

Early Learning Coalition of Broward County, Inc.

Executive Committee Meeting Agenda

August 30, 2022 – 1:30 pm

Virtual Meeting

Meeting ID: 864 3880 4582 Passcode: 304851

Zoom Meeting Access: <https://us06web.zoom.us/j/86438804582?pwd=T1IyTlJaMHhWanJLTlVldEFGb2UrQT09>

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

		PAGE	
I.	Call to Order		Laurie Sallarulo, Chair
II.	Roll Call		Melody Martinez, Board Liaison
III.	Chair Report		Laurie Sallarulo, Chair
IV.	CEO Report	2	Renee Jaffe, CEO
V.	Executive Committee Consent Agenda		Laurie Sallarulo, Chair
	a. Approve May 24, 2022, Executive Committee meeting minutes	4	
	b. EXC231CA1 – CSC Financially Assisted Child Care Agreement Renewal	6	
	c. EXC231CA2 – CSC Vulnerable Populations Program Agreement Renewal	7	
	d. EXC231CA3 – Broward County School Readiness & Special Needs Agreement	8	
	e. EXC231CA4 – Revation System Inc. Amendment Increase	9	
VI.	Executive Committee Regular Business		
	a. EXC231RB1 – Approve Related Party Lease Agreement with School Board	10	Christine Klima - CAO Judith Merritt - COO
	b. EXC231RB2 – CEO Performance Evaluation Results and CEO Performance Pay	14	
	c. EXC231RB3 – CEO Goals for FY 22/23	45	
VII.	FYI		
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VIII.	Unfinished Business New Business Matters from the Board Matters from the CEO Matters from our Partners Public Comment Next Executive Committee: November 1, 2022 Adjourn		

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

CEO Report

Executive Committee Meeting – August 30, 2022

VPK Update

VPK applications continue to be processed for the 2022/2023 school year. As of August 19th, we have 14,400 approved applications for the school year (which is similar to where we were last year at this time). ELC staff dramatically stepped-up outreach efforts (last spring) for both School Readiness and VPK registration, which includes print ads, radio ads, outreach events, and social media. Between our outreach efforts and the decrease in Covid-19 cases, we believe VPK application/enrollment numbers will continue to increase for the FY 22/23 VPK year. The statewide Estimating Conference just met, and their initial projections are that 72 percent (170,025) of the 4-year-old population in Florida will attend VPK. Last year's forecast was 64 percent (153,245) of the 4-year-old population.

The Division of Early Learning rolled-out new requirements for VPK instructors for this school year, as well as premium payment rates for those VPK providers agreeing to pay at least \$15 for VPK staff. Unfortunately, the roll out has caused a lot of confusion for Coalitions and providers. A lack of statewide capacity to conduct required VPK instructor/director courses led to a last-minute change in due date for requirement fulfillment from the start of VPK classes (which for most programs aligns with start of Broward public schools) to October 15th. Additionally, essential guidance concerning requirements for payment of the premium for providers agreeing to the \$15 per hour wage for VPK staff did not come until mid-August. This caused some scrambling on our part to get accurate information to providers, and patience and understanding on the providers' part to make decisions about opening VPK classes.

School Readiness Enrollment Update

Staff continues to enroll families at a rapid pace. Our weekly average of enrollments since the fiscal year began is 114 children. This is at least partly due to the aggressive outreach that has been conducted by the communications/outreach staff.

Reminder - VPK Legislative Changes Effective July 1, 2022

As previously mentioned, Legislation passed during both this legislative session and last year's legislative session that will have a huge impact on State's VPK system, which went into effect beginning, July 1, 2022. Here is an overview:

- **All** VPK classrooms will be CLASS assessed (different than School Readiness where only providers with schools that have more than 20 percent School Readiness children or providers with Class 1 licensing violations are CLASS assessed and CLASS assessments are only conducted on a random sample of 50 percent of the program's classrooms).
- VPK providers receiving scores under 4.0 will not be able to renew their VPK contracts.
- Pending the Governor's signature, the base student allocation (BSA) for school year VPK will be increased by \$317 per child, from \$2,486 to \$2,803. The rate for Summer VPK will increase from \$2,122 to \$2,393, which is an increase of \$271 (which is the largest increase, and the most funding the State's VPK program has ever received).
- Pending the Governor's signature, the State allocated \$100 million of non-recurring dollars to support per-child supplements for any VPK provider that agrees to pay wages of at least \$15 per hour to its VPK instructors (Broward has received an allocation of approximately \$10 million from this \$100 million).

The American Recovery Plan (ARP):

The ELC continues to work with providers to distribute the American Recovery Plan (ARP) grant awarded. As of August 19, 2022, ELC staff has approved a total of 634 ARP provider grant applications totaling more than \$47 million in grant awards. As previously reported, the grant awards are paid in three installments issued at 90-day intervals. Additionally, ELC staff has already paid 512 providers for the first two installments. The third and final distributions will begin in September 2022. The ELC is thrilled to be able to assist so many providers in such a time of need.

Back to School Outreach

The Communications/Outreach staff, along with staff volunteers, have actively participated in many back-to-school events, talking to parents about SR childcare and VPK, and promoting the Broward Bookworms program. They have also been making/posting/sending videos of the events to community leaders to keep them engaged in what we are doing.

Our team participated in the following events:

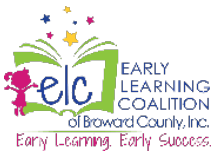
DATE	EVENT	HOSTED BY	NOTES
07/16/22	Community Baby Shower (Pompano Beach, FL)	Healthy Start Coalition	https://www.youtube.com/watch?v=V_5in9_v-8w&t=4s
07/23/22	Back-to-School Health and Community Fair (Miramar, FL)	Hope for Society Foundation & Children's Services Council	Co-sponsored by City of Miramar Mayor Wayne Messam & Commissioner Maxwell Chambers https://www.youtube.com/watch?v=IfSx_gKou0s
07/30/22	Back-To-School Extravaganza at Dillard High School (Ft. Lauderdale, FL)	Children's Services Council & YMCA	Interviewed State Rep. Christina Hunschofsky and Broward Property Appraiser, Marty Kair https://www.youtube.com/watch?v=pvzk0F6oteY&t=12s
08/06/22	Back-To-School Round-Up (Sunrise, FL)	City of Sunrise	Interviewed Deputy Mayor Jacqueline Guzman and Director of Leisure Services, Kevin Pickard https://www.youtube.com/watch?v=C_5RVcXZ0JM
08/15/22	Back-to-School at Gulfstream Academy (Hallandale Beach, FL)	United Way	Interviewed Mayor Joy Cooper https://www.youtube.com/watch?v=M0wA4neAkGM

ELC's New 5-year Strategic Plan

Over the summer ELC staff continued to work to finalize the new Strategic Plan and presented a final draft to members of the Ad-Hoc Strategic Plan committee. The committee provided feedback as needed and approved the plan to be recommended to the full board at the upcoming Board meeting on September 12th.

Ad-Hoc Fundraising Committee

Over the summer, Renee Jaffe met with the new chair of the Ad-Hoc Fundraising committee, Kristina West, to discuss first and next steps for this new committee. A meeting is in the process of being coordinated for the committee to meet in September. Please reach out to Judith Merritt if you would like to join the committee as more members are needed.



Early Learning Coalition of Broward County, Inc.
Executive Committee Meeting Minutes
May 24, 2022 – 1:30 pm
 Virtual Meeting

Members in Attendance	Dawn Liberta; Cindy Arenberg-Seltzer; Twan Russell; Monica King; Michael Asseff.
Members Absent	Chair, Laurie Sallarulo; Richard Campillo; Khalil Zeinieh
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Judith Merritt, COO, Stephanie Landreville, Controller; Lizbeth Juan, Executive Assistant; Melody Martinez, Board Liaison; Samantha Dempsey, Accountant; Elsy Silvestre, Contract Administrator; Jackie Hudson, Accountant; Amy Moore, Senior Director of Family Services and Provider Relations; Sandra Paul, Senior Director of Provider Reimbursements; Megan DeGraaf, Purchasing and Procurement Specialist; Ancel Pratt, III, Senior Director of Communications & Outreach
Others in Attendance	Carol Hylton; Julie Klahr, General Counsel

Item	Action/Discussion
Welcome & Call to Order	Dawn Liberta as Acting Chair called the meeting to order at 2:34 PM. Roll was called, and a quorum was established.
Chair Report	Nothing to report.
CEO Report	<p>CEO thanked the Board members for joining the retreat and informed them that the executive team is working on updating the Strategic Plan goals with all the suggestions from the retreat.</p> <p>CEO informed the Committee that DEL will administer a new CEO performance evaluation; it is a requirement that has not been approved yet and will likely go to the State in July. Board will need to complete it sometime in August. Once we have an update, we will send it to all members.</p>
CONSENT AGENDA a. Approve March 29, 2022, Executive Committee meeting minutes b. EXC226CA1 – Approve FY 2023 DEL Grant Agreement c. EXC226CA2 – Approve FY 2023 United Way School Readiness Match Revenue Agreement d. EXC226CA3 – Approve FY 2023 Children’s Forum Sub Recipient Agreement Renewal	<p>There was a Motion to approve Consent Agenda by Twan Russell and Seconded by Michael Asseff. Motion Passes. Unanimously approved.</p>

e. EXC226CA4 – Approve FY 2023 211 Broward Sub Recipient Agreement Renewal	
f. EXC226CA5 – Approve FY 2023 Scholastic Vendor Agreement Renewal	
g. EXC226CA6 – Approve FY 2023 BLI Vendor Agreement	
h. EXC226CA7 – Approve FY 2023 M Network Agreement	
i. EXC226CA8 – Approve FY 2023 Goren Cherof Doody & Ezrol Contract	
j. EXC226CA9 – Approve FY 2023 ATT State Term Contract	
k. EXC226CA10 – Approve FY 2023 Webauthor Contract Renewal	
l. EXC226CA11 – Approve FY 2023 Keefe McCulloch Contract Renewal	
REGULAR BUSINESS	None
UNFINISHED BUSINESS	There was no discussion.
NEW BUSINESS	There was no discussion.
MATTERS FROM CHAIR	There was no discussion.
MATTERS FROM COMMITTEES	There was no discussion.
PUBLIC COMMENT	There was no comment.
NEXT MEETING DATE	TBD
ADJOURN	A Motion was made by Monica King to adjourn at 2:43 PM.

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 prior to approval at the next meeting.

ITEM/ MEETING:	EXC231CA1 / EXECUTIVE COMMITTEE
DATE:	August 30, 2022
SUBJECT:	Children’s Services Council Financially Assisted Child Care Agreement Renewal
FOR ACTION:	YES
RECOMMENDED ACTION:	Empower the Chair to Execute a Children’s Services Council Financially Assisted Child Care Agreement Renewal for the period October 1, 2022 to September 30, 2023 pending finalized negotiations and legal review.
FINANCIAL IMPACT:	\$3,592,850
ELC STAFF LEAD	C. Klima

Background

Each year CSC’s Financially Assisted Child Care funding plays a critical role in the Coalition’s efforts to expand School Readiness to serve as many eligible Broward children as possible and maximize the amount of Federal match and other funding the Coalition has available each year:

1. CSC is the largest School Readiness Match pool funder and plays a leadership role, along with Broward County and the United Way, in helping the Coalition attract additional match funding from Broward municipalities to fill out the pool.
2. The match pool, currently \$10.2 million for FY23, allows the Coalition to enroll more income eligible children into School Readiness, including those from families with income up to 200% of poverty (compared to 150% for non-matched School Readiness) through a dollar-for-dollar Federal match. Funding from CSC, matched by the State, supports more than 700, or 60% of the 1,153 estimated slots in the pool.

The Agreement runs on the Government fiscal year from October 1, 2022 - September 30, 2023.

Current Status:

Coalition staff are currently negotiating updated terms and conditions for the Agreement renewal with CSC staff, but the basic scope and purpose of the Agreement will remain unchanged. Coalition legal counsel will review the draft for legal sufficiency prior to Coalition signature.

Recommended Action:

Staff recommends the Executive Committee empower the Chair to Execute a Children’s Services Council Financially Assisted Child Care Agreement Renewal for the period October 1, 2022 to September 30, 2023 pending finalized negotiations and legal review.

Supporting Documents:

None

ITEM/ MEETING:	EXC231CA2 / EXECUTIVE COMMITTEE
DATE:	August 30, 2022
SUBJECT:	Children’s Services Council Vulnerable Populations Agreement Renewal
FOR ACTION:	YES
RECOMMENDED ACTION:	Empower the Chair to Execute a Children’s Services Council Vulnerable Populations Program Agreement Renewal for the period October 1, 2022 to September 30, 2023 pending finalized negotiations and legal review.
FINANCIAL IMPACT:	\$2,434,171
ELC STAFF LEAD	C. Klima

Background

The Children’s Services Council (CSC) Vulnerable Populations Program funds child care services for exceptionally vulnerable children ages birth to 5 (not yet in kindergarten) in exceptionally vulnerable populations throughout Broward County that are not otherwise eligible for the School Readiness program.

Vulnerable Populations Program children are referred for immediate services from several CSC funded family support and other programs. The Agreement runs on the CSC fiscal year October 1 - September 30 and serves approximately 650 unduplicated children per year.

Current Status

Coalition staff are currently negotiating updated terms and conditions for an annual renewal Agreement with CSC staff, but the basic scope and purpose of the Agreement will remain unchanged. Coalition legal counsel will review the draft for legal sufficiency prior to Coalition signature.

Recommended Action

Staff recommends the Executive Committee empower the Chair to execute a Vulnerable Populations Program Agreement renewal for the period October 1, 2022 to September 30, 2023 pending finalized negotiations and legal review.

Supporting Documents

None

ITEM/ MEETING:	EXC231CA3 / EXECUTIVE COMMITTEE
DATE:	August 30, 2022
SUBJECT:	Broward County School Readiness Match & Special Needs Funding Agreement
FOR ACTION:	YES
RECOMMENDED ACTION:	Empower the Chair to Execute a new Broward County School Readiness Match & Special Needs Funding Agreement for the period October 1, 2022 to September 30, 2023 pending finalized negotiations and legal review.
FINANCIAL IMPACT:	TBD
ELC STAFF LEAD	C. Klima

Background

Since 2017 the Coalition has received funding from Broward County for School Readiness Match and Special Needs child care for children ages birth to 5 (not yet in kindergarten). At \$2.3 million per year over five years (\$2.8 million in FY22) the Agreement allowed the Coalition to:

1. Immediately enroll Special Needs children into child care 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 initial 5 year grant cycle will end and must be replaced by a new base Agreement to start a new 5 year grant cycle beginning October 1, 2022. The base Agreement and each annual renewal runs on the Government fiscal year, October 1 to September 30.

Current Status:

Coalition staff are currently negotiating updated terms and conditions for the new base Agreement with County staff, but the basic scope and purpose of the Agreement will remain unchanged. Coalition legal Counsel will review the draft for legal sufficiency prior to Coalition signature. The Agreement, which will be effective retroactively to October 1, 2022, will go to the Broward County Commission for final approval in October or November 2022.

Recommended Action:

Staff recommends the Executive Committee empower the Chair to execute a new Broward County School Readiness Match & Special Needs Funding Agreement for the period October 1, 2022 to September 30, 2023 pending finalized negotiations and legal review.

Supporting Documents:

None

ITEM/ MEETING:	EXC231CA4 / EXECUTIVE
DATE:	August 30, 2022
SUBJECT:	Revation Systems, Inc Amendment Increase
FOR ACTION:	YES
RECOMMENDED ACTION:	Empower the Chair to Execute an Amendment increase for \$24,301 Revation Systems, Inc Agreement for the period October 1, 2022, to September 30, 2024, pending legal review
FINANCIAL IMPACT:	\$24,301 (\$11,913 FY23 Budget)
ELC STAFF LEAD	C. Klima

Background

In June 2021, the ELC Board approved Revation Systems, Inc. (Revation) to supply ELC’s Voice Over Internet Phone (VOIP) services following a public procurement authorized at the April 2021 Board meeting. Staff initiated contract negotiations in the ensuing weeks to ensure a smooth transition from ELC’s previous vendor, Mitel. Revation system has now been providing services for a full year since October 1, 2021, and there are two years remaining on the Agreement.

Current Status:

In order to further increase the efficiency and effectiveness of communication with clients, staff would like to initiate an Amendment to increase funds by \$24,301 for the Agreement to include the following provisions:

- A new texting feature which will allow Family Service staff members the ability to send text messages straight to clients from the Revation app on their laptops.
- The new feature will be an additional **\$825.84/month x 24 months** with a one-time fee of **\$4,480**. We are currently paying **\$7,253.14/month**, which will come out to a total of **8,079/month** starting October 1, 2022- September 30, 2024.

Fiscal Year	Number of Service Months	Monthly Service Fees Per FY	One-time upgrade fee	New Text feature fee	Total Cost
FY23	9	\$65,278	\$4,480	\$7,433	\$77,191
FY24	12	\$87,038		\$9,910	\$96,948
FY25	3	\$21,759		\$2,478	\$24,237
Total	24				\$198,376

Recommended Action:

Staff recommends the Executive Committee empower the Chair to Execute an Amendment increase for \$24,301 Revation Systems, Inc Agreement for the period October 1, 2022, to September 30, 2024, pending legal review

Supporting Documents:

None

ITEM/MEETING:	EXC231RB1 / EXECUTIVE COMMITTEE
DATE:	August 30, 2022
SUBJECT:	Related Party Lease Agreement Renewal with the School Board of Broward County at Gulfstream
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Three-Year Related Party Lease Agreement Renewal with the School Board of Broward County at the Gulfstream Early Learning Center for the period September 5, 2022 through September 4, 2025.
FINANCIAL IMPACT:	\$37,839 total over three years (\$12,606 for Year 1)
ELC STAFF LEAD	C. Klima

Background:

Since 2018 the Coalition has leased a small office space from the School Board of Broward County (SBBC) at the Gulfstream Early Learning Center of Excellence in Hallandale Beach to provide in-person eligibility and other services for Coalition clients in a South Broward location. The current three-year lease agreement will expire in September and the Coalition wishes to renew it for another three years.

The lease agreement renewal for this space is considered a related party transaction because the School Board Chair, Laurie Rich Levison, is the signatory for the School Board in the Agreement and represents the School Board as a member of the Coalition Board.

In accordance with Florida Statutes and the DEL Grant Agreement, all related party agreements must be disclosed and approved by a 2/3 majority of the Board, and related parties must declare a conflict and abstain from voting for contracts and purchases where they are an interested party as an individual or as an organizational representative. (The full text of the requirements is attached)

Current Status:

The new Agreement includes the following provisions:

- **Term:** September 5, 2022 to September 4, 2025
- **Space:** 254 square feet, Building 1, Room 115A (see attached floorplans)
- **Rental Fees Paid In-Kind:** In lieu of paying monthly rental fees to the School Board, the Coalition will provide In-Kind Services equivalent to at least \$21,600 per year (\$1,800/month) measured by the cost of Coalition staff that are outposted there.
- **Rental and Other Fees Paid Monthly:** The Coalition will also pay its pro-rata share of the operating expenses (electric, water, and Refuse) estimated at \$245.51 per year with a 3% annual cost escalator, as well as \$12,360 per year (\$1,030/month) for custodial services.
- **Cost per Square Foot per Month:** \$11.22 (\$7 in-kind, \$4.22 cash)

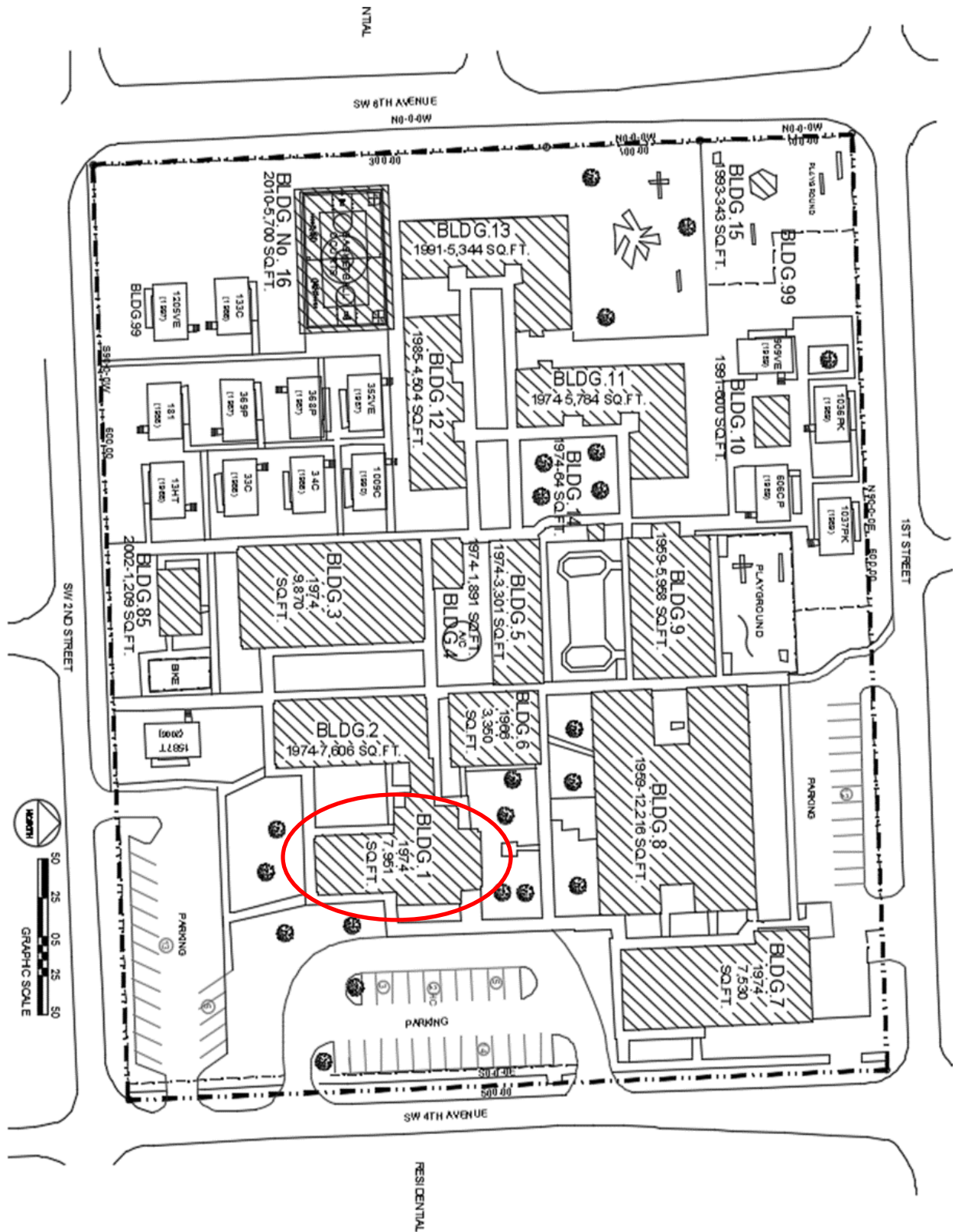
Recommended action:

ELC staff recommends that the Executive Committee approve three-year Related Party Lease Agreement Renewal with the School Board of Broward County at the Gulfstream Early Learning Center for the period September 5, 2022 through September 4, 2025.

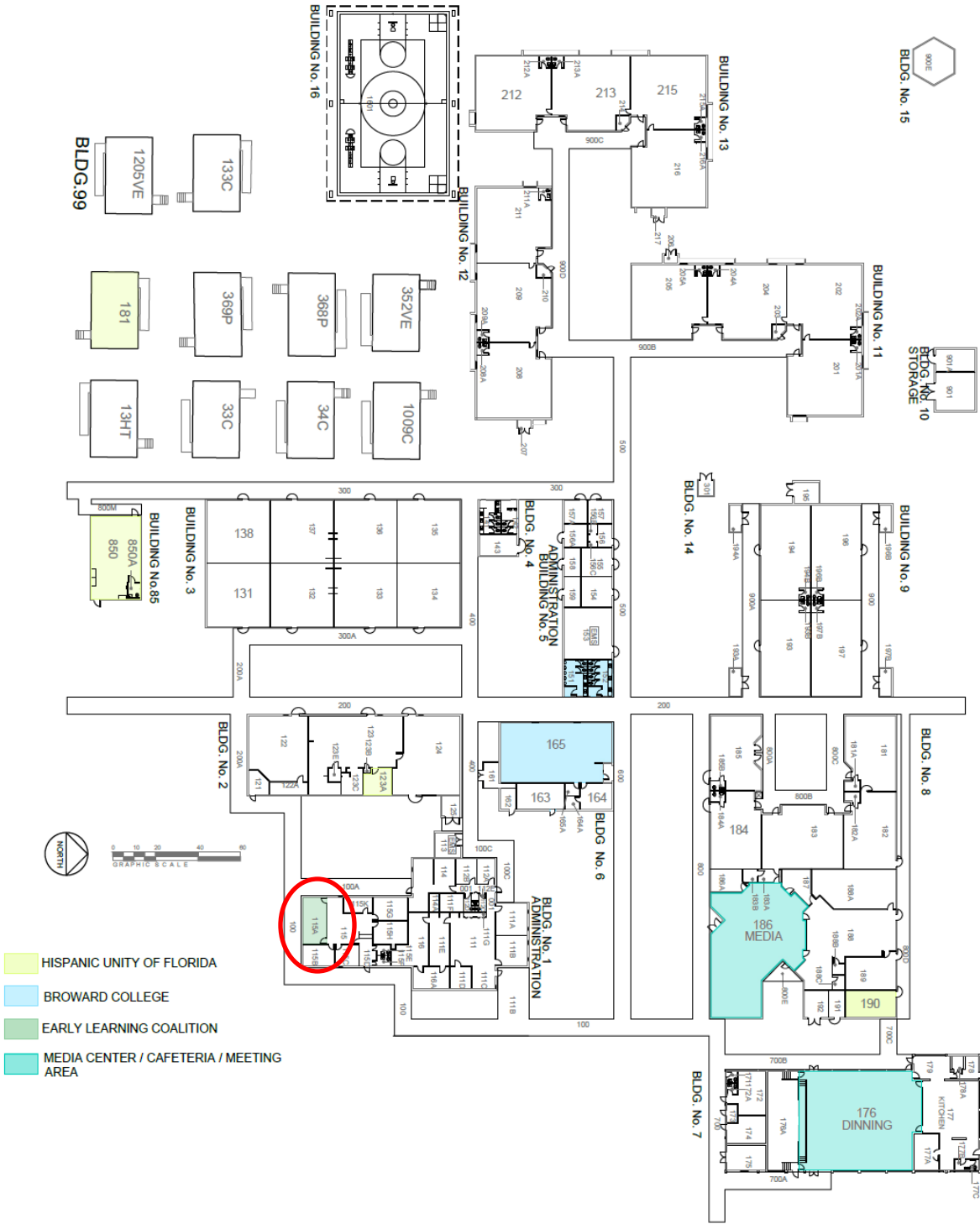
Supporting Documents

- SBBC Lease Exhibit A and B Floorplans
- Related party disclosure requirements under DEL Grant Agreement

Gulfstream Early Childhood Center of Excellence "EXHIBIT A"



Gulfstream Early Learning Center of Excellence "EXHIBIT B"



**DEL FY2021-22 GRANT AGREEMENT
EXHIBIT III AUDIT REQUIREMENTS (Page 59)**

2. Related Party Disclosures

...[T]he grantee shall comply with all applicable provisions of Chapter 112, F.S., Public Officers and Employees, as required by s. 1002.83(8) and s. 1002.84(20), F.S. for related party transactions.

2.1. Documentation of related party activity to support proper written notification to the entity's governing board is required and must be submitted to OEL for review/acceptance. Such supporting documentation includes the following items.

2.1.1. The impacted individual must complete the necessary conflict of interest disclosure forms.

2.1.2. Any governing board member(s) benefitting from the activity must disclose in advance in writing the conflict of interest and must abstain from the vote process.

2.1.3. Meeting minutes that reflect a valid vote of approval by two-thirds vote of the entire membership of the governing board.

2.1.4. A copy of the agreement or written summary of the transaction including the start date, purpose, amount/cost incurred and funding/OCA code(s) charged.

2.1.5. Related documentation to verify compliance with state purchasing rules.

2.2. No related party activities may be executed without approval from the Office.

2.2.1. Transactions under \$25,000 must be submitted to OEL for processing within 30 days after receipt of governing board approval.

2.2.2. Transactions of \$25,000 or more must be submitted to OEL for prior written approval before the contract/agreement/activity can be executed.

2.3. Related party activities and/or conflicts of interest occur when for any transaction the benefits of an interested party may be seen as competing with those of the State of Florida. Such conflicts of interest:

2.3.1. May be financial or non-financial.

2.3.2. May include actual, potential and perceived conflicts of interest.

2.3.3. Include organizational conflicts of interest that occur because of a relationship with an affiliate or subsidiary organization.

2.3.4. May occur due to governing board members and/or active entity employees.

2.4. Each ELC shall submit one electronic copy of the support files described above in Section 2.1 and any other supporting files considered necessary electronically to the report recipient indicated in Exhibit VI – List of Reports. If the ELC does not have access to the OEL SharePoint site, OEL will provide alternative written instructions.

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ITEM/MEETING	EXC231RB3 / EXECUTIVE COMMITTEE
DATE:	August 30, 2022
SUBJECT:	CEO Performance Evaluation Results
FOR ACTION:	YES
RECOMMENDED ACTION:	Review Evaluation Results and Approve CEO Performance Pay
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 - a leadership performance evaluation tool which consists of 10 leadership indicators and counts towards 40% of the CEO’s evaluation; Section II - CEO Goals metrics, which counts towards 60% of the evaluation.

On August 5, 2022, all Board members were sent an email with the CEO’s FY 21/22 Performance Evaluation which included a self-evaluation and CEO Goals Scorecard. All members were asked to rate each item included in the Performance Evaluation by August 19, 2021. The Board member response rate was 84% (or 16 out of 19 Board members). Two of those that responded have been on the Board less than 6 months, so their ratings were not included in the overall aggregation for the CEO Evaluation.

Current Status:

The Boards 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 10 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 score of the CEO’s Performance Evaluation is 4.2 - Exceeds Expectations.

In Section I of the CEO Performance Evaluation, 79% of the Board rated the CEO as Exceeds Expectations or Outstanding and in Section II - CEO Goals/Outcomes, 71% rated the CEO either Exceeds Expectations or Outstanding. Zero Board member scored the CEO Below Expectations in any section.

The CEO is appreciative of the Board’s feedback provided in the Evaluation and will incorporate it into the work being done. The professional development opportunities suggested in the comments and suggested goals sections have been incorporated into the CEO’s plans or the Strategic Plan as appropriate. As was practice in FY 21/22, the CEO will meet one on one with individual Board members throughout FY 22/23 where growth opportunities and related activities will be discussed. Additionally, she will continue to participate in leadership training and Executive Coaching to continue to grow and develop as a leader.

The CEO is eligible for up to \$10,000 in Performance Pay, as determined by the Board, and the expense has been accrued as a placeholder to FY22 contracts, which ended on June 30, 2022.

Action(s):

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

Supporting Documentation:

- CEO Performance Self Evaluation Report FY 21-22
- CEO Performance Evaluation Results FY 21-22 Ratings/Comments



Annual Chief Executive Officer (CEO) Self-Assessment for FY 21/22

PERFORMANCE INDICATORS

1. BOARD INTERACTIONS

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

Key Highlights:

- More 1:1 meetings with board members/sought feedback from a broader constituency of board members
- Continued to work on refining board updates to make them more valuable and concise
- Optimized frequency of Board updates (CEO Reports, CEO Updates, and Board Bulletins)
- Invited members to ELC events such as our Child Care (legislative) Town Hall, ELC Cafes, Provider Appreciation

I have good relationships with Board members. I meet with members both through regular check in calls/meetings and as needed to get feedback. Through regular communications I keep board members abreast of important information, updates, and ELC services/initiatives. I have tried to streamline communications/board packets wherever possible. While progress has been made, this is still an area of focus for FY 22/23.

I will continue to make more of an effort to ensure Board members are invited to attend ELC events. In the new fiscal year additional efforts will be made to involve the Board in legislative meetings and provide in advance notice of relevant childcare conferences and webinars.

2. BUSINESS ETHICS/INNOVATION

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

Key Highlights:

- Created/Rolled out the Above & Beyond initiative, different from other models around the state, our model not only addresses early learning labor shortages, but also focuses on increasing overall classroom quality.
- Created/Rolled out an efficient & unique way for new educators to take their required 45-hour trainings for **FREE** through a local agreement with NOVA, not done elsewhere throughout the State.
- Became IACET accredited for the first time in ELC history, enabling us to award CEU credits for trainings.
- Rolled out 6 new CRM modules; updated 5 existing modules - Broward leads the state in Webauthor innovation.
- Utilized the CRM for Provider Covid 19 relief grants to increase ease of applying and speed up grant processing time – statewide data (point in time) indicated we led the state in quick processing time.
- Embedded our Provider Workforce Survey in the Provider Covid Relief Grant application (in the CRM) to ensure 100% participation of survey response. No other Coalition was able to collect this amount of valuable data.
- Initiated/Coordinated Covid-19 Rapid Test kit distribution to providers.
- ELC Broward sought out by other Coalitions related to how we operate, our programming, and IT solutions.

- ELC's turnover rate for year is at 17% far below the 37.3% nationwide average, despite a tight labor market.
- Recipient of the Sun Sentinel's Top Workplace 2022

Across the organization, the ELC implemented innovative and efficient solutions or upgrades to achieve 13 out of 13 strategic plan goals and objectives; resolve issues and improve overall organization operations and program excellence. Through a variety of innovative program initiatives, the ELC has begun to address the countywide early learning labor market challenges while continuing to increase the overall classroom quality. The ELC also ensured we were ahead of the game as we planned a year in advance for major legislative changes that impact all VPK providers (which went into effect in July 2022). We ensured we were appropriately staffed and had programming in place such as trainings, resources, and coaching to prepare VPK providers.

The organization continues to put an emphasis on utilizing technology to increase efficiencies and ease processes for providers, parents, and staff as evidenced by the number of CRM components created or updated this year as well as the innovative ways, we prioritized new and creative CRM modules to efficiently expedite new initiatives. We have had requests from colleagues around the state asking for guidance and demos related to our CRM that have led to them follow our lead and now use Webauthor's CRM as well. In fact, to date we have shared modules we created with the ELCs of Lake, Pinellas, Miami, Polk, Flagler/Volusia, and Manatee.

I am fortunate enough to work with a strong Executive and Senior Team. Together we continue to find ways to strengthen the organization while also upholding organizational values that are modeled for the rest of the organization.

3. COMMUNICATIONS (See Board Section for Board Communication)

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

Key Highlights:

- Regular/Frequent updates and information provided to childcare small businesses, families, board members, staff, elected officials through email bulletins, monthly ELC Newsletters, and social media postings.
- ELC utilizes various methods of communication to reach targeted audiences including email, social media, media spots (both radio and TV), local resource publications, virtual/in person info sessions, robo calls, our new CHAT feature for parents, text messaging, EFS provider and parent portals
- Aggressive outreach efforts helped to inform Broward families about the SR program resulting in an additional **4,255 NEW** enrollments in FY 21/22.
- Increased outreach and new outreach methods to increase awareness of Bookworms program, resulted in registration of **9,314** families and 11,404 book packets in less than 6 months.

The ELC prioritizes communication and transparency and provides ongoing information and updates to childcare small businesses, families, board members, staff, community partners and local elected officials, which are provided utilizing a variety of means to reach our targeted audience.

Communication and Outreach were a big focus during FY 21/22. Through an internal evaluation, I decided a reorganization was necessary and devised a plan to create a standalone Communications Department (which previously did not exist) to oversee communication, outreach, and advocacy. The department was put into place in the early Spring of 2022 and much of the foundational plans have been initiated. While the impact of the new department will not be fully realized until later in FY 22/23, there were a few actions quickly put into place like an increase in the ELC's social media presence, increase in outreach for SR and VPK, relaunching of the Bookworms program with farther reach, and the addition of QR codes on all outreach materials to better track outreach data and ease of sign up.

Through our outreach campaign in FY 21/22 in multiple languages, the ELC was able to enroll an additional **4,255** children into our School Readiness program (off the waitlist) eliminating a waitlist for the first time in the ELC's existence.

4. COMMUNITY RELATIONS

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

Key Highlights:

- Attended/Presented at various Municipality Commission and Education Advisory Board meetings
- Met with 11 local legislative delegates locally and in Tallahassee
- Presented ELC's Legislative Priorities to the Broward Delegation
- Participated in 2 Panels related to early learning (both requested by local elected officials)
- Hosted/Presented at ELC's Child Care Townhall attended by providers, elected officials, community partners, and board members
- Partnered with large local business with approx. 5,000 potentially SR eligible employees to provide SR Info sessions to their employees
- Continue to serve on more than 5 community board meetings/workgroups as well as AELC (Statewide).
- Co-Chair of Broward Reads

I represent the ELC well and continue to work to strengthen and increase community relations, advocacy efforts, and increase the community's awareness of the ELC and ELC services. My efforts have resulted in being a trusted source of answers and information from elected officials and community partners and Statewide colleagues.

This past year the ELC quickly established legislative priorities and as a member of the Association of Early Learning Coalitions (AELC) Legislative committee, I participated in the establishment of State legislative priorities, as well as helped to carve out advocacy action plans related to key legislation.

5. DIVERSITY COMMITMENT

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

Key Highlights:

- Racial Equity Institute contracted to conduct Racial Equity training for ELC staff/board members
- ELC conducted 4 Racial Equity Café Series presentations throughout the year
- Leadership team (and a handful of board members) participated in a DEL funded group equity coaching series
- Participated in CEO racial equity training series (with other Broward non-profit leaders)

In FY 21/22 the ELC continued to prioritize our racial equity/antiracism efforts. An internal racial equity workgroup made up of approximately 20 staff members met regularly to address and engage activities included in the ELC's internal Racial Equity Plan. The plan focused on Awareness and Education; Environment and Representation; and Policies and Practices. The plan included measurable outcomes that were reviewed quarterly.

6. EMPLOYEE MORALE/CULTURE

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

Key Highlights:

- Recipient of the Sun Sentinel's Top Work Place 2022
- Staff Satisfaction Rate of 88% (on 3rd party survey) with 77% response rate, considered very high
- Ensured all staff are at or above the 30th percentile of the current market rate survey
- In June recommended a 3% COLA for all staff to be more competitive in the labor market

I strive to have the highest level of staff morale. I am thrilled with our high staff satisfaction rate and low turnover rate. And I am beyond proud ELC is the recipient of our Top Work Place in South Florida award. To ensure continued success in this area, I'm committed to using the staff satisfaction data to address where there are growth opportunities.

As many staff now permanently work in a hybrid or telework status, we have put efforts in place to keep staff connected to each other through constant email communication, our ELC Buzz staff newsletter, staff meetings and activities, morale events, and webinars including presentations related to mental health and healthy living.

7. FISCAL RESPONSIBILITY

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

Key Highlights:

- **Wait List eliminated for new childcare subsidy applicants**
- **Provider rates increased to Federal target levels**

Additional notable accomplishments:

- 100% Utilization of School Readiness funding, including School Readiness Match
- Secured approval for and implemented 2 rate increases: finally reaching the long-sought Federal target rates
- Issued 2,043 Covid-19 relief grants to 648 providers totaling over \$43 million
- Clean single audit and tests of internal controls
- Clean DEL program monitoring and fiscal monitoring
- Clean monitoring by Broward County and Children's Services Council
- Peacefully collected nearly all of the \$3 million overpayments resulting from DEL's faulty rollout of EFS Mod.

With diligent management of cost allocations, child enrollments and the timing of rate increases and other expenses, we were able to fully utilize 100% of our funds that would otherwise have expired on June 30. We also maximized the amount of other funding allocations that could be carried into the next fiscal year. These efforts will enable the ELC to begin FY 22/23 perfectly positioned to pay for the childcare of every eligible family that applies for services throughout the year; and their childcare provider will be reimbursed at a level closer to covering the cost of quality. This optimal financial positioning, combined with a simultaneous, professionally managed comprehensive outreach campaign, will afford the Coalition a once-in-a-generation opportunity to provide SR services to every eligible Broward child.

8. JOB KNOWLEDGE

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

Key Highlights:

- Conducted dozens of presentations related to ELC/ELC services &/or status of the childcare industry
- Participation in regular Statewide DEL & AELC meetings and other community boards/workgroups
- Attended relevant and early learning related conferences, webinars, trainings, etc.
- Nominated/Elected to be Chair of the AELC's Large Coalition subcommittee

I believe over the past 6 ½ years in my role, I have demonstrated great knowledge of the early learning and childcare subsidy world, DEL's rules and regulations, ELC services, and the impact of ELC's services on the larger community (and vice versa). Community partners and ELC colleagues around the state often reach out to me for information, data, and feedback related to early learning. More and more the ELC Broward is being asked to have a seat at the table regarding important community issues that intersect with early learning.

See Fiscal section regarding utilizing resources efficiently.

9. JUDGEMENT

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

Key Highlights:

- ELC continued to get things done efficiently and on time despite the lingering pandemic
- Successful performance across the organization despite increased workloads/responsibilities related to Covid relief efforts, with minimal staffing increases or disruption of services.
- Continued to cultivate a collaborative work environment with Exec and Senior team to ensure sound decisions

As the CEO of the ELC I must make many important decisions and judgement calls based on experience, judgement, data, feedback, and collaboration. This year included unprecedented judgement calls related to how to use extremely large amounts of Covid-Relief related funding and staff appropriately, understanding that not all funding is recurring. I also had to make some hard decision related to the staffing configuration of the organization to strengthen communication, outreach, and advocacy efforts, that resulted in a reorganization (in that area of the organization) that has already resulted in positive changes. Some of the decisions have not been easy, but I do feel, I have made sound decisions for the organization as well as the provider community and families as evidenced by the many accomplishments shared in this document and included in the year end data in the FY 21/22 Strategic Plan.

10. MANAGEMENT:

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

Key Highlights:

- Met or exceeded 13 out of 13 goals and objectives in the FY 21/22 Strategic Plan
- Developed a new well thought out Strategic Plan for FY 22/23-FY 26/27 (to be approved at Sept Board meeting)
- Reorganization and creation of new Communications Depts (Communication, Advocacy, Outreach)

During FY 21/22 the organization rolled out a new plan for ensuring the coalition better monitors the goals and objectives in the Strategic Plan that included quarterly meetings with each dept to review the data and discuss challenges, growth area, modified plans as needed, and celebrated successes.

Based on my experience, knowledge, research, and feedback/collaboration from amazing and respected community partners, ELC statewide colleagues, board members, and staff I feel I have provided excellent leadership and direction to the organization. I am extremely proud of the transformation of the organization over the past 6 ½ years and the many accomplishments I have made professionally as the CEO and as an organization.

Section II – Goals

Below are the CEO goals for FY 21/22 approved by the Board along with my self-evaluation ratings.

GOAL 1 Deliver Outstanding Eligibility, Enrollment and Payment Services

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 1 - Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services							
Objective	Outcome	Results					
Goal 1A - Make our eligibility and enrollment/re-enrollment services as easy as possible for parents	1A.2 Parents who successfully complete the re-enrollment process will be at or above 75%	Met Goal - Achieved 78% - 3% above Goal				X	

Overall Rating: 4

GOAL 2 Provide Quality Early Care Opportunities

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 2 - Pillar 2: Provide Quality Early Care Opportunities							
Objective	Outcome	Results					
Goal 2A - Empower parents to understand and participate in the developmental progress of their children	2A.1 80% of parents who respond report tools/activities ELC provided helped them to engage with their child and/or better understand their child's development	Met Goal - Achieved 83% - 3% above Goal				X	
Goal 2B - Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children	2B.1 80% of Providers who respond report ELC provided the tools, skills and resources necessary to provide quality early learning experiences.	Met Goal - Achieved 99% - 19% above Goal					X

Overall Rating: 5

GOAL 3 Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
Pillar 3 - Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System							
Objective	Outcome	Results					
Goal 3 - Increase our influence to improve the early education system	3.1 ELC will complete an Annual Outreach/Communication plan and complete at least 70% of tasks/activities in the plan	Met Goal - Achieved 80% - 10% above Goal				X	

Overall Rating: 4

GOAL 4 Provide education, tools and support for the staff and Board to achieve organizational excellence

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
Goal 4 - Provide education, tools, and support for the staff and Board to achieve organizational excellence							
Objective	Outcome	Results					
Goal 4 - Provide education, tools, and support for the staff and Board to achieve organizational excellence	5.1 At least 80% of Staff respond they are satisfied.	Met Goal - Achieved 88% - 8% above Goal					X
	5.2 At least 80% of Board members who respond report satisfaction with the number and quality of Board engagement activities, educational opportunities and informational materials.	Met Goal - Achieved 87% - 7% above Goal				X	

Overall Rating: 5



Annual Chief Executive Officer (CEO) Self-Assessment for FY 21/22

PERFORMANCE INDICATORS

1. BOARD INTERACTIONS

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

Key Highlights:

- More 1:1 meetings with board members/sought feedback from a broader constituency of board members
- Continued to work on refining board updates to make them more valuable and concise
- Optimized frequency of Board updates (CEO Reports, CEO Updates, and Board Bulletins)
- Invited members to ELC events such as our Child Care (legislative) Town Hall, ELC Cafes, Provider Appreciation

I have good relationships with Board members. I meet with members both through regular check in calls/meetings and as needed to get feedback. Through regular communications I keep board members abreast of important information, updates, and ELC services/initiatives. I have tried to streamline communications/board packets wherever possible. While progress has been made, this is still an area of focus for FY 22/23.

I will continue to make more of an effort to ensure Board members are invited to attend ELC events. In the new fiscal year additional efforts will be made to involve the Board in legislative meetings and provide in advance notice of relevant childcare conferences and webinars.

Overall Board Rating: 4.0 – From 3.9 Last Year

Responders	Board Interactions
Laurie Sallarulo	3.0
Dawn Liberta	4.0
Twan Russell	3.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	5.0
Sharonda Bailey	4.0
Beverly Batson	4.0
Richard Campillo	3.0
Kirk Englehardt	4.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.0

- **RED Text didn't respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 1 Board Interactions
Dawn	Renee has good relationships with the Board and works really well with the Board as a whole. She is great at keeping the Board up to date with all necessary information. This year Renee will be working on more one on one time with individual Board members.
Beverly	Keeps Board members informed
Cindy	There has been a marked improvement in the quality and quantity of information shared with the Board.
Richard	Renee does a good job of keeping informed of any critical issues that arise between board meetings
Monica	Renee keeps the Board well informed with frequent updates. She will call to get input and feedback on certain matters. We have a very good working relationship.
Laurie S.	One on one meetings with board members are a great way to get individual feedback and input. I would like to see Renee tap into the reputation, relationships and influence of board members in the community at legislative meetings, community events, etc. Engage members more in telling the story/impact of ELC and sharing their personal stories and/or passion. When meeting with legislators and elected officials, while they want numbers and outcomes it is also very effective to tell the personal stories of how these services impacted them or their families.
Amoy	Renee communicates important information, pertinent updates, and ELC trainings and outreach via email. I hope there will be more opportunities to interact one on one.

2. BUSINESS ETHICS/INNOVATION

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

Key Highlights:

- Created/Rolled out the Above & Beyond initiative, different from other models around the state, our model not only addresses early learning labor shortages, but also focuses on increasing overall classroom quality.
- Created/Rolled out an efficient & unique way for new educators to take their required 45-hour trainings for **FREE** through a local agreement with NOVA, not done elsewhere throughout the State.
- Became IACET accredited for the first time in ELC history, enabling us to award CEU credits for trainings.
- Rolled out 6 new CRM modules; updated 5 existing modules - Broward leads the state in Webauthor innovation.
- Utilized the CRM for Provider Covid 19 relief grants to increase ease of applying and speed up grant processing time – statewide data (point in time) indicated we led the state in quick processing time.
- Embedded our Provider Workforce Survey in the Provider Covid Relief Grant application (in the CRM) to ensure 100% participation of survey response. No other Coalition was able to collect this amount of valuable data.
- Initiated/Coordinated Covid-19 Rapid Test kit distribution to providers.
- ELC Broward sought out by other Coalitions related to how we operate, our programming, and IT solutions.
- ELC's turnover rate for year is at 17% far below the 37.3% nationwide average, despite a tight labor market.
- Recipient of the Sun Sentinel's Top Workplace 2022

Across the organization, the ELC implemented innovative and efficient solutions or upgrades to achieve 13 out of 13 strategic plan goals and objectives; resolve issues and improve overall organization operations and program excellence. Through a variety of innovative program initiatives, the ELC has begun to address the countywide early learning labor market challenges while continuing to increase the overall classroom quality. The ELC also ensured we were ahead of the game as we planned a year in advance for major legislative changes that impact all VPK providers (which went into effect in July 2022). We ensured we were appropriately staffed and had programming in place such as trainings, resources, and coaching to prepare VPK providers.

The organization continues to put an emphasis on utilizing technology to increase efficiencies and ease processes for providers, parents, and staff as evidenced by the number of CRM components created or updated this year as well as the innovative ways, we prioritized new and creative CRM modules to efficiently expedite new initiatives. We have had requests from colleagues around the state asking for guidance and demos related to our CRM that have led to them follow our lead and now use Webauthor's CRM as well. In fact, to date we have shared modules we created with the ELCs of Lake, Pinellas, Miami, Polk, Flagler/Volusia, and Manatee.

I am fortunate enough to work with a strong Executive and Senior Team. Together we continue to find ways to strengthen the organization while also upholding organizational values that are modeled for the rest of the organization.

Overall Board Rating: 4.3 – From 3.9 Last Year

Responders	Business Ethics - Innovation
Laurie Sallarulo	3.5
Dawn Liberta	4.0
Twan Russell	3.0
Monica King	5.0
Cindy Arenberg Seltzer	5.0
Michael Asseff	4.0
Sharonda Bailey	5.0
Beverly Batson	5.0
Richard Campillo	4.0
Kirk Englehardt	5.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.3

**RED Text didn't respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 2 Business Ethics/Innovation
Dawn	Renee has been able to bring in new initiative such as: Above & Beyond, Traing opportunities for new educators, rolled out new CRM modules and became IACET accredited. She has worked with her head of Technology to come up with better ways to conduct business.
Beverly	Showed innovation by creatively administering programs that assisted providers with staff initiatives. Provided staff with the tools and directives to aggressively taret the school readiness waitlist
Cindy	There have been some important innovations grown or begun this year – expanded use of the CRM, the Above & Beyond initiative, the effort to help build and train the provider workforce are some of the highlights for me.
Richard	Due to limited in person interaction difficult to gauge her leadership amongst her staff but have no reason to believe that she is doing an excellent job of leading and inspiring her staff.
Monica	ELC Broward is leading the charge in innovation. There are so many initiatives that have been incorporated or imbedded into improving services: the use of CRM modules allowing both end users and staff to more effectively do business, the coup of having NOVA offer free 45 hour course and imbedding the survey link in the application process.
Laurie S.	This year the senior and leadership team has begun to embrace the opportunity to stand out as a leader amongst ELC's.
Amoy	Renee and her team have worked hard to come up with ideas to improve the organization. The work that was done with the CRM is amazing.

3. COMMUNICATIONS (See Board Section for Board Communication)

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

Key Highlights:

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- ELC utilizes various methods of communication to reach targeted audiences including email, social media, media spots (both radio and TV), local resource publications, virtual/in person info sessions, robo calls, our new CHAT feature for parents, text messaging, EFS provider and parent portals
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Through our outreach campaign in FY 21/22 in multiple languages, the ELC was able to enroll an additional **4,255** children into our School Readiness program (off the waitlist) eliminating a waitlist for the first time in the ELC's existence.

Overall Board Rating: 4.1 – From 3.9 Last Year

Responders	Communications
Laurie Sallarulo	3.5
Dawn Liberta	5.0
Twan Russell	3.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	5.0
Sharonda Bailey	4.0
Beverly Batson	3.0
Richard Campillo	4.0
Kirk Englehardt	4.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.1

**RED Text didn't respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 3 Communication
Dawn	Renne and her team are upfront with providing information and does a great job keeping the Board apprised of any updates that include issues that may arise. Renee and her staff have been working closely with our community partners, local elected officials, families and childcare centers. Renee sits on many committees and Boards through out our community and ensure she updates them will any and all ELC updates.
Beverly	Keeps board adequately informed
Cindy	Written communication was plentiful and well written.
Richard	Good monthly reports
Monica	As I mentioned previously, Renee does a good job of keeping the Board informed through her Board packets and email communications. I have seen an increased level of communication with the Provider community and the Public. I think the development of a Communications Dept is an excellent decision.
Laurie S.	Renee provides thorough updates to the board. The team seems to be working on presenting information more clearly to the board and balancing the amount of information presented. Also, I have seen an improvement in Renee's ability and willingness to accept constructive criticism or feedback.
Amoy	Renee is a good communicator and keeps us informed as a board. The social media aspect has really picked up and I love to see it.

4. COMMUNITY RELATIONS

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

Key Highlights:

- Attended/Presented at various Municipality Commission and Education Advisory Board meetings
- Met with 11 local legislative delegates locally and in Tallahassee
- Presented ELC’s Legislative Priorities to the Broward Delegation
- Participated in 2 Panels related to early learning (both requested by local elected officials)
- Hosted/Presented at ELC’s Child Care Townhall attended by providers, elected officials, community partners, and board members
- Partnered with large local business with approx. 5,000 potentially SR eligible employees to provide SR Info sessions to their employees
- Continue to serve on more than 5 community board meetings/workgroups as well as AELC (Statewide).
- Co-Chair of Broward Reads

I represent the ELC well and continue to work to strengthen and increase community relations, advocacy efforts, and increase the community’s awareness of the ELC and ELC services. My efforts have resulted in being a trusted source of answers and information from elected officials and community partners and Statewide colleagues.

This past year the ELC quickly established legislative priorities and as a member of the Association of Early Learning Coalitions (AELC) Legislative committee, I participated in the establishment of State legislative priorities, as well as helped to carve out advocacy action plans related to key legislation.

Overall Board Rating: 4.1 – From 3.8 Last Year

Responders	Community Relations
Laurie Sallarulo	3.0
Dawn Liberta	5.0
Twan Russell	3.0
Monica King	4.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	4.0
Sharonda Bailey	5.0
Beverly Batson	4.0
Richard Campillo	4.0
Kirk Englehardt	4.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.1

**RED Text didn’t respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 4 Community Relations
Dawn	Renee represents ELC in many community committees and Boards. She sits on the Association of Early Learning Coalition Legislative committee where she helped establish State legislative priorities. She ensure the community is up to date with ELC information and needs.
Beverly	Actively represented the ELC at community events and attended legislature meetings to advocate on behalf of children, their families and child care providers.
Richard	Would like to see more reporting on who specifically she is meeting with but sense she is proactive in engaging community thought leaders.
Michael	More work can be done
Monica	Renee does a very good job of representing the ELC. She sits on a number of committees related to Early Learning. She is a strong advocate to the State Office for our County.
Laurie S.	Renee has increased her presence in the community and is more involved with early learning organizations this year. I am optimistic with the new hire of a community relations/marketing staff person this year ELC will increase its visibility and brand awareness.
Amoy	Renee works to make sure the community is aware of ELC's services. She also works as an advocate for the organization.

5. DIVERSITY COMMITMENT

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

Key Highlights:

- Racial Equity Institute contracted to conduct Racial Equity training for ELC staff/board members
- ELC conducted 4 Racial Equity Café Series presentations throughout the year
- Leadership team (and a handful of board members) participated in a DEL funded group equity coaching series
- Participated in CEO racial equity training series (with other Broward non-profit leaders)

In FY 21/22 the ELC continued to prioritize our racial equity/antiracism efforts. An internal racial equity workgroup made up of approximately 20 staff members met regularly to address and engage activities included in the ELC’s internal Racial Equity Plan. The plan focused on Awareness and Education; Environment and Representation; and Policies and Practices. The plan included measurable outcomes that were reviewed quarterly.

Overall Board Rating: 4.0 – From 3.9 Last Year

Responders	Diversity Commitment
Laurie Sallarulo	3.5
Dawn Liberta	4.0
Twan Russell	4.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	5.0
Sharonda Bailey	3.0
Beverly Batson	4.0
Richard Campillo	3.0
Kirk Englehardt	4.0
Amoy Reid	3.0
Ellie Schrot	5.0
Zachary Talbot	5.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.0

**RED Text didn’t respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 5 Diversity Commitment
Dawn	Renee continued to prioritize our racial equity/antiracism efforts. An internal racial equity workgroup made up of approximately 20 staff members met regularly to address and engage activities included in the ELC's internal Racial Equity Plan.
Beverly	Promoted diversity initiatives. Builds a diverse board and staff
Monica	Respectful and sensitive to cultural differences.
Laurie S.	Renee is open and committed to addressing DEI. It's hard to rate as I don't have any demographics on the diversity of the staff in Renee's report. I am not aware of efforts and strategies being applied to recruiting from other populations like people with disabilities.
Amoy	Renee and her team participated in the REI training which I think is a very insightful training. I would be curious to hear what changes if any were implemented after the training

6. EMPLOYEE MORALE/CULTURE

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

Key Highlights:

- Recipient of the Sun Sentinel’s Top Work Place 2022
- Staff Satisfaction Rate of 88% (on 3rd party survey) with 77% response rate, considered very high
- Ensured all staff are at or above the 30th percentile of the current market rate survey
- In June recommended a 3% COLA for all staff to be more competitive in the labor market

I strive to have the highest level of staff morale. I am thrilled with our high staff satisfaction rate and low turnover rate. And I am beyond proud ELC is the recipient of our Top Work Place in South Florida award. To ensure continued success in this area, I’m committed to using the staff satisfaction data to address where there are growth opportunities.

As many staff now permanently work in a hybrid or telework status, we have put efforts in place to keep staff connected to each other through constant email communication, our ELC Buzz staff newsletter, staff meetings and activities, morale events, and webinars including presentations related to mental health and healthy living.

Overall Board Rating: 4.4 – From 4.1 Last Year

Responders	Employee Morale - Culture
Laurie Sallarulo	4.0
Dawn Liberta	5.0
Twan Russell	3.0
Monica King	5.0
Cindy Arenberg Seltzer	5.0
Michael Asseff	5.0
Sharonda Bailey	4.0
Beverly Batson	4.0
Richard Campillo	4.0
Kirk Englehardt	5.0
Amoy Reid	5.0
Ellie Schrot	4.0
Zachary Talbot	5.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.4

**RED Text didn’t respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 6 Employee Morale/Culture
Dawn	ELC Broward was the recipient of the Sun Sentinel's Top Workplace 2022. Staff satisfaction rate was 88% with a 77% response rate. Renee advocated for her staff to receive a COLA and to ensure staff were above the th percentile of the current market rate survey.
Beverly	Builds a diverse workforce
Cindy	Congratulations on the retention rate and the Best Place to Work Award
Richard	Excellent results leading to Employer of the Year
Monica	Excellent Employee Satisfaction Survey Results. Kudos on Workplace Award.
Laurie S.	Great honor to be rated as a "best workplace". Increased employee response rate possibly due to use of external source.
Amoy	The ELC was awarded Top Workplace in South Florida award which is a testament to Renee's leadership. I think she is a good leader who strives to maintain a sense of family/community with her team

7. FISCAL RESPONSIBILITY

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

Key Highlights:

- **Wait List eliminated for new childcare subsidy applicants**
- **Provider rates increased to Federal target levels**

Additional notable accomplishments:

- 100% Utilization of School Readiness funding, including School Readiness Match
- Secured approval for and implemented 2 rate increases: finally reaching the long-sought Federal target rates
- Issued 2,043 Covid-19 relief grants to 648 providers totaling over \$43 million
- Clean single audit and tests of internal controls
- Clean DEL program monitoring and fiscal monitoring
- Clean monitoring by Broward County and Children’s Services Council
- Peacefully collected nearly all of the \$3 million overpayments resulting from DEL’s faulty rollout of EFS Mod.

With diligent management of cost allocations, child enrollments and the timing of rate increases and other expenses, we were able to fully utilize 100% of our funds that would otherwise have expired on June 30. We also maximized the amount of other funding allocations that could be carried into the next fiscal year. These efforts will enable the ELC to begin FY 22/23 perfectly positioned to pay for the childcare of every eligible family that applies for services throughout the year; and their childcare provider will be reimbursed at a level closer to covering the cost of quality. This optimal financial positioning, combined with a simultaneous, professionally managed comprehensive outreach campaign, will afford the Coalition a once- in-a- generation opportunity to provide SR services to every eligible Broward child.

Overall Board Rating: 4.4 – From 4.3 Last Year

Responders	Fiscal Responsibility
Laurie Sallarulo	4.0
Dawn Liberta	5.0
Twan Russell	4.0
Monica King	5.0
Cindy Arenberg Seltzer	5.0
Michael Asseff	4.0
Sharonda Bailey	5.0
Beverly Batson	4.0
Richard Campillo	4.0
Kirk Englehardt	5.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.4

**RED Text didn’t respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 7 Fiscal Responsibility
Dawn	Renee works with the approved budget and has been able to implement two rate increases, issues 20343 Covid-19 relief grants to 648 provider, and had clean audits and monitoring. ELC Broward with diligent management of cost allocations, child enrollments and the timing of rate increases and other expenses, we were able to fully utilize 100% of our funds that would otherwise have expired on June 30. They were also able to maximize the amount of other funding allocations that could be carried into the next fiscal year.
Beverly	Brings fiscal recommendations to be board
Richard	Excellent job managing the team and all the “new” money that has come pouring into the system. Having no waitlist will be a challenge to maintain longer term, but good job of getting the money out and impacting the children of Broward county
Monica	A huge kudos in being able to manage the immense influx of funding – many of it requiring additional work to disburse to providers. It was done quickly and efficiently. Good, clean audits.
Laurie S.	ELC Broward is fortunate to have a very astute CAO who has an excellent understanding of the financial requirements and reporting. Financial projections and recommendations are typically very conservative so it would be helpful to present a couple of options that include conservative and moderate approaches.
Amoy	With Renee’s leadership, the organization used 100% funds that would otherwise have expired on June 30 and that allowed the organization to be ready for the new year.

8. JOB KNOWLEDGE

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

Key Highlights:

- Conducted dozens of presentations related to ELC/ELC services &/or status of the childcare industry
- Participation in regular Statewide DEL & AELC meetings and other community boards/workgroups
- Attended relevant and early learning related conferences, webinars, trainings, etc.
- Nominated/Elected to be Chair of the AELC’s Large Coalition subcommittee

I believe over the past 6 ½ years in my role, I have demonstrated great knowledge of the early learning and childcare subsidy world, DEL’s rules and regulations, ELC services, and the impact of ELC’s services on the larger community (and vice versa). Community partners and ELC colleagues around the state often reach out to me for information, data, and feedback related to early learning. More and more the ELC Broward is being asked to have a seat at the table regarding important community issues that intersect with early learning.

See Fiscal section regarding utilizing resources efficiently.

Overall Board Rating: 4.5 – From 4.4 Last Year

Responders	Job Knowledge
Laurie Sallarulo	4.5
Dawn Liberta	5.0
Twan Russell	3.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	5.0
Sharonda Bailey	4.0
Beverly Batson	5.0
Richard Campillo	4.0
Kirk Englehardt	5.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	5.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.5

**RED Text didn’t respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 8 Job Knowledge
Dawn	Renee demonstrates a great deal on knowledge of the ELC not only to the Board but to the community as well. She sits on many committees/Boards and is able to properly articulate what is going on with not only ELC Broward but Statewide. She participates in the Statewide DEL & AELC.
Beverly	Outstanding demonstration of knowledge of ELC and the services provided
Monica	Very knowledgeable on ELC and Early Learning in general.
Laurie S.	Renee has an excellent understanding of the early learning system and stays current on developments.
Amoy	Renee is very competent in her job and keeps up with current developments that directly impacts the ELC

9. JUDGEMENT

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

Key Highlights:

- ELC continued to get things done efficiently and on time despite the lingering pandemic
- Successful performance across the organization despite increased workloads/responsibilities related to Covid relief efforts, with minimal staffing increases or disruption of services.
- Continued to cultivate a collaborative work environment with Exec and Senior team to ensure sound decisions

As the CEO of the ELC I must make many important decisions and judgement calls based on experience, judgement, data, feedback, and collaboration. This year included unprecedented judgement calls related to how to use extremely large amounts of Covid-Relief related funding and staff appropriately, understanding that not all funding is recurring. I also had to make some hard decision related to the staffing configuration of the organization to strengthen communication, outreach, and advocacy efforts, that resulted in a reorganization (in that area of the organization) that has already resulted in positive changes. Some of the decisions have not been easy, but I do feel, I have made sound decisions for the organization as well as the provider community and families as evidenced by the many accomplishments shared in this document and included in the year end data in the FY 21/22 Strategic Plan.

Overall Board Rating: 4.0 – From 3.7 Last Year

Responders	Judgement
Laurie Sallarulo	3.5
Dawn Liberta	5.0
Twan Russell	3.0
Monica King	4.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	4.0
Sharonda Bailey	4.0
Beverly Batson	4.0
Richard Campillo	4.0
Kirk Englehardt	4.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.0

**RED Text didn't respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 9 Judgement
Dawn	Renee has proven that she is able to make decisions on behalf of the ELC. Her staff and the community trust Renee to get the job done and to make any decision needed on behalf of the families in our community. Her decision are timely and will reach out to others when needed.
Beverly	Includes appropriate people in the decision-making process
Monica	Renee uses sound judgment. She does her homework in evaluating and analyzing the problem and determining solutions.
Laurie S.	Renee's cautious nature can sometimes cause her to over analyze things and delay making a decision, however, it appears she is working on this. It also appears she is trusting her team and empowering them to lead and take ownership for decisions.
Amoy	Renee makes sound and timely decisions that she backs up with data.

10. MANAGEMENT:

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

Key Highlights:

- Met or exceeded 13 out of 13 goals and objectives in the FY 21/22 Strategic Plan
- Developed a new well thought out Strategic Plan for FY 22/23-FY 26/27 (to be approved at Sept Board meeting)
- Reorganization and creation of new Communications Depts (Communication, Advocacy, Outreach)

During FY 21/22 the organization rolled out a new plan for ensuring the coalition better monitors the goals and objectives in the Strategic Plan that included quarterly meetings with each dept to review the data and discuss challenges, growth area, modified plans as needed, and celebrated successes.

Based on my experience, knowledge, research, and feedback/collaboration from amazing and respected community partners, ELC statewide colleagues, board members, and staff I feel I have provided excellent leadership and direction to the organization. I am extremely proud of the transformation of the organization over the past 6 ½ years and the many accomplishments I have made professionally as the CEO and as an organization.

Overall Board Rating: 4.0 – From 3.9 Last Year

Responders	Management
Laurie Sallarulo	3.0
Dawn Liberta	4.0
Twan Russell	4.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	3.0
Sharonda Bailey	4.0
Beverly Batson	4.0
Richard Campillo	4.0
Kirk Englehardt	4.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.0

**RED Text didn't respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 10 Management
Dawn	During FY 21/22 the organization rolled out a new plan for ensuring the coalition better monitors the goals and objectives in the Strategic Plan that included quarterly meetings with each dept to review the data and discuss challenges, growth area, modified plans as needed, and celebrated successes. Renee upholds staff and herself to the organizational goals and objectives. She has a great deal of trust in her staff and allows them work in the best interest of ELC.
Beverly	Provides leadership in developing organizational plans
Richard	Look forward to the updated SP and how we will continue to simplify reporting and focus on driving innovation with significantly reduced dollars post-COVID
Monica	Comprehensive Strategic Plan, Plan is monitored, evaluated and there is constant re-assessment
Ellie	Actively involved in each step of the strategic planning process
Laurie S.	Strategic planning is an area I still think Renee has room for growth. Using the external facilitator was helpful this year. I still feel our goals are somewhat safe at times. Possibly some areas could also have a stretch goal. While we have strategies and tactics that are being implemented successfully I think it would be very effective to highlight the outcomes of early childhood education. Are more children ready for Kindergarten?
Amoy	Renee has strived to achieve the mission/vision of the ELC through the strategic plan. She has done a very effective job throughout the time that I have served on the board

Section I Summary

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

Overall Results for 10 Indicators

Indicators	Outstanding 5	4.5	Exceeds 4	3.5	Meets 3	Needs Improvement 2	Below Expectations 1	Rating Results
Scores	5	4.5	4	4	3	2	1	
Board Interactions	3	0	8	0	3	0	0	4.0
Business Ethics - Innovation	6	0	6	1	1	0	0	4.3
Communication	4	0	7	1	2	0	0	4.1
Community Relations	3	0	9	0	2	0	0	4.1
Diversity Commitment	4	0	6	1	3	0	0	4.0
Employee Morale - Culture	7	0	6	0	1	0	0	4.4
Fiscal Responsibility	6	0	8	0	0	0	0	4.4
Job Knowledge	7	1	5	0	1	0	0	4.5
Judgement	2	0	10	1	1	0	0	4.0
Management	2	0	10	0	2	0	0	4.0
Total	44	1	75	4	16	0	0	4.2

As can be seen the score for all 10 indicators is **4.2** which equals **Exceeds Expectations**.

The Overall results by specific Board member are depicted below along with Rankings.

Overall Results by Board Members

Responders	Board Interactions	Business Ethics - Innovation	Communications	Community Relations	Diversity Commitment	Employee Morale - Culture	Fiscal Responsibility	Job Knowledge	Judgement	Management	Overall Rating	Rank
Laurie Sallarulo	3.0	3.5	3.5	3.0	3.5	4.0	4.0	4.5	3.5	3.0	3.6	13
Dawn Liberta	4.0	4.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0	4.0	4.6	3
Twan Russell	3.0	3.0	3.0	3.0	4.0	3.0	4.0	3.0	3.0	4.0	3.3	14
Monica King	5.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0	4.0	5.0	4.8	2
Cindy Arenberg Seltzer	4.0	5.0	4.0	4.0	4.0	5.0	5.0	4.0	4.0	4.0	4.3	6
Michael Asseff	5.0	4.0	5.0	4.0	5.0	5.0	4.0	5.0	4.0	3.0	4.4	4
Sharonda Bailey	4.0	5.0	4.0	5.0	3.0	4.0	5.0	4.0	4.0	4.0	4.2	8
Beverly Batson	4.0	5.0	3.0	4.0	4.0	4.0	4.0	5.0	4.0	4.0	4.1	9
Richard Campillo	3.0	4.0	4.0	4.0	3.0	4.0	4.0	4.0	4.0	4.0	3.8	12
Kirk Englehardt	4.0	5.0	4.0	4.0	4.0	5.0	5.0	5.0	4.0	4.0	4.4	4
Amoy Reid	4.0	4.0	4.0	4.0	3.0	5.0	4.0	4.0	4.0	4.0	4.0	10
Ellie Schrot	5.0	5.0	5.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0	4.9	1
Zachary Talbot	4.0	4.0	4.0	4.0	5.0	5.0	4.0	5.0	4.0	4.0	4.3	6
Kristina West	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	10
Outcome Avg	4.0	4.3	4.1	4.1	4.0	4.4	4.4	4.5	4.0	4.0	4.2	

Section II – Goals

Below are the CEO goals for FY 21/22 approved by the Board along with my self-evaluation ratings.

GOAL 1 Deliver Outstanding Eligibility, Enrollment and Payment Services

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 1 - Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services							
Objective	Outcome	Results					
Goal 1A - Make our eligibility and enrollment/re-enrollment services as easy as possible for parents	1A.2 Parents who successfully complete the re-enrollment process will be at or above 75%	Met Goal - Achieved 78% - 3% above Goal				X	

CEO Self Evaluation - Overall Rating: 4.0

Board Members Overall Rating: 4.2

GOAL 2 Provide Quality Early Care Opportunities

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 2 - Pillar 2: Provide Quality Early Care Opportunities							
Objective	Outcome	Results					
Goal 2A - Empower parents to understand and participate in the developmental progress of their children	2A.1 80% of parents who respond report tools/activities ELC provided helped them to engage with their child and/or better understand their child's development	Met Goal - Achieved 83% - 3% above Goal				X	
Goal 2B - Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children	2B.1 80% of Providers who respond report ELC provided the tools, skills and resources necessary to provide quality early learning experiences.	Met Goal - Achieved 99% - 19% above Goal					X

CEO Self Evaluation - Overall Rating: 5.0

Board Members Overall Rating: 4.3

GOAL 3 Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
Pillar 3 - Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System							
Objective	Outcome	Results					
Goal 3 - Increase our influence to improve the early education system	3.1 ELC will complete an Annual Outreach/Communication plan and complete at least 70% of tasks/activities in the plan	Met Goal - Achieved 80% - 10% above Goal				X	

CEO Self Evaluation - Overall Rating: 4.0

Board Members Overall Rating: 4.0

GOAL 4 Provide education, tools and support for the staff and Board to achieve organizational excellence

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
Goal 4 - Provide education, tools, and support for the staff and Board to achieve organizational excellence							
Objective	Outcome	Results					
Goal 4 - Provide education, tools, and support for the staff and Board to achieve organizational excellence	5.1 At least 80% of Staff respond they are satisfied.	Met Goal - Achieved 88% - 8% above Goal					X
	5.2 At least 80% of Board members who respond report satisfaction with the number and quality of Board engagement activities, educational opportunities and informational materials.	Met Goal - Achieved 87% - 7% above Goal				X	

CEO Self Evaluation - Overall Rating: 5.0

Board Members Overall Rating: 4.3

Section II Summary

The Board provided individual ratings for each of the 4 Goals listed above. Below is a chart depicting the results overall for each Goal.

Overall Results for 4 Goals

Indicators	Outstanding 5	Exceeds 4	3.5	Meets 3	Needs Improvement 2	Below Expectations 1	Rating Results
Scores	5	4	4	3	2	1	
Goal 1	3	10	1	0	0	0	4.2
Goal 2	5	8	0	1	0	0	4.3
Goal 3	3	8	0	3	0	0	4.0
Goal 4	6	6	0	2	0	0	4.3
Total	17	32	1	6	0	0	4.2

As can be seen the score for all 4 Goals is **4.2** which equals **Exceeds Expectations**.

Overall Results for Goals by Board Members

Responders	Goal #1	Goal #2	Goal #3	Goal #4	Overall Rating	Rank
Laurie Sallarulo	3.5	4.0	3.0	3.0	3.4	14
Dawn Liberta	5.0	4.0	5.0	5.0	4.8	2
Twan Russell	4.0	4.0	3.0	3.0	3.5	13
Monica King	5.0	5.0	4.0	5.0	4.8	2
Cindy Arenberg Seltzer	4.0	5.0	4.0	5.0	4.5	4
Michael Asseff	4.0	3.0	4.0	4.0	3.8	11
Sharonda Bailey	4.0	5.0	4.0	5.0	4.5	4
Beverly Batson	4.0	4.0	4.0	4.0	4.0	8
Richard Campillo	4.0	4.0	3.0	4.0	3.8	11
Kirk Englehardt	4.0	5.0	4.0	5.0	4.5	4
Amoy Reid	4.0	4.0	4.0	4.0	4.0	8
Ellie Schrot	5.0	5.0	5.0	5.0	5.0	1
Zachary Talbot	4.0	4.0	5.0	4.0	4.3	7
Kristina West	4.0	4.0	4.0	4.0	4.0	8
Outcome Avg	4.2	4.3	4.0	4.3	4.2	

ITEM/MEETING	EXC231RB3 / EXECUTIVE COMMITTEE
DATE:	August 30, 2022
SUBJECT:	CEO Goals FY 22/23 or FY22/27
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve CEO Goals and CEO Scorecard
FINANCIAL IMPACT:	None
ELC STAFF LEAD	R. Jaffe

Background:

Per Board directive, the CEO goals are to come directly from the objectives and outcomes included in the ELC’s Strategic Plan.

It should be noted, the FY 21-22 CEO Goals were established using the above methodology. However, at the time, there was a discussion at the Executive Committee regarding the creation of CEO Personal/Professional Growth Goals. A directive was given by the committee for the CEO to develop personal CEO goals based on recurring (themed) comments/feedback provided by board members in the CEO’s Performance Evaluation (in addition to goals from the Strategic Plan). Personal Goals were drafted however after demonstrating that comments/feedback were not recurring in nature/widespread, the Board decided not to adopt Personal CEO goals and it was agreed the existing Goals from the Strategic Plan were sufficient for FY 21/22.

Current Status:

CEO Goals for FY 22/23 have been once again drafted based on the ELC’s new (but not yet approved by the Board) 5 Year Strategic Plan. The drafted plan was approved by the Ad Hoc Strategic Plan committee in July and will be recommended for approval to the full Board at the September 12, 2022, meeting. As was the case last year, this year’s CEO Performance Evaluation results (see comments included in the CEO Performance Evaluation section of this packet) did not include recurring in nature/widespread comments/feedbacks. As a result, Personal Goals were not included in the CEO Goals for FY 22/23.

The drafted 5 Year Strategic Plan along with the drafted CEO Goals has been included in the packet so the Executive Committee can review and make a recommendation to the full board. ELC is presenting two options for the CEO Evaluation Goals.

Option One: See Supporting Documentation

One standalone overarching CEO Goal related to the successful management and implementation of ELC’s 5 Year Strategic Plan.

Option Two: See Supporting Documentation

Seven (7) specific CEO Goals that come directly from the ELC’s 5 Year Strategic Plan with set outcomes specific to the year of the plan.

ELC Staff recommend Option One, which would be reported on annually throughout the Five Years following the close of the fiscal year.

ELC staff would also like to request consideration for the approved CEO Goals to be in place for the duration of the plan, provided no major changes. Outcomes/Metrics would be adjusted based on the year of the plan and progress of goal to date. However, each year the Executive Committee and Board would continue to review the (previously approved) CEO Goals and updated Outcomes/Metrics for approval.

Action:

Recommend approval of the CEO Goals either Option One or Two to the full board, contingent upon approval of the new drafted Five-Year Strategic Plan.

Supporting Documentation:

- DRAFT 5 Year Strategic Plan
- DRAFT CEO Proposed Goals Option One
- DRAFT CEO Proposed Goals Option Two
- DRAFT CEO Proposed 5 Year Goals - Detail

Vision

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

Mission

Lead and support the early learning community to promote and deliver high-quality early learning experiences to young children, accessible to all eligible families in Broward County.

Core Values

- **Customer Centric:** Delivering outstanding customer service to providers, families, community partners, etc. is at the core of everything we do and vital to delivering our mission
- **Education:** We believe ongoing education/educational support and advocacy promote positive early learning experiences and the opportunity for all children in our community to succeed.
- **Inclusion:** We believe all children develop and learn at their own pace. Inclusive learning environments allow for positive learning experiences, development, and social/emotional growth to help children reach their full potential regardless of economic means
- **Innovation:** We are committed to finding innovative and creative ways to better help and support our families, providers, partners, staff, and community
- **Quality:** We are committed to providing quality services, programs, and support and take pride in the assistance, programs, and services we provide to our providers, families, children, and partners
- **Collaborative:** We forge collaborations with our community, partners, providers, and parents who are the "Most important individuals to ensure a child's success"
- **Equity:** Equity, inclusion, and cultural competence is embodied in our values, practices, and programming so that all children, parents, families, and providers have the opportunity to be successful.

2022-2027 GOALS

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

Objective 1: Deploy a successful targeted outreach and enrollment initiative.

Outcome 1: A minimum of 3,000 families will apply for SR services quarterly. (Current quarterly average is 2,700)

Reported: Quarterly

Outcome 2: At least one thousand families annually will use QR codes, social media, and customized URLs created for outreach purposes to access information about School Readiness Services.

Reported: Quarterly

Objective 2: Families that are eligible to continue receiving SR services will receive them.

Outcome 1: The overall retention rates for potentially SR eligible families will increase from 80% to 85%

Reported: Semi-annual

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

Objective 1: ELC will reach and enroll as many VPK eligible families as possible.

Outcome 1: ELC Broward will meet or exceed State of Florida estimating conference estimates for VPK

Reported: Semi-annually

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

Objective 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 a 5.0 to a 6

Outcome 1: 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC trainings focused on increasing scores.

Reported: Annually

Outcome 1(a): 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.

Reported: Annually

Outcome 2: 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC trainings focused on increasing scores.

Reported: Annually

Outcome 2(a): 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.

Reported: Annually

Outcome 3: 65% of SR providers scoring between a 5 and 5.49 on their CLASS assessment will attend ELC trainings focused on increasing scores

Reported: Annually

Outcome 3(a): 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.

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

Objective 1: VPK providers will participate in quality improvement opportunities, which will result in a countywide CLASS score average of at least a 5.25

Outcome 1: 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC trainings focused on increasing scores.

Reported: Annually

Outcome 1(a): 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.

Reported: Annually

Outcome 2: 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC trainings focused on increasing scores.

Reported: Annually

Outcome 2(a): 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.

Reported: Annually

Outcome 3: 60% of VPK providers scoring between a 5 and 5.25 on their CLASS assessment will attend ELC trainings focused on increasing scores

Reported: Annually

Outcome 3(a): 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

Objective 2: Providers participating in the Broward Above and Beyond will successfully recruit, upskill, and retain qualified staff.

Outcome 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 Above and Beyond participating sites.

Reported: Quarterly

Outcome 2: Once a baseline is developed, 50% of early educators will attain the next level in personal development goals (CDA or higher).

Reported: Semi-annual

Outcome 3: Once a baseline is developed, retention level of early educators will be at a minimum of 80% at Above and Beyond sites.

Reported: Quarterly

Objective 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.

Outcome 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.

Reported: Semi-annual

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

Objective 1: SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.

Outcome 1: 65% of families with children ages 0-2 who have received a referral, will follow through with their referrals to Early Steps (current rate is 47 percent, 387 of 833 families).

Outcome 2: 75% of families with children ages 3-5 who have received a referral, will follow through with their referrals to FDLRS (current rate is 63 percent, 364 of 580 families).

Reported: Quarterly

Outcome 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)

Reported: Annually

Objective 2: Expand ELC's literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to reading experiences.

Outcome 1: Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000 families.

Reported: Quarterly

Outcome 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.

Reported: Quarterly

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 1: Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.

Outcome 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.

Reported: Semi-annual

Outcome 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.

Reported: Semi-annual

Objective 2: ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.

Outcome 1: A minimum of 30 community leaders/elected officials will participate in at least one ELC's activities/events annually.

Reported: Semi-annual

Outcome 2: 10 Faith, community leaders or business partners will engage in collaborative activities/events annually.

Reported: Semi-annual

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

Objective 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.

Outcome 1: ELC is hiring the right staff, for the right positions and retaining them as evidenced by retaining 75% of new hires at one year.

Reported: Semi-annual

Outcome 2: ELC annual staff turnover will be 5% below the National turnover average for similar organizations.

Reported: Semi-annual

Outcome 3: 25% of promotional opportunities are filled internally.

Reported: Semi-annual

Outcome 4: At least 85% of Staff respond they are overall satisfied working at the ELC.

Reported: Annually

Objective 2: Continue to optimize use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.

Outcome 1: 85% of the CRM Plan will be fully implemented.

Reported: Annually

Outcome 2: 90% of ELC data infrastructure will be stored in the cloud.

Reported: Annually

Outcome 3: A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.

Reported: Annually

Objective 3: A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to gradually build a reserve.

Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.

Reported: Annually

Objective 4: Strategy will be in place to obtain dedicated funding for specific unallowable expenses.

Outcome 1: ELC will have funds for items for meetings, programming, and training.

Reported: Annually

Objective 5: The ELC board is energized, enthusiastic, educated, participates, and partners effectively with staff.

Outcome1: Results of the annual staff and board survey will show at least an 80% rating in all categories.

Reported: Annually

Objective 6: The ELC will have a cohesive board where every member has a voice.

Outcome 1: Board ratings after meetings will average 8 or higher

Reported: Annually

Outcome 2: Results of the annual board self-survey will show that 90% of board report they feel they have a voice in meetings.

Reported: Annually

Option 1 - CEO 5 Year GOAL FY 22/27

Goal	Objective	Outcome
Goal 1: Successfully manage and implement ELC's Five Year Strategic Plan	Objective 1: Progress will be made towards the goals in the ELC's Five Year Strategic Plan	Year 1: Achieve or exceed Year 1 Outcomes in FY 22/23 Strategic Plan
		Year 2: Achieve or exceed Year 2 Outcomes in FY 23/24 Strategic Plan
		Year 3: Achieve or exceed Year 3 Outcomes in FY 24/25 Strategic Plan
		Year 4: Achieve or exceed Year 4 Outcomes in FY 25/26 Strategic Plan
		Year 5: Achieve or exceed Year 5 Outcomes in FY 25/26 Strategic Plan

Option 2 - CEO 1 Year GOAL FY 22/23

Should the Executive Committee prefer to continue with specific goals from Strategic Plan, the following CEO goals are recommended for FY 22/23:

Goal	Objective	Outcome
Goal 1: Eligible families will be aware of and can access ELC SR services.	Objective 1: Deploy a successful targeted outreach and enrollment initiative.	Outcome 1: A minimum of 3,000 families will apply for SR services quarterly. (Current quarterly average is 2,700)
GOAL 2: Eligible families will be aware of and access ELC VPK services.	Objective 1: ELC will reach and enroll as many VPK eligible families as possible.	Outcome 1: ELC Broward will meet or exceed State of Florida estimating conference estimates for VPK For FY 22/23, which is 72% for Broward or 16,232 children (In FY 21/22 ELC Broward VPK enrollment was 64% or 14,369 children).
GOAL 3: Broward's childcare centers/homes are high quality, nurturing settings.	Objective 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 a 5.0 to a 6	Outcome 1: 85% 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.
Goal 5: Children will enter kindergarten with the tools, skills, and support they need to succeed.	Objective 1: SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.	Outcome 1: Through funding or partnerships, One (1) 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)
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 1: Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	Outcome 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
Goal 7: ELC Broward is a healthy, efficient, and effective organization.	Objective 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	Outcome 1: At least 85% of Staff respond they are overall satisfied working at the ELC.

2022-2027 GOALS

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

Objective 1: Deploy a successful targeted outreach and enrollment initiative.

Outcome 1: A minimum of 3,000 families will apply for SR services quarterly. (Current quarterly average is 2,700)

Reported: Quarterly

Outcome 2: At least one thousand families annually will use QR codes, social media, and customized URLs created for outreach purposes to access information about School Readiness Services.

Reported: Quarterly

Objective 2: Families that are eligible to continue receiving SR services will receive them.

Outcome 1: The overall retention rates for potentially SR eligible families will increase from 80% to 85%

Reported: Semi-annual

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

Objective 1: ELC will reach and enroll as many VPK eligible families as possible.

Outcome 1: ELC Broward will meet or exceed State of Florida estimating conference estimates for VPK

Reported: Semi-annually

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

Objective 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 a 5.0 to a 6

Outcome 1: 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC trainings focused on increasing scores.

Reported: Annually

Outcome 1(a): 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.

Reported: Annually

Outcome 2: 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC trainings focused on increasing scores.

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Outcome 2(a): 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.

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Outcome 3: 65% of SR providers scoring between a 5 and 5.49 on their CLASS assessment will attend ELC trainings focused on increasing scores

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Outcome 3(a): 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.

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

Objective 1: VPK providers will participate in quality improvement opportunities, which will result in a countywide CLASS score average of at least a 5.25

Outcome 1: 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC trainings focused on increasing scores.

Reported: Annually

Outcome 1(a): 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.

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Outcome 2: 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC trainings focused on increasing scores.

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Outcome 2(a): 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.

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Objective 2: Providers participating in the Broward Above and Beyond will successfully recruit, upskill, and retain qualified staff.

Outcome 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 Above and Beyond participating sites.

Reported: Quarterly

Outcome 2: Once a baseline is developed, 50% of early educators will attain the next level in personal development goals (CDA or higher).

Reported: Semi-annual

Outcome 3: Once a baseline is developed, retention level of early educators will be at a minimum of 80% at Above and Beyond sites.

Reported: Quarterly

Objective 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.

Outcome 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.

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Outcome 2: 75% of families with children ages 3-5 who have received a referral, will follow through with their referrals to FDLRS (current rate is 63 percent, 364 of 580 families).

Reported: Quarterly

Outcome 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)

Reported: Annually

Objective 2: Expand ELC's literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to reading experiences.

Outcome 1: Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000 families.

Reported: Quarterly

Outcome 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.

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Outcome 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.

Reported: Semi-annual

Outcome 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.

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Objective 2: ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.

Outcome 1: A minimum of 30 community leaders/elected officials will participate in at least one ELC's activities/events annually.

Reported: Semi-annual

Outcome 2: 10 Faith, community leaders or business partners will engage in collaborative activities/events annually.

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Objective 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.

Outcome 1: ELC is hiring the right staff, for the right positions and retaining them as evidenced by retaining 75% of new hires at one year.

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Outcome 2: ELC annual staff turnover will be 5% below the National turnover average for similar organizations.

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Outcome 3: 25% of promotional opportunities are filled internally.

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Outcome 4: At least 85% of Staff respond they are overall satisfied working at the ELC.

Reported: Annually

Objective 2: Continue to optimize use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.

Outcome 1: 85% of the CRM Plan will be fully implemented.

Reported: Annually

Outcome 2: 90% of ELC data infrastructure will be stored in the cloud.

Reported: Annually

Outcome 3: A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.

Reported: Annually

Objective 3: A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to gradually build a reserve.

Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.

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Objective 4: Strategy will be in place to obtain dedicated funding for specific unallowable expenses.

Outcome 1: ELC will have funds for items for meetings, programming, and training.

Reported: Annually

Objective 5: The ELC board is energized, enthusiastic, educated, participates, and partners effectively with staff.

Outcome 1: Results of the annual staff and board survey will show at least an 80% rating in all categories.

Reported: Annually

Objective 6: The ELC will have a cohesive board where every member has a voice.

Outcome 1: Board ratings after meetings will average 8 or higher

Reported: Annually

Outcome 2: Results of the annual board self-survey will show that 90% of board report they feel they have a voice in meetings.

Reported: Annually

ELC Broward Contract List 2022-2023

Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Division of Early Learning	\$185,821,521	<i>School Readiness, VPK, PDG & Stimulus</i>	Revenue	7/1/22-6/30/23	Active
Broward County	\$2,342,795	<i>SR Match & Special Needs</i>	Revenue	10/1/17- 9/30/22	Active
Broward County	\$2,342,795	<i>SR Match & Special Needs</i>	Revenue	10/1/22- 9/30/27	Pending
Children's Services Council	\$4,592,850	<i>Financially Assisted Child Care</i>	Revenue	10/1/21-9/30/22	Active
Children's Services Council	\$3,592,850	<i>Financially Assisted Child Care</i>	Revenue	10/1/22-9/30/23	Pending
Children's Services Council	\$4,017,850	<i>Vulnerable Populations</i>	Revenue	10/1/20-9/30/22	Active
Children's Services Council	\$2,434,171	<i>Vulnerable Populations</i>	Revenue	10/1/20-9/30/22	Pending
City of Fort Lauderdale	\$50,000	<i>SR Match Funds</i>	Revenue	10/1/21-9/30/22	Active
City of Hollywood	\$7,611	<i>SR Match Funds</i>	Revenue	10/1/21-9/30/22	Active
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/21-9/30/22	Active
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Pending
City of Deerfield Beach	\$15,000	<i>SR Match Funds</i>	Revenue	2/15/22-9/30/22	Active
United Way	\$130,000	<i>SR Match Funds</i>	Revenue	7/1/22-6/30/23	Active
Children's Forum	\$676,348	<i>INCENTIVES[®] Program</i>	Subrecipient	7/1/22-6/30/23	Active
First Call for Help/211	\$461,092	<i>Community Referral Services</i>	Subrecipient	7/1/22-6/30/23	Active
Abila	\$6,200.10	<i>MIP Accounting Software</i>	Vendor	6/20/22-6/19/23	Active
Accessible Comm for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
AT&T	State PO	<i>Cell Phones and Hot Spots</i>	State Term PO	7/1/22-6/30/23	Ongoing
Biometrics4All, INC.	\$840	<i>Live Scan Software Support</i>	Vendor	7/1/22-6/30/23	Active
BlueJean Software, Inc.	\$33,000	<i>Hosting and Support Services</i>	Vendor	7/1/22-6/30/23	Active
Business Leadership Institute	\$50,000	<i>Business Development Training</i>	Vendor	7/1/22-6/30/23	Active
Causetech DBA Achieve	\$9,463	<i>Website Hosting</i>	Vendor	7/1/22-6/30/23	Active
Carmen Nicholas	\$33,500	<i>Independent CLASS Observer</i>	Vendor	7/1/22-6/30/23	Active
Comcast	\$4,368	<i>Internet</i>	Vendor	7/1/22-6/30/23	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	<i>LiveScan Service (est. annual cost)</i>	Vendor	10/29/18-Ongoing	Active
Goren, Cherof,Doody,Ezrol	\$100,000	<i>Legal Services</i>	Vendor	8/1/22-6/30/23	Active
Hillspoint Resources (1 st Day)	Pending	<i>Mental Health Support Training</i>	Vendor	10/1/22-6/30/23	Pending
Intermedia.net, Inc.	\$17,280	<i>Office 365 & Support</i>	Vendor	8/4/2021-Ongoing	Active
Keefe McCullough, LLP	\$42,500?	<i>External Audit Preparation</i>	Vendor	7/1/22-6/30/23	Active
NSU	\$34,500	<i>DCF Training Registration Services</i>	Vendor	7/1/22-6/30/23	Active
One Beat	\$20,000	<i>CPR Training for Providers</i>	Vendor	7/1/22-6/30-23	Active
Revation Systems, Inc.	\$261,113.04	<i>Telecommunications Services</i>	Vendor	9/15/21-9/30/24	Active
Scholastic	\$500,000	<i>Book Worms Reading Packets</i>	Vendor	7/1/22-6/30/23	Active
School Board Broward County	\$10,210.60/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/19-9/4/22	Active
School Board Broward County	\$12,605.51/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/22-9/4/25	Pending
Sharity, Inc.	\$24,200	<i>Strategic Planning/Board Retreat</i>	Vendor	1/10/22-9/30/22	Active
Sharp	\$14,353.12	<i>Copier and Printer Rental</i>	State Term PO	11/1/20-9/1/25	Active
Teaching Strategies Gold	\$19,425	<i>Child Assessment Software</i>	Vendor	7/1/22-6/30/23	Active
The Journey Institute	\$16,212.50	<i>Mental Health Support Training</i>	Vendor	9/1/22-6/30/23	Pending
Trusaic	\$6,500	<i>Monthly Fee for up to 500 W2's</i>	Vendor	6/1/22-6/30/23	Active
Webauthor	\$75,000	<i>CRM Software</i>	Vendor	7/1/22-6/30/23	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	TBD-6/1/2045	Pending
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	10/1/21-9/30/22	Active

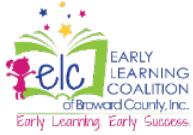
Training Calendar August 2022

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Registration</u>
Tuesday 8/2/2022	2pm – 3pm	Jasmine Rhinehart, Q&E Coach, ELC	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10250 Zoom
Tuesday 8/9/2022	5pm – 8pm	Ana Roa, VPK Regional Facilitator, DEL	Dialogic Reading: Language and Vocabulary Development for Preschoolers (Component 1)	Course Ref# 10286 Zoom
Wednesday 8/10/2022	5pm – 8pm	Ana Roa, VPK Regional Facilitator, DEL	Scaffolding and Think, Show, Tell, Talk: Language and Vocabulary Development for Preschoolers (Component 1)	Course Ref# 10287 Zoom
Wednesday 8/17/2022	5pm – 6pm	Ana Roa, VPK Regional Facilitator, DEL	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10288 Zoom
Wednesday 8/17/2022	6pm – 7pm	Jasmine Rhinehart & Tiffanie Bernard, ELC	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10310 Zoom
Monday 8/22/2022	5pm – 8pm	Ana Roa, VPK Regional Facilitator, DEL	Math 2 – Making Sense of Sets and Numbers	Course Ref# 10289 Zoom
Monday 8/22/2022	6:30pm – 8pm	Debra Cruz & Gordia Ross, Q&E Coaches, ELC	Let's Get CLASSy - Creating Positive Interactions with Infants and Toddlers	https://us06web.zoom.us/j/8122222222
Tuesday 8/23/2022	5pm – 6pm	Ana Roa, VPK Regional Facilitator, DEL	Dialogic Reading: Language and Vocabulary Development for Preschoolers (Component 3)	Course Ref# 10286 Zoom
Tuesday 8/23/2022	6:30pm – 8pm	Natacha Herisse & Sandra Olivera, Q&E Coaches, ELC	Let's Get CLASSy - Learn About Positive Interactions at Pre-K Classrooms	https://us06web.zoom.us/j/8122222222

Training Calendar August 2022

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Registration</u>
Wednesday 8/24/2022	10am – 11am	Ana Roa, VPK Regional Facilitator, DEL	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10290 Zoom
Wednesday 8/24/2022	5pm – 6pm	Ana Roa, VPK Regional Facilitator, DEL	Scaffolding and Think, Show, Tell, Talk: Language and Vocabulary Development for Preschoolers (Component 3)	Course Ref# 10287 Zoom
Wednesday 8/24/2022	6:30pm – 8pm	Mirta De Jesus & Margarita Medina, Q&E Coaches, ELC	Seamos CLASSy: Creando Interacciones Positivas con Bebes y Niños Pequenos	https://us06web.zoom.us/j/84401220000
Thursday 8/25/2022	6:30pm – 8pm	Ana Naranjo-Gonzalez & Ileana Felipe-Santos, Q&E Coaches, ELC	Seamos CLASSy: Aprenda sobre las Interacciones Positivas en PreKinder	https://us06web.zoom.us/j/84401220000
Tuesday 8/30/2022	1pm – 2pm	Ana Roa, VPK Regional Facilitator, DEL	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10291 Zoom
Wednesday 8/31/2022	12pm – 1pm	Ana Roa, VPK Regional Facilitator, DEL	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10292 Zoom

If you have questions or need assistance contact elcbtraining@elcbroward.org



ELC of Broward County

FY 2022-2023 Board/Committee Meeting Calendar

July 2022						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
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31						

August 2022						
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September 2022						
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October 2022						
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November 2022						
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December 2022						
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January 2023						
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February 2023						
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March 2023						
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April 2023						
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May 2023						
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June 2023						
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Finance/Executive - Tuesdays/1:30 pm

- August 30, 2022
- November 1, 2022
- December 6, 2022
- January 31, 2023
- March 28, 2023
- May 2, 2023
- June 6, 2023

Full Board – Monday/9:00 am

- September 12, 2022
- November 14, 2022
- December 12, 2022
- February 13, 2023
- April 10, 2023
- May 15, 2023
- June 19, 2023

Program Review:

Governance:

- August 29, 2022, at 12 pm

Nominating:

Audit:

ELC Offices closed for holidays on:

July 4; Sep 5; Nov 11; Nov 24 and 25; Dec. 26, Dec 30; Jan 2; Jan 16; Feb 20; May 29

FY 21-22 ELC Strategic Plan Scorecard

Pillar 1-Deliver Outstanding Eligibility, Enrollment and Payment Services	Goal	<i>Q1 Results</i>	<i>Q2 Results</i>	<i>Q3 Results</i>	<i>Q4 Results</i>	<i>YTD</i>
Goal 1A - Make our eligibility and enrollment/re-enrollment services as easy as possible for parents						
1A.1 Parents who successfully complete the enrollment process will be at or above 65%	65%	N/A	N/A	N/A	N/A	75%
1A.2 Parents who successfully complete the re-enrollment process will be at or above 75%	75%	80%	81%	75%	76%	78%
1A.3 Parents who respond as satisfied with ELC's timely and consistent service delivery will be at or above 80%	80%	97%	98%	98%	100%	98%
1A.5 Ensure timely access to ELC services and staff by answering 85% of all calls to the Call Center	85%	88%	94%	90%	88%	90%
1A.6 Ensure quality of Eligibility services, by maintaining an error rate of less than 15% on quality assurance case reviews.	<15%	11%	12%	14%	14%	12%
Goal 1B - Make our contracting and payment process as eqasy as possible for providers						
1B.1 At least 80% of providers who respond will report being satisfied with ELC instructions/responsiveness	80%	N/A	N/A	N/A	N/A	98%
Pillar 2 -Provide and Promote Quality Early Care Opportunities	Goal	<i>Q1 Results</i>	<i>Q2 Results</i>	<i>Q3 Results</i>	<i>Q4 Results</i>	<i>YTD</i>
Goal 2A - Empower parents to understand and participate in the developmental progress of their children						
2A.1 80% of parents who respond report tools/activities ELC provided helped them to engage with their child and/or better understand their child’s development	80%	N/A	N/A	N/A	N/A	83%
Goal 2B - Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children						
2B.1 80% of Providers who respond report ELC provided the tools, skills and resources necessary to provide quality early learning experiences.	80%	99%	100%	100%	99%	99%
2B.2 80% of Providers who respond report tools ELC provided helped them to engage with children and/or better understand children’s development.	80%	99%	98%	100%	99%	99%
2B.4 80% of Educator respondents who participate in ELC trainings will show mastery of subject based on pre and post-testing.	80%	91%	94%	96%	96%	94%
Pillar 3 -Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System	Goal	<i>Q1 Results</i>	<i>Q2 Results</i>	<i>Q3 Results</i>	<i>Q4 Results</i>	<i>YTD</i>
Goal 3 - Increase our influence to improve the early education system						
3.1 ELC will complete an Annual Outreach/Communication plan and complete at least 70% of tasks/activities in the plan	70%	N/A	N/A	N/A	N/A	80%
Pillar 4 -Strengthen and Develop the ELC's capacity	Goal	<i>Q1 Results</i>	<i>Q2 Results</i>	<i>Q3 Results</i>	<i>Q4 Results</i>	<i>YTD</i>
Goal 4 - Provide education, tools, and support for the staff and Board to achieve organizational excellence						
4.1 At least 80% of Staff respond they are satisfied.	80%	N/A	N/A	N/A	N/A	88%
4.2 At least 80% of Board members who respond report satisfaction with the number and quality of Board engagement activities, educational opportunities and informational materials.	80%	N/A	N/A	N/A	N/A	87%

ELC of Broward County

Committee Membership 2022-2023

COMMITTEE	Member Name	Seat	By Laws
EXECUTIVE	<i>Members consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees)</i>		
Officer	Laurie Sallarulo	Chair	effective 4/2014 - Governor appointment
Officer	Dawn Liberta	First Vice Chair	effective June 2020 - Again in 2022
Officer	Twan Russell	Second Vice Chair	effective June 2020 - Again in 2022
Officer	Monica King	Secretary	effective June 2020 - Again in 2022
Officer	Cindy Arenberg Seltzer	Treasurer	effective June 2020 - Again in 2022
	Monica King	Program Review Chair	effective June 2022
	Michael Asseff	Nominating Com. Chair	effective June 2020
	Renee Podolsky	Audit Com. Chair	effective June 2022
FINANCE	<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members. No Term Limits</i>		
	Cindy Arenberg Seltzer	Chair	
	Renee Podolsky	Member	
	Laurie Sallarulo	Member	
	Zachary Talbot	Member	effective June, 2020
	Twan Russell	Member	
	Dawn Liberta	Member	effective 9/13/21
PROGRAM REVIEW	<i>Members appointed by the Chair. Ad Hoc members with particular expertise may be appointed to assist in the given particular area of program . Reports directly to the Board and shall consist of at least (3) members. No Term Limits</i>		
	Monica King	Chair	effective 7/1/22
	Cindy Arenberg-Seltzer	Member	
	Dawn Liberta	Member	
	Laurie Rich Levinson	Member	
	Laurie Salarullo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	
AUDIT	<i>Members elected by Board. Consists of at least (5) five Members. Ad Hoc Members may be appointed to assist in accounting or financial management experience. No more than (1) one Member of the Finance Committee shall be a Member of the Audit Committee and in no event shall the chair of the Finance Committee be a Member of the Audit Committee. No Term Limits</i>		
	Renee Podolsky	Chair	effective 7/1/22
	Beverley Batson	Member	effective 12/19/19
	Michael Asseff	Member	
	Monica King	Member	effective 4/7/17
	Twan Russell	Member	effective 12/9/16
GOVERNANCE	<i>Members Elected by Board. Consists of at least (5) five Members. First Vice Chair shall serve as chair of the Governance Committee. No</i>		
	Dawn Liberta	Chair	effective 6/30/20
	Michael Asseff	Member	effective 6/2020
	Carol Hylton	Member	effective 2/2021
	Laurie Salarullo	Member	
	Kirk Englehardt	Member	effective 9/13/21
NOMINATING	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition. No Term Limits</i>		
	Michael Asseff	Chair	effective 6/2020
	Amoy Reid	Member	effective 12/19/19
	Julie Winburn	Member	effective 05/2022
	Kristina West	Member	effective 09/13/21
	Laurie Salarullo	Member	
	Sharonda Davis-Bailey	Member	effective 04/27/22
	Twan Russell	Member	
AD HOC FUNDRAISING Re-established 8/2022	Kristina West	Chair	effective 8/2022
	Amoy Reid	Member	effective 2/13/20 confirmed 8/10/22
	Michael Asseff	Member	effective 2/13/20
	Richard Campillo	Member	effective 2/13/20
	Twan Russell	Member	effective 2/13/20
AD HOC STRAT PLANNING established 11/21	Kirk Englehardt	Chair	effective 11/2021
	Cindy Arenberg-Seltzer	Member	effective 11/2021
	Dawn Liberta	Member	effective 11/2021
	Ellie Schrot	Member	effective 11/2021
	Laurie Salarullo	Member	effective 11/2021
	Monica King	Member	effective 12/2021
	Renee Podolsky	Member	effective 11/2021

FYI - ELC Broward Glossary of Terms (August 2019)

Rev. 7/2019Subject	Acronym	Definition
Ages and Stages Questionnaire®	ASQ	A developmental and social-emotional screening for children from one month to 5 ½ years. Highly reliable and valid, ASQ looks at strengths and trouble spots, educates parents about developmental milestones, and incorporates parents' expert knowledge about their children.
Association of Early Learning Coalitions	AELC	The Association of Early Learning Coalitions (AELC) is an organization comprised of 31 Early Learning Coalitions throughout the State of Florida. The AELC supports the role of the Early Learning Coalitions to develop and administer a comprehensive school readiness program and voluntary pre-kindergarten program that prepares preschool children to succeed in school and in life Each Early Learning Coalition's service area is as unique as the population it serves, with some Coalitions serving a single county while others are serving two to seven counties.
Billing Group	BG	<p>An eligibility category that aligns with Chapter 411, Florida Statutes, which describes the different groups or defined categories of children served; a category of direct service costs. The following defines the various billing groups:</p> <p>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	PPF	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.