

FY 22/23 Key Highlights:

- Great Morale with staff satisfaction at an all-time high of 92% (based on 70% staff response); up from 88% in FY 21/22
- ECL's turnover rate is 12.76%; down from 17% in FY 21/22 and 22% below the industry standard
- Recipient of the Sun Sentinel's Top Workplace 2023 (for the second time)
- 50% of Promotions were filled internally, as evidence of ELC's efforts to support, train, and encourage staff growth
- Advocated/Received approval for mid-year performance pay for qualifying staff (to offset the high cost of

living/inflation)

- Ensured all staff remain at or above the 30th percentile of the current market rate survey

5. COMMUNITY, STATE AND PUBLIC RELATIONS

Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders **

- Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to ELC
- Represents and promotes ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities
- Encourages community involvement and contribution to the ELC
- Provides leadership at the state level; advocates the needs of ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents. Including lobbying the state legislature within permitted laws and regulations
- Serves as an effective spokesperson. Represents ELC to its constituencies, including clients/members/patrons, other nonprofits, government agencies.

FY 22/23 Key Highlights:

- Attended/Presented at 9 Municipality Commission meetings
- Met with 6 Broward legislative delegates (in high need zip codes) and various State legislators.
- Created/Planned and participated as a panelist at the ELC's State of Child Care event attended by:
 - 60 Community Partners/Leaders including 4 municipality leaders and 7 legislators
- Hosted a presentation at the ELC Broward by US Congresswoman Shelia Cherfilus-McCormick
- Attended/Received 13 municipal proclamations for Provider Appreciation Day
- Partnered with many community organizations to brainstorm ways to collaborate and/or increase efforts to best serve the children and families in Broward including (CSC, Healthy Start, Broward Behavioral Health Council, etc.)
- Participated in 28 Outreach/Community events throughout the county
- Continue to serve on more than 5 community board meetings/workgroups as well as AELC (Statewide).
- Joined the Fort Lauderdale Chamber of Commerce; Attended various Chamber workgroup meetings and events
- Member/Attend Broward League of Cities meetings/events
- Co-Chair of Broward Reads
- Serve on the Executive Committee of the AELC; Chair of the AELC Large Coalition Board, and Chair of Southeast Florida AELC
- Member of the AELC Legislative Committee which works to create and advocate for Statewide early learning priorities.

6. PROFESSIONAL SKILLS & ABILITIES

- Maintains high stands of ethics, honesty, and integrity in all matters
- Is well organized and efficient in the accomplishment of objectives
- Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress
- Effectively communicates verbally and in written form
- Actively engages in continuous professional development

FY 22/23 Key Highlights:

- Well respected within the community and Statewide
- Participation in regular Statewide DEL and AELC meetings and other community boards/workgroups
- Ensure ELC Broward follows and as is up to date on all State, Federal, and local rules/regulations (as evidenced by clean (outside) audits and DEL Monitorings)

- Participant/Graduate of the Jim Moran Institute’s Non-Profit Executive Program for local CEO’s
- All required State/Federal/local documents, reports, and status updates are completed and turned in on time
- Navigated many rounds of ever-changing and time sensitive Covid Relief funding and initiatives executed efficiently and with (quick roll out) and minimal issues
- Attended relevant early learning and related conferences, webinars, trainings, etc.
- Demonstrates the ability to address (and anticipate) problems, challenges, and conflicts
- Ensures staff, Board, providers, parents and community partners/leaders receive necessary communication from the ELC (through bulletins and newsletter; ensuring website is up to date)

Overall Board Rating Results for 6 domains of 4.5

Responders	Leadership Indicators						Overall Rating
	Board Interactions Supports	Business Ethics Mgt Leadership	Fiscal Sustainability Mission	Human Resources Staff Moral	Community Public Relations	Professional Skills & Abilities	
Laurie Sallarulo	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Dawn Liberta	5.0	5.0	4.0	4.0	5.0	5.0	4.7
Twan Russell	3.0	4.0	3.0	4.0	4.0	5.0	3.8
Monica King	4.0	5.0	5.0	5.0	5.0	5.0	4.8
Cindy Arenberg Seltzer	5.0	5.0	5.0	4.0	4.0	4.0	4.5
Michael Asseff	5.0	5.0	4.0	5.0	4.0	4.0	4.5
Sharonda Bailey	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Beverly Batson	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Richard Campillo	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Kirk Englehardt	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Carol Hylton	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Melody McDonald	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Renee Podolsky	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Amoy Reid	4.5	4.5	4.5	4.0	4.0	4.5	4.3
Maria Hernandez	4.0	4.0	4.0	5.0	3.0	4.0	4.0
Ellie Schrot	4.0	5.0	5.0	4.0	5.0	4.0	4.5
Zachary Talbot	4.0	5.0	4.0	5.0	4.0	4.0	4.3
Kristina West	4.0	5.0	5.0	4.0	4.0	5.0	4.5
Julie Winburn	5.0	4.0	4.0	4.0	4.0	3.0	4.0
Leadership Indicators Avg	4.4	4.7	4.4	4.5	4.4	4.4	4.5

SECTION II – GOALS – 7 Goals to match with the 5 YEAR Strategic Plan (Domain #7)

Section II includes 7 goals that make up 60% of the overall score.

Goal 1: Eligible families will be aware of and can access ELC SR services.

GOAL 1 Eligible families will be aware of and access ELC SR Services					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. Deploy a successful targeted outreach and enrollment initiative	1. A minimum of 3,000 families will apply for SR services quarterly.	Q1: 3000 Q2: 3000 Q3: 3000 Q4: 3000	Q1: 2,345 Q2: 1,673 Q3: 2,488 Q4: 2,735	On Track	<ul style="list-style-type: none"> • ELC received 9241 new SR applications (from the waitlist), resulting in 5,128 new enrollments; a 20% increase in enrollments • Average of 2410 families applied quarterly • On track should funding permit - at 77% of the 5-year goal
	2. At least 1000 families annually will use QR codes, social media, and customized URLs created for outreach purposes to access information about School Readiness Services.	1,000	3,514	On Track	<ul style="list-style-type: none"> • ELC utilized extensive marketing and outreach campaigns • Engaged 3 large employers (Publix, McDonald's, Telpformance) about SR services for their employees • Distributed over 10K SR flyers to 22 Broward Title 1 schools
2. Families that are eligible to continue receiving SR services will receive them.	1. The overall retention rates for potentially SR eligible families will increase from 80% to 85%	85%	76%	Not Met	<ul style="list-style-type: none"> • ELC SR retention rate is 76% • ELC implemented several case management and process efficiencies such as texting to increase SR retention and will continue to find new strategies to meet the 5-year goal and retain 85% of eligible families

GOAL 2: Eligible families will be aware of and access ELC VPK services.

GOAL 2 Eligible families will be aware of and access ELC VPK services.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. ELC will reach and enroll as many VPK-eligible families as possible.	1. ELC Broward will meet or exceed the State of Florida estimating conference estimates for VPK	14,446	14,304	On Track	<ul style="list-style-type: none"> • The State Estimating Conference projected Broward enrollment to be 65% of 4 - year olds; actual enrollment was 64% of 4-year-olds.

GOAL 3: Broward's childcare centers/homes are high quality, nurturing settings.

GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. Childcare providers being CLASS assessed because they offer School Readiness (SR) services will participate in quality improvement opportunities, which will increase quality and raise the countywide CLASS score average from 5.0 to a 6	1. 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score to a 4.5 or higher within a year.	90%	93%	Exceeded	<ul style="list-style-type: none"> • 3% above the 5-year goal.
	2. 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.	85%	67%	On Track	<ul style="list-style-type: none"> • 79% of the 5-year goal achieved.
	3. 55% of SR providers scoring between a 5 and a 5.49 on their CLASS assessment will raise their score to a 5.5 or higher within a year.	55%	32%	On Track	<ul style="list-style-type: none"> • 58% of the 5-year goal achieved.
	4. 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC training focused on increasing scores.	90%	86%	On Track	<ul style="list-style-type: none"> • only 4% below the 5-year goal.
	5. 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC training focused on increasing scores.	85%	84%	On Track	<ul style="list-style-type: none"> • Only 1% below the 5-year goal.
	6. 65% of SR providers scoring between a 5 and 5.49 on their CLASS assessment will attend ELC training focused on increasing scores	65%	95%	Exceeded	<ul style="list-style-type: none"> • 30% above the 5-year goal.

GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
2. Providers participating in the Broward Above and Beyond will successfully recruit, upskill, and retain qualified staff.	1. Once a baseline is developed, a to-be-determined metric will be established to demonstrate an increase in the successful recruitment of early educators at the Above and Beyond participating sites.	Metric Being Established based on FY22/23 data	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing baseline benchmarks
	2. Once a baseline is developed, 50% of early educators will attain the next level in personal development goals (CDA or higher).	50%	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing benchmarks
	3. Once a baseline is developed, the retention level of early educators will be at a minimum of 80% at the Above and Beyond sites.	80%	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing benchmarks
3. Early Learning educators will gain the foundational skills to increase classroom preparedness and effective child/educator interactions to help increase Broward's average CLASS scores.	1. Broward County Above and Beyond CLASS Observation Provider Instructional Support Average, the CLASS Observation domain that is most often lowest, will increase from a 3.6 to a 5.	5	4.4	On Track	• 26 of the Above and Beyond sites had a pre Instructional Support score. Those sites, on average, increased their average score to a 4.4

GOAL 4: Broward's VPK sites offer high quality services in a nurturing environment.

GOAL 4. Broward's VPK sites offer high quality services in a nurturing environment.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
Objective 1: VPK providers will participate in quality improvement opportunities, which will result in a countywide CLASS score average of at least 5.25	1. 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score a 4.5 or higher within a year.	80%	N/A	N/A	• This was the first year of CLASS assessments for VPK providers. This outcome (and efforts to increase CLASS scores) will begin to be measured in FY 23/24 • Baseline established with a VPK CLASS score average of 5.29, which is a really good CLASS score
	2. 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.	70%	N/A	N/A	Same as Above
	3. 50% of VPK providers scoring between a 5 and a 5.25 on their CLASS assessment will raise their score to a 5.25 or higher within a year	50%	N/A	N/A	Same as Above
	4. 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC training focused on increasing scores.	80%	N/A	N/A	Same as Above
	5. 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC training focused on increasing scores.	70%	N/A	N/A	Same as Above
	6. 60% of VPK providers scoring between a 5 and 5.25 on their CLASS assessment will attend ELC training focused on increasing scores	60%	N/A	N/A	Same as Above

Goal 5: Children will enter kindergarten with the tools, skills, and support they need to succeed.

Goal 5. Children will enter kindergarten with the tools, skills, and support they need to succeed					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.	1. 65% of families with children ages 0-2 who have received a referral will follow through with their referrals to Early Steps	65%	33%	Not Met	• FY 22/23 ELC staff made 1,045 referrals to Early Steps, with 348 families completing the evaluation process resulting in a 33% follow-through rate (An increase in overall referrals from the prior year of 212) • FY 21/22 ELC staff made 833 referrals to Early Steps, with only 387 families completing the evaluation process, resulting in a 46% follow-through rate
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS	75%	53%	Not Met	• FY 22/23 ELC staff made 659 referrals to FDLRS, with 355 families completing the evaluation process, resulting in a 53% follow-through rate • FY 21/22 ELC staff made 751 referrals to FDLRS, with 364 families completing the evaluation process, resulting in the 62% follow-through rate
	3. Through funding or partnerships, four (4) additional, comprehensive support services will be added or expanded to children/families (such as but not limited to vision, hearing, dental screenings, mental health, nutrition services, and general medical)	4	2	On Track	• ELC created two (2) partnerships for support services, one with Lighthouse of Miami--eye examinations in preschools and Peer Support Specialists for Special Needs families funded by AD Henderson • 50% of the 5-year goal achieved
2. Expand ELC Literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to the reading experience	1. Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000	15,000	8,714.00	On Track	• 58% of the 5-year goal achieved
	2. ELC will participate in at least 15 literacy events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.	15	11	On Track	• 73% of the 5-year goal achieved

Goal 6: The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.

Goal 6. The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	1. ELC leadership will meet (one on one) with new local Legislators, Broward County commissioners/county administration, and newly elected municipal leaders (in high-needs areas) at least 1x/within the first year of their role.	13	10	On Track	<ul style="list-style-type: none"> Met one on one with 10 out of 13 newly elected leaders Prioritized areas with higher needs for ELC services
	2. ELC leadership will meet/present to 80% of current legislators, Broward County commissioners/county administration, and municipal leaders (in high-needs areas) at least 1x/annually.	80%	87%	Exceeded	<ul style="list-style-type: none"> 9 presentations at various city commission meetings Engaged with 4 of the 9 county commissioners Engaged with 6 of the 9 Broward Legislators who represent our high SR concentrated areas Met with 55 Broward leaders
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	1. A minimum of 30 community leaders/elected officials will participate in at least one ELC's activities/events annually.	30	50	Exceeded	<ul style="list-style-type: none"> State of Childcare event had over 50 community leaders and elected officials
	2. ELC will build relationships with a minimum of 10 Faith-based community leaders or business partners.	10	5	On Track	<ul style="list-style-type: none"> Achieved 50% of the 5-year goal. Relationships established with 5 faith-based leaders, Calvary Chapel, Mt. Hermon, AME, Otis Kemp, IFSF Will continue to work on achieving the goal

Goal 7: ELC Broward is a healthy, efficient, and effective organization.

Goal 7. ELC Broward is a healthy, efficient, and effective organization.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.	1. ELC is hiring the right staff for the right positions and retaining them, as evidenced by retaining 75% of new hires in one year.	75%	76.67%	Exceeded	<ul style="list-style-type: none"> ELC is at 90% retention (excluding involuntary separations)
	2. ELC annual staff turnover will be 5% below the National turnover average for similar organizations (National Average is 35%, therefore less than 30%)	30%	12.76%	Exceeded	<ul style="list-style-type: none"> Staff voluntary turnover rate is 7.14% without involuntary, with an overall turnover rate of 12.76%
	3. 25% of promotional opportunities are filled internally.	25%	50%	Exceeded	<ul style="list-style-type: none"> 50% of all promotional opportunities, or 17 of 34, were promotions from within.
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	92%	Exceeded	<ul style="list-style-type: none"> Staff satisfaction is at an all-time high of 92% (based on a 70% response rate) and up from 88% satisfaction from last year ELC was the recipient of the Sun Sentinel's Top Work Place 2023 (2nd year in a row)
2. Continue to optimize the use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.	1. 85% of the CRM Plan will be fully implemented.	85%	48%	On Track	<ul style="list-style-type: none"> 48% of the modules have been created. We are on track to exceed 85%.
	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	60%	On Track	<ul style="list-style-type: none"> IT department has moved 60% of the ELC infrastructure to the cloud.
	3. A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.	95%	93.40%	On Track	<ul style="list-style-type: none"> The results of the security survey for the year show that 93.4% of staff passed the quarterly test.
3. A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to build a reserve gradually.	Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.	To Be Established	\$0	On Track	<ul style="list-style-type: none"> Ad Hoc Fundraising Committee has been established with initial seed money of \$5,000 and a proposed mixer scheduled for September 2023 Honorary Board member protocols established to enhance ELC visibility in the friend/fundraising arena.
4. Strategy will be in place to obtain dedicated funding for specific unallowable expenses.	1. ELC will have funds for items for meetings, programming, and training.	To Be Established	\$22,232	On Track	<ul style="list-style-type: none"> Ad Hoc Fundraising Committee met on 3 occasions to establish the role of the committee and strategy for friend/fundraising. Our unofficial Year 1 goal was \$25,000

Goal 7. ELC Broward is a healthy, efficient, and effective organization.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
5. The ELC board is energized, enthusiastic, educated, participate, and partners effectively with staff.	1. Results of the annual staff and board survey will show at least a 90% rating in all categories.	90%	77%	On Track	<ul style="list-style-type: none"> The Board Survey is split into two areas, Self Assessment and Board Assessment. Not all areas were at 90%. Board Self Assessment, 6 of 8 questions above 90% Board Assessment 4 of 5 questions above 90% When combining the two Assessments, 3 of the 13 (total) questions did not achieve the required goal, resulting in a 77% overall rating. Self Assessment Average 87.6% Board Assessment Average of 93.9% Overall, a huge increase in scores from FY 21/22
	2. 100% of the ELC Board will complete and return the Annual Board Survey, which will be conducted prior to the Annual Board Retreat	100%	88%	On Track	<ul style="list-style-type: none"> 88% of the Board members completed the Annual board Survey (with only 2 members not completing it)
	3. ELC will track the activity of Board members and report on that engagement	N/A	N/A	On Track	<ul style="list-style-type: none"> ELC staff have been tracking engagement and will provide each Board member with their own engagement report.
6. The ELC will have a cohesive board where every member has a voice.	1. Board ratings after meetings will average 8 or higher	8	100%	On Track	<ul style="list-style-type: none"> All meetings scored above an 8 (once we began administering the approved rating survey).
	2. Results of the annual board self-survey will show that 90% of the board report that they feel they have a voice in meetings.	90%	94%	Exceeded	<ul style="list-style-type: none"> 94% of Board members believed that opportunity existed for constructive, respectful debate on issues (The prior year was 74%).

Overall Board Rating Results for Goals – Year 1 Strategic Plan of 4.1

Responders	Strategic Plan 5 Year Goals
Laurie Sallarulo	4.0
Dawn Liberta	4.0
Twan Russell	4.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	4.5
Sharonda Bailey	4.0
Beverly Batson	4.0
Richard Campillo	4.0
Kirk Englehardt	5.0
Carol Hylton	4.0
Melody McDonald	4.0
Renee Podolsky	4.0
Amoy Reid	4.0
Maria Hernandez	4.0
Ellie Schrot	4.0
Zachary Talbot	4.0
Kristina West	4.0
Julie Winburn	4.0
Goal Avg	4.1

Overall Board Rating Results for 6 domains and Goals weighted equals: 4.3

Following are the Comments provided by Board members for each of the 6 domains & Goals.

Board Member	Comments - # 1 Board Interactions & Supports
Monica	Renee does a great job of keeping the Board informed with regular detailed updates. She has created opportunities for increased Board Interaction.
Maria	Performance above expectations
Cindy	Renee has been working diligently to keep the board engaged and informed during these fluid times.
Dawn	Renee does a great job in offering recommendations to the board but, at the same time, requests feedback to ensure the best recommendations are being put in place. She works closely with the board and reaches out to get feedback and returns calls and emails immediately. As the Vice Chair, she ensures to reach out prior to any committee meeting I will be facilitating to ensure I don't have any questions. In the past, we have had some concerns as a board in ensuring board members are comfortable speaking freely. Rene has worked with the board and has successfully made improvements.
Kristina	Renee does a tremendous job communicating with the board and driving engagement. She sets up meetings to check in and has been a tremendous asset in assisting with new chair roles.
Laurie	This is an area Renee has worked hard to improve and it shows.
Renee P	Workshops were a great addition

Board Member	Comments - # 2 Business Ethics, Management & Leadership
Monica	Clearly communicates the organization's goals and advocates effectively at the state to achieve these goals.
Maria	Strong leadership is exhibited in this area, especially in AQ processes and ongoing performance tracking/reviews.
Cindy	This has been the most creative and innovative year the ELC has ever had! Huge kudos to Renee and the staff!!!
Dawn	Renee works closely with the Chair of the Ad Hoc Strategic Plan committee/committee members to finalize and obtain approval for ELC's new 5-year Strategic Plan (Sept. 2022) and continue to track/monitor status on an ongoing regular basis. Continue to find new and/or innovative ways to achieve the goals of the organization. Renee was able to obtain outside funding for new peer navigator positions (to assist families navigating the evaluation process for children identified as having challenges) ELC Broward was the 1st Coalition to roll out a plan and offer stipend opportunities and training to Broward early educators (and maximized utilization of entire ARPA WCW funding award). With the leadership of Rene ELC, Broward was able to enroll over 4,588 new School Readiness children (333 more than FY 21/22 and a 7% increase through aggressive outreach and enrollment efforts. ELC has been awarded the Sun Sentinel Top Workplace for two years in a row.
Renee P	The new innovative programs for providers are an enhancement.

Board Member	Comments - # 3 Fiscal Sustainability & Mission
Monica	Outstanding management of Finances
Maria	CEO is exceeding expectations in this area. There is a very strong oversight and stewardship of the ELC funding and its priorities.
Cindy	The fiscal challenges this year were the opposite of those in years past – so much money coming down in various buckets with little time for processing and little guidance from the state. Making all of it work administratively, helping providers and their staff receive the stipends they were entitled to and most importantly getting thousands more children enrolled was a fantastic feat of teamwork and productivity!!
Dawn	Renee and her staff have done a great time navigating and balancing an extremely complicated budget (with insufficient funding for enrollments but millions in Covid Relief funding for provider grants, educator stipends, and workforce programs). Advocated persistently and awarded an additional \$20 million in School Readiness funding to cover the increase in (new) enrollments in FY 22/23. Under Renee’s leadership, ELC had a clean single audit and test of internal controls and a clean DEL program monitoring and fiscal monitoring Clean Broward County and Children’s Services Council monitoring• Processed \$96 million in ARPA Grants to 628 childcare small businesses • Paid out \$1,841,800.00 in ARPA stipends to over 3,000 early educators • Continue to pay all Child Care small businesses on time or early• Kicked off the new fundraising committee created to strengthen the organization by obtaining outside funding to build a reserve and create sources of funding for unallowable items, raising \$23,232.
Kirk	The finance and accounting team is outstanding and has helped us understand how the complex funding mechanism works. I hope that education continues and becomes more of a regular thing. It’s very helpful.
Renee P	Navigated and balanced an extremely complicated budget.

Board Member	Comments - # 4 Human Resources & Staff Moral
Monica	Excellent employee satisfaction results.
Maria	Under this CEO’s leadership, the ELC was selected as one of the best places to work. Great job!
Cindy	It is difficult to judge many of these factors from the Board seat, but the survey certainly indicates a happy workplace. I have definitely seen improvement in giving staff more opportunities to be creative and to shine. That was on full display this year.
Dawn	The last staff satisfaction survey showed an all-time high of 92% (based on 70% staff response); up from 88% in FY 21/22. ECL's turnover rate is 12.76%; down from 17% in FY 21/22 and 22% below the industry standard. ELC was the recipient of the Sun Sentinel’s Top Workplace 2023 (for the second time). 50% of Promotions were filled internally, as evidence of ELC’s efforts to support, train, and encourage staff growth. Renee has ensured all staff remains at or above the 30th percentile of the current market rate survey.
Kirk	Best place to work 2 years in a row – that speaks volumes about staff support and morale.
Kristina	Renee encourages respect within the organization and given recent awards, employee morale seems high.
Laurie	Renee has built a strong executive team.
Renee P	Recipient of the Top Workplace for the second time
Richard	As a Board member, I have limited insights into Renee’s interaction with staff but the excellent outcomes of staff surveys lead me to believe she is doing an excellent job in developing a winning culture.

Board Member	Comments - # 5 Community & Public Relations
Monica	The visibility of the ELC has increased and Renee regularly advocates for the organization.
Maria	It is recommended that this CEO increase her presence in Community convening, meetings, and other related events.
Cindy	Renee has been steadily growing in this area.
Dawn	Renee works within the community and sits on many committees which ensures the community is aware of the great things ELC is doing and any changes that may be rolling out locally or statewide. She works closely with state legislation, local representatives, and local leaders to implement best practices for our clients/members/patrons, and local agencies. Renee works as an advocate for our Child Care centers and pushes ways to improve outcomes for our children.
Kirk	I've seen tremendous improvement in public relations/marketing/communications over the past year.
Laurie	This is also an area Renee has worked hard to develop.
Renee P	Great increase in the community
Richard	I sense that Renee has become comfortable with being the face of EL and encourage her to continue to develop relationships with local and state officials that both impact policy as well as budgets.

Board Member	Comments - # 6 Professional Skills & Abilities
Monica	Renee has a strong work ethic and a high standard of honesty and integrity.
Maria	This CEO possesses all the necessary skills to lead the organization and bring it forward to a new level of performance.
Dawn	Renee maintains high standards of ethics, honesty, and integrity. She is well organized and efficient in competing objects not only from the board but the community as well. The community respects her opinion and looks to Renee to help make improvements to better our children and families.

Board Member	CEO Goal Comments
Monica	Renee is doing an excellent job and has amassed a great team that is keeping the organization moving forward. Areas that have not met their goals – are being addressed with new strategies (i.e. navigators to support families to follow through with an Early Steps referral) Overall an outstanding job.
Maria	Excellent performance. It could be beneficial to re-evaluate this CEO's goals as some of them are not directly connected to her performance but rather to several aspects of the ELC system's performance.
Dawn	Renee has led the Strategic Planning and ELC Broward was working on these goals prior to the approval by the board to ensure our families were/are receiving the services possible. Renee and the staff are meeting or on track to meet all but 3 objectives. The objectives that have not been met are being diligently worked on.
Kirk	I believe Renee continues to lead with vision and integrity. This will be increasingly important as we enter years where additional funding may not be as easy to obtain.
Richard	Excellent job of navigating the ELC through the post-pandemic period. As the ELC returns to a new baseline of spending, I am confident that Renee will set the right priorities to ensure we are maximizing children in our system of care but also supporting our small business providers that are the backbone of the system. We need to ensure that we engage, enable, and support the provider network in this challenging staffing environment. Thank you Renee for your leadership!

Chief Executive Officer/Executive Director

Annual Performance Evaluation

Officer/Director's Name: Laurie Sallarulo

Date: 8/21/2023

Evaluation Period: July 2022 – June 2023

ELC: Broward

Position Summary: The Chief Executive Officer (CEO)/Executive Director (ED) is responsible for providing direction, leadership, and oversight to the Coalition in support of its mission, strategic plan, and annual goals and objectives. The CEO/ED must effectively work with Board members, volunteers, government officials, community leaders, business leaders, child care providers, and the clients and families that the ELC serves. The CEO/ED provides leadership to internal staff and is responsible for daily operations of the business, including oversight of financial management, human resources, fund development, program quality and delivery, and public relations.

Evaluate the CEO/ED's performance in the domains below using the following ratings:

3 = Exceeds Expectations

2 = Meets Expectations

1 = Does Not Meet Expectations

Comments must be included for each factor with a rating of "Does Not Meet Expectations." Additional comments may be attached to this form.

Domain 1: Board Administration and Support – Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff.

Rating	Performance Indicator
3	Provides the Board with professional advice and recommendations based on the organization's strategic plan.
3	Engages the Board in establishing the ELC's policy direction; interprets and executes the intent of Board policy; supports Board policy and actions to the public and staff.
3	Communicates with the Board chair and other members of the Board to provide accurate, sufficient, and relevant information regarding Board policy and operations in a timely manner.
3	Fosters a harmonious working relationship with the Board.
3	Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.
Rating Average (total divided by 5): 3	Comments regarding the performance in this domain: Board members indicated they have a good relationship with the CEO, creates opportunities for increased Board participation and keeps them informed with frequent updates. CEO has worked hard to improve and its showing with all the increased opportunities.

Domain 2: Program and Service Delivery – Oversees development, implementation, and quality assurance of all Coalition programs and services.

Rating	Performance Indicator
3	Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.
3	Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.
3	Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.
3	Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.
3	Measures the extent to which ELC programs improve enrolled children’s school readiness skills for transitioning into kindergarten; reports findings to the Board and the community.
Rating Average (total divided by 5): 3	<p>Comments regarding the performance in this domain:</p> <p>CEO has strong leadership; she works closely with all the Board but specifically the Committee and Board Chairs. CEO has spearheaded many initiatives, and this has been the most creative and innovative year the ELC has ever had.</p> <p>ELC Broward was the first Coalition to roll out a plan and offer stipend opportunities and training to Broward early educators (and maximized utilization of entire ARPA WCW funding award). With the leadership of Rene ELC, Broward was able to enroll over 4,588 new School Readiness children (333 more than FY 21/22 and a 7% increase through aggressive outreach and enrollment efforts.</p>

Domain 3: Financial Sustainability and Mission Impact – Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC’s mission, goals, and long-range planning. Works with the staff, finance committee and the Board to prepare budgets, monitor progress, initiate changes (to operations and budgets) as appropriate, and resolve fiscal issues that affect the ELC.

Rating	Performance Indicator
3	Recommends yearly budget for Board approval.
3	Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.
3	Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.
3	Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.
3	Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.
Rating Average (total divided by 5): 3	<p>Comments regarding the performance in this domain:</p> <p>The fiscal challenges this year were the opposite of those in years past – so much money coming down in various buckets with little time for processing. Making all of it work administratively, helping providers and their staff receive the stipends they were</p>

	<p>entitled to and most importantly getting thousands more children enrolled was a fantastic feat of teamwork and productivity!!</p> <p>Under Renee’s leadership, ELC had a clean single audit, DEL program monitoring, fiscal monitoring as well as a clean Broward County and Children’s Services Council monitoring.</p> <p>The finance and accounting team is outstanding and has helped us understand how the complex funding mechanism works.</p>
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Domain 4: Human Resource Management, Staff and Administrative Relations – Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations.

Rating	Performance Indicator
3	Provides leadership for developing and executing sound personnel procedures and practices that incorporate directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the organization.
3	Recruits and retains a talented and diverse staff.
3	Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.
3	Encourages and supports staff to participate in ongoing professional development opportunities.
3	Establishes clear patterns of authority, responsibility, supervision, and communication with staff.
Rating Average (total divided by 5): 3	Comments regarding the performance in this domain: As the Board Chair I see that Renee has built a strong executive team. The CEO encourages respect within the organization and given recent awards, employee morale seems high. ELC Broward was the recipient of the Sun Sentinel’s Top Workplace 2023, for the second year in a row. Staff satisfaction rate was 92%, raising from 88% for the prior year.

Domain 5: Community, State, and Public Relations – Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders.

Rating	Performance Indicator
3	Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.
3	Represents and promotes the ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities dealing with early childhood education and family issues.
3	Encourages community involvement and contribution to the ELC.

3	Provides leadership on behalf of the ELC at the state level; advocates the needs of the ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents, including lobbying the state legislature within the parameters permitted by state and federal law and regulation.
3	Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public.
Rating Average (total divided by 5): 3	Comments regarding the performance in this domain: Renee has steadily been growing in this area, we have seen a tremendous improvement in public relations, marketing, and communications in the past year. Renee works within the community and sits on many committees which ensures the community is aware of the things ELC offers. She works closely with State legislation, local representatives, and local leaders to implement best practices for our clients/members/patrons and local agencies.

Domain 6: Professional Skills and Abilities

Rating	Performance Indicators
3	Maintains high standards of ethics, honesty, and integrity in all professional matters.
3	Is well organized and efficient in the accomplishment of objectives.
3	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.
3	Effectively communicates verbally and in written form.
3	Actively engages in continuous professional development.
Rating Average (total divided by 5): 3	Comments regarding the performance in this domain: Renee maintains high standards of ethics, honesty, and integrity. She is well organized and efficient in competing objects not only from the board but the community as well. The community respects her opinion and looks to Renee to help make improvements to better our children and families.

Domain 7 (Optional): List three to five local performance indicators:

Rating	Performance Indicators
Rating Average (total divided by # of indicators):	Comments regarding the performance in this domain:

Performance Domain	Rating Averages
Domain 1	3
Domain 2	3
Domain 3	3
Domain 4	3
Domain 5	3
Domain 6	3
Domain 7 – optional local	
*Overall Rating	3

**To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.*

Overall Rating:

3.0 = Exceeds Expectations

2.0 – 2.9 = Meets Expectations

1.9 and below = Does Not Meet Expectations

Evaluator Name: Laurie Sallarulo

Evaluator Signature: 

ITEM/MEETING	EXC231RB4 / EXECUTIVE COMMITTEE
DATE:	August 29, 2023
SUBJECT:	ELC 5 Year Strategic Plan – Year 1 Results
FOR ACTION:	Yes
RECOMMENDED ACTION:	ELC to review and amend 5-Year Strategic Plan
FINANCIAL IMPACT:	None
ELC STAFF LEAD	J. Merritt

Background:

On September 12, 2023, the ELC Board approved a new 5-Year Strategic Plan (SP). It was agreed at that meeting that ELC staff would report annually on the results of each goal, as well as utilize the Strategic Plan as one section of the CEO Evaluation Goal.

It was also agreed that staff would review the SP annually, update it as needed, and share updates with the Board.

Current Status:

Following the close of the FY22/23 year on June 30, 2023, ELC staff compiled yearend Strategic Plan data, which was also included in the FY22/23 CEO Performance Evaluation in the Goals section. Below is a high-level overview of where we landed after the first year of the plan (however the entire plan with outcome data is also included in this packet). A deeper dive and discussion of the results will take place at an upcoming lunch and learn scheduled to take place September 21, 2023, from Noon to 1 p.m.

Overall, SP data for most objectives suggest we were on track. However, based on ELC’s FY23/24 budget, data outcomes, and lessons learned throughout the past year, ELC staff are reviewing and updating the SP accordingly (and will provide any updates to the Board).

Goal 1: Eligible families will be aware of and access ELC SR Services

- Based on successful outreach efforts, ELC received 9,241 new School Readiness (Waitlist) applications resulting in 5,128 new enrollments. Due to our current funding situation, we re-evaluated our outreach plan and are in the process of updating the year 2 outcome data for the objectives in Goal 1.
- ELC utilized extensive outreach efforts through a variety of different methods to increase awareness of ELC services. This effort was extremely successful, and we exceeded our outreach goals.
- Unfortunately, School Readiness retention rates fell from 80% to 76%. This was an area of focus, however, it is clear that we need to revisit this and also consider the impact of attrition in light of our new SR enrollment budget restrictions.

Goal 2: Eligible families will be aware of and access ELC VPK Services

- ELC’s outcome was to meet or exceed the State Estimating Conference estimates for VPK. The State Estimating Conference projected Broward enrollment to be 65% of 4-year-olds; ELC’s actual enrollment was 64% of 4-year-olds.

Goal 3 Broward’s childcare centers/homes are high-quality, nurturing settings

- Our first objective was to ensure providers participate in quality improvement opportunities, thus increasing their CLASS scores. While we broke down the CLASS scores into various groups by CLASS scores, we clearly Exceeded this objective in two groups and are on track with the remaining four.
- ELC staff spent the first year of the SP establishing a baseline for Above & Beyond success in recruitment, upskilling and retaining qualified staff. In year 2 of the SP, this data will be utilized.
- The average CLASS score for the Above & Beyond was 4.4 (up from 3.6), with the 5-year goal being to reach a 5, so we are well on track to meet this.

Goal 4 Broward's VPK sites offer high quality services in a nurturing environment

- This was the first year to conduct VPK CLASS observations, therefore, ELC staff spent this year conducting CLASS assessments, which will serve as a baseline going forward (and will appear in year 2 data).

Goal 5 Children will enter kindergarten with the tools, skills and support they need to succeed

- For our objective to ensure SR and VPK children receive support (developmental, behavioral, health etc.) to maximize their developmental potential, we did not meet our outcome target. While we saw an overall increase of 212 referrals to Early Steps for children birth to 2 (from 833 in FY 21/22 to 1,045 in FY 22/23), only 33% of parents followed through with their referrals (a 13% decrease from last FY).
- For children ages 3-5 with a referral to FDLRS, there was a decrease in referrals (from 751 in FY 21/22 to 659 in FY 22/23) with only 53% of parents following through with their referral (down from 62% the year prior). ELC has already implemented some strategies to improve the referral and encourage more parents to follow through with the Early Steps/FDLRS process. Strategies to address this have also been included in our action plan for utilizing the \$19 million in ARPA discretionary funding. The SP will be updated accordingly.
- We are on track to establish additional comprehensive support services, through adding two partnerships in the first year of this SP.
- Our objective to increase literacy and provide access for children to books/libraries is well on track for year one of the SP with ELC participating in 11 literacy events in FY 22/23.

Goal 6 ELC has strong relationships with the community leaders and other stakeholders to mobilize all parts of our community to support early learning

- ELC leaders are out in the community meeting with community leaders, legislators, commissioners, administrators, and municipalities and are continuing to establish relationships with them as well as other community partnerships.
- As a result, the ELC has exceeded expectations in two of four outcomes and is on track for the additional 2 outcomes. Highlights included meeting one one-on-one with 10 of 13 new local legislators; conducting 9 presentations at city commission meetings; engaging with 4 of 9 county commissioners; and having 50 community leaders and elected officials attend the ELC's State of Child Care event.

Goal 7 ELC Broward is a healthy, efficient, and effective organization

- ELC exceeded in each of the 4 outcomes to promote an inspired workplace culture to attract, engage and retain talented workforce.
- ELC is on track to achieve our three outcomes to ensure we optimize technology to promote productivity and increase security awareness.
- The ELC team along with the Ad Hoc Fundraising Committee are on track to ensure ELC has a steady stream of funding for reserves and unallowable expenses. During the first year of the SP we raised \$22,232.
- The Board is on track to ensure ELC has an energized, enthusiastic, educated, and effective board. The Annual Board survey exceeded expectations with a huge increase from the prior year.

Action:

No Board action is required.

ELC staff have reviewed year one results and are determining where updates are needed for year 2 and beyond (based on year 1 outcomes, budgetary, and policy changes). Changes will be shared with the Board. For a deeper dive into SP year 1 data and discussion, please join us at an upcoming Lunch & Learn on September 21, 2023.

Supporting Documentation:

- Year 1 Results - 5 Year Strategic Plan

5 Year Strategic Plan Goals - Year 1 Results

GOAL 1 Eligible families will be aware of and access ELC SR Services

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. Deploy a successful targeted outreach and enrollment initiative	1. A minimum of 3,000 families will apply for SR services quarterly.	Q1: 3000 Q2: 3000 Q3: 3000 Q4: 3000	Q1: 2,345 Q2: 1,673 Q3: 2,488 Q4: 2,735	On Track	<ul style="list-style-type: none"> • ELC received 9241 new SR applications (from the waitlist), resulting in 5,128 new enrollments; a 20% increase in enrollments • Average of 2410 families applied quarterly • On track should funding permit - at 77% of the 5-year goal
	2. At least 1000 families annually will use QR codes, social media, and customized URLs created for outreach purposes to access information about School Readiness Services.	1,000	3,514	On Track	<ul style="list-style-type: none"> • ELC utilized extensive marketing and outreach campaigns • Engaged 3 large employers (Publix, McDonald's, Telperformance) about SR services for their employees • Distributed over 10K SR flyers to 22 Broward Title 1 schools
2. Families that are eligible to continue receiving SR services will receive them.	1. The overall retention rates for potentially SR eligible families will increase from 80% to 85%	85%	76%	Not Met	<ul style="list-style-type: none"> • ELC SR retention rate is 76% • ELC implemented several case management and process efficiencies such as texting to increase SR retention and will continue to find new strategies to meet the 5-year goal and retain 85% of eligible families

GOAL 2 Eligible families will be aware of and access ELC VPK services.

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. ELC will reach and enroll as many VPK-eligible families as possible.	1. ELC Broward will meet or exceed the State of Florida estimating conference estimates for VPK	14,446	14,304	On Track	<ul style="list-style-type: none"> • The State Estimating Conference projected Broward enrollment to be 65% of 4 - year olds; actual enrollment was 64% of 4-year-olds.

GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings.

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. Childcare providers being CLASS assessed because they offer School Readiness (SR) services will participate in quality improvement opportunities, which will increase quality and raise the countywide CLASS score average from 5.0 to a 6	1. 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score to a 4.5 or higher within a year.	90%	93%	Exceeded	<ul style="list-style-type: none"> • 3% above the 5-year goal.
	2. 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.	85%	67%	On Track	<ul style="list-style-type: none"> • 79% of the 5-year goal achieved.
	3. 55% of SR providers scoring between a 5 and a 5.49 on their CLASS assessment will raise their score to a 5.5 or higher within a year.	55%	32%	On Track	<ul style="list-style-type: none"> • 58% of the 5-year goal achieved.
	4. 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC training focused on increasing scores.	90%	86%	On Track	<ul style="list-style-type: none"> • only 4% below the 5-year goal.

	5. 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC training focused on increasing scores.	85%	84%	On Track	• Only 1% below the 5-year goal.
	6. 65% of SR providers scoring between a 5 and 5.49 on their CLASS assessment will attend ELC training focused on increasing scores	65%	95%	Exceeded	•30% above the 5-year goal.
2. Providers participating in the Broward Above and Beyond will successfully recruit, upskill, and retain qualified staff.	1. Once a baseline is developed, a to-be-determined metric will be established to demonstrate an increase in the successful recruitment of early educators at the Above and Beyond participating sites. ☐	Metric Being Established based on FY22/23 data	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing baseline benchmarks
	2. Once a baseline is developed, 50% of early educators will attain the next level in personal development goals (CDA or higher).	50%	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing benchmarks
	3. Once a baseline is developed, the retention level of early educators will be at a minimum of 80% at the Above and Beyond sites.	80%	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing benchmarks
3. Early Learning educators will gain the foundational skills to increase classroom preparedness and effective child/educator interactions to help increase Broward's average CLASS scores.	1. Broward County Above and Beyond CLASS Observation Provider Instructional Support Average, the CLASS Observation domain that is most often lowest, will increase from a 3.6 to a 5.	5	4.4	On Track	• 26 of the Above and Beyond sites had a pre Instructional Support score. Those sites, on average, increased their average score to a 4.4

GOAL 4. Broward's VPK sites offer high quality services in a nurturing environment.

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
Objective 1: VPK providers will participate in quality improvement opportunities, which will result in a countywide CLASS score average of at least 5.25	1. 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score a 4.5 or higher within a year.	80%	N/A	N/A	• This was the first year of CLASS assessments for VPK providers. This outcome(and efforts to increase CLASS scores) will begin to be measured in FY 23/24 • Baseline established with a VPK CLASS score average of 5.29, which is a really good CLASS score
	2. 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.	70%	N/A	N/A	Same as Above
	3. 50% of VPK providers scoring between a 5 and a 5.25 on their CLASS assessment will raise their score to a 5.25 or higher within a year	50%	N/A	N/A	Same as Above
	4. 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC training focused on increasing scores.	80%	N/A	N/A	Same as Above
	5. 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC training focused on increasing scores.	70%	N/A	N/A	Same as Above
	6. 60% of VPK providers scoring between a 5 and 5.25 on their CLASS assessment will attend ELC training focused on increasing scores	60%	N/A	N/A	Same as Above

Goal 5. Children will enter kindergarten with the tools, skills, and support they need to succeed

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
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1. SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.	1. 65% of families with children ages 0-2 who have received a referral will follow through with their referrals to Early Steps	65%	33%	Not Met	<ul style="list-style-type: none"> FY 22/23 ELC staff made 1,045 referrals to Early Steps, with 348 families completing the evaluation process resulting in a 33% follow-through rate (An increase in overall referrals from the prior year of 212) FY 21/22 ELC staff made 833 referrals to Early Steps, with only 387 families completing the evaluation process, resulting in a 46% follow-through rate
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS	75%	53%	Not Met	<ul style="list-style-type: none"> FY 22/23 ELC staff made 659 referrals to FDLRS, with 355 families completing the evaluation process, resulting in a 53% follow-through rate FY 21/22 ELC staff made 751 referrals to FDLRS, with 364 families completing the evaluation process, resulting in the 62% follow-through rate
	3. Through funding or partnerships, four (4) additional, comprehensive support services will be added or expanded to children/families (such as but not limited to vision, hearing, dental screenings, mental health, nutrition services, and general medical)	4	2	On Track	<ul style="list-style-type: none"> ELC created two (2) partnerships for support services, one with Lighthouse of Miami--eye examinations in preschools and Peer Support Specialists for Special Needs families funded by AD Henderson 50% of the 5-year goal achieved
2. Expand ELC Literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to the reading experience	1. Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000	15,000	8,714.00	On Track	<ul style="list-style-type: none"> 58% of the 5-year goal achieved
	2. ELC will participate in at least 15 literacy events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.	15	11	On Track	<ul style="list-style-type: none"> 73% of the 5-year goal achieved

Goal 6. The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	1. ELC leadership will meet (one on one) with new local Legislators, Broward County commissioners/county administration, and newly elected municipal leaders (in high-needs areas) at least 1x/within the first year of their role.	13	10	On Track	<ul style="list-style-type: none"> Met one on one with 10 out of 13 newly elected leaders Prioritized areas with higher needs for ELC services
	2. ELC leadership will meet/present to 80% of current legislators, Broward County commissioners/county administration, and municipal leaders (in high-needs areas) at least 1x/annually.	80%	87%	Exceeded	<ul style="list-style-type: none"> 9 presentations at various city commission meetings Engaged with 4 of the 9 county commissioners Engaged with 6 of the 9 Broward Legislators who represent our high SR concentrated areas Met with 55 Broward leaders
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	1. A minimum of 30 community leaders/elected officials will participate in at least one ELC's activities/events annually.	30	50	Exceeded	<ul style="list-style-type: none"> State of Childcare event had over 50 community leaders and elected officials
	2. ELC will build relationships with a minimum of 10 Faith-based community leaders or business partners.	10	5	On Track	<ul style="list-style-type: none"> Achieved 50% of the 5-year goal. Relationships established with 5 faith-based leaders, Calvary Chapel, Mt. Hermon, AME, Otis Kemp, IFSF Will continue to work on achieving the goal

Goal 7. ELC Broward is a healthy, efficient, and effective organization.

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
-----------	----------	--------	--------	--------	-------------------------

1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.	1. ELC is hiring the right staff for the right positions and retaining them, as evidenced by retaining 75% of new hires in one year.	75%	76.67%	Exceeded	<ul style="list-style-type: none"> • ELC is at 90% retention (excluding involuntary separations)
	2. ELC annual staff turnover will be 5% below the National turnover average for similar organizations (National Average is 35%, therefore less than 30%)	30%	12.76%	Exceeded	<ul style="list-style-type: none"> • Staff voluntary turnover rate is 7.14% without involuntary, with an overall turnover rate of 12.76%
	3. 25% of promotional opportunities are filled internally.	25%	50%	Exceeded	<ul style="list-style-type: none"> • 50% of all promotional opportunities, or 17 of 34, were promotions from within.
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	92%	Exceeded	<ul style="list-style-type: none"> • Staff satisfaction is at an all-time high of 92% (based on a 70% response rate) and up from 88% satisfaction from last year • ELC was the recipient of the Sun Sentinel's Top Work Place 2023 (2nd year in a row)
2. Continue to optimize the use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.	1. 85% of the CRM Plan will be fully implemented.	85%	48%	On Track	<ul style="list-style-type: none"> • 48% of the modules have been created. We are on track to exceed 85%.
	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	60%	On Track	<ul style="list-style-type: none"> • IT department has moved 60% of the ELC infrastructure to the cloud.
	3. A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.	95%	93.40%	On Track	<ul style="list-style-type: none"> • The results of the security survey for the year show that 93.4% of staff passed the quarterly test.
3. A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to build a reserve gradually.	Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.	To Be Established	\$0	On Track	<ul style="list-style-type: none"> • Ad Hoc Fundraising Committee has been established with initial seed money of \$5,000 and a proposed mixer scheduled for September 2023 • Honorary Board member protocols established to enhance ELC visibility in the friend/fundraising arena.
4. Strategy will be in place to obtain dedicated funding for specific unallowable expenses.	1. ELC will have funds for items for meetings, programming, and training.	To Be Established	\$22,232	On Track	<ul style="list-style-type: none"> • Ad Hoc Fundraising Committee met on 3 occasions to establish the role of the committee and strategy for friend/fundraising. Our unofficial Year 1 goal was \$25,000
5. The ELC board is energized, enthusiastic, educated, participate, and partners effectively with staff.	1. Results of the annual staff and board survey will show at least a 90% rating in all categories.	90%	77%	On Track	<ul style="list-style-type: none"> • The Board Survey is split into two areas, Self Assessment and Board Assessment. Not all areas were at 90%. • Board Self Assessment, 6 of 8 questions above 90% • Board Assessment 4 of 5 questions above 90% • When combining the two Assessments, 3 of the 13 (total) questions did not achieve the required goal, resulting in a 77% overall rating. • Self Assessment Average 87.6% • Board Assessment Average of 93.9% • Overall, a huge increase in scores from FY 21/22
	2. 100% of the ELC Board will complete and return the Annual Board Survey, which will be conducted prior to the Annual Board Retreat	100%	88%	On Track	<ul style="list-style-type: none"> • 88% of the Board members completed the Annual board Survey (with only 2 members not completing it)
	3. ELC will track the activity of Board members and report on that engagement	N/A	N/A	On Track	<ul style="list-style-type: none"> • ELC staff have been tracking engagement and will provide each Board member with their own engagement report.

6. The ELC will have a cohesive board where every member has a voice.	1. Board ratings after meetings will average 8 or higher	8	100%	On Track	<ul style="list-style-type: none"> • All meetings scored above an 8 (once we began administering the approved rating survey).
	2. Results of the annual board self-survey will show that 90% of the board report that they feel they have a voice in meetings.	90%	94%	Exceeded	<ul style="list-style-type: none"> • 94% of Board members believed that opportunity existed for constructive, respectful debate on issues (The prior year was 74%).

ELC Broward Contract List 2023-2024

Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Division of Early Learning	\$150,739,951	<i>School Readiness, VPK, PDG & Stimulus</i>	Revenue	7/1/23-6/30/24	Active
Broward County	\$2,342,795	<i>SR Match & Special Needs</i>	Revenue	10/1/22- 9/30/27	Active
Children's Services Council	\$3,503,028	<i>Financially Assisted Child Care</i>	Revenue	10/1/22-9/30/23	Active
Children's Services Council	\$3,503,028	<i>Financially Assisted Child Care</i>	Revenue	10/1/23-9/30/24	Pending
Children's Services Council	\$2,373,317	<i>Vulnerable Populations</i>	Revenue	10/1/22-9/30/23	Active
Children's Services Council	\$3,348,317	<i>Vulnerbale Populations</i>	Revenue	10/1/23-9/30/24	Pending
City of Fort Lauderdale	\$50,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
City of Hollywood	\$10,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/23-9/30/24	Pending
City of Deerfield Beach	\$15,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
United Way	\$130,000	<i>SR Match Funds</i>	Revenue	7/1/23-6/30/24	Active
University of Florida	\$90,000	<i>Training Courses for providers</i>	Revenue	9/1/22-8/31/23	Active
Children's Forum	\$575,000	<i>INCENTIVE\$® Program</i>	Subrecipient	7/1/23-6/30/24	Active
First Call for Help/211	\$461,092	<i>Community Referral Services</i>	Subrecipient	7/1/23-6/30/24	Active
Accessible Comm for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
AT&T	\$93,900	<i>Cell Phones and Hot Spots</i>	State Term PO	7/1/23-6/30/24	Ongoing
BlueJean Software, Inc.	\$33,000	<i>Hosting and Support Services</i>	Vendor	7/1/23-6/30/24	Active
Bryan, Miller, Olive, Attorneys	\$35,000	<i>Labor and employment legal services</i>	Vendor	7/15/23-6/30/24	Active
Causetech DBA Achieve	\$9,463	<i>Website Hosting</i>	Vendor	7/1/23-6/30/24	Active
Carmen Nicholas	\$33,500	<i>Independent CLASS Observer</i>	Vendor	7/1/23-6/30/24	Active
Comcast	\$6,724	<i>Internet</i>	Vendor	7/1/23-6/30/24	Active
Crown Center	\$416,078	<i>Office Lease (est. annual cost)</i>	Lease	2/1/19-1/31/29	Active
FL Dept of Law Enforcement	\$1,863/yr	<i>LiveScan Service (est. annual cost)</i>	Vendor	10/29/18-Ongoing	Active
Goren, Cherof,Doody,Ezrol, PA	\$100,000	<i>Legal Services</i>	Vendor	8/1/23-6/30/24	Active
Intermedia.net, Inc.	\$22,800	<i>Office 365 & Support</i>	Vendor	8/4/2021-Ongoing	Active
Keefe McCullough, LLP	\$42,600	<i>External Audit Preparation</i>	Vendor	7/1/23-6/30/24	Active
Klausner, Kaufman, Jensen, Levinson	\$25,000	<i>Retirement plan legal services</i>	Vendor	7/1/23-6/30/24	Active
One Beat	\$20,000	<i>CPR Training for Providers</i>	Vendor	7/1/23-6/30/24	Active
Revation Systems, Inc.	\$261,113.04	<i>Telecommunications Services</i>	Vendor	9/15/21-9/30/24	Active
School Board Broward County	\$12,605.51/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/22-9/4/25	Active
Sharp	\$14,353.12	<i>Copier and Printer Rental</i>	State Term PO	11/1/20-9/1/25	Active
Teaching Strategies Gold	\$12,950	<i>Child Assessment Software</i>	Vendor	7/1/23-6/30/24	Active
Trusaic	\$6,500	<i>Monthly Fee for up to 500 W2's</i>	Vendor	6/1/23-6/30/24	Active
Webauthor	\$75,000	<i>CRM Software</i>	Vendor	7/1/23-6/30/24	Active
Brown & Brown	\$0	<i>Information Sharing Agreement</i>	MOU	8/1/20-7/31/26	Active
Broward County	\$0	<i>Crisis Intervention & Support</i>	MOU	11/18/20-11/17/25	Active
Child Abuse Prevention -CAPTA	\$0	<i>Interagency Referrals Cooperation</i>	MOU	9/1/21-8/31/26	Active
School Board Broward County	\$0	<i>Community Partnership</i>	MOU	1/20/2021-6/1/2045	Active
Seventeenth Circuit Court	\$0	<i>Cooperation Agreement</i>	MOU	6/23/20-Ongoing	Active
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active
Women in Distress	\$0	<i>Community Partnership</i>	MOU	6/2/21-6/1/24	Active



Legend:
Bolded Items: Recently Added/Updated
Grayed Out: Past Events

Board Engagement Calendar FY 23-24

Childcare Small Business Site Visits

***Please Reach out to Lizbeth DelVecchio at Ldelvecchio@elcbroward.org if you would like to RSVP for a site visit.**

Date	Childcare Center Name	Address	Time
Sep. 14, 2023	Delmar Arts Academy at the Y	1409 NW 6th St, Fort Lauderdale, FL 33311	9:30 AM - 11:00 AM
Oct. 11, 2023	My Little Family Center	18433 Pines Blvd. Pembroke Pines, FL 33029	9:30 AM - 11:00 AM
Nov. 8, 2023	Preschool Kids Planet	328 E Hillsboro Blvd, Deerfield Beach, FL 33441	9:30 AM - 11:00 AM
Dec. 12, 2023	City of Miramar Preschool	TBA	9:30 AM - 11:00 AM
Jan. 30, 2024	TBA	TBA	9:30 AM - 11:00 AM
Feb. 20, 2024	TBA	TBA	9:30 AM - 11:00 AM
Mar. 13, 2024	TBA	TBA	9:30 AM - 11:00 AM
Apr. 10, 2024	TBA	TBA	9:30 AM - 11:00 AM
May. 8, 2024	TBA	TBA	9:30 AM - 11:00 AM
Jun. 25, 2024	TBA	TBA	9:30 AM - 11:00 AM
Jul. 11, 2024	TBA	TBA	9:30 AM - 11:00 AM

The State of Childcare Luncheon Event

Date	Location	Time
TBA	TBA	TBA

ELC Board Meet, Greet, & Eat Social

ELC Broward: 1475 W. Cypress Creek Rd., Suite 301, Fort Lauderdale, FL 33309

Date	Location	Time
Sep. 11, 2023	The Early Learning Coalition of Broward County, Training Room A/B	8:30 AM – 9:30 AM
TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA

ELC Lunch & Learn Workshops *Optional*

ELC Broward: 1475 W. Cypress Creek Rd., Suite 301, Fort Lauderdale, FL 33309

Date	Topic	Location	Time
Sep. 21, 2023	Strategic Plan	The Early Learning Coalition of Broward County, Training Room A/B	1:00 PM – 2:00 PM
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA

Monthly PLAN Meetings

ELC Broward: 1475 W. Cypress Creek Rd., Suite 301, Fort Lauderdale, FL 33309

Date	Location	Time
Sep. 20, 2023	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Oct. 18, 2023	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Nov. 15, 2023	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Dec. 20, 2023	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Jan. 17, 2024	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Feb. 21, 2024	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Mar. 20, 2024	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Apr. 17, 2024	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
May 15, 2024	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Jun. 19, 2024	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM

Legislative Meetings

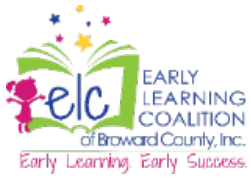
***Please Reach out to Lizbeth DelVecchio at Ldelvecchio@elcbroward.org if you would like to RSVP for a legislative meeting.**

Date	Individual	Location	Time
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA

Notable Early Learning Conferences

Please Reach out to Melody Martinez at Mmartinez@elcbroward.org if you would like assistance organizing accommodations

Dates	Conference Name	Location	Registration Info
Sep. 19-20, 2023	Zero to Three Learn Conference	Minneapolis Convention Center- Minneapolis, MN	Click to Register
Oct. 5-8, 2023	Council for Professional Recognition CDA - Early Educators Leadership Conference (Leading Career Pathways to Equity)	Renaissance Orlando at SeaWorld- Orlando, FL	Click to Register
Oct. 11-15, 2023	Florida Association for the Education of Young Children (FLAEYC)	Moni Orlando Resort- Orlando, FL	Click to Register
Nov. 15-18, 2023	NAEYC Annual Conference	Nashville, TN	Click to Register
Nov. 28-Dec. 1, 2023	Division for Early Childhood's 39 th Annual International Conference on Young Children with Disabilities and their Families	Hilton Minneapolis- Minneapolis, MN	Click to Register
Jan. 22-25, 2023	National Head Start Winter Leadership Institute	Crystal City, VA	Click to Register
Mar. 7-9, 2024	Southern Early Childhood Association Conference	Crown Plaza Atlanta Perimeter – Atlanta, GA	Click to Register
Mar. 7-10, 2024	American Montessori Society – The Montessori Event	Gaylord Palms Resort and Convention Center – Orlando, FL	Click to Register
Mar. 8-9, 2024	Rocky Mountain Early Childhood Conference	Denver Marriott Tech Center – Denver, CO	Click to Register
Mar. 11-12, 2024	International Conference on Play-Based Learning and Early Childhood Curriculum	Miami, FL	Click to Register
Mar. 14-16, 2024	Virginia Association for the Education of Young Children (vaeyc)	Roanoke, VA	Click to Register
Apr. 3-4 2024	InterAct CLASS Summit	San Diego, CA	Click to Register
Apr. 15-19, 2024	National Training Institute on Effective Practices: Addressing Challenging Behavior (NTI) Conference	Tampa Marriott Water Street – Tampa, FL	Click to Register
Apr. 15-18, 2024	National Head Start Conference	Oregon Convention Center – Portland, OR	Click to Register
May. 19-22, 2024	Child Care Aware 2024 Symposium	Arlington, VA	Click to Register
Jun. 26-30, 2024	FL Family Child Care Home Association Annual Conference	Clearwater Beach, FL	Click to Register



ELC of Broward County

FY 2023-2024 Board/Committee Meetings Calendar

July 2023						
Su	Mo	Tu	We	Th	Fr	Sa
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2	3	4	5	6	7	8
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16	17	18	19	20	21	22
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30	31					

August 2023						
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September 2023						
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October 2023						
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November 2023						
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December 2023						
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31						

January 2024						
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February 2024						
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March 2024						
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31						

April 2024						
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May 2024						
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June 2024						
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23	24	25	26	27	28	29
30						

Board Mondays/9:30 am

- Sep 11, 23
- Oct 16, 23
- Dec 11, 23
- Feb 12, 24
- Mar 11, 24
- May 6, 24 (RETREAT 9am)
- Jun 17, 24

Finance/Executive Tuesdays/1:30 pm

- Aug 29, 23
- Oct 3, 23
- Nov 28, 23
- Jan 23, 24
- Feb 27, 24
- Apr 30, 24
- Jun 4, 24

Governance Mondays/ 11 am

- Oct 23, 23
- Feb 26, 24
- Apr 22, 24

Nominating Wednesdays

- Sep 27, 23
- Jan 24, 24
- Apr 17, 24

Audit Wednesdays

- Aug 30, 23, 2:30 pm
- Jan 31, 24

Program Review

- Aug 28, 23, 2:00 pm
- Dec 14, 23
- Mar 28, 24
- Jun 6, 24

Ad-Hoc Fundraising: Mon Following Board

- 12:00 pm**
- Aug 30, 2023, 12:30 pm
 - Sep 11, 2023
 - Oct 16, 2023, 11:30 am
 - Feb 12, 2024

ELC Offices closed for holidays on:

July 4; Sep 4; Nov 10, 23, 24; Dec 25; Jan 1, 15; Feb 19; May 27

Federal Holidays:

- Oct 9 Columbus
- June 19 Juneteenth
- Oct 14 Columbus

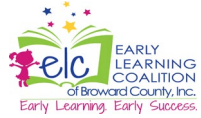
Holidays:

- Sep 25 Yom Kippur
- Sep 30 Sukkot
- Dec 8 Hanukkah Start
- Dec 15 Hannukah Ends
- Dec 26 Kwanzaa
- Feb 14 Ash Wed/Lent
- Mar 19 Spring Break week
- Mar 29 Good Friday
- April 23 Passover Starts

ELC of Broward County

Committee Membership 2023-2024

COMMITTEE	Member Name	Seat	By Laws
EXECUTIVE <i>4 needed for a Quorum</i>	<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	1 Laurie Sallarulo	Chair	effective 04/2014 - Governor appointment
Officer	2 Dawn Liberta	First Vice Chair/Governance	effective June 2020 - Again in 2022
Officer	3 Twan Russell	Second Vice Chair	effective June 2020 - Again in 2022
Officer	4 Monica King	Secretary/PRC Chair	effective June 2020 - Again in 2022
Officer	5 Cindy Arenberg Seltzer	Treasurer	effective June 2020 - Again in 2022
	6 Michael Asseff	Nominating Com. Chair	effective June 2020 - Again in 2022
	7 Renee Podolsky	Audit Com. Chair	effective June 2022
FINANCE <i>4 needed for a Quorum</i>	<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members EXCLUDING CHAIR. No Term Limits</i>		
	1 Cindy Arenberg Seltzer	Chair	
	2 Maria Hernandez	Member	effective 07/01/23
	3 Dawn Liberta	Member	effective 09/13/21
	4 Renee Podolsky	Member	
	5 Twan Russell	Member	
	6 Laurie Sallarulo	Member	
	7 Zachary Talbot	Member	effective June, 2020
PROGRAM REVIEW <i>5 needed for a Quorum</i>	<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 EXCLUDING CHAIR. No Term Limits</i>		
	1 Monica King	Chair	effective 07/01/22
	2 Cindy Arenberg-Seltzer	Member	effective 07/01/22
	3 Richard Campillo	Member	effective 07/01/18
	4 Dawn Liberta	Member	effective 07/01/18
	5 Melody McDonald	Member	effective 10/06/22
	6 Renee Podolsky	Member	effective 05/10/23
	7 Laurie Salarullo	Member	effective 07/01/18
	8 Ellie Schrot	Member	effective 05/17/23
AUDIT <i>3 needed for a Quorum</i>	<i>Members elected by Board. Consists of at least (5) five Members including Chair. 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. No Term Limits</i>		
	1 Renee Podolsky	Chair	effective 07/01/22
	2 Michael Asseff	Member	
	3 Beverley Batson	Member	effective 12/19/19
	4 Monica King	Member	effective 04/07/17
	5 Twan Russell	Member	effective 12/09/16
GOVERNANCE <i>4 needed for a Quorum</i>	<i>Members Elected by Board. Consists of at least (5) five Members, EXCLUDING CHAIR. First Vice Chair shall serve as chair of the Governance Committee. No Term Limits</i>		
	1 Dawn Liberta	Chair	effective 06/30/20
	2 Michael Asseff	Member	effective 06/2020
	3 Kirk Englehardt	Member	effective 09/13/21
	4 Carol Hylton	Member	effective 02/2021
	5 Laurie Sallarulo	Member	effective 09/15/22
	6 Renee Podolsky	Member	effective 10/06/22
	7 Amoy Reid	Member	effective 10/06/22
NOMINATING <i>4 needed for a Quorum</i>	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition . No Term Limits</i>		
	1 Michael Asseff	Chair	effective 06/30/20
	2 Sharonda Davis-Bailey	Member	effective 04/27/22
	3 Amoy Reid	Member	effective 12/19/19
	4 Twan Russell	Member (Officer)	
	5 Laurie Salarullo	Member (Board Chair)	
	6 Kristina West	Member	effective 09/13/21
	7 Julie Winburn	Member	effective 05/2022
AD HOC FUNDRAISING <i>3 needed for a Quorum</i> Re-established 8/2022 Report to Executive Comm	1 Kristina West	Chair	effective 08/2022
	2 Michael Asseff	Co-Chair	effective 02/13/20 confirmed 08/29/22 Co-Chair effective 05/10/23
	3 Amoy Reid	Member	effective 02/13/20 confirmed 08/10/22
	4 Zachary Talbot	Member	effective 08/30/22
	5 Kirk Englehardt	Member	effective 09/20/22



**Early Learning Coalition of Broward County
Finance & Executive Committee Attendance Chart FY 2023-2024**

QUORUM # NEEDED: 4

	FINANCE	Position	Term Started	Term Exp	Aug-29	Oct-03	Nov-28	Jan-23	Feb-27	Apr-30	Jun-04	TOTAL FY ABSENCES
1	Cindy Arenberg Seltzer	Chair	Jun-20	Jun-24								0
2	Maria Hernandez	Member	Jul-23									
3	Dawn Liberta	Member	Sep-21									0
4	Renee Podolsky	Member										0
5	Twan Russell	Member										0
6	Laurie Sallarulo	Member										0
7	Zachary Talbot	Member	Jun-20									0

QUORUM # NEEDED: 4

	EXECUTIVE	Position	Term Started	Term Exp	Aug-29	Oct-03	Nov-28	Jan-23	Feb-27	Apr-30	Jun-04	TOTAL FY ABSENCES
1	Laurie Sallarulo	Chair	Apr-14									0
2	Dawn Liberta	First Vice Chair/Governance	Jun-20	Jun-24								0
3	Twan Russell	Second Vice Chair	Jun-20	Jun-24								0
4	Monica King	Secretary/PRC Chair	Jun-20	Jun-24								0
5	Cindy Arenberg Seltzer	Treasurer	Jun-20	Jun-24								0
6	Michael Asseff	Nominating Chair										0
7	Renee Podolsky	Audit Chair	Jun-22									0

Members who left During FY 23 - 24 Term	Position	Term Started	Last Day									
V= Virtual Meeting												
X= Present at meeting												
ABS= Absent from Meeting												
P= phone attendance												
FM= First Meeting												
LM= Last Meeting												
Shaded areas - no meeting scheduled												
O:\Board\Board- Committee & Board Meetings\Board\FY 2023-2024												

Except for Chair an Officers term is for two years
 No officer may hold the same elected position for more than (2) term of two years

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>BG1 – At Risk Populations: 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>BG3 – Temporary Assistance for Needy Families (TANF), also referred to as Temporary Cash Assistance (TCA) Families who are receiving TCA, and subject to the federal work requirements.</p> <p>BG3R – Relative Caregiver 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>BG5 – Transitional Child Care (TCC) Family that is transitioning from the receipt of TCA (from a workforce program) into employment, as defined by law.</p> <p>BG8 – Income Eligible Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability.</p> <p>CSC – Children's Services Council Vulnerable Populations Program 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	The Early Childhood Environment Rating Scales are designed to assess process quality in an early childhood or school age care group. Process quality consists of the various interactions that go on in a classroom between staff and children, staff, parents, and other adults, among the children themselves, and the interactions children have with the many materials and activities in the environment, as well as those features, such as space, schedule and materials that support these interactions. Process quality is assessed primarily through observation and has been found to be more predictive of child outcomes than structural indicators such as staff to child ratio, group size, cost of care, and even type of care, for example child care center or family child care home (Whitebook, Howes & Phillips, 1995). There are four environment rating scales, each designed for a different segment of the early childhood field: (ECERS-R) The Early Childhood Environment Rating Scale-Revised (ITERS-R) The Infant/Toddler Environment Rating Scale-Revised (FCCERS-R) The Family Child Care Environment Rating Scale-Revised (SACERS) The School-Age Care Environment Rating Scale
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		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. 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.
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 measurable 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	FPF	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.