



Early Learning Coalition of Broward County, Inc.
Governance Meeting Agenda
September 4, 2025, at 10:30 AM
Zoom Meeting

Meeting ID: 851 5520 3010

Passcode: 920409

<https://us06web.zoom.us/j/85155203010?pwd=6eNLpSoMPVJ94AsCWesjGvUd8dnuch.1>

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

PAGE			
1.	Call to Order		Dawn Liberta, Governance Committee Chair
2.	Roll Call		Melody Martinez, Board Liaison
3.	Consent Agenda 1. Approve May 1, 2025, meeting minutes	2	Dawn Liberta, Governance Committee Chair
4.	Regular Business 1. GOV261RB1 – Approve Amendments to ELC 5 Year Strategic Plan	4	Dawn Liberta, Governance Committee Chair Renee Jaffe, CEO
5.	Unfinished Business New Business Matters from the Chair Matters from the Committee Public Comment		
6.	Next ELC Governance Meeting: TBD		
7.	Adjourn		

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

“As per [§286.0105, Fla. Stat.](#) Any person who decides to appeal any decision of the Board with respect to any matter considered at this meeting will need a record of the proceedings and for such purpose, may need to ensure that a verbatim record of the proceedings is made which record includes testimony and evidence upon which the appeal is to be based.”

Early Learning Coalition of Broward County, Inc.
Governance Meeting Minutes
May 1, 2025, at 11:30 AM
Zoom Meeting

Members in Attendance	Chair Dawn Liberta; Michael Asseff; Renee Podolsky; Laurie Sallarulo
Members Absent (Excused)	Kirk Englehardt; Amoy Reid
Members Absent (Unexcused)	
Staff in Attendance	Renee Jaffe, CEO; Judith Merritt, COO; Hubert Cesar, CIO; Christine Klima, CAO; Melody Martinez, Board Liaison;
Others in Attendance	Julie Klahr, Legal Counsel

Item	Action/Discussion
Welcome & Call to Order	Chair Dawn Liberta called the meeting to order at 11:45 AM. The roll was called, and a quorum was not established at this time. Laurie Sallarulo joined the meeting at 11:50 AM, establishing a quorum and allowing the committee to proceed with official business and voting.
Consent Agenda	
1. Approve February 3, 2025, meeting minutes	A Motion was made by Renee Podolsky and Seconded by Michael Asseff to approve the Consent Agenda. The motion was Unanimously Approved. Motion Passed.
Regular Committee	<u>CEO Annual Performance Evaluation tool</u> Judith Merritt, Chief Operating Officer, provided an overview of the CEO performance evaluation process. She noted that the Division of Early Learning (DEL) requires a mandatory annual CEO evaluation, which closely aligns with the internal evaluation tool currently used. To avoid duplication, staff recommended transitioning to using only the DEL evaluation tool going forward, as it covers the same leadership indicators. A Motion was made by Michael Asseff and Seconded by Renee Podolsky to approve the DEL CEO Annual Performance Evaluation tool. The motion was Unanimously Approved. Motion Passed.
2. GOV254RB2 – Approve proposed list of ELC Holidays FY25/26	<u>ELC Holiday Closure Days</u> Judith Merritt, Chief Operating Officer, reviewed the State Observed Holidays and presented the proposed ELC Broward office closures for the upcoming calendar year. State Observed Holidays: The following holidays are recognized by the state and proposed for observance by ELC Broward: <ul style="list-style-type: none"> • New Year's Day • Martin Luther King Jr. Day (third Monday in January) • Memorial Day (last Monday in May) • Independence Day • Labor Day (first Monday in September) • Veterans Day (November 11) • Thanksgiving Day (fourth Thursday in November) • Friday after Thanksgiving • Christmas Day Additional Proposed Office Closures:

	<p>In alignment with updated grant agreement language and internal review of ELC Broward's holiday schedule, staff are also proposing closure on the following dates:</p> <ul style="list-style-type: none"> • Presidents Day – February 16, 2026 • Columbus Day/Indigenous Peoples' Day – October 12, 2026 • Spring Holiday – April 3, 2026 (Varies annually and aligns with the vernal equinox, marking the first day of spring) <p>A Motion was made by Michael Asseff and Seconded by Renee Podolsky to Approve 12 ELC Holiday Closure Days FY25/26. The motion was Unanimously Approved. Motion Passed.</p>
3. GOV254RB3 – Approve new AI Policy	<p><u>Approve Artificial Intelligence (AI) Policy</u></p> <p>Hubert Cesar, Chief Information Officer, presented the newly developed ELC policy on the use of Artificial Intelligence (AI) technologies. He explained that implementing this policy ensures AI tools are used thoughtfully, ethically, and responsibly within the organization. The policy has been reviewed by legal counsel.</p> <p>Chair Dawn Liberta shared that she reviewed the proposed AI policy and emphasized the importance of ensuring all staff receive training on its contents. She recommended that the training be conducted in person, noting the effectiveness and accountability of in-person sessions compared to online formats.</p> <p>A Motion was made by Renee Podolsky and Seconded by Laurie Sallarulo to Approve AI Policy. The motion was Unanimously Approved. Motion Passed.</p>
4. GOV254RB4 – Approve FY26 Risk Management Insurance Policy Renewal Coverage	<p><u>Risk Management Insurance Policies</u></p> <p>Judith Merritt, Chief Operating Officer, provided an update regarding the organization's insurance coverage. She clarified that there is no change in cost or coverage details compared to the previous year; the only update is to the policy term, which is required to be reviewed and updated annually.</p> <p>A Motion was made by Renee Podolsky and Seconded by Michael Asseff to Approve the Proposed FY26 Risk Management Insurance Policy Renewal Coverage Levels. The motion was Unanimously Approved. Motion Passed.</p>
5. GOV254RB5 – Approve HR Mandated Reporting Policy	<p><u>Mandated Reporting Policy update</u></p> <p>Judith Merritt, Chief Operating Officer, went over the revised Mandated Reporting Policy.</p> <p>A Motion was made by Renee Podolsky and Seconded by Michael Asseff to Recommend the Board approve the revised Mandated Reporting Policy. The motion was Unanimously Approved. Motion Passed.</p>
Unfinished Business	None
New Business	None
Matters from the Chair	None
Public Comments	None
Next Meeting	<u>September 4, 2025</u>
Adjourn	Meeting adjourned at 11:58 AM by Renee Podolsky.

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

MEETING	GOV261RB1/ Governance Committee
DATE:	September 4, 2025
SUBJECT:	Updated 5 Year Strategic Plan
FOR ACTION:	Yes
RECOMMENDED ACTION:	Adopt the changes to the 5 Year Strategic Plan
FINANCIAL IMPACT:	No
ELC STAFF LEAD	R. Jaffe

Background:

On September 12, 2023, the ELC Board approved a new 5-Year Strategic Plan (SP). At that meeting, it was agreed that ELC staff would report annually on the results of each goal. Since then, staff have shared Strategic Plan status updates annually at the September board meeting and May Board retreat or the Annual Board meeting in June. Programmatic goals from the plan are shared and discussed at each regularly scheduled PRC meeting.

Current Status:

Following the close of the FY24/25 year on June 30, 2025, ELC staff compiled year-end Strategic Plan data for Year 3 of the plan, which was also included in the FY24/25 CEO Performance Evaluation, and discussed whether plan changes or updates were needed. Staff determined that all goals were still relevant; however, a few minor adjustments were needed to some objectives and outcomes due to changes in budget, programming changes, and other DEL shifts in priorities. All updates are highlighted (and include strike outs) along with justifications for the change and can be viewed in the **Proposed Strategic Plan with Updates** document in the supporting documents.

Recommended action:

ELC staff recommend the Governance Committee recommend the Strategic Plan updates to the full Board.

Supporting Documents

- Proposed Strategic Plan with Updates with Mark Ups
- Proposed Strategic Plan with Updates no Mark Ups
- Approved Strategic Plan (approved 10.14.24)

ELC Broward Strategic Plan Updates [Changes from previous plan in yellow]

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

Objective	Outcomes
1. Deploy a successful targeted outreach and enrollment initiative	<p>1. ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services.</p> <p>2. ELC communications staff will place a minimum of 60 social media posts concerning the importance of childcare and early learning.</p> <p>2. ELC communications staff will discuss the importance of childcare/ early learning and the services ELC provides. They will place a minimum of 800 social media posts concerning the importance of childcare and early learning, and the services ELC provides.</p> <p>Justification: Outcome metric increased to better reflect the activity levels of FY 24/25 and continues to reach for higher/better outcomes to meet plan goals and objectives.</p>
2. Families that are eligible to continue receiving SR services will receive them.	<p>1. The overall retention rates for potentially SR-eligible families will stabilize at 80% 75%.</p> <p>Justification: We revised the retention rate metric to 75% after observing that the previous target of 80% was unachievable even with best efforts. The updated figure reflects a more realistic and sustainable goal.</p>

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

Objective	Outcomes
1. ELC will reach and enroll as many VPK-eligible families as possible.	1. ELC Broward will meet or exceed the State of Florida estimating conference estimates for VPK

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

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

Justification: Added the term SR to remain consistent with Goal 4's verbiage for VPK, and to identify the program we're alluding to.

Objective	Outcomes
1. The countywide CLASS score average for School Readiness childcare providers who are CLASS-assessed will increase to a 6.0	1. CLASS scores will incrementally grow year over year for the 5-year strategic plan.

GOAL 4: Broward’s VPK sites offer high-quality services in a nurturing environment.		GOAL 4: Broward’s VPK sites childcare programs offer high quality services in a nurturing environment are high-quality, nurturing settings Justification: Changed the language to simplify and remain consistent with Goal 3’s verbiage for School Readiness.
Objective	Outcomes	
Objective 1: The countywide CLASS score average for VPK childcare providers who are CLASS-assessed will increase to a 6.0	1. CLASS scores will incrementally grow year over year for the 5-year strategic plan.	
Goal 5. Children will enter kindergarten with the tools, skills, and support they need to succeed		
Objective	Outcomes	
1. SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.	1. 65% of families with children ages 0-2 who have received a referral will follow through with their referrals to Early Steps	
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS	
	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)	
2. Expand ELC Literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to the reading experience.	1. Increase # of families with children under five who sign up for ELC's bookworm program to 15,000	
	2. ELC will participate in at least 15 20 outreach literacy events throughout the year, utilizing new and existing partnerships/events, as well as creating its own. Justification: Changed from literacy events to outreach events, which reflect our primary outreach goal of promoting various ELC service offerings, and changed the number 15 to 20 to add more reach based on end of year data (24 events) but also being mindful and cautious with budget costs.	
Goal 6. The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.		
Objective	Outcomes	

1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	1. At the start of each fiscal year, ELC staff will identify which state legislators, Broward County Commissioners/County Administration, and elected municipal leaders they need to meet with and meet with at least 90% of them 100% of them. Justification: We feel that this is an attainable goal and we should always meet with 100% of elected officials we identify at the start of the fiscal year.
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	2. ELC will participate in at least 30 outreach events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.
Goal 7. ELC Broward is a healthy, efficient, and effective organization.	
Objective	Outcomes
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.	1. Following their probation period, ELC is hiring the right staff for the right positions and retaining them the right staff for the right positions , as evidenced by retaining 75% of new hires in one year. Justification: We want to ensure that the retention we measure is that of those who outlast the probationary period, so we added “Following their probation period” and changed the placement of the phrase “ the right staff for the right positions ” as appropriate to describe what we are trying to achieve.
	2. ELC annual staff turnover will be at or below 15%
	3. 35% of all available advancement opportunities are filled internally. Justification: This can change depending on the number of positions we are hiring for.
	4. At least 85% of staff respond that they are satisfied overall working at the ELC.
2. Continue to optimize the use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.	1. 85% of the CRM Plan will be fully implemented. Justification: Removed because this is a moving target and should no longer be included since to date, we have almost 60 CRM modules and have accomplished are main objectives for securing a CRM. We will continue to keep rolling out new modules to meet the needs of the organization as part of our business model.
	2. 90% of ELC data infrastructure will be stored in the cloud.
3. End each year with a net positive in reserves	1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.

<p>4. Obtain dedicated funding for specific allowable & unallowable expenses.</p> <p>Justification: Added the word allowable as we continue to need to raise funds for allowable items that require funding outside of what we already receive.</p>	<p>1. ELC will have funds for items for meetings, programming, and training.</p>
<p>5. The ELC board is engaged, educated, and works well with staff.</p>	<p>1. Results of the annual staff and board survey will show at least a 90% rating in all categories.</p>

ELC Broward Strategic Plan- Proposed Updates [September 2025]

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

Objective	Outcomes
1. Deploy a successful targeted outreach and enrollment initiative	1. ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services.
	2. ELC communications staff will discuss the importance of childcare/ early learning and the services ELC provides. They will place a minimum of 800 social media posts concerning the importance of childcare and early learning, and the services ELC provides.
2. Families that are eligible to continue receiving SR services will receive them.	1. The overall retention rates for potentially SR-eligible families will stabilize at 75%.

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

Objective	Outcomes
1. ELC will reach and enroll as many VPK-eligible families as possible.	1. ELC Broward will meet or exceed the State of Florida estimating conference estimates for VPK

GOAL 3: Broward's SR childcare programs are high-quality, nurturing settings.

Objective	Outcomes
1. The countywide CLASS score average for School Readiness childcare providers who are CLASS-assessed will increase to a 6.0.	1. CLASS scores will incrementally grow year over year for the 5-year strategic plan.

GOAL 4: Broward's VPK-childcare programs are high-quality, nurturing settings

Objective	Outcomes
Objective 1: The countywide CLASS score average for VPK childcare providers who are CLASS-assessed will increase to a 6.0	1. CLASS scores will incrementally grow year over year for the 5-year strategic plan.

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

Objective	Outcomes
1. SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.	1. 65% of families with children ages 0-2 who have received a referral will follow through with their referrals to Early Steps
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS
	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).

2. Expand ELC Literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to the reading experience.	1. Increase # of families with children under five who sign up for ELC's bookworm program to 15,000
	2. ELC will participate in at least 20 outreach events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.
Goal 6. The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.	
Objective	Outcomes
1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	1. At the start of each fiscal year, ELC staff will identify which state legislators, Broward County Commissioners/County Administration, and elected municipal leaders they need to meet with and meet with 100% of them.
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	2. ELC will participate in at least 30 outreach events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.
Goal 7. ELC Broward is a healthy, efficient, and effective organization.	
Objective	Outcomes
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.	1. Following their probation period, ELC is retaining the right staff for the right positions, as evidenced by retaining 75% of new hires in one year.
	2. ELC annual staff turnover will be at or below 15%
	3. 35% of all available advancement opportunities are filled internally.
	4. At least 85% of staff respond that they are satisfied overall working at the ELC.
2. Continue to optimize the use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.	1. 90% of ELC data infrastructure will be stored in the cloud.
3. End each year with a net positive in reserves	1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.
4. Obtain dedicated funding for specific allowable & unallowable expenses.	1. ELC will have funds for items for meetings, programming, and training.
5. The ELC board is engaged, educated, and works well with staff.	1. Results of the annual staff and board survey will show at least a 90% rating in all categories.



5 Year Strategic Plan

Reported: Annually 2022-2027 GOALS

Approved Revisions on 10.14.24

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: ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services.

Reported: Quarterly

Outcome 2: ELC communications staff will place a minimum of 60 social media posts concerning the importance of child care and early learning.

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 stabilize at 80%

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: The countywide CLASS score average for School Readiness child care providers who are CLASS assessed will increase to a 6.0

Outcome 1: CLASS scores will incrementally grow year over year for the 5 year Strategic Plan.

Reported: Annually

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

Objective 1: The countywide CLASS score average for VPK child care providers who are CLASS assessed will increase to a 6.0

Outcome 1: CLASS scores will incrementally grow year over year for the 5 year Strategic Plan.

Reported: Annually