



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

September 10, 2020 – 10:00 am

Virtual Meeting

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

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

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

PAGE			
I.	Call to Order		Laurie Sallarulo, Chair
II.	Roll Call		Elsy Silvestre, Executive Assistant
III.	Chair Report		Laurie Sallarulo, Chair
IV.	CEO Report	1	Renee Jaffe, CEO
V.	Executive Committee Consent Agenda		Laurie Sallarulo, Chair
	a. Approve June 11, 2020 Executive Committee meeting minutes	5	
	b. EXC207CA1 – Approve Children’s Services Council Financially Assisted Child Care Contract	9	Executive Team
	c. EXC207CA2-Approve Children’s Services Council Vulnerable Populations Child Care Contract	12	
VI.	Executive Committee Regular Business		
	a. EXC207RB1 - Strategic Plan FY 19/20 Q4 Results	15	Renee Jaffe, CEO
	b. EXC207RB2 - Strategic Plan FY20/21	21	Judith Merritt, COO
	c. EXC207RB3 - CEO Goals FY 20/21	34	
	d. EXC207RB4 – CEO Performance Evaluation	36	Renee Jaffe, CEO
	e. EXC207RB5- Coronavirus Update	55	
VII.	FYI	60	
	• Wait List Report	61	
	• ELC Contracts FY 19/20	62	
	• Education and Quality Training Calendar	65	
	• Board Committee Member List 20/21	66	
	• FY 19-20 Executive Committee Meeting Attendance	67	
	• FY 19-20 Board Meeting Attendance		
VIII.	Unfinished Business		
	New Business		
	Matters from the Board		
	Matters from the CEO		
	Matters from our Partners		
	Public Comment		
	Next Executive Committee: TBD		
	Adjourn		

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

## **CEO Report**

### **Executive Committee Meeting – September 10, 2020**

#### **Funding for Learning Pods for School Age Children:**

With the announcement that Broward County schools would begin the year in an entirely virtual format, the immediate need for thousands of working families to find a safe place for their children to attend virtual classes became apparent to multiple funders of children's services. These funders, both public and private, at the suggestion of the Jim Moran Foundation and under the lead of the Children's Services Council, formed a collaborative group to open as many learning pods as possible for young school age children of working families.

At the same time, the Office of Early Learning announced that it was allowing child care providers to bill for full-time care for school age children receiving School Readiness funding, so they could also attend classes virtually from child care facilities. Broward's population of school age children receiving School Readiness funding tops 4,500 children.

Focusing on pooling funding for non-School Readiness learning pods, the funder group (mentioned above) created an application and distributed it community-wide. More than 150 applications were received from organizations with the capacity to provide child care to young school age children, and over 130 of these applications were from child care centers. ELC staff is working with representatives from United Way, the Children's Services Council, and the AD Henderson Foundation, to prioritize the list of child care facility applicants by application score, high risk/high need zip code, and other factors in order to make final funding decisions. Excluding any funding of child care slots through the ELC, the collaborative funders have committed approximately \$1.5 million toward this project. While the time period the community may need to depend on learning pods is unknown, funding is being projected through December 31<sup>st</sup>.

#### **Provider Rate Increase:**

ELC staff submitted a request for a provider reimbursement rate increase on June 29<sup>th</sup> following approval from the board. OEL has not yet completed a review of ELC's proposal to raise the maximum full-time provider reimbursement rate by \$2.50 per day per child for non-school aged children because they have not yet allocated the funding the proposal is based on for fiscal year 2020-2021. OEL requested that staff re-submit the proposal for their review after the related funding allocations have been completed in early September. OEL will complete the review and respond within 30 days of re-submission. Separately, and in addition, OEL will be convening a work group to allocate a \$50 million funding pool for provider rate increases Statewide. OEL has indicated that process may be completed in January or February.

#### **Rising K Program:**

The Department of Education through the Office of Early Learning, allotted CARES dollars directly to school districts to implement a 4-6-week program that was supposed to target children deemed at risk for not beginning the school year ready for Kindergarten because of the absence of VPK, low assessment scores, or possible special need. Although the ELC has no programmatic role in Rising K, the funding for the program flows from the Office of Early Learning through the ELC to the School District.

This program was supposed to be conducted in-person at school sites statewide. Because of the special circumstances of opening K-12 learning completely virtually for the 20/21 School Year, more negotiation between South Florida's school districts and the Office of Early Learning was necessary to come to agreement. Broward County's Rising K Program is anticipating a start of September 12<sup>th</sup>. The School District will identify up to 3,050 eligible Kindergarten students to be recruited for participation. Criteria for inclusion will be: 1) students who have Voluntary Prekindergarten (VPK) Assessment scores (below expectations in one or more domains between Assessment Period (AP) 1 and AP2; 2) Children who have not had access to/attended VPK during the pandemic; and

3) children who have difficulty with Letter Names, Letter Sounds, and Concepts of Print as shown by testing administered in August/September of 2020. This program will run as an additional virtual enhancement that will be offered during extended weekday and Saturday hours to assist Kindergarten students who may be academically behind other children. If schools move back to in-person instruction while this program is still being administered, it will also shift to in-person instruction.

### **3T's Initiative**

Through a grant with the Association of Early Learning Coalitions (AELC), the TMW Center for Early Learning and PNC Bank, ELC Broward is the lead agency in our county for implementing and coordinating the 3T's framework. The 3T's is a free online program developed for families of children birth to three or four years old on how to build their children's brain development throughout their day to day routines. Three staff members from ELC have become 3T's Ambassadors. Through training and professional development our Ambassadors are prepared to engage with parents around the science of foundational brain development and how they can **Tune In, Talk More, and Take Turns** with their young children to set them up for success. As the training teaches us, "Any Time is 3T's Time to **Tune In, Talk More and Take Turns.**" ELC Education staff rolled out the 3T's to the Broward community through its first virtual zoom introduction/orientation, on August 26<sup>th</sup>.

### **Preschool Development Grant/Mental Health and Social-Emotional Supports**

Through OEL's receipt of the Florida Preschool Development Grant Birth to Five renewal (PDG-R), grant funds will be provided to the ELC for mental health and/or social-emotional supports for SR and VPK children, families, and ELC staff.

Internally, staff is facilitating "The Growing Brain Birth to Five." this innovative training curriculum focuses on evidence-informed knowledge and strategies with which to prepare professionals who work with infants and young children for their vital role in building healthy brains.

Additionally, the entire education team are all participating in a train the trainer series on FLIP It (Feelings, Limits, Inquiry and Prompts). The FLIP It strategies is an evidence based, four step process that teaches adults to support children's self-regulation and reduce challenging behaviors. Once the training is complete, ELC staff is going to facilitate a 5 series reflective practice training series on FLIP It for child care providers. In the fall we will launch this training and the winter we will launch a Spanish series.

With new funding through the PDG, we will also procure Mental Health Specialists/Consultants that will be able to (virtually or in-person) go into the classroom and work directly with children, educators and families. These specialists will be trained to help children sort through their emotions, help teachers process the balance between a quality environment, health and safety in the classroom and their own emotions. The consultants will also work with educators and parents to address their trauma, as the pandemic has had an effect on everyone.

### **ELC New Normal Workgroup**

In anticipation of a changing landscape of business operations for child care programs, ELC has pulled together a small group of interested parties, including William Karp, manager of Child Care Licensing and Enforcement, Julia Musella FACCM board member and child care center operator, and Robyn Perlman, CEO of the Business and Leadership Institute, to plan for and bring awareness to the changes. The group has focused its attention in initial meetings on the survival of child care businesses through stimulus and other funding, and how CDC guidelines and enforcement of these guidelines influences current operations. On Monday, June 8, the ELC hosted a virtual discussion group with the workgroup and key municipality leaders and leadership at the Greater Ft. Lauderdale Alliance, called Ensuring the Future of Child Care, to engage them in this important conversation.

While the workgroup had planned to expend the group, due to the continuously changing early learning pandemic environment and funding opportunities, the group decided it would be beneficial to first better understanding the needs, challenges, and impact of the pandemic on early learning programs. As a result, the ELC will be conducting a series of provider focus groups to gather qualitative and quantitative data in order to fully evaluate the long-term needs of our child care centers as we shift from rapid response to longer term planning for community recovery. The first of the planned focus groups will take place September 15<sup>th</sup> with another one on September 24<sup>th</sup>, each with no more than 10 center owners and directors to allow for more interaction from participants and staff.

Once the data from the focus groups is collected and analyzed, discussions on next steps for the New Normal Workgroup will resume.

#### **ELC's Racial Equity/Anti-Racism Plan:**

Given our nation's history of genocide, slavery, and inequitable life outcomes based on race, the ELC believes it is imperative that we incorporate a racial equity lens and a bigger commitment to racial justice into our organization. After the murder of George Floyd, the ELC executive team approved the creation of an internal racial equity workgroup. The workgroup started with a group of ELC staff member volunteers from all areas within the organization with a vested interest in racial equity. The group committed to meeting regularly to build an internal work plan to ensure equity at the ELC. Currently, the committee is finalizing an equity/anti-racism action plan for the organization that will be ready for review by the ELC's executive team on September 9, 2020 and then shared with all staff at the next staff meeting.

Additionally, members of ELC staff are also participating in community racial equity workgroups including the Broward Partners for Racial Equity (and two smaller workgroups for Funder Forum members and organizations funded by the CSC). ELC staff attending these workgroups are responsible for ensuring information gathered at the community level are shared with ELC staff and incorporated into the ELC Equity Plan.

Through OEL's Preschool Development Grant (PDG), staff on the ELC leadership team along with a few community partners (some of which are board members) are part of small group participating in virtual equity coaching with Dr. Remikie. So far, we have met once and will continue to meet monthly through November.

ELC staff would like to engage the Board in further equity/anti-racism discussions (and plans on the board level) in the near future when we share more about the internal equity plan.

#### **CARES Act Funding - Phase 3 Allocations**

The Office of Early Learning has just allocated \$1 million to ELC Broward to administer Phase 3 of the federal CARES Act grant funds. Phase 3 dollars will target both public and private providers that were closed for instruction on April 30<sup>th</sup>, and who don't have a CLASS Observation score and do not have Gold Seal status. This is mainly VPK providers who are not accredited and would not qualify as needing a CLASS Observation score because they don't have at least 20 percent of their population subsidized. The Office of Early Learning did not take this group of providers into account when formulating rules for the first two phases of CARES grants.

ELC Broward will advertise the authorization of Phase 3 both at its PLAN Meeting and through e-blast Wednesday, September 2<sup>nd</sup>, and will begin accepting applications the following week. The application process will remain open for three weeks.

#### **Junior Achievement (JA)/ELC Collaboration:**

As a COVID-19 recovery effort, JA launched a campaign called Books, Bucks, and Backpacks to help bring financial, reading and health literacy to children and families in Broward County. The ELC partnered with JA to provide over 1,000 books and educational activities for Broward children birth to five. Over two events in July and August, these items were

distributed to families along with backpacks, family financial educational and health materials, food gift cards, snacks and other relevant items. The ELC was excited to be part of this initiative that reached hundreds of local families and gave our staff the opportunity to participate in a safe, socially distant event to serve our communities during these challenging times. Over 500 families benefitted from the event and more than 2,000 backpacks were provided for children ages 3 to 11.

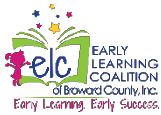
#### **No Small Matter:**

Prior to the COVID-19 Pandemic, the ELC was looking forward to hosting spring and summer viewings of the No Small Matter documentary, which highlights the many challenges early learning educators and families relying on child care, face. The screenings were going to take place both at our office as well as within the community where we were hoping to co-host screenings with some of our municipal funding partners such as Fort Lauderdale and Miramar.

Due to the Coronavirus and the need to maintain social distancing, ELC will instead be collaborating with the Florida Grade Level Reading Campaign and the Broward Kiwanis Clubs to lead flexible virtual showings this fall. ELC looks forward to hosting bi-monthly viewings specifically inviting local elected officials, community partners, and business leaders to better inform them on the changing state of early learning. ELC will also coordinate viewings with our partners from the Broward Reads Coalition, the Children's Services Council and Hands On Broward to invite up to 50 guests at a time who will have a 48-hour period to view the movie at their own convenience. Invited participants will also get to attend an online discussion featuring a small panel of child care experts. We will send invites to all board members once all of the details are finalized.

#### **Read for the Record:**

Due to the pandemic, this year's 2020 National Read for the Record campaign is changing significantly. The ELC, Children's Services Council, Broward County Public Schools, and Broward County Libraries are adjusting this year's campaign to reflect a virtual event. Digital copies of the book (**Evelyn Del Rey is Moving Away**) will be provided to guest readers who will read them to children in our community via online communication suites (e.g. Teams, Zoom, etc...). There will also be electronic "billboards" and online messaging counting down to the day of the event (**Thursday, October 29**) and the author, Meg Medina, may make an online appearance just for Broward County readers! Physical copies of the books are expected to be available for distribution to the schools (for children and their families) beginning in Spring 2021. ELC and the Broward Reads Coalition are eager to adapt our long-running Read for the Record event to meet the challenges of the moment and provide tens of thousands of children the opportunity to enjoy



Early Learning Coalition of Broward County, Inc.  
**Executive Committee Meeting Minutes**  
**June 11, 2020 – 9:15 AM**  
 Virtual Meeting

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

Item	Action/Discussion
Welcome & Call to Order	Chair Laurie Sallarulo called the meeting to order at 9:20 am. Roll was called and a quorum was established.
Chair Report	Issues related to the Pandemic are still childcare, VPK, providers are limited. Tallahassee has put in requirements for teaching staff that are proving challenging for the providers. One of the challenges providers are facing is that OEL has not approved online VPK. Some counties are doing it. Another issue is having to get money back from overpayment to providers. Another issue is the requirement that summer VPK teachers have a BA instead of a Child Development Certificate. Chair has reached out to Shan Goff and she had not heard back.
CEO Report	<p>CEO acknowledged what is happening around the world with peaceful protesting and racial inequities. We at the ELC are stepping up our efforts and we want to do a better job of talking about it. We have added it to our strategic plan. CEO has had conversations with people in the community regarding this. Funder's Forum and Sue Gallagher, from the CSC regarding their racial equity group and our involvement. We had an open forum with the staff to give them a chance to express how they are doing and what they are feeling. There is a lot of sadness and frustration. The ELC wants to be part of change.</p> <p>We have received board officer nominations. CEO thanked those who nominated others and those that self-nominated. Nominating Committee is scheduled for June 16 and then it goes to board meeting on June 25.</p> <p>CEO explained that there were two additional items added to the agenda that OEL sent last minute: Addenda to the OEL FY20 Grant Agreement. They will be discussed later in the meeting.</p>
<b>CONSENT AGENDA</b>	
a. Approve April 2, 2020	

<p>Executive Committee meeting minutes</p> <ul style="list-style-type: none"> <li>b. EXC206CA1 – Approve contract with BLI for Business Development Training for Child Care Operators</li> <li>c. EXC206CA2 – Approve contract with United Way for School Readiness Match Funding FY21</li> <li>d. EXC206CA3 – Approve Pending Extension of FY2020 OEL Grant Agreement Contract</li> </ul>	<p>There was a <b>Motion</b> to approve the Consent Agenda by Cindy Arenberg-Seltzer and <b>Seconded</b> by Twan Russell. <b>Motion Passes.</b></p>
<p><b>REGULAR BUSINESS</b></p> <ul style="list-style-type: none"> <li>a. EXC206RB1 - Strategic Plan FY 19/20 Q3 Progress Update</li> <li>b. EXC206RB2 - Coronavirus Update</li> </ul>	<p><b>Strategic Plan FY 19/20 Q3 Progress Update</b></p> <p>Scorecard shows we are on track on all pillars. No single area of challenges to highlight. We are on track but you will see the impact of COVID 19 in Q4. We are on target for calls, exceeded on training. Overall we have done 125 child care educator trainings for the year. In Q3 we met with 12 legislators both in Broward and Tallahassee. We launched our CRM's first component, which is an IT component to track ELC equipment. Hubert and his team created a component for customer service, which is being tested by the unit right now.</p> <p><b>COVID 19 Update</b></p> <p>48% of Providers are closed. Statewide 38% closed. Broward still has an ordinance in effect that only 10 people to a classroom. The CDC guidelines have changed. This is a county order. Attendance continues to be down. Working on May attendance numbers, but in April VPK and SR were down significantly. In March 26,000 children attended at least one day. For April it went down to 3,000. Parents are not sending children. We continue to pay providers what their roster was on March 16 regardless if they were open or closed. We are still enrolling first responder and medical personnel. OEL extended deadline for services for first responders/medical personnel to September 30. 1,300 children have been enrolled to date. This year OEL will renew the FY20 Grant Agreement with ELCs rather than issue a new Agreement to save time given everything that's going on with the Pandemic.</p> <p>A small group of community stakeholders, along with the ELC started a new workgroup regarding the new normal (in the child care world). We are coming up with an action plan. We will open up the workgroup to more community partners and board members in the near future. We will be sending invitations out to board members for future meetings/events. We will also invite municipalities to these discussions.</p>



	<p>We are working on a back to work plan. We are tentatively planning for July 6. We have a plan in place but we are watching the numbers. It will be phased in and following necessary guidelines.</p> <p>ELC is waiting for OEL to provide additional information regarding the \$223M in emergency funding allocated to Florida through the Cares Act. We know that the first round is likely for providers that are open. They are looking at quality, class scores, gold seal. We don't have a lot of details yet, however, it will be based on how many children are enrolled.</p> <p>OEL has not approved any funding for any virtual VPK learning.</p> <p>There is discussion regarding a bridge program to address 4 year olds not ready to go to kindergarten due to closures. That program would be through the school district.</p> <p>Chair would like to think ahead and figure other ways to find child care for children who have parents that need to get back to work. Virtual teaching won't let parents go to work.</p> <p>There was a discussion about getting the municipalities, other non-profits and private businesses to help with resources. The ongoing problems for summer programs and the upcoming school year. Finding space is very tricky. There are liability issues and expenses incurred by the receiving place, it is very complex.</p> <p>CEO mentioned that on June 23 from 2p-3p she would be presenting to the Great Fort Lauderdale Alliance led by Senator George LeMieux on the Impact of the virus in childcare industry.</p>
NEW BUSINESS	<p>CAO, Christine discussed the two addendums.</p> <p>Addendum #2 Changes language that allows Coalitions to use alternative methods to reconcile provider reimbursements other than EFS Mod because EFS Mod was still not working in FY20. The added flexibility negates the need for the automatic single audit findings that auditors had to issue to Coalitions Statewide in FY19 when EFS Mod was not working all year.</p> <p>There was a <b>Motion</b> to authorize Chair to execute Addendum #2 to the OEL FY20 Grant Agreement without further Board action by Cindy Arenberg-Seltzer and <b>Seconded</b> by Ellie Schrot. <b>Unanimously Approved. Motion Passes.</b></p> <p>Addendum #1 Establishes an end date for the process of reconciling FY19 estimated provider reimbursements paid while EFS Mod was offline to actual attendance verified by providers. ELC is currently negotiating the terms of the Addenda with OEL to protect the Coalition against uncertainty and unknown future risk. Staff requested permission to complete the negotiation process and execute the agreement subsequent to the June Board meeting, pending legal review.</p>



	<p>There was a <b>Motion</b> to authorize execution of Addendum #1 to the OEL Grant FY 2019-2020 Grant Agreement subject to staff negotiated revisions to terms and legal review without further Board action by Cindy Arenberg-Seltzer and <b>Seconded</b> by Ellie Schrot. <b>Motion Passes.</b></p> <p>Chair had a question regarding BLI offering virtual classes. Arrangements will be made to do virtual classes if needed. We will allow in person or virtually.</p> <p>Richard Campillo wanted to thank Hubert and his team for all of their work. Succession planning is being discussed by the executive team.</p> <p><b>FOLLOW UP:</b> Laurie would like to see a back to work operational manual.</p>
<b>MATTERS FROM CHAIR</b>	There was no discussion.
<b>MATTERS FROM COMMITTEES</b>	There was no discussion.
<b>PUBLIC COMMENT</b>	There was no comment.
<b>NEXT MEETING DATE</b>	TBD
<b>ADJOURN</b>	<b>A Motion</b> was made by Cindy Arenberg-Seltzer to adjourn the Executive Committee Meeting at 10:30 AM. The meeting adjourned at 10:30 AM

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

ITEM#/MEETING	EXC207CA1/Executive Committee Meeting
MEETING DATE:	September 10, 2020
SUBJECT:	CSC Financially Assisted Child Care Contract Renewal
TIES TO PILLAR:	Deliver Outstanding Eligibility, Enrollment and Payment Services
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve CSC FACC Contract Renewal</b>
FINANCIAL IMPACT:	\$4,592,850
AS RECOMMENDED BY:	N/A
STAFF LEAD:	C. Klima

### **Background Information:**

The Children's Services Council (CSC) provides funding to supplement Office of Early Learning (OEL) School Readiness dollars for child care services to income eligible families in Broward County. Under the agreement, ELC will fund a minimum of 629 slots for children ages birth through 5 (not yet in Kindergarten).

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

ELC's General Counsel wishes to note that the FY21 contract includes a new clause that describes CSC's broad authority to change or reallocate the contract at any time during an emergency, as determined by CSC.

### **Current Status**

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

### **Supporting Documentation:**

- Contract Fact Sheet

## CSC OF BROWARD COUNTY

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

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

<b>CONTRACT NAME:</b>	Children’s Services Council of Broward County Financially Assisted Child Care Services
<b>CONTRACT NUMBER:</b>	18-2588
<b>POINT OF CONTACT:</b>	Meg Wallace Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000
<b>BUDGET AMOUNT:</b>	\$4,592,850.00
<b>METHOD OF PAYMENT:</b>	This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services
<b>PAYMENT SCHEDULE:</b>	Monthly
<b>TERM:</b>	October 1, 2020 – September 30, 2021
<b>ANTICIPATED NUMBER OF PARTICIPANTS:</b>	629
<b>SCOPE OF WORK:</b>	The funding will allow the ELC to provide additional School Readiness financial assistance “slots” for child care to low income families living in Broward County. Child care services under this agreement will be used for children ages birth through 5 (not yet in Kindergarten).
<b>DELIVERABLES:</b>	Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice: <ul style="list-style-type: none"> <li>• Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).</li> <li>• Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.</li> <li>• Participating in the PROVIDER’s School Readiness Program Assessment with a CLASS® score of 3.5 or higher.</li> </ul>

## VI. PERFORMANCE MEASURES

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

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

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

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

ITEM#/MEETING	EXC207CA2/Executive Committee Meeting
MEETING DATE:	September 10, 2020
SUBJECT:	CSC Financially Assisted Child Care Contract Renewal
TIES TO PILLAR:	Deliver Outstanding Eligibility, Enrollment and Payment Services
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve CSC Vulnerable Populations Contract Renewal</b>
FINANCIAL IMPACT:	\$4,017,850
AS RECOMMENDED BY:	N/A
STAFF LEAD:	C. Klima

#### **Background Information:**

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

The program will serve a minimum of 459 child care slots.

ELC's General Counsel wishes to note that the FY21 contract includes a new clause that describes CSC's broad authority to change or reallocate the contract at any time during an emergency, as determined by CSC.

#### **Current Status**

Staff recommends that the Board approve the CSC Vulnerable Populations Contract renewal in the amount of \$4,017,850. The term of the contract is October 1, 2020 through September 30, 2021.

#### **Supporting Documentation:**

- Contract Fact Sheet

## CSC OF BROWARD COUNTY

### Vulnerable Population – Contract Fact Sheet

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

<b>CONTRACT NAME:</b>	Children’s Services Council of Broward County Vulnerable Populations Subsidized Quality Child Care
<b>CONTRACT NUMBER:</b>	18-2589
<b>POINT OF CONTACT:</b>	Madeline Jones Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000
<b>BUDGET AMOUNT:</b>	\$4,017,850
<b>METHOD OF PAYMENT:</b>	This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services
<b>PAYMENT SCHEDULE:</b>	Monthly
<b>TERM:</b>	October 1, 2020 – September 30, 2021
<b>ANTICIPATED NUMBER OF PARTICIPANTS:</b>	459 Slots
<b>SCOPE OF WORK:</b>	The funding provides subsidized quality child care services for children from birth to age 5 (not yet in kindergarten) to children in exceptionally vulnerable populations throughout Broward County that are at risk of child abuse or neglect. Families are referred by CSC funded family strengthening program caseworkers, other community partners or by ELC directly when child care could help with identified risk factors including, but not limited to, parenting stress, addiction recovery, economic distress, the need for child care to support employment or caregivers in need of respite.
<b>DELIVERABLES:</b>	<p>A unit of care is all or part of a day of child care services. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice:</p> <ul style="list-style-type: none"> <li>• Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).</li> <li>• Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.</li> <li>• Participating in the PROVIDER’s School Readiness Program Assessment with a CLASS® score of 3.5 or higher.</li> </ul>

## PERFORMANCE MEASURES:

VI. PERFORMANCE MEASURES				
The PROVIDER will be required to submit client performance measure data, in the SAMIS Performance Measure (PM) Module, within the time frames specified by the CSC. The PROVIDER shall also report any barriers experienced in performance measure achievement, as required. The report should also include any noteworthy activities that have occurred during the term of this Agreement, as requested. PROVIDERS will use the CSC Data Quality Assurance Report to ensure administration points are completed and service components are attached.				
<b>DESIRED RESULT: Children are ready to succeed in school.</b>				
Results based accountability utilizes data to improve performance outcome measures to achieve the desired customer result. When applied, performance measurement answers the following key questions:				
Key Question	Performance	Council Goal	Evaluation Tool	Admin Schedule
<b>How Much Did We Do?</b>	# of children receiving quality child care	200	ELC monthly report	Analyzed Monthly
	% of funded allocation utilized.	95%	SAMIS Data	Analyzed Monthly
<b>How Well Did We Do It?</b>	% of children remaining in quality child care for a minimum of 6 months with regular attendance	80%	ELC monthly report	Analyzed Monthly
	Data Integrity	95%	SAMIS Quality Assurance Report	Analyzed on a Semi-Annual Schedule
<b>Is Anybody Better Off?</b>	% of Parents/Caregivers who report benefits by receiving child care services (e.g., respite, pursue/maintain opportunities for employment, therapeutic treatment etc.).	80%	Descriptive survey from initial referral process & survey conducted with parent/caregiver at redetermination	Semi-Annual Data Submission
	% of families with no verified abuse findings during program participation.	85%	This outcome to be measured in collaboration between BSO and CSC	Analyzed on a Semi-Annual Schedule



<b>ITEM/MEETING</b>	EXC207RB1 – Executive Committee
<b>DATE:</b>	9/10/20
<b>SUBJECT:</b>	<b>FY 19/20 Strategic Plan Quarter 4 &amp; YTD Progress Summary</b>
<b>TIES TO PILLAR</b>	Strengthen and Develop the ELC staff and Organization
<b>FOR ACTION:</b>	No
<b>RECOMMENDED ACTION:</b>	NA
<b>FINANCIAL IMPACT:</b>	None
<b>AS RECOMMENDED BY:</b>	NA
<b>ELC STAFF LEAD</b>	Judith Merritt

### **Background**

At the September 12, 2019 meeting, the ELC Board approved the updates to the current ELC strategic plan (including projected high-level targeted outcomes, revised pillar outcomes and outputs) for FY 19/20. Staff has created a scorecard to track the status of the Plan.

### **Current Status**

ELC met all but one of the outcomes from all of the pillars for the FY 19/20. The only outcome not achieved, missed the required outcome measure by 1%. The outcome not achieving the benchmark was 85% of calls will be answered by the call center. Measures addressing this were taken in the first quarter of the FY 19/20 to ensure that the measure would be met, details of which are contained in the Addendum.

Due to the changing environment throughout the fourth quarter of the FY 19/20 due to COVID-19 and the need to adjust our operational practices, several of the outcome measures were impacted. Either the outcomes were something placed on hold by OEL, or due to the Executive Orders in place we needed to adhere to safety measure put in place. In the addendum included, we have provided an explanation of those measures impacted in the fourth quarter which in turn impacted the year to date results.

Seven (7) of the thirty-three (33) outcomes were impacted by COVID-19 and could not be reported on for the 4<sup>th</sup> quarter, which equals 21% of total outcomes. Details of why the outcome(s) could not be measured are contained in the Addendum, however, as previously highlighted these changes were due to directives from OEL, local and/or federal entities, limiting the interactions of staff, providers, parents and children.

Ten (10) of the thirty-three (33) outcomes exceeded the benchmark stipulated in the Strategic Plan, which equals 30% of total outcomes, listed in the Addendum.

### **Attachment(s)**

FY 19/20 Strategic Plan Quarter 4 & YTD Scorecard Pillars 1-5

## ADDENDUM

### Outcome NOT achieved for FY 19/20

#### PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Outcomes	FY 19-20 Results
FY20: Answer 85% of Call Center calls	<p>Partially Achieved - 84%</p> <p>Q1 68% - Goal not achieved</p> <p>Q2 88.5% - Exceeded Goal</p> <p>Q3 85.7% - Exceeded Goal</p> <p>Q4 92.0% - Exceeded Goal</p> <p>Q1 FY19-20 achieved an answer rate of 68% due to high call volume and hurricane, Q2, Q3 and Q4 exceeded the 85% goal. Implemented new processes after Q1 which increased answer rate</p>

### Outcomes effected by COVID-19

#### HIGH-LEVEL TARGETED OUTCOMES

Outcomes	FY 19-20 Results
ELC will serve at least 77% of Broward 4 year olds in VPK (at least 77% unduplicated children estimated at 16,975)	<p>COVID 19 Impact</p> <p>Partially Achieved</p> <p>93% Prior to COVID 19</p> <p>Served 15,811</p>
75% of providers who score less than a 4.0 and participate in local ELC Broward quality initiative ("Yes, You Can") will increase their CLASS composite score.	<p>COVID 19 Impact</p> <p>CLASS Paused by OEL</p>
At least 80% of observed SR providers will score at least a 4.0 in their CLASS composite	<p>COVID 19 Impact</p> <p>CLASS Paused by OEL</p>

#### PILLAR 2: Provide Quality Early Care Opportunities

Outcomes	FY 19-20 Results
FY20: 80% of training participants will show mastery of subject based on pre and post testing	<p>COVID 19 Impact</p> <p>Achieved 94% as of YTD Q3 (14% above goal) for participants to show mastery</p> <p>We DID NOT have technology early in pandemic to conduct online surveys</p>
80% of providers in tiered training programs will show mastery of subject based on pre and post-testing.	<p>COVID 19 Impact</p> <p>Achieved 96% as of YTD Q3 (16% above goal) for participants to show mastery</p>

#### PILLAR 3: Advocate for the Early Care and Education System

Outcomes	FY 19-20 Results
<p><b>Update and advise Broward's key municipality leadership regarding ELC services, initiatives and possible partnerships and funding</b></p> <p>FY20: meet with/present to 25 of 31 municipalities</p>	<p>COVID 19 Impact</p> <p>Partially Achieved</p> <p>As of YTD Q3, 72% of goal achieved (Met with 18 of the 25 goal)</p>
<p><b>Demonstrate thought leadership and improve effectiveness of ELC messaging through launch of ELC outreach campaign</b></p> <p>FY20: Develop and distribute ELC annual report to key stakeholders</p>	<p>COVID 19 Impact</p> <p>Partially Achieved</p> <p>Disseminated to Board but not other Stakeholders (was scheduled for March 2020 distribution)</p>

## Outcomes Exceeding Strategic Plan Benchmarks FY 19/20

### HIGH-LEVEL TARGETED OUTCOMES

Outcomes	FY 19-20 Results
ELC will increase its outreach and local advocacy efforts with Broward county leadership and via outreach events. <i>(meet with at least 80% of legislators and municipalities and increase outreach events by 25%)</i>	Achieved 84% Legislators outreach (4% above goal)  Achieved 90% increase in Outreach Events (40% higher than goal)
85% of staff will respond as “satisfied” or “very satisfied” via annual staff survey.	94.1%

### PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Outcomes	FY 19-20 Results
<b>Maintain level of client satisfaction</b> FY20: A minimum of 85% of parents will respond “satisfied” or “very satisfied” with ELC services on client satisfaction survey.	Achieved Parent Satisfaction rating of 99.3% (14.3% above goal)  502 parents responded to the survey

### PILLAR 2: Provide Quality Early Care Opportunities

Outcomes	FY 19-20 Results
<b>All providers will have access to new VPK training series</b>  FY20: Develop and launch a minimum of 4 classes in VPK training series	Achieved  Exceeded Goal at 150%  7 VPK Training classes were completed with 133 people attending

### PILLAR 3: Advocate for the Early Care and Education System

Outcomes	FY 19-20 Results
Meet with/present to 15 of 18 state legislators	Achieved (Exceeded Goal)  Met with 18-18 Broward Legislators Met with an additional 6 Non Broward Legislators
FY20: Develop at least 3 media opportunities (articles, letters to editor, etc.)	Exceeded Goal with 4 Media opportunities  <b>Becon TV Interview</b> (ELC's role in Census) <b>BECE Conference</b> covered in <b>Sun Sentinel</b> and <b>Miami New Times</b> <b>Radio Spot on 103.5 The Beat</b> (child care during pandemic & first responder/medical staff access)

## ADDENDUM

### PILLAR 4: Forge Strong and Strategic Partnerships

Outcomes	FY 19-20 Results
<b>Continue to offer remote eligibility services at Broward community sites</b> FY20: At least 85% respond as “satisfied” or “very satisfied” on annual survey with key partners	Achieved and Exceeded goal  Achieved 100% Satisfaction rating (15% above goal)
<b>Expand new partnerships to bring additional resources to better serve our clients</b> FY20: Identify and form two new strategic partnerships	Achieved and Exceeded goal Broward Behavioral Health Coalition Census 2020 Community Partner Center for Hearing and communication
<b>Expand new partnerships to bring additional resources to better serve our clients</b> FY20: Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	Achieved and Exceeded goal Participated in 18 workgroups/committee meetings throughout the year

### PILLAR 5: Strengthen and Develop the ELC Broward Organization

Outcomes	FY 19-20 Results
<b>Improve ELC name recognition for recruiting; Improve HR processes to include staff orientations, more robust onboarding process, improved performance management.</b>  FY20: ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions).	Achieved and Exceeded  Achieved 95% positions filled (10% above goal)

FY 19-20 High Level Targeted Outcomes - Quarter 4 - PAGE 1	Q4 Results	Q4	YTD	Quarter 4 (April - June 2020) & YTD Comments
Achieve at least 82% contract utilization for slots	85.0%	✓	85.2%	
ELC will serve at least 77% of Broward 4 yr. olds in VPK	93% toward goal	COVID	93%	Served 15,811 YTD. 93% toward annual target is 16,975
75% of providers who score less than 4.0 and participate in Yes You Can will increase their CLASS score	N/A	COVID	N/A	CLASS assessment was paused by OEL
At least 80% of observed SR providers will score at least 4.0 in their CLASS composite	N/A	COVID	N/A	CLASS assessment was paused by OEL
ELC will meet with at least 80% of legislators and municipalites and increase outreach events by 25%	Completed	✓	Completed	YTD Legislators: Met with 84% of legislators YTD Outreach: 90% increase in outreach events
85% of staff will respond as "satisfied" or "very satisfied" via annual staff survey	N/A	✓	94.10%	Employee Satisfaction Overall is 94.1% ** Removed neutral as they are neither positive, nor negative and should not be counted statistically
<b>FY 19-20 ELC Strategic Plan Scorecard</b>				
<b>Pillar 1-Deliver Outstanding Eligibility, Enrollment and Payment Services</b>	<b>Q4 Results</b>	<b>Q4</b>	<b>YTD</b>	<b>Quarter 4 (April - June 2020) &amp; YTD Comments</b>
A minimum of 85% of parents will respond "satisfied" or "very satisfied" with ELC services on client satisfaction survey.	100%	✓	99.3%	FY data across quarters supports that parents are very satisfied with services provided
Answer 85% of Call Center calls	92.0%		84%	YTD answered call percentage is 84% - Q1 68%, Q2 88.5%, Q3 85.7%, Q4 92.0%, YTD 84%. Q1 low because of call volume and hurricane impact. Addressed staffing and implemented new call back process.
Develop and implement orientation and training curriculum and QA plans for eligibility, enrollment, customer service and payment teams	Completed	✓	Completed	New hires in the department are on boarded by the department's trainer. The trainer works closely with QA to assess needs of staff; creating training tools to address specified areas of need 4-5 week eligibility training is provided to staff (new hires, veterans, and any agency staff who express interest) Specialized training provided based on funding group staff is assigned to serving
Develop QA baseline error rate for eligibility, identify error reduction target and implement strategy to reduce errors	Compliance 87% Error Rate 13%	✓	Compliance 84% Error Rate 16%	Monthly meetings are held with QA to review audit findings. Individual and/or team trainings are provided by the department's eligibility trainer to help facilitate improvement in areas that are identified as deficits or error patterns.
Implement and evaluate alternative communication vehicles (i.e. web-based chat functionality)	Completed	✓	Completed	This functions was added in Q4 to optimize service delivery and offer an alternative means of support for clients. Another goal is to decrease call abandonment. Within the first week of deployment, 16 chats were presented and 15 were answered. The 1 unanswered was due to the client disconnecting.
Develop 4 additional web-based instructional training videos for parents, staff and providers	Completed	✓	Completed	1. VPK app process 2. VPK reenrollment 3. REDE Process 4. Instructional on "reading aloud" (Education team)
Add 2-3 out posted sites	Completed	✓	Completed	1. Department of Children and Families Oakland Park Blvd. Lauderdale Lakes 2. Women In Distress 3. DOH-Paul Hughes
Increase awareness of out-posted sites and services, analyze client traffic patterns quarterly and adjust staffing/services based on analysis	Completed	✓	Completed	Posted flyers in the ELC lobby. Information about out-posted sites is provided ongoing in ELC communications.
<b>Pillar 2 -Provide Quality Early Care Opportunities</b>	<b>Q4 Results</b>	<b>Q4</b>	<b>YTD</b>	<b>Quarter 4 (April - June 2020) &amp; YTD Comments</b>
Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators	Completed	✓	Completed	450 educators participated in 34 trainings in Q3. YTD 125 trainings with 1,473 participants. New trainings are being developed monthly.
Develop and launch a minimum of 4 classes in VPK training series	Completed	✓	100%	Our VPK training series have been completed and we added 2 additional this quarter- 4 classes have been completed. VPK Einsteins: Learn about the Scientific Method; Creating Critical Thinkers in the VPK classroom; Math All Around Us in VPK; The First Chapter: Emergent Reading in VPK; The Next Chapter: Emergent Reading in VPK and Using Our Imaginations: Creative Expressive in VPK - Total of 7 for the year
80% of training participants in VPK training series will show mastery of subject based on pre and post testing	N/A	COVID	94%	Q4 data is not available due to Covid. YTD as of Q3 94%
100% of providers participating in ELC's new quality initiative will have a developed Success Plan	Completed	✓	100%	Completed - met annual goal in Q2. All Iparticipants have their success plans developed and working to meet goals
80% of providers in tiered training programs will show mastery of subject based on pre- and post-testing	N/A	COVID	96%	Q4 data is not available due to Covid. Q1-3 YTD 96% achieved
<b>Pillar 3 -Advocate for the Early Care and Education System</b>	<b>Q4 Results</b>	<b>Q4</b>	<b>YTD</b>	<b>Quarter 4 (April - June 2020) &amp; YTD Comments</b>
Reach out to 100% of Broward's delegation	Completed	✓	100%	Completed - met annual goal in Q2
Meet with/present to 15 of 18 state legislators	Completed	✓	18	Completed - met annual goal, met 18 out of 18 Broward Legislators (additional Legislator added, now 19 total) and an additional 6 non Broward legislators
Meet with/present to 25 of 31 municipalities	N/A	COVID	72%	Q4 data is not available due to Covid. Q3 = 72% Towards the goal
Develop and distribute ELC annual report to key stakeholders	N/A	COVID	Partially Completed	New Annual report developed and shared with the board and will be shared with other stakeholders in Q4. COVID impacted opportunity to disseminate to other stakeholders in Q4
Develop at least 3 media opportunities (articles, letters to editor, etc.)	Completed	✓	4	Completed - Developed 3 media opportunities in Q3 (Beacon TV interview (ELC's role in the census), BECE conference coverage by Sun-Sentinel and Miami New Times) Q4 Radio spot on 103.5 The Beat regarding accessing child care during the pandemic and services for first responders/medical staff.

FY 19-20 ELC Strategic Plan Scorecard - Quarter 4 - PAGE 2				
Pillar 4 -Forge Strong and Strategic Partnerships	Q4 Results	Q4	YTD	Quarter 4 (April - June 2020) & YTD Comments
Meet Semi-annually ( with mandatory referral agencies to ensure excellent client coordination)	Completed	✓	Completed	Director and Managers meet on an ongoing/regular basis with BSO, Childnet and Career Source management
At least 85% respond as "satisfied" or "very satisfied" on annual survey with key partners (remote eligibility services at Broward community sites)	100%	✓	100%	Annual survey sent out in June. Recipients asked: On a scale of 1-5, with 5 being VERY SATISFIED, please rate your satisfaction with our on-site services...
Identify and form two new strategic partnerships	Completed	✓	3	Added Broward County Library system for a YTD of 4 new partnerships (from Q1: Broward Behavioral Health Coalition; Census 2020 Community Partner; Center for Hearing and Communication) Met Goal in Q2
Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	Completed	✓	18	ELC participated in 18 groups. (Broward Healthy Start Coalition; Broward Early Childhood Education Committee; CSC Baby SNAC Program and Parent Support Committee; CSC Baby SNAC Policy and Systems; Broward Census 2020 – Diversity and Hard to Enumerate Subcommittee; United Way - Public Policy Advisory Committee; Children's Services Board - Advocacy Committee; Coordinating Council of Broward; Broward League of Cities; Broward Homeless Continuum of Care Board; Homeless Providers and Stakeholders Council; Funders Forum; Broward College – The Village Square; Broward College Education Pathways Early Childhood Subcommittee; Broward Reads; Prosperity Broward)
Pillar 5 -Strengthen and Develop the ELC Broward Organization	Q4 Results	Q4	YTD	Quarter 4 (April - June 2020) & YTD Comments
ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions)	96%	✓	95%	
Create baseline of key recruitment metrics, identify a target reduction percentage & initial improvement strategy	Completed	COVID	Partially Completed	Hired HR Specialist by end of 2019 to help with the operations. FY 19-20 metrics did not provide sufficient information to define timeframe to hire, also impacted with COVID 19. FY20-21 additional identified metrics have been established in order to better define the hiring steps and time to hire, then an improvement strategy will be formulated.
Implement core management and staff development/training program	Completed	✓	Completed	Researched and identified vendor. Plan was shifted virtually in Q4 to a program by South Florida Wellness Network to help employees during the COVID-19 pandemic to cope with the today's challenges. This development training will be slated for Q1 in new fiscal year.
Launch CRM to improve organizational effectiveness and efficiency	Completed	✓	Completed	CRM was launched and being utilized by the IT department in coordination with family services/Customer Service department
Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity	Completed	✓	Completed	Completed. Met goal in Q2 (Wells Fargo, PNC Bank, Cresa and Brown and Brown)

<b>ITEM#/MEETING</b>	EXC207RB2/Executive Committee
<b>MEETING DATE:</b>	9/10/20
<b>SUBJECT:</b>	ELC Broward 2020-2021 Strategic Plan
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve 2020-2021 Strategic Plan Update</b>
<b>FINANCIAL IMPACT:</b>	None
<b>AS RECOMMENDED BY:</b>	
<b>ELC STAFF LEAD</b>	Judith Merritt

### **Background**

A 3-year Strategic Plan (7/1/18 – 6/30/21) was approved by the board at the beginning of the FY 18-19 fiscal year. Quarterly progress against specific activities and outcomes in the 5 Pillars has been tracked and communicated throughout each year. Near the end of each fiscal year, the ELC leadership team reviews the plan to affirm key objectives, address changing priorities and identify key targeted outcomes for the next 12 months.

During the fourth quarter of FY 19/20 several of the outcomes measures were impacted due to operational changes, made to meet the needs of health and safety during COVID-19 pandemic. These changes were made at the direction of either OEL or local/federal authorities in order to protect staff, providers, parents and children, while ensuring Early Learning remained a priority and taken into account when updating the FY 20/21 Strategic Plan.

### **Current Status**

Given that this is the last year of a three-year plan, along with the ever changing, uncertain operational environment, given COVID-19, we reviewed the existing plan and made small operational changes, to ensure continuation of services, while addressing health, safety and local and federal government direction.

We analyzed the information from quarter four, reviewed existing mandates from either OEL, local and federal governments, to see what was feasible given these uncertain, changing times. With this in mind, the decision was made to move forward with the current strategic plan since the mission, vision, guiding principles, pillars, and core objectives remain relevant. However, we adapted several of the outcome measures, and placed several items on hold due to COVID-19 that cannot at this time be operationalized, while maintaining the health and safety standards in place.

The plan presented has been refined and updated for FY 20-21, specifically due to the COVID-19 pandemic, which has effected the majority of our operations. The focus for this last year of the plan is to continue with those Outcomes that are still effective in the current COVID-19 workplace and/or place those Outcomes that cannot be utilized due to COVID-19 on hold. Wherever possible, those placed on hold were replaced by additional Outcomes.

The vision, mission and guiding principles remain the same, except for the addition of one additional guiding principle, which was added, in response to the current climate of social unrest. The additional principle is addressing historical and structural racism and implicit bias.

The High-Level Targeted Outcomes (HLTO) have been impacted the most by COVID-19. The first four have been placed on HOLD for FY 20-21, explanations for this are contained in the Strategic Plan Crosswalk. Two of the original Outcomes remain the same, with slight verbiage changes. Two additional HLTO have been added, to address the changes in operations given COVID-19.

### **Summary**

ELC provided the updated FY 20-21 Strategic Plan to the members of the Executive Committee Members on Monday August 24 for review prior to the upcoming Executive Committee Meeting, in order to obtain in advance feedback, comments and questions.



ELC provided the Program Review Committee with the Strategic Plan FY 20/21 for pillars 1 through 3, they reviewed and were supportive of the changes in light of the current climate.

ELC is recommending that due to the current wave of unrest along with the COVID-19 uncertainties as it pertains to the Early Learning environment, that these changes be adopted and that we concentrate our efforts on the development of a new Strategic Plan commencing FY21/22 that will continue to strengthen the ELC's mission to provide quality services while promoting Early Learning. A new Strategic Plan that will guide the management team to execute key functions both short and long term, a plan that addresses the why, what, where, who, when and how goals can be achieved by laying down a roadmap for the organization to follow, while allowing the flexibility to change direction should circumstance dictate. ELC staff are planning to develop a more strategic high level plan with the boards involvement over the next few months.

#### **Supporting Documents**

- FY 20-21 Strategic Plan Crosswalk
- FY 20-21 Strategic Plan Overview Updated 9/1/2020

## **ADDENDUM**

Below is an overview of what areas within the plan remain the same as well as those where changes were necessary (along with the specific changes made) in each section of the Strategic Plan FY 20/21.

Specific Outcome changes can be reviewed in the Crosswalk, however below is a breakdown of the Outcome changes:

Pillar one, two of the Outcomes have been removed, as they were specific Outcomes that have been achieved. Three remain the same, with slight changes to the verbiage. Additionally, two Outcomes have been amended to concentrate on phase two.

Pillar two, two of the Outcomes have been removed, one due to COVID-19 changes in operations the other was removed as the Outcome had been achieved. The remaining two Outcomes have been changed either due to COVID-19 or to increase the metric. Two new additional Outcomes have been added to strengthen the pillar.

Pillar three, two Outcomes have been removed, due to COVID-19, one new Outcome has been added while the remaining three remain the same with slight verbiage changes.

Pillar four, one Outcomes has been removed, two of the Outcomes remain the same with small changes the verbiage, one Outcome has increased the metric and one new Outcome has been added.

Pillar five, two Outcomes have been removed, two Outcomes have entered into a phase two, so verbiage has been amended to address this. One Outcome remains the same with slight verbiage changes and two new additional Outcomes have been added.

## Early Learning Coalition of Broward - Strategic Plan Overview-

**UPDATED 9/1/2020 for FY 20-21**

**July 1, 2018 (FY 19) – June 30, 2021 (FY 21)**

### **Vision:**

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

### **Mission:**

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

### **Guiding Principles:**

We believe in environments of success for our children and educators.

All children develop at their own pace and learn in different ways.

All children have the ability to reach full potential regardless of economic means.

Play and imagination are essential learning components.

Early learning helps to build the foundation for future success.

Highly skilled educators create the best learning opportunities for ALL children.

Parents are the "Most important individuals to ensure child's success. "

Delivering outstanding customer service is vital to delivering our mission.

We are committed to hiring and developing great employees.

**NEW:** We are dedicated to addressing historical and structural racism and implicit bias

### **Pillars for Delivering on Our Vision and Mission:**

**Pillar One:** Deliver Outstanding **Eligibility, Enrollment and Payment Services**

**Pillar Two:** Provide **Quality Early Care** Opportunities

**Pillar Three:** **Advocate** for the Early Care and Education System

**Pillar Four:** Forge Strong long term Strategic **Partnerships**

**Pillar Five:** Strengthen and Develop the **ELC Staff** and Organization

### **2020-2021 High-Level Targeted Outcomes:**

1. ELC will maintain its local advocacy efforts with Broward County Leadership.  
*(Meet and educate on ELC's role in the community with at least 6 Key Legislators and 15 Key Municipality Leaders.)*
2. ELC will maintain Staff Satisfaction by achieving 85% satisfaction rating on the Annual Staff Satisfaction Survey.
3. **NEW:** Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care.

## **FY 2020 – 2021 Outcomes and Objectives**

### **PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services**

#### **Objective:**

1. Create customer-centered focus

#### **Outcomes:**

- 1.1 Maintain a minimum of 85% parent satisfaction with ELC Services and staff
- 1.2 Ensure timely access to ELC services and staff by answering 85% of all calls to the Call Center
- 1.3 **NEW:** Ensure quality of Eligibility services, by maintaining an error rate of less than 15% on quality assurance case reviews.
- 1.4 Assist parents, staff and providers by developing 4 additional web-based instructional training videos and evaluate their participation to ensure continued improvements are made to address the needs of the community
- 1.5 **NEW:** Maintain a minimum of 85% provider satisfaction with ELC Services and staff

### **PILLAR 2: Provide Quality Early Care Opportunities**

#### **Objective:**

1. Increase Quality of Early Education in the Community

#### **Outcomes:**

- 1.1 To improve access to trainings for providers, ELC staff will conduct a minimum of 6 classes in VPK training series.
- 1.2 80% of Educator respondents who participate in ELC trainings will show mastery of subject based on pre and post-testing.
- 1.3 **NEW:** ELC staff will conduct a minimum of 2 Community Practice workgroups for Center Directors Quarterly to ensure quality services are being maintained by ELC providers.
- 1.4 **NEW:** Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care

### **PILLAR 3: Advocate for the Early Care and Education System**

#### **Objective:**

1. Be a leader in advocacy of early childhood development and subsidized child care system.

#### **Outcomes:**

- 1.1 Educate and advise 100% of Broward's Legislative Delegation on ELC Legislative priorities.
- 1.2 **NEW:** Present ELC's Legislative priorities to at least 6 legislators (local/non-local) sitting on PreK - 12 Education Committees (House and Senate) and/or high ranking members of the Broward Delegation
- 1.3 Meet and/or present to a minimum of 15 of the 31 Broward Key Municipality Leadership, regarding ELC services, initiatives and possible partnerships opportunities.
- 1.4 Demonstrate "thought leadership" through at least 4 media opportunities (articles, letters to editor, social media, etc.) to evoke engagement in early learning education within the community.

#### **PILLAR 4: Forge Strong and Strategic Partnerships**

##### **Objective:**

1. Forge stronger relationships with community partners and funders.

##### **Outcomes:**

- 1.1 Maintain and strengthen partnerships with Broward community sites who are offering remote eligibility services by achieving a minimum of 85% satisfaction with ELC services and staff.
- 1.2 Form two new strategic partnerships to expand client and staff resources to better serve the community.
- 1.3 Maintain and strengthen resources for clients, by actively participate in a minimum of 10 local community system of care workgroups/committee meeting.
- 1.4 **NEW:** ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.

#### **PILLAR 5: Strengthen and Develop the ELC Broward Organization**

##### **Objective:**

1. Build organizational capabilities through partnerships, staff and technology.

##### **Outcomes:**

- 1.1 **NEW:** Phase II - Develop additional key performance indicators (KPI's) to track recruitment process, identify average length of time to hire, identify areas of improvement, then identify reduction percentage and create improvement strategy.
- 1.2 **NEW:** During the first quarter, each department will create a Training/Development Plan for their respective staff. During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter.
- 1.3 **NEW:** During the first quarter, develop an Equity Plan specifically addressing racial equity and anti-racism. The goals outlined in the plan are to increase staff's awareness of Equity challenges in organizations and communities. During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.
- 1.4 **NEW:** Phase II Increase Organizational Effectiveness and Efficiency by producing 2 additional CRM components per quarter.
- 1.5 Secure a minimum of 1 prospective external funder and/or funding opportunity

## Strategic Plan Crosswalk – 9/1/2020

### Mission, Vision, Guiding Principles, Pillars

2019-2020 CURRENT	FY 20-21 DRAFT	Notes
<b>Vision:</b> All children will have high quality early learning experiences leading to success in school and life.	<b>Vision:</b> All children will have high quality early learning experiences leading to success in school and life.	No Changes to Vision
<b>Mission:</b> Lead and support the early learning community to deliver high quality early learning experiences to young children and their families.	<b>Mission:</b> Lead and support the early learning community to deliver high quality early learning experiences to young children and their families.	No Changes to Mission
<b>Guiding Principles:</b> We believe in environments of success for our children and educators. All children develop at their own pace and learn in different ways. All children have the ability to reach full potential regardless of economic means. Play and imagination are essential learning components. Early learning helps to build the foundation for future success. Highly skilled educators create the best learning opportunities for ALL children. Parents are the "Most important individuals to ensure child's success. Delivering outstanding customer service is vital to delivering our mission. We are committed to hiring and developing great employees.	<b>Guiding Principles:</b> We believe in environments of success for our children and educators. All children develop at their own pace and learn in different ways. All children have the ability to reach full potential regardless of economic means. Play and imagination are essential learning components. Early learning helps to build the foundation for future success. Highly skilled educators create the best learning opportunities for ALL children. Parents are the "Most important individuals to ensure child's success. Delivering outstanding customer service is vital to delivering our mission. We are committed to hiring and developing great employees. <b><i>New: We are dedicated to addressing historical and structural racism and implicit bias</i></b>	<b><i>1 NEW Principle added see print in Bold and Italics</i></b>
<b>PILLARS FOR DELIVERING OUR VISION &amp; MISSION</b> Deliver Outstanding Eligibility, Enrollment and Payment Services Provide Quality Early Care Opportunities Advocate for the Early Care and Education System Forge Strong long term Strategic Partnerships Strengthen and Develop the ELC Staff and Organization	<b>PILLARS FOR DELIVERING OUR VISION &amp; MISSION</b> Deliver Outstanding Eligibility, Enrollment and Payment Services Provide Quality Early Care Opportunities Advocate for the Early Care and Education System Forge Strong long term Strategic Partnerships Strengthen and Develop the ELC Staff and Organization	No changes to Pillars

## HIGH-LEVEL TARGETED OUTCOMES

2019-2020 CURRENT	FY 19-20 Results	FY 20-21 DRAFT	Notes
ELC will fully maximize School Readiness slot funding (Achieve at least 82% contract utilization for slots = 9,042 slots)	Achieved Outcome with a 85.2% utilization of slots.	<b>HOLD for FY 20/21</b> ----- “At least 82% of the ELC’s School Readiness expenditure will go towards child care slots.”	<b>On HOLD for FY 20/21 due to COVID 19</b> - We are unable to make predictions about slot utilization until we have confirmation from OEL on FY 20-21, funding and a better understanding of the impact of COVID-19 to the child care system (funding, capacity, required classroom size, etc) and parent preference on children attending early learning programs.
ELC will serve at least 77% of Broward 4 year olds in VPK (at least 77% unduplicated children estimated at 16,975)	COVID 19 Impact Partially Achieved 93% Prior to COVID 19 Served 15,811	<b>HOLD for FY 20/21</b> ----- ELC will serve at least 67.2% of Broward 4 year olds in VPK	<b>On HOLD for FY 20/21 due to COVID 19</b> - We are unable to make predictions about VPK enrollments until we have a better understanding of the impact of COVID-19 to the child care system, (capacity, required classroom size, etc.). and parent preference on children attending early learning programs. The Florida State VPK Estimating Conference on 8/4/2020, indicated a reduction in statewide enrollment of 4 year olds to 67.2% , however, the data used did not take into consideration the impact of COVID 19. Summer VPK served 21% of the population from prior year.
75% of providers who score less than a 4.0 and participate in local ELC Broward quality initiative (“Yes, You Can”) will increase their CLASS composite score.	COVIC 19 Impact CLASS Paused by OEL	<b>HOLD for FY 20/21</b> ----- 75% of providers who score less than a 4.0 and participate in ELC Broward quality coaching and support initiative will improve to a 4 or higher in their CLASS composite score.	<b>On HOLD for FY 20/21 due to COVID 19</b> - Due to COVID-19 all CLASS observation requirements are on hold. It is unclear when/if they will resume, or what the impact will be to CLASS scores related to significant changes in the classroom environments.
At least 80% of observed SR providers will score at least a 4.0 in their CLASS composite	COVIC 19 Impact CLASS Paused by OEL	<b>HOLD for FY 20/21</b> ----- At lease 80% of observed SR providers will score at least a 4.0 in their CLASS composite	<b>On HOLD for FY 20/21 due to COVID 19</b> - Due to COVID-19 all CLASS observation requirements are on hold. It is unclear when/if they will resume or what the impact will be to CLASS scores related to significant changes in the classroom environments.
ELC will increase its outreach and local advocacy efforts with Broward county leadership and via outreach events. (meet with at least 80% of legislators and municipalities and increase outreach events by 25%)	Achieved 84% Legislators outreach (4% above goal)  Achieved 90% increase in Outreach Events (40% higher than goal)	ELC will maintain its local advocacy efforts with Broward County Leadership. (Meet and educate on ELC’s role in the community with at least 6 Key Legislators and 15 Key Municipality Leaders.)	Metrics and text updated: Separated out metrics for legislators, municipalities  Changed %s to a number based on the number of total legislators and municipalities (which is consistent with outcome language in Pillar 3).  ELC will strategically target a minimum of 15 key municipalities in order to more effectively continue reaching the areas for most children enrolled, underserved communities, and funding leverage amounts. Additionally, for legislators, ELC will also prioritize at least 6 legislators on key committees (e.g. PreK-12 Education and Budget Allocations) in order to target those who can more effectively support ELC’s mission.  <b>On HOLD for FY 20/21 due to COVID 19 – Outreach component only</b> - we are unsure whether outreach events will take place in the community and/or the impact on legislative and municipal meetings. ELC will continue to use telecommunications for all advocacy efforts for the time being.
85% of staff will respond as “satisfied” or “very satisfied” via annual staff survey.	94.1%	ELC will maintain Staff Satisfaction by achieving 85% satisfaction rating on the Annual Staff Satisfaction Survey.	Changes to wording, metric remains the same
		<b>NEW:</b> ELC staff will conduct a minimum of 45 Educator Trainings per Quarter to ensure quality services are being maintained by ELC providers	<b>NEW</b> Added to replace those Quality indicators that cannot be measured during COVID 19 FY 20/21
		<b>NEW:</b> Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care	<b>NEW</b>



**PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services**

2019-2020 CURRENT		FY 20-21 DRAFT	Notes
Objectives		Objectives	
Create customer-centered focus Continue to evaluate technology for improved performance Leverage partnerships to increase service availability		Create customer-centered focus	Changes were made to streamline objectives and remove all operational activities. Removed items may now appear in the outcomes, operational plan, or removed completely if unnecessary.
Outcomes	FY 19-20 Results	Outcomes	
<b>Maintain level of client satisfaction</b> FY20: A minimum of 85% of parents will respond “satisfied” or “very satisfied” with ELC services on client satisfaction survey.	Achieved Parent Satisfaction rating of 99.3% (14.3% above goal)  502 parents responded to the survey	Maintain a minimum of 85% parent satisfaction with ELC Services and staff	No change to outcome, streamlining of text only.
FY20: Answer 85% of Call Center calls	Partially Achieved - 84% (1% below goal) Q1 68% - Goal not achieved Q2 88.5% - Exceeded Goal Q3 85.7% - Exceeded Goal Q4 92.0% - Exceeded Goal  Q1 FY19-20 achieved an answer rate of 68% due to high call volume and hurricane, Q2, Q3 and Q4 exceeded the 85% goal  Implemented new processes after Q1 which increased answer rate	Ensure timely access to ELC services and staff by answering 85% of all calls to the Call Center	No change to outcome, streamlining of text only.
<b>Develop and launch Training &amp; QA Plan</b> FY20: Develop and implement orientation and training curriculum and QA plans for eligibility, enrollment, customer service and payment teams	Achieved		Achieved - Removed
FY20: Develop QA baseline error rate for eligibility, identify error reduction target and implement strategy to reduce errors	Achieved New Outcome Established	<b>NEW</b> Ensure quality of Eligibility services, by maintaining an error rate of less than 15% on quality assurance case reviews.	Achieved original Outcome, identified error rate, <b>NEW</b> outcome established to build on FY20 Outcome
<b>Increase methods to assist and solve client inquiries</b> FY20: Implement and evaluate alternative communication vehicles (i.e. web-based chat functionality)	Achieved		Achieved - Removed
FY20: Develop 4 additional web-based instructional training videos for parents, staff and providers	Achieved	Assist parents, staff and providers by developing 4 additional web-based instructional training videos and evaluate their participation to ensure continued improvements are made to address the needs of the community	No change to Outcome, change in text
<b>Increase client service convenience for parent walk-ins through use of online appointment setting system and increased out-posted sites</b> FY20: Add 2-3 out posted sites	Achieved - Added DCF Lauderdale Lakes Women in Distress DOH-Paul Hughes	<b>NEW: Phase II</b> Maintain client access to ELC throughout the community, by analyzing client traffic patterns at remote sites quarterly and adjust staffing/services based on analysis. Utilizing site specific tracking data.	Achieved - Monitoring of continued client traffic will be conducted on the Operation Plan
FY20: Increase awareness of out-posted sites and services, analyze client traffic patterns quarterly and adjust staffing/services based on analysis	Achieved		Achieved - Removed
		<b>NEW:</b> Maintain a minimum of 85% provider satisfaction with ELC Services and staff	<b>NEW</b>

**PILLAR 2: Provide Quality Early Care Opportunities**

2019-2020 CURRENT		FY 20-21 DRAFT	Notes
Objectives		Objectives	
<p>Expand focus on VPK training and support</p> <p>Provide coaching, professional development, and support services to early learning community</p> <p>Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators</p>		<p>Increase Quality of Early Education in the Community</p>	<p>Changes were made to streamline objectives and remove all operational activities. Removed items may now appear <i>in the outcomes, operational plan, or removed completely if unnecessary.</i></p>
Outcomes	FY 19-20 Results	Outcomes	
<p><b>All providers will have access to new VPK training series</b></p> <p>FY20: Develop and launch a minimum of 4 classes in VPK training series</p>	<p>Achieved</p> <p>Exceeded Goal at 150%</p> <p>7 VPK Training classes were completed with 133 people attending</p>	<p>To improve access to trainings for providers, ELC staff will conduct a minimum of 6 classes in VPK training series.</p>	<p>Updated metric from 4 - 6</p>
<p>FY20: 80% of training participants will show mastery of subject based on pre and post testing</p>	<p>COVID 19 Impact</p> <p>Achieved 94% as of YTD Q3 (14% above goal) for participants to show mastery</p>	<p>80% of Educator <u>respondents</u> who participate in ELC trainings will show mastery of subject based on pre and post-testing.</p>	<p>Updated language to add respondents due to COVID 19</p>
<p>100% of providers participating in ELC's new quality initiative will have a developed Success Plan</p>	<p>Achieved</p>		<p>Achieved - Removed</p>
<p>80% of providers in tiered training programs will show mastery of subject based on pre and post-testing.</p>	<p>COVID 19 Impact</p> <p>Achieved 96% as of YTD Q3 (16% above goal) for participants to show mastery</p>		<p>Removed</p>
		<p><b>NEW:</b> ELC staff will conduct a minimum of 2 Community Practice workgroups for Center Directors Quarterly to ensure quality services are being maintained by ELC providers.</p>	<p><b>NEW</b></p>
		<p><b>NEW:</b> Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care</p>	<p><b>NEW</b></p>

**PILLAR 3: Advocate for the Early Care and Education System**

2019-2020 CURRENT		FY 20-21 DRAFT	Notes
<b>Objectives</b>		<b>Objectives</b>	
Be a leader in advocacy of early childhood development and subsidized child care system		Be a leader in advocacy of early childhood development and subsidized child care system	No change
<b>Outcomes</b>	<b>FY 19-20 Results</b>	<b>Outcomes</b>	
<b>Educate and advise Broward's legislative delegation on ELC services and priorities</b>  FY20: Reach out to 100% of Broward's delegation	Achieved	Educate and advise 100% of Broward's Legislative Delegation on ELC Legislative priorities	Updated verbiage metric remains the same
Meet with/present to 15 of 18 state legislators	Achieved  Met with 18-18 Broward Legislators (additional 1 added during year now 19)  Met with an additional 6 Non Broward Legislators (Exceeded Goal)		Achieved - Removed  New Outcome established to build on FY20 Outcome
		<b>NEW:</b> Present ELC's Legislative priorities to at least 6 legislators (local/non-local) sitting on PreK - 12 Education Committees (House and Senate) and/or high ranking members of the Broward Delegation.	<b>NEW</b> Concentrate efforts to increase impact. Strategically work with legislators and/or high ranking members of the Delegation instead of attempting to reach out to the majority, while continuing to communicate with the Broward Delegation.
<b>Update and advise Broward's key municipality leadership regarding ELC services, initiatives and possible partnerships and funding</b>  FY20: meet with/present to 25 of 31 municipalities	COVID 19 Impact Partially Achieved As of YTD Q3, 72% of goal achieved	Meet and/or present to a minimum of 15 of the 31 Broward Key Municipality Leadership, regarding ELC services, initiatives and possible partnerships opportunities	<b>Due to COVID</b> - only 72% of the goal was achieved, there were no opportunities to meet as from March 2020 to the end of the fiscal year.  Reduced number of meetings/presentations from 25 to 15, not only because of COVID 19's impact, but in order to work more strategically with those that would be most beneficial to the ELC, while maintaining open communications with others to continue the relationships developed.
<b>Demonstrate thought leadership and improve effectiveness of ELC messaging through launch of ELC outreach campaign</b>  FY20: Develop and distribute ELC annual report to key stakeholders	COVID 19 Impact Partially Achieved Disseminated to Board but not other Stakeholders (was scheduled for March 2020 distribution)		Removed
FY20: Develop at least 3 media opportunities (articles, letters to editor, etc.)	Exceeded Goal with 4 Media opportunities  <b>Becon TV Interview</b> (ELC's role in Census) <b>BECE Conference</b> covered in <b>Sun Sentinel</b> and <b>Miami New Times</b> <b>Radio Spot on 103.5 The Beat</b> (child care during pandemic & first responder/medical staff access)	Demonstrate "thought leadership" through at least 4 media opportunities (articles, letters to editor, social media, etc.) to evoke engagement in early learning education within the community	Updated metric and verbiage

**PILLAR 4: Forge Strong and Strategic Partnerships**

2019-2020 CURRENT		FY 20-21 DRAFT	Notes
<b>Objectives</b>		<b>Objectives</b>	
Forge stronger relationships with community partners and funders		Forge stronger relationships with community partners and funders	No change to Objective
<b>Outcomes</b>	<b>FY 19-20 Results</b>	<b>Outcomes</b>	
<b>Continue to meet with mandatory referral agencies to ensure excellent client coordination.</b> FY20: Meet Semi-annually	Achieved		Achieved - removed
<b>Continue to offer remote eligibility services at Broward community sites</b> FY20: At least 85% respond as “satisfied” or “very satisfied” on annual survey with key partners	Achieved and Exceeded goal Achieved 100% Satisfaction rating (15% above goal)	Maintain and strengthen partnerships with Broward community sites who are offering remote eligibility services by achieving a minimum of 85% satisfaction with ELC services and staff.	No change to metric only verbiage
<b>Expand new partnerships to bring additional resources to better serve our clients</b> FY20: Identify and form two new strategic partnerships	Achieved and Exceeded goal  Broward Behavioral Health Coalition Census 2020 Community Partner Center for Hearing and communication	Form two new strategic partnerships to expand client and staff resources to better serve the community.	No change to metric only verbiage
<b>Expand new partnerships to bring additional resources to better serve our clients</b> FY20: Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	Achieved and Exceeded goal  Participated in 18 workgroups/committee meetings throughout the year	Maintain and strengthen resources for clients, by actively participate in a minimum of 10 local community system of care workgroups/committee meeting	Increased metric and verbiage
		<b>NEW:</b> ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.	<b>NEW</b>

**PILLAR 5: Strengthen and Develop the ELC Broward Organization**

2019-2020 CURRENT		FY 20-21 DRAFT	Notes
Objectives		Objectives	
Continue to build organizational capabilities Increase staff development and morale Increase our business analytics through the launch of a customer relationship management software system (CRM) Develop plan to increase unrestricted reserve based on organizational need		Build organizational capabilities through partnerships, staff and technology	Changes were made to streamline objectives and remove all operational activities. Removed items may now appear in the <i>outcomes, operational plan, or removed completely if unnecessary.</i>
Outcomes	FY 19-20 Results	Outcomes	
<b>Improve ELC name recognition for recruiting; Improve HR processes to include staff orientations, more robust onboarding process, improved performance management.</b>  FY20: ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions).	Achieved and Exceeded  Achieved 95% positions filled (10% above goal)		Achieved - removed
FY20: Create baseline of key recruitment metrics (i.e. avg. # of days' positions are open), identify a target reduction percentage and initial improvement strategy	Partially Achieved (due to COVID additional data required)  Hired HR Specialist Additional key metric required	<b>NEW:</b> Phase II - Develop additional key performance indicators (KPI's) to track recruitment process, identify average length of time to hire, identify areas of improvement, then identify reduction percentage and create improvement strategy.	<i>After evaluation of FY19-20 and the impact of COVID 19, we needed to improve the tracking system, add additional indicators in order to establish a true baseline for hiring times.</i>  <b>NEW-</b> Phase II is to add additional KPI's so we can better identify process improvement areas. Original KPI's did not provide sufficient information in order to identify those areas of improvement.
FY20: Implement core management and staff development/training program	Achieved Obtained vendor Q4 changed to virtual due to COVID		Achieved - removed
		<b>NEW:</b> During the first quarter, each department will create a Training/Development Plan for their respective staff.  During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter	NEW
		<b>NEW:</b> <i>During the first quarter, develop an Equity Plan specifically addressing racial equity and anti-racism. The goals outlined in the plan are to increase staff's awareness of Equity challenges in organizations and communities.</i>  <i>During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.</i>	<b>NEW</b>
<b>Launch CRM to improve organizational effectiveness and efficiency</b>	Achieved  CRM Launched and being utilized	<b>NEW: Phase II</b> Increase Organizational Effectiveness and Efficiency by producing 2 additional CRM components per quarter	Achieved - <b>NEW</b> Outcome established to build on FY20 Outcome
<b>Identify and develop new private and corporate sponsors/funders to increase unrestricted reserve</b>  FY20: Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity	Achieved  Identified Wells Fargo PNC Bank Cresa Brown & Brown	Secure a minimum of 1 prospective external funder and/or funding opportunity	Same metric, change in verbiage only

ITEM#/MEETING	EXC207RB3 / EXECUTIVE COMMITTEE
MEETING DATE:	9/10/20
SUBJECT:	CEO Goals FY 20/21
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve FY 20/21 CEO Goals and CEO Scorecard</b>
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	NA
ELC STAFF LEAD	R. Jaffe

### **Background**

On May 9, 2019 a Special Executive Committee Meeting was held specifically to discuss the CEO goals for FY 19/20. At this meeting, a motion was approved for the CEO goals to come directly from the Objectives and Outcomes included in the approved Strategic Plan Executive Summary of the Strategic Plan and an additional section would be added to the CEO Evaluation tool related to CEO Areas of Oversight. Following the direction of the committee, the CEO Goals were updated and approved at the September 12, 2019 Board meeting.

### **Current Status**

CEO Goals - Following the directive of the Executive Committee on May 9, 2019, the CEO goals for FY 20/21 were updated to align with the objectives and outcomes included in the organization's draft of the FY 20/21 Strategic Plan (also being presented at the 9/10/20 Executive Committee meeting). The outcomes selected from the SP FY 20/21 for the CEO Goals were those that are more high level and strategic in nature.

CEO Scorecard – The CEO Scorecard was updated to reflect changes and updates that appear in the FY 20/21 CEO Goals. In the Pillar 6 section, Overall CEO Areas of Oversight, a Leadership category was added as well as additional text describing the areas of oversight in more detail. All of the additions appear in bold and italics (in the scorecard) for ease of reading.

Please note: Changes and updates to the draft FY 20/21 Strategic Plan approved by the Executive Committee at the 9/10/20 meeting will be incorporated into the CEO goals where appropriate.

As presented with the Strategic Plan for FY 20/21, ELC is recommending that due to the current wave of unrest along with the COVID-19 uncertainties as it pertains to the Early Learning environment, that the updated CEO goals for FY 20/21 be adopted and that we concentrate our efforts on the development of a new Strategic Plan and CEO Goals commencing FY21/22 that will continue to strengthen the ELC's mission to provide quality services while promoting Early Learning. A new Strategic Plan that will guide the management team to execute key functions both short and long term, a plan that addresses the why, what, where, who, when and how goals can be achieved by laying down a roadmap for the organization to follow, while allowing the flexibility to change direction should circumstance dictate. ELC staff are planning to develop a more strategic high level plan with the boards involvement over the next few months.

### **Summary**

ELC staff recommended approval of the CEO Goals for FY 20/21.

### **Supporting Documents**

- FY 20/21 CEO Goals Overview
- FY 20/21 CEO Goals/Scorecard

Scoring Grid:			Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate (N/A)	Total Score	Weight TOTAL 45%	Notes/Comments
<b>Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services</b>										
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at year end)</i>								
1. Create a customer- centered focus	1.1. Achieve a minimum of 85% Parent Satisfaction for ELC Services.								4%	
	1.2. 85% of all calls to the Call Center will be answered.								4%	
	County Goal: 90%									
	1.3 NEW: Achieve a minimum of 85% Provider Satisfaction For ELC Services								5%	
<b>Total Weight Pillar 1:</b>									<b>19%</b>	
<b>Pillar 2: Provide Quality Early Care Opportunities</b>										
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at year end)</i>								
2. Increase quality of Early Education in the Community	2.1. 85% of educator respondents who participate in ELC trainings will show mastery of subject based on pre and post testing.								4%	
	County Goal: 85%									
	2.2 NEW: ELC staff will conduct a minimum of 45 Educator Trainings per Quarter								5%	
	County Goal: 50									
	2.3 NEW: Provide a minimum of 8 examples for Educators and Families on mental health, self-care, and trauma informed care.								5%	
<b>Total Weight Pillar 2:</b>									<b>34%</b>	
<b>Pillar 3: Advocate for the Early Care and Education System</b>										
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at year end)</i>								
3. Be a leader in advocacy of early childhood development and subsidized child care system	3.1. Educate and advise 100% of Broward's Legislative Delegation on ELC legislative priorities.								4%	
	3.2. Meet and/or present to a minimum of 15 of the 31 Broward key municipality leadership, regarding ELC services, initiatives and possible partnership opportunities								5%	
	3.3 NEW: Present ELC's legislative priorities to at least 6 legislators (local/non-local) sitting on Pre - 12 Education Committee, House and Senate) and/or high ranking members of the Broward Delegation.								5%	
<b>Total Weight Pillar 3:</b>									<b>34%</b>	
<b>Pillar 4: Forge Strong long term Strategic Partnerships</b>										
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at year end)</i>								
4. Forge stronger relationships with community partners and funders	4.1. Achieve 85% Satisfaction rating for ELC Services using the ELC Broward Partners Survey (for community partners with ELC staff and parent or third party)								4%	
	4.2. Form two (2) new strategic partnerships to expand client and staff resources to better serve the community.								5%	
	4.3 NEW: ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.								5%	
<b>Total Weight Pillar 4:</b>									<b>34%</b>	
<b>Pillar 5: Strengthen and Develop the ELC Broward Organization</b>										
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at year end)</i>								
5. Continue to build organizational capabilities	5.1. A minimum of 85% of ELC staff will respond as "satisfied" or "very satisfied" via annual staff survey.								5%	
	5.2 NEW: During the first quarter, each department will create a Training/Development Plan for their respective staff.  During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter.								5%	
	5.3 NEW: During the first quarter, develop an Equity Plan with goals to increase staff's awareness of Equity challenges in organizations and communities.  During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.								5%	
<b>Total Weight Pillar 5:</b>									<b>35%</b>	
<b>Pillar 6: Overall CEO Areas of Oversight (Not from Strategic Plan)</b>										
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at year end)</i>								
NEW: Leadership	11. Demonstrate a clear vision for the organization. Represents the organization well to its constituents (families, providers, community partners, etc.)								6%	
	12. Demonstrates community and system involvement with Early Care Funders, stakeholders, etc. Support and explore resources for decisions.									
ELC Finances	11. Board receives Clear and timely financial reporting and information. Implements and maintains strong internal controls. Fiscal policies are current.								6%	
Board Management	11. Provides the board with information and updates and provides adequate information to the inform board discussions/decisions. Provides the board with quarterly updates to the strategic plan. Works effectively with individual board members and with the board as a whole.								6%	
Audit Outcomes	AD1. Prepare for and complete all audits resulting in no "material" findings.								6%	
Operations	OP1. Ensures there are appropriate systems in place to facilitate day to day operations of the organization in the areas of Administration and Operations. Manages the organization within OEL requirements. Utilizes data and technology to establish quality practices and monitor programmatic and administrative compliance.								6%	
<b>Total Weight Pillar 6:</b>									<b>36%</b>	
<b>Total Weight Pillar 6:</b>									<b>100% - TOTAL</b>	
<b>Rating Categories:</b>										
Outstanding (4)		Work performance is consistently superior to the Standards required for the job								
Exceeds Expectations (3)		Work performance is consistently above the standards for the position								
Meets Expectations (2)		Work performance consistently meets the standard of performance for the position								
Below Expectations (1)		Work performance does not consistently meet the standards of performance for the position; serious effort is needed to improve performance.								



<b>ITEM#/MEETING</b>	EXC207RB4 / Executive Committee
<b>MEETING DATE:</b>	9/10/20
<b>SUBJECT:</b>	CEO Performance Evaluation Results
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Review Evaluation Results and Approve CEO Performance Pay</b>
<b>FINANCIAL IMPACT:</b>	Up to \$10,000 Pay for Performance
<b>AS RECOMMENDED BY:</b>	
<b>ELC STAFF LEAD</b>	Judith Merritt

### **Background:**

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

On August 17<sup>th</sup>, all Board members were sent an email which included the CEO's FY 19/20 self-evaluation and goals status update along with a CEO performance evaluation survey to be completed by August 24<sup>th</sup>. 18 of 18 Board members submitted evaluations (100%).

Several of the outcomes contained within the CEO Evaluation were impacted during the fourth quarter, due to the impact of COVID-19, these are outlined in the Addendum as well as within the CEO Evaluation Report. Given the tumultuous, ever changing environment since March 2020, the changes in practices made to meet the needs of the providers, staff, parents and children, the CEO continued to strive to support and lead the ELC, while communicating those changes to the staff, board, providers and parents. Keeping everyone apprised of the changes implemented by OEL, local, state and federal governmental departments.

### **Current Status:**

The Boards individual ratings for each of the outcomes and pillars was aggregated to provide an overall performance evaluation. This report is attached as a supporting document, outlining that the CEO exceeded expectations in all of the ELC Strategic Plan pillars 1, 2, 3, 4 and 5 as well as the High-Level outcomes. The CEO exceeded all performance goals in pillar 6 which contained separate domains for Finance, Board Management, Audit and Operations. Additionally, the comments were also aggregated by pillar and outcome so that the CEO could address specific questions and/or concerns in order to make improvements for the upcoming fiscal year.

Overall the Board rated the CEO on each pillar, with 55.5% (10) of the Board scoring the CEO either Exceeds Expectations or Outstanding, with 39% (7) of the Board scoring the CEO as Meets Exceptions. Only one Board member scored the CEO Below Expectations which equals 5.5%.

The CEO will continue to incorporate the feedback from the CEO Performance Evaluation into the work being done. Specifically, the CEO will continue to work with an Executive Coach and/or other professional development opportunities to foster improvements in the coming year. Individual board member responses and comments which are included as supporting documents will be addressed, such as providing more transparency of scorecard information, providing staff satisfaction survey results to board members (in the near future) as well as providing additional information regarding the outreach and legislative meetings. The CEO greatly appreciates the Board's survey participation; it was an extremely helpful process.

The CEO is eligible for up to \$10,000 in Performance Pay, as determined by the Board, and the expense has been accrued as a placeholder to FY20 contracts, which ended on June 30, 2020.

**Action(s):**

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

**Supporting Documents:**

- CEO Performance Evaluation Results FY 19-20 Ratings
- CEO Performance Evaluation Results FY 19-20 Comments
- CEO Performance Evaluation Report Card FY 19-20

## ADDENDUM

### Outcome NOT achieved for FY 19/20

#### PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Outcomes	FY 19-20 Results
FY20: Answer 85% of Call Center calls	Partially Achieved - 84% Q1 68% - Goal not achieved Q2 88.5% - Exceeded Goal Q3 85.7% - Exceeded Goal Q4 92.0% - Exceeded Goal  Q1 FY19-20 achieved an answer rate of 68% due to high call volume and hurricane, Q2, Q3 and Q4 exceeded the 85% goal. Implemented new processes after Q1 which increased answer rate

### Outcomes effected by COVID-19

#### HIGH-LEVEL TARGETED OUTCOMES

Outcomes	FY 19-20 Results
ELC will serve at least 77% of Broward 4 year olds in VPK (at least 77% unduplicated children estimated at 16,975)	COVID 19 Impact Partially Achieved 93% Prior to COVID 19 Served 15,811
75% of providers who score less than a 4.0 and participate in local ELC Broward quality initiative ("Yes, You Can") will increase their CLASS composite score.	COVID 19 Impact CLASS Paused by OEL
At least 80% of observed SR providers will score at least a 4.0 in their CLASS composite	COVID 19 Impact CLASS Paused by OEL

#### PILLAR 2: Provide Quality Early Care Opportunities

Outcomes	FY 19-20 Results
FY20: 80% of training participants will show mastery of subject based on pre and post testing	COVID 19 Impact Achieved 94% as of YTD Q3 (14% above goal) for participants to show mastery
80% of providers in tiered training programs will show mastery of subject based on pre and post-testing.	COVID 19 Impact Achieved 96% as of YTD Q3 (16% above goal) for participants to show mastery

#### PILLAR 3: Advocate for the Early Care and Education System

Outcomes	FY 19-20 Results
<b>Update and advise Broward's key municipality leadership regarding ELC services, initiatives and possible partnerships and funding</b>  FY20: meet with/present to 25 of 31 municipalities	COVID 19 Impact Partially Achieved As of YTD Q3, 72% of goal achieved
<b>Demonstrate thought leadership and improve effectiveness of ELC messaging through launch of ELC outreach campaign</b>  FY20: Develop and distribute ELC annual report to key stakeholders	COVID 19 Impact Partially Achieved Disseminated to Board but not other Stakeholders (was scheduled for March 2020 distribution)

## Outcomes Exceeding Strategic Plan Benchmarks FY 19/20

### PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Outcomes	FY 19-20 Results
<b>Maintain level of client satisfaction</b> FY20: A minimum of 85% of parents will respond “satisfied” or “very satisfied” with ELC services on client satisfaction survey.	Achieved Parent Satisfaction rating of 99.3% (14.3% above goal)  502 parents responded to the survey

### PILLAR 2: Provide Quality Early Care Opportunities

Outcomes	FY 19-20 Results
<b>All providers will have access to new VPK training series</b>  FY20: Develop and launch a minimum of 4 classes in VPK training series	Achieved  Exceeded Goal at 150%  7 VPK Training classes were completed with 133 people attending

### PILLAR 3: Advocate for the Early Care and Education System

Outcomes	FY 19-20 Results
Meet with/present to 15 of 18 state legislators	Achieved (Exceeded Goal)  Met with 18-18 Broward Legislators Met with an additional 6 Non Broward Legislators
FY20: Develop at least 3 media opportunities (articles, letters to editor, etc.)	Exceeded Goal with 4 Media opportunities  <b>Becon TV Interview</b> (ELC's role in Census) <b>BECE Conference</b> covered in <b>Sun Sentinel</b> and <b>Miami New Times</b> <b>Radio Spot on 103.5 The Beat</b> (child care during pandemic & first responder/medical staff access)

**PILLAR 4: Forge Strong and Strategic Partnerships**

<b>Outcomes</b>	<b>FY 19-20 Results</b>
<b>Continue to offer remote eligibility services at Broward community sites</b> FY20: At least 85% respond as “satisfied” or “very satisfied” on annual survey with key partners	Achieved and Exceeded goal  Achieved 100% Satisfaction rating (15% above goal)
<b>Expand new partnerships to bring additional resources to better serve our clients</b> FY20: Identify and form two new strategic partnerships	Achieved and Exceeded goal Broward Behavioral Health Coalition Census 2020 Community Partner Center for Hearing and communication
<b>Expand new partnerships to bring additional resources to better serve our clients</b> FY20: Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	Achieved and Exceeded goal Participated in 18 workgroups/committee meetings throughout the year

**PILLAR 5: Strengthen and Develop the ELC Broward Organization**

<b>Outcomes</b>	<b>FY 19-20 Results</b>
<b>Improve ELC name recognition for recruiting; Improve HR processes to include staff orientations, more robust onboarding process, improved performance management.</b>  FY20: ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions).	Achieved and Exceeded  Achieved 95% positions filled (10% above goal)
85% of staff will respond as “satisfied” or “very satisfied” via annual staff survey.	Achieved and Exceeded 94.1%

CEO Performance Evaluation Results FY 19/20

Responders	PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services				
	Parent Satisfaction	Call Center Calls answered	Web-based trainings for parents	Out posted Sites	Resp Avg
Responder 1	4	4	4	4	4.0
Responder 2	2	1	3	1	1.8
Responder 3	4	2	3	2	2.8
Responder 4	3	3	2	2	2.5
Responder 5	4	2	4	4	3.5
Responder 6	4	3	4	4	3.8
Responder 7	3	2	2	2	2.3
Responder 8	4	2	4	4	3.5
Responder 9	4	2	4	4	3.5
Responder 10	4	2	4	4	3.5
Responder 11	4	3	3	3	3.3
Responder 12	3	1	3	2	2.3
Responder 13	4	3	2	3	3.0
Responder 14	3	2	3	2	2.5
Responder 15	4	3	4	4	3.8
Responder 16	4	2	2	2	2.5
Responder 17	4	2	4	4	3.5
Responder 18	3	1	2	2	2.0
Outcome Avg	3.6	2.2	3.2	2.9	3.0
Domain Avg	3.0 Exceeds Expectations				

PILLAR 2: Provide Quality Early Care Opportunities				
Access to new VPK trainings	Show mastery after trainings VPK	Provider coaching	45 tiered training modules	Resp Avg
4	4	4	4	4.0
4	4	No response	2	3.3
3	2	2	2	2.3
3	3	3	3	3.0
4	3	4	3	3.5
4	4	4	4	4.0
3	2	2	2	2.3
4	3	4	3	3.5
4	3	4	3	3.5
4	3	4	3	3.5
4	2	3	2	2.8
3	2	2	2	2.3
4	3	4	4	3.8
3	3	2	3	2.8
4	3	4	3	3.5
4	3	2	3	3.0
4	4	4	4	4.0
3	No response	2	No response	2.5
3.7	3.0	3.2	2.9	3.2
3.2 Exceeds Expectations				

PILLAR 3: Advocate for the Early Care and Education System				
Broward Delegation	State Legislators	Municipalities	Media Opportunities	Resp Avg
4	4	4	4	4.0
3	2	2	2	2.3
2	3	1	3	2.3
3	4	2	3	3.0
4	4	3	4	3.8
4	3	3	4	3.5
2	2	2	2	2.0
4	4	3	4	3.8
4	4	3	3	3.5
4	4	3	4	3.8
4	3	4	4	3.8
2	3	1	3	2.3
3	3	2	4	3.0
2	2	2	2	2.0
4	4	3	4	3.8
2	3	1	3	2.3
4	4	3	4	3.8
1	1	1	2	1.3
3.1	3.2	2.4	3.3	3.0
3.0 Exceeds Expectations				

Key	
4	Outstanding
3	Exceeds Expectations
2	Meets Expectations
1	Below Expectations

Responders	PILLAR 4: Forge Strong and Strategic Partnerships			
	Partner Satisfaction	Strategic Partnerships	Community participation	Resp Avg
Responder 1	4	4	4	4.0
Responder 2	2	2	3	2.3
Responder 3	2	2	2	2.0
Responder 4	2	3	4	3.0
Responder 5	4	4	4	4.0
Responder 6	4	4	4	4.0
Responder 7	2	2	2	2.0
Responder 8	4	4	4	4.0
Responder 9	3	4	4	3.7
Responder 10	4	4	4	4.0
Responder 11	2	3	3	2.7
Responder 12	3	3	4	3.3
Responder 13	2	3	4	3.0
Responder 14	2	3	3	2.7
Responder 15	4	4	4	4.0
Responder 16	No response	3	4	3.5
Responder 17	4	4	4	4.0
Responder 18	2	2	2	2.0
Outcome Avg	2.9	3.2	3.5	3.2
Domain Avg	3.2 Exceeds Expectations			

PILLAR 5: Strengthen and Develop the ELC Broward Org.			
Staff Satisfaction	Launch CRM	Secure external funder	Resp Avg
4	4	4	4.0
3	3	3	3.0
2	2	2	2.0
2	2	3	2.3
4	4	4	4.0
3	4	4	3.7
3	2	2	2.3
4	4	4	4.0
4	3	3	3.3
4	4	4	4.0
2	3	3	2.7
3	2	3	2.7
4	2	3	3.0
2	2	2	2.0
4	4	4	4.0
No response	4	3	3.5
4	4	4	4.0
2	2	1	1.7
3.2	3.1	3.1	3.1
3.1 Exceeds Expectations			

Pillar 6 Outcomes				
Finances	Board Mgt	Audit	Operations	Resp Avg
4	4	4	4	4.0
2	2	2	2	2.0
2	2	2	2	2.0
2	3	3	3	2.8
4	4	4	4	4.0
4	3	2	4	3.3
2	2	3	3	2.5
3	4	4	4	3.8
4	4	4	4	4.0
4	4	4	4	4.0
4	3	4	3	3.5
2	2	2	2	2.0
4	3	4	4	3.8
3	2	2	3	2.5
4	4	4	4	4.0
3	3	4	3	3.3
4	4	4	4	4.0
2	1	2	2	1.8
3.2	3.0	3.2	3.3	3.2
3.2 Exceeds Expectations				

Overall Rating by Responder	
4.0	Outstanding
2.4	Meets Expectations
2.2	Meets Expectations
2.8	Meets Expectations
3.8	Exceeds Expectations
3.7	Exceeds Expectations
2.2	Meets Expectations
3.7	Exceeds Expectations
3.6	Exceeds Expectations
3.8	Exceeds Expectations
3.1	Exceeds Expectations
2.4	Meets Expectations
3.3	Exceeds Expectations
2.4	Meets Expectations
3.8	Exceeds Expectations
2.9	Meets Expectations
3.9	Exceeds Expectations
1.8	Below Expectations
3.1	Exceeds Expectations

## CEO Performance Evaluation Results - Comments

Pillar	Outcome	Comments	Respondent
1 Deliver Outstanding Eligibility, Enrollment and Payment Services	Develop 4 additional web-based instructional training videos for parents, staff and providers	Not only were videos completed but Ms. Jaffe has continued to conduct on-line events for the families in our community.	9
	Answer 85% of Call Center calls	I believe this area would have been met if not for some of the time needed to prepare for Covid-19 and the possible hurricane.	9
	Increase client service convenience for parent walk ins through use of online appointment setting system and increased out-posted sites: Add 2-3 out posted sites	Ms. Jaffe and staff worked hard in opening up opportunities to allow more exposure to our families and easier accessibility	9
	Maintain level of client satisfaction A minimum of 85% of parents will respond “satisfied” or “very satisfied” with ELC services on client satisfaction survey.	Ms. Jaffe and her team has done a great job reaching out to families during covid-19 and prior.	9
		Excellent	11
2 Provide Quality Early Care Opportunities	100% of providers participating in ELC’s new quality initiative will have a developed Success Plan	ELC has met the expectation that was set forward by ELC	9
	All providers will have access to new VPK training series Develop and launch a minimum of 4 classes in VPK training series	Ms.Jaffe was able to conduct more classes then expected	9
3 Advocate for the Early Care and Education System	Develop at least 3 media opportunities (articles, letters to editor, etc.)	Ongoing opportunities to brand and message ELC as the local leader in early childhood education - not simply the subsidy program.	7
	Educate and advise Broward’s legislative delegation on ELC services and priorities	Ms, Jaffe was able to meet with all 18 legislators even when presented with Covid-19 and having to change how communication needed to be handled.	9
	Reach out to 100% of Broward’s delegation	I believe we are in the very early phases of building relationships with community/elected officials. And we need to deepen these relationships. Also board members need to be engaged in these activities as many of them already have these relationships.	18
	Meet with/present to 15 of 18 state legislators	I believe we are in the very early phases of building relationships with community/elected officials. And we need to deepen these relationships. Also board members need to be engaged in these activities as many of them already have these relationships.	18
	Update and advise Broward’s key municipality leadership regarding ELC services, initiatives and possible partnerships and funding	I believe we are in the very early phases of building relationships with community/elected officials. And we need to deepen these relationships. Also board members need to be engaged in these activities as many of them already have these relationships.	18
	Meet with/present to 25 of 31 municipalities		

Pillar	Outcome	Comments	Respondent
4 Forge Strong and Strategic Partnerships	Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	Ms. Jaffe is on a countless number of community committees/boards and is trusted by the community.	9
		I would like to know how they are active with a short summary to evaluate the entire relationship.	3
	Continue to offer remote eligibility services at Broward community sites At least 85% respond as "satisfied" or "very satisfied" on annual survey with key partners	I would like to see better survey participation.	3
	Expand new partnerships to bring additional resources to better serve our clients	Ms. Jaffe has a great relationship with the community and is able to connect with organizations that allows her to connect to new resources and collaboration.	9
	Identify and form two new strategic partnerships	I would like to know a little more about the relationship. Short summaries.	3
		To what end? Why were these partnerships important to us and how did they forward the mission and awareness of ELC	18
5 Strengthen and Develop the ELC Broward Organization	A minimum of 85% of ELC staff will respond as "satisfied" or "very satisfied" via annual staff survey.	Great	13
		The ELC staff is well trained and knowledgeable of the organization and the specific job duties. The survey shows an exceptional satisfaction rate.	9
		What question(s) was asked?	7
		Would be good to see the detail	11
		It would be great for board to get a summary of the survey and positive and also the areas of improvement identified.	18
	Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity	How much money does this represent?	13
		Ms. Jaffe has a great relationship with the community and is able to connect with organizations that allows her to connect to new funding.	9
		This is a hard one to quantify if there is no money generated. It seems like we developed a relationship, does that mean no money was raised?	3
		As a board member I am not aware of a plan that was developed. And if 2 new funders is what the plan would have identified.	18
	Launch CRM to improve organizational effectiveness and efficiency	How are we using the CRM and the information entered?	18



Pillar	Outcome	Comments	Respondent
6 Audit Outcomes	Prepare for and complete financial audits resulting in no 'material' findings.	Excellent job under very difficult circumstances	13
		Ms. Jaffe and her staff do a fantastic job ensuring our financial audits are organized and completed appropriately. Even with some of the issues that took place with new systems they were able to close out the audit with no findings.	9
6 Board Management	Provides the board with information and updates. Provides the board with quarterly updates to the strategic plan. Holds 1 board retreat annually. Fills board (non ex-officio) vacancies within 90 days.	There was dramatic improvement in this area!	13
		CEO kept the staff abreast fo the ever changing information during the pandemic.	15
		Ms. Jaffe is able to ensure timely completion of board packets and completion of committee meetings. When any follow up is requested by a board member she ensures it is completed and communicates the answers effectively.	9
		I still think this is an area of improvement for our CEO. The board gets communicatons, however it seems we get all the good news and everythign goniung well in organization but not areas we can do better or imporve. I also think thatdespite the number of requests, the board has not been engaged in advocacy efforts or received information of events/initiatives ELC is participating in so we can support them.	18
6 Finance	Board receives clear and timely financial reporting and information. Implements and maintains strong internal controls. Fiscal policies are current.	As an outsider, it is difficult for me to comment on the both the internal and external impact of these efforts. Given no financial crisis nor audit findings, I have to assume that the team did an excellent job of dealing wit the Covid related impacts on the ELC financials.	14
		Navigated Finances for both administration and providers very well through the Pandemic.	15
		Ms. Jaffe and staff communicate all finacial information in a timely basis and is able to answer questions the board may have.	9
		Fantastic Work by the Finance Team	11

Pillar	Outcome	Comments	Respondent
6 Operations	Ensures there are appropriate systems in place to facilitate day to day operations of the organization in the areas of Administration and Operations.	ELC navigated well through the pandemic. Kudos to Leadership and staff.	15
	Manages the organization within OEL requirements.	Ms. Jaffe remains in contact with OEL and does a good job in communicating with this board when there are any issues that arise. Her staff does a great job with helping run the organization and ensure that our families needs are being met.	9
		My comment is that Renee and her team have done a great job under ve	1
		An enormous amount of good work accomplished	11
		While I rated this "meets expectations", I'd like to see the CEO include experts, either those contracted with us or not, on issues or policies as they are being developed. This is especially pertinent in policies that have any liability or legal ramifications.	18

Name of Board Member:

Key:

GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome

YELLOW CELLS - COVID impacted Q4

RED CELLS - Growth Opportunity

BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Objectives	Outcomes	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
1.0 Create customer-centered focus	<b>Maintain level of client satisfaction</b> A. A minimum of 85% of parents will respond “satisfied” or “very satisfied” with ELC services on client satisfaction survey.	Met/Exceeded Expectations & Stretch Goal	<b>Exceeded Goal by 14.3% - achieved 99.3% client satisfaction</b>  502 parents responded to the survey, which is accessible to all parents at our satelite offices, on our website or by utilizing our kiosks.  <b>Stretch Goal: Increase Satisfaction rate to 87%</b>								5%
	B. FY20: Answer 85% of Call Center calls	Growth Opportunity	<b>Growth Opportunity: 84% Avg calls answered - Missed Goal by 1%</b> Q1 68% - Goal not achieved Q2 88.5% - Exceeded Goal Q3 85.7% - Exceeded Goal Q4 92.0% - Exceeded Goal  Q1 Justification: High volumn calls in August for VPK along with Hurricane in September resulted in 68% of calls not being answered. Implemented: Auto-call back option Staffed up for January VPK Changed management proess Coached staff to transfer calls to subject matter experts Segregated CCR&R calls to designated team  <b>Stretch Goal: 90%</b>								5%
1.2 Continue to evaluate technology for improved performance	<b>Increase methods to assist and solve client inquiries:</b>  Develop 4 additional web-based instructional training videos for parents, staff and providers	Met/Exceeded Expectations	<b>Exceeded Goal: 5 videos developed; 4 videos posted for viewing</b>  Videos created/posted: • VPK Appointment Process • VPK Re-enrollment and Postponement • The Redetermination Process • Instructions on Reading Aloud  Video created only (posted in July/new FY): • VPK Re-enrollment  <b>Stretch Goal: 6 Videos</b>								2%
1.3 Leverage partnerships to increase service availability	<b>Increase client service convenience for parent walk ins through use of online appointment setting system and increased out-posted sites:</b>  Add 2-3 out posted sites	Met Expectations	<b>Achieved Goal at 100%</b>  3 New Out posted sites were operational  Sites include: Department of Children & Families - Lauderdale Lakes Women in Distress DOH-Paul Hughes								5%
Pillar 1 Overall Weighting											17%

Key:

GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome

YELLOW CELLS - COVID impacted Q4

RED CELLS - Growth Opportunity

BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 2: Provide Quality Early Care Opportunities

Objectives	Outcomes	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
2.0 Expand focus on VPK training and support	All providers will have access to new VPK training series  A. Develop and launch a minimum of 4 classes in VPK training series	Met/Exceeded Expectations and Stretch Goal	Exceeded Goal at 150%  Seven VPK training classes were completed: VPK Einstein Learn about the Scientific Method Creating Critical Thinkers in the VPK classroom Math All Around Us in VPK The First Chapter: Emergent Reading in VPK The Second Chapter: Emergent Reading in VPK Using Our Imaginations: Creative Expressive in VPK  133 people attended the trainings above  Stretch Goal: 6 Classes								4%
	B. 80% of training participants will show mastery of subject based on pre and post testing	On Target to Meet Expectations - Impacted by COVID	Exceeded Goal at 94% as of Qtr3  Average Provider Mastery Scores for Quarters 1-3 was 94%, data unavailable for Q4 due to COVID-19  In Q4 we couldn't pre/post test because we didn't yet have the virtual technology available.  Stretch Goal 83% will show mastery								4%
2.2 Provide coaching, professional development, and support services to early learning community	100% of providers participating in ELC's new quality initiative will have a developed Success Plan	Met Expectations	Achieved Goal at 100%  All providers participating in "Yes You Can" have a Professional Development Success Plan  Stretch Goal: None								4%
2.3 Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators	80% of providers in tiered training programs will show mastery of subject based on pre and post-testing.	On Target to Meet/Exceed Expectations - Impacted by COVID	Exceeded Goal at 96% as of Qtr3  Average Provider Mastery Scores for Quarters 1-3 was 96%, data unavailable for Q4 due to COVID 19  In Q4 we couldn't pre/post test because we didn't yet have the virtual technology available.  Stretch Goal: None								4%
Pillar 2 Overall Weighting											16%

Key:

GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome
YELLOW CELLS - COVID impacted Q4
RED CELLS - Growth Opportunity
BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 3: Advocate for the Early Care and Education System

Objectives	Outcomes	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
3.0 Be a leader in advocacy of early childhood development and subsidized child care system	Educate and advise Broward’s legislative delegation on ELC services and priorities  A. Reach out to 100% of Broward’s delegation	Met Expectations	Achieved Goal at 100% (cannot exceed goal)  All 18 legislators were educated and advised regarding the ELC’s FY 19/20 Legislative Priorities.								5%
	B. Meet with/present to 15 of 18 state legislators	Met/Exceeded Expectations	Exceeded Goal at 120%  Between the ELC CEO and the Director of Community Engagement, met with/presented to 18 Broward Legislators and 6 State legislators (from outside of Broward).								5%
	Update and advise Broward’s key municipality leadership regarding ELC services, initiatives and possible partnerships and funding  A. Meet with/present to 25 of 31 municipalities	On Target to Meet Expectations - Impacted by COVID	Partially Achieved: 72% as of Quarter 3  By Quarter 3 we had met with 18 Municipal Leaders = 72% of Goal  Due to COVID-19, we were unable to meet in person with additional municipalities. However we did reach out to all municipalities during the pandemic to provide information about the services available through the ELC during the pandemic.								5%
	B. Develop at least 3 media opportunities (articles, letters to editor, etc.)	Met/Exceeded Expectations  Achieved Stretch Goal	Exceeded Goal at 133%  Achieved Goal in Quarter 3, added additional Radio Spot discussion on Effects of Pandemic on ELC parents and first responders.  Activities: Beacon TV interview (ELC's role in the census) BECE conference coverage by Sun-Sentinel and Miami New Times Radio spot on 103.5 The Beat regarding accessing child care during the pandemic and services for first responders/medical staff.								5%
										Pillar 3 Overall Weighting	20%

Key:

GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome
YELLOW CELLS - COVID impacted Q4
RED CELLS - Growth Opportunity
BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 4: Forge Strong and Strategic Partnerships

Objectives	Outcomes	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
4.0 Forge stronger relationships with community partners and funders	<b>Continue to offer remote eligibility services at Broward community sites</b>  A. At least 85% respond as “satisfied” or “very satisfied” on annual survey with key partners	Met/Exceeded Expectations and Stretch Goal	Exceeded Goal at 100%  Submitted to 7 Partners, only 2 returned the survey, however, both expressed "Satisfaction" with ELC.  <b>Stretch Goal 87% Satisfaction rating</b>								8%
	<b>Expand new partnerships to bring additional resources to better serve our clients</b>  A. Identify and form two new strategic partnerships	Met/Exceeded Expectations and Stretch Goal	Exceeded Goal at 150%  Established 4 new Partnerships in the community: Broward Behavioral Health Coalition Census 2020 Community Parnter Center for Hearing and communication  <b>Stretch Goal 3 new partnerships</b>								8%
	B. Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	Met/Exceeded Expectations	Exceeded Goal at 225%  Active participation in 18 Community Systems of Care efforts: Broward Healthy Start Coalistion (BHSC) Broward Data Collaborative Committee Baby SNAC Parent Support Comm SNAC Policy Census 2020 Diversity Committee UW Public Policy CSB Advocacy Coordinating Council of Broward - CCB League of Cities Homeless CoC Board Homeless Council Funders Forum BC Village Square BC Early Ed. Pathways Broward Reads Prosperity Broward								4%
Pillar 4 Overall Weighting											20%

Key:

GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome

YELLOW CELLS - COVID impacted Q4

RED CELLS - Growth Opportunity

BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 5: Strengthen and Develop the ELC Broward Organization

Objectives	Outcomes	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
5.1 Increase Staff development and morale	A minimum of 85% of ELC staff will respond as “satisfied” or “very satisfied” via annual staff survey.	94.1% Staff Satisfaction Rating	Achieved and Exceeded Goal by 9.1% (94.1% Staff Overall Satisfaction)**  ** % Satisfaction calculated by removing Neutral response as they cannot be counted as positive or negative								5%
5.2 Increase our business analytics through the launch of a customer relationship management software system (CRM)	Launch CRM to improve organizational effectiveness and efficiency	Met Expectations	Achieved Goal 100%  New Outcome proposed in Strategic Plan								5%
5.3 Develop plan to increase unrestricted reserve based on organizational need	Identify and develop new private and corporate sponsors/funders to increase unrestricted reserve  Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity	Met/Exceeded Expectations	Exceeded Goal at 200% (2 New Funders)  New Funders: Brown and Brown Cresca  Repeat Private Funders: PNC Bank Wells Fargo								5%
Pillar 5 Overall Weighting											15%

Key:

GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome
YELLOW CELLS - COVID impacted Q4
RED CELLS - Growth Opportunity
BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 6: Overall CEO Areas of Oversight (Not from Strategic Plan)

CEO Area of Oversight	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
ELC Finances:  Board receives clear and timely financial reporting and information. Implements and maintains strong internal controls. Fiscal policies are current.		<ul style="list-style-type: none"><li>Implemented a long range open enrollment strategy with waitlist enrollments to stabilize monthly expenditure levels and maximize contract utilization across the board.</li><li><b>Completed a comprehensive overhaul of fiscal policies to accomplish the following:</b><ol style="list-style-type: none"><li>Bring policies into better alignment with ELC’s in-house business model and recent updates to State and Federal grant requirements.</li><li>Clarify and update the division of responsibilities and levels of decision making authority between the ELC Board, its committees and ELC staff for financial actions affecting day to day operating activities.</li><li>Update and improve internal controls.</li><li>Codify accounting and accountability standards for annual and interim budgets and financial reports.</li></ol></li><li><b>Create new policies addressing key risk areas Including:</b><ul style="list-style-type: none"><li>Cash and Asset Management</li><li>Guidelines for managing OEL advance returns</li><li>Third Party Administrator procurement for Retirement Asset Management</li><li>Operating bank procurement</li><li>Reserve fund accumulation</li><li>Business Continuity Controls</li><li>Insurance &amp; Record Retention</li></ul></li><li>Updated presentation of financial statements and budget to include functional activity by business unit, rather than fund source, to provide more relevant information to stakeholders and decision-makers.</li><li>Conducted a comprehensive review of all balance sheet accounts and implemented accelerated invoicing and monthly closing procedures to provide information to Board timely.</li></ul> <p><b>COVID 19 - Finances</b></p> <ul style="list-style-type: none"><li>Smooth and rapid transition of all fiscal activities to online only in response to COVID-19 &amp; telework</li><li>Providers continued to be paid on time (on or before the 19th of each month).</li><li>Converted approximately 21 providers previously receiving checks to direct deposit.</li><li>Converted approximately 75 operating expense vendors to be paid electronically via either direct deposit, auto draft or purchasing card.</li><li>Implemented Zelle automatic transfer to issue stipend payments later in the fiscal year to individual educators.</li><li>Used smartphone technology to deposit checks received by in the mail.</li><li>Converedt all funder invoices to fully electronic submission.</li><li>Configured Federally-mandated FMLA leave rules under the CARES Act into payroll system.</li><li>Distributed supplies and other purchases directly to staff at home through online order delivery or mail forwarding.</li><li>Adapted internal workflows to ensure continuity of internal controls as well as continuity of administrative operations.</li><li>Added or upgraded Licenses for Microsoft Teams, Citrix Goto Meetings and Zoom to allow for flexible and accessible video conferencing, webinars and instant message communications.</li></ul>								3%



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CEO Area of Oversight	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
Board Management:  Provides the board with information and updates. Provides the board with quarterly updates to the strategic plan. Holds 1 board retreat annually. Fills board (non ex-officio) vacancies within 90 days.		<ul style="list-style-type: none"><li>• The ELC Executive team conducted an assessment of the board packet planning process and board documents to increase organization, timeliness of board packets, and improve the quality of board packet documents</li><li>• Improvement plan devised and executed and included new template of Action/Issue Statements, Document ID and tracking system, and Addendum Section to provide additional supporting information to members regarding subject matter</li><li>• <b>Successful board retreat in October 2019 which resulted in:</b><ol style="list-style-type: none"><li>1. Strategic Plan Pillar Presentation (10-15 min) at every board meeting – conducted at Dec and Feb board meetings (April and June put on hold due to the pandemic)</li><li>2. Board visits to Child Care Provider sites (4 scheduled: 2 conducted; 2 cancelled due to pandemic)</li><li>3. Creation of Ad-Hoc Fundraising Committee – approved at the February board meeting</li><li>4. Implemented a Part II of Board Orientation for new board members to provide a deeper dive into ELC services and programs</li><li>5. Commitment of board members to be on time for meetings and ask questions regarding board packets in advance of board/committee meetings (which has been extremely helpful)</li></ol></li><li>• Continued to provide regular ELC Board updates in between board meetings and as needed and increased frequency of updates during the pandemic.</li><li>• Rolled out a segment at ELC board meetings called IMPACT Moment to provide members with insight into the work done in various ELC service areas, ELC partnerships, and/or provider and parent assistance and/or issues (which occurred at board meetings in FY 19/20 except April and June due to the pandemic)</li><li>• Implemented Quarterly Board Strategic Plan updates (occurred at the September, December, February, June meetings)</li><li>• Updated application process &amp; policy for child care representative board seat</li><li>• Created a board matrix and survey sent to board members (in February 2020), to be used to understand board makeup and need for future board members (process was put on hold due to pandemic)</li><li>• Filled vacant Treasurer position within 90 days (during the pandemic)</li><li>• Board communication efforts continue to be multi-faceted and included personal interactions, phone and email conversations</li></ul>								3%

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PILLAR 6: Overall CEO Areas of Oversight (Not from Strategic Plan)

CEO Area of Oversight	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
Audit Outcomes:  Prepare for and complete financial audits resulting in no 'material' findings.		<ul style="list-style-type: none"><li>No material findings on annual single audit</li><li>Recognized by other Coalitions statewide for leadership role crafting strong response to single audit compliance finding caused by OEL</li><li>Recognized by OEL for leadership and good decision-making in handling estimated payments while EFS was off-line and for selecting an optimal approach to reconciliation throughout FY20</li><li>Complimented by on-site auditors and monitors for responsiveness and high quality documentation.</li></ul>								3%

Key:

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PILLAR 6: Overall CEO Areas of Oversight (Not from Strategic Plan)

CEO Area of Oversight	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight	
Operations:  Ensures there are appropriate systems in place to facilitate day to day operations of the organization in the areas of Administration and Operations.  Manages the organization within OEL requirements.  Employee Handbook is up to date.		<ul style="list-style-type: none"><li>• CRM RFP process conducted and Customer Relations Management (CRM) system vendor selected in February 2020</li></ul> <p>Rolled out 2 CRM components: ** Customer Service Inquiry Tracker – March 2020 ** IT Inventory/Equipment Tracker – May 2020</p> <ul style="list-style-type: none"><li>• New HR Handbook devised and rolled out and appears in ELC’s online benefits system</li><li>• Created and implemented new quality control measures and reviews to one additional unit (Provider Relations) in May 2020</li><li>• Quality Assurance Dept. in collaboration with the Family Services Dept. devised and rolled out new benchmark measurements in QA for eligibility and Enrollment and established baseline for metrics</li><li>• Created baseline for call “Answered Calls” by call center staff and increased metric from 68% in quarter 1 to 92% in quarter 4 (using various strategies)</li><li>• Implemented a more robust call center operational platform, which allow us to better handle calls and analyze call data</li><li>• Rolled out new training program for Family Services Staff based on outcome of QA review data beginning July 2020</li><li>• Rolled out Child Care Resource and Referral services – following staff training</li><li>• Started Monday Morning Roundup, a weekly meeting with all Senior Staff to ensure all areas within the organization were on top of what is going on throughout the organization</li><li>• Updated ELC By-Laws related to the elections/terms of office (for standing committee chairs) and quorum/meeting rules approved in December 2019</li><li>• Implemented telework policy in October 2019 and launched successful pilot for 2 ELC units</li><li>• Increased cyber security, updated data security policy, and purchased cyber risk insurance</li><li>• Developed and implemented use of internal Monthly Data Report – tracked and reviewed by Senior Team monthly</li><li>• Established set of baseline benchmarks for HR unit</li><li>• Overhaul of fiscal policies and workflows</li><li>• Implemented centralized supply tracking and ordering system with credit authorization</li><li>• Overhauled the sub recipient and vendor agreement templates to bring them more into compliance</li><li>• Devised new internal communications policy</li></ul> <p><b>COVID 19 - Staff</b></p> <ul style="list-style-type: none"><li>• Provided technical assistance for 130+ staff to facilitate their ability to work from home</li><li>• Deployed Microsoft Teams to 130+ staff for seamless collaborative work between multiple communication methods such as video conference calling, instant messaging, real-time document collaboration, and file sharing</li><li>• Upgraded ELC’s VPN application to add additional bandwidth for staff while working from home.</li><li>• Deployed Mitel Softphone application for 80+ staff to make and receive phone calls from their laptops</li><li>• Developed and executed new leave policies to adhere to COVID-19 opportunities (in March and April 2020).</li></ul> <p><b>COVID 19 - Providers &amp; Parents</b></p> <ul style="list-style-type: none"><li>• Created two very simple local grant processes (instructor stipends and booster grants) designed to put dollars directly into child care providers’ and instructors’ hands quickly</li><li>• Administered two CARES stimulus dollar processes for child care providers</li><li>• Created a completely virtual training system for child care providers</li><li>• Enrolled more than 2,700 children of first responders since April.</li><li>• Implemented virtual story time in twice each week for children/families</li><li>• Utilized DOC, a virtual preschool platform, that allowed ELC education staff to use a combination of existing and their own original materials to create lesson plans and learning opportunities for teachers and parents and their children.</li><li>• Almost daily communications to providers and parents during the first month of the pandemic; and very frequent communication in the following months</li><li>• Appointment system software was updated in March 2020 to allow ELC staff access to schedule trainings for providers and community partners to allow registration for all virtual events/meetings/trainings during the pandemic</li></ul>									3%

<b>ITEM/MEETING</b>	EXC207RB5/Executive Committee
<b>DATE:</b>	9/10/20
<b>SUBJECT:</b>	<b>COVID-19 Update</b>
<b>FOR ACTION:</b>	No
<b>RECOMMENDED ACTION:</b>	NA
<b>FINANCIAL IMPACT:</b>	None
<b>AS RECOMMENDED BY:</b>	N/A
<b>ELC STAFF LEAD</b>	R. Jaffe

### **Background**

On March 16, 2020, the ELC activated their Continuity of Operations Plan (COOP) and the entire ELC workforce shifted to working remotely. All in office appointments (walk-ins included), trainings, and meetings were suspended. While the physical office is closed the ELC continues to be “open” for business. Throughout the COVID-19 pandemic, ELC has provided ongoing communication updates, information, and community, State, and Federal Resources to parents, providers and staff via email, website, and social media. We have also provided information to community partners, municipality leaders, and local legislators regarding resources we are providing to parents and providers.

Below is a status update on some of the COVID-19 related changes/waivers put in effect by OEL:

#### **Providers:**

- ELC reimbursements to open SR and VPK providers based on enrollment expired on August 31<sup>st</sup>. We are awaiting word from the Governor’s Office about an extension. Unfortunately, the Governor’s Office is set to make this decision on or around September 5th.
- All child screenings and assessment freezes were lifted effective July 1, 2020. Child care providers are now expected to complete their Ages and Stages Questionnaires (ASQ).
- SR Providers serving children of first responders and medical personnel are still eligible to receive a bonus however no new children are being accepted for enrollment (effective July, 31<sup>st</sup>).
- School readiness providers have until September 30, 2020 to implement an approved curriculum.
- Flexible Learning Options/Virtual VPK has been approved as an option for both public and private providers, and ELC is currently accepting applications.
- Full-day school age care has been approved by OEL to allow for school age children to engage in virtual learning from their child care centers.

#### **Families:**

- Termination of SR eligibility expired on August 15<sup>th</sup>. ELC has begun the process of re-determining eligibility. Parents received a 30 day (in advance) notice.
- Parent copays/fees for SR families expired on August 31<sup>st</sup>.
- ELC’s are administering free child care for parents who are first responders and medical personnel (who enrolled in the program prior to July 31<sup>st</sup>).

- Job search can be used as a purpose for care to establish eligibility and for families applying to the waitlist through September 30, 2020
- Parents on the waitlist have 60 calendar days to submit required documentation through September 30, 2020.
- The 20 hours per week of work/education requirements for initial eligibility are suspended through September 30, 2020
- Children identified as having limited language and emergent literacy skills or who may not have had a full VPK experience will have access to the Rising Kindergarten program being administered by the school district. This program is set to begin September 12.
- Families that may not want to send their children to in-person VPK classes can now opt for using the flexible learning option of virtual classes with participating (approved) VPK providers.

**Provider Closure Update:** Key Highlights as of August 26<sup>th</sup> include:

Providers Open: 91% (588)

Providers Closed: 9% (50)

<b>Child Care Providers (as of 4.20.20)</b>	<b># Open</b>	<b># Closed</b>	<b>Total</b>
Both (SR & VPK)	367	41	408
VPK Only	78	72	150
School Readiness Only	107	13	120
Unknown **	27	3	30
<b>Total</b>	<b>579</b>	<b>129</b>	<b>708</b>

*\*\*The info has not been recorded in our database and will need to be manually updated*

### **COVID-19 Provider Financial Relief Efforts**

To date, ELC Broward has approved \$6,785,553 in relief efforts to Broward Child Care providers and individual early educators. Attached is breakdown of funding by each relief type described below.

#### **1. CARES Act (Phase I and Phase II Grants)**

In an effort to provide support for Florida's early learning/child care providers, OEL has authorized CARES Act Supplemental funding for child care providers to offset "Continued payments and assistance to child

care providers in the case of decreased enrollment or closes, and to assure the providers are able to remain open or to reopen,” There are two types of CARES Act relief efforts, Phase I and Phase II.

- **Phase I Grants** are for ELC and non ELC contracted providers that were open as of April 30th. The base grant funding is based on the provider’s total capacity as reported to the Department of Children and Families (DCF) or in EFS Mod. Contracted SR providers also receive an additional bonus for serving infants and toddlers or children with special needs.
- **Phase II Grants** are for ELC contracted and non ELC contracted providers that were **NOT** open as of 4/30/20 AND earned a CLASS score of 3.5 or higher (if they are an SR provider) or are an approved Gold Seal provider (if they do not have a contract with the ELC).

The deadline for CARES Act applications for open and closed providers for Phase I and Phase II was August 3<sup>rd</sup>. OEL has just provided funding and details for Phase III CARES (as explained in the CEO Report).

## 2. **Child Care Provider Mini Grants**

In addition to CARES Act Funding, OEL has awarded additional funding to ELC's for provider Mini Grants to offset the cost of infrastructure, cleaning supplies, and PPE.

On June 30th, the ELC Broward Board approved the use of existing FY 19/20 funds for a local mini grant initiative (which we called a Child Care Quality Booster), not part of CARES Act funding, to cover the cost for providers to purchase curriculum required by OEL for SR and VPK classrooms, developmentally appropriate books or learning materials, supplies, equipment, enhanced Wi-Fi and internet capabilities, or expenditures related to recruiting, training or retaining qualified staff.

## 3. **Educator Training Stipends**

In April, ELC launched a local training stipend for child care educators designed to put funds directly into child care educators’ pockets for completion of ELC Broward quality trainings.

In late May, OEL authorized training grants specifically for early educators for completion of OEL identified (only) trainings through the Department of Children and Families Child Care Training System.

### **First Responder Childcare Enrollments:**

3,077 children of first responders and medical personnel have been enrolled with 210 School Readiness providers since the program rollout on April 16. The deadline for new applications was July 31<sup>st</sup>. However, those already enrolled can remain in care (with continued eligibility) until further notice.

### **Quality and Education Online Provider Trainings & Resources:**

- **Virtual Trainings:** Since March 16<sup>th</sup>, ELC staff has conducted 75 virtual provider trainings with over 17,923 educators (duplicated) in attendance. Trainings are conducted in both English and Spanish and during the day and evenings.
- **Story Time:** ELC education staff continue to have story time live on Facebook 6 times a week. Story are read in English, Spanish and Creole.

**Free Wellness Services at Child Care Centers:** ELC collaborated with the Children's Services Council to offer Health Services Technicians and/or Registered Nurses to provide free wellness services for children and staff at interested child centers. This effort rolled out on May 11 to 32 programs and was well received by providers and families with over a dozen e-mails, letters, and phone calls from center owners and directors expressing their appreciation. Unfortunately, the contract and funding ended as of September 1<sup>st</sup>. The ELC will explore other funding options for this valuable initiative.

### **Provider Payments Schedule Unchanged:**

Provider payments continue to be issued on time as scheduled on or before the 19<sup>th</sup> of each month.

### **Office Re-Open Plan:**

The ELC Executive Team along with the Human Resources Manager devised an Office Re-Open Plan that includes policies and guidelines created by the CDC, OSHA, ADA as well as state and local officials. The plan was brought to the Governance Committee on 8/24/20 and is scheduled to go to the September 23<sup>rd</sup> Board before being implemented.

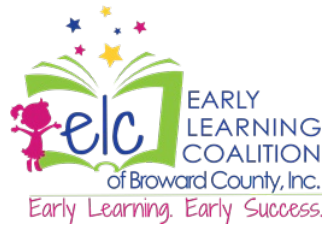
### **Supporting Documentation**

- Financial Supports to Providers during the Pandemic - March 2020 to Present

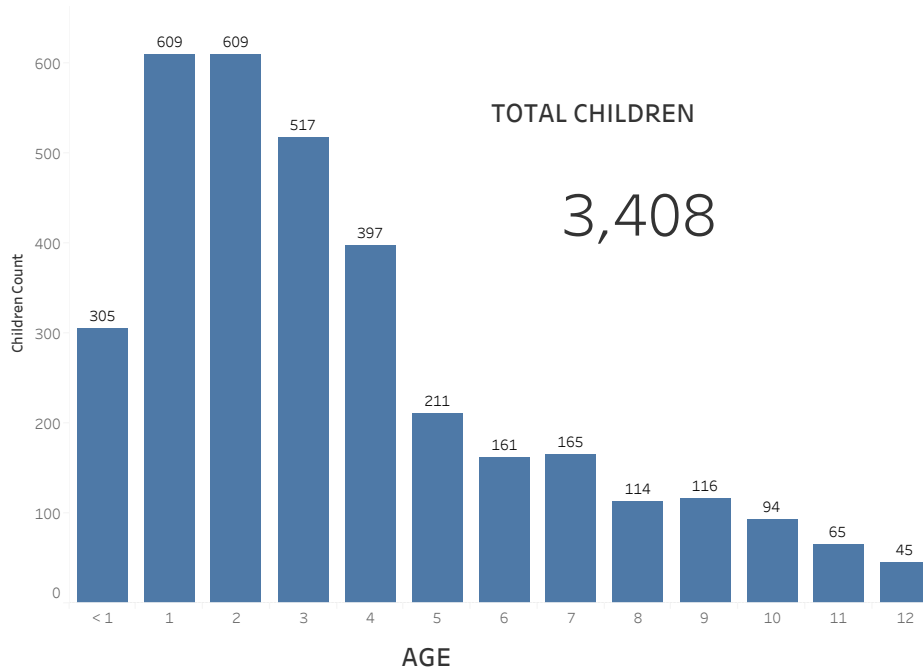
## Financial Supports to Providers during the Pandemic - March 2020 to Present

Funding Source	Initiative	Amount Allowed	Recipients	Number of Children Served	Number of Individual Teachers Paid	Number of Providers Affected	Amount Paid YTD
CCDF	Stipends: Learn to Earn	\$50/class	Teachers must complete ELC trainings		761		\$ 194,278
CCDF	Stipends: OEL Minigrant #3	\$75/class	Teachers must complete DCF trainings		465		\$ 207,600
CCDF	Minigrants for Health and Safety	\$2,000/center	ELC Contracted Providers with no Class 1 Violations with imminent re-opening plans			378	\$ 756,000
CCDF	Booster Minigrant for Curricula & Health and Safety	\$2,500/center	ELC Contracted Providers with no Class 1 Violations			380	\$ 997,800
CARES	Phase I Grants for operating costs	Up to \$20,000/center	High quality providers that are currently open			149	\$ 1,697,000
CARES	Phase II	Up to \$14,600/center	High quality providers with imminent re-opening plans			118	\$ 1,248,375
CARES	Phase III	Up to \$13,970/center	All other providers			TBD	TBD
CARES	First Responder Slots	Up to ELC Max Rate/Child	Children of Health Care Workers Regardless of Income	2,940			\$ 3,040,283
CARES	First Responder Bonus	Up to \$4,000/month, \$12,000 max	Providers with enrolled first responder children			352	\$ 1,684,500
<b>Total Amount Paid YTD</b>							<b>\$ 9,825,836</b>

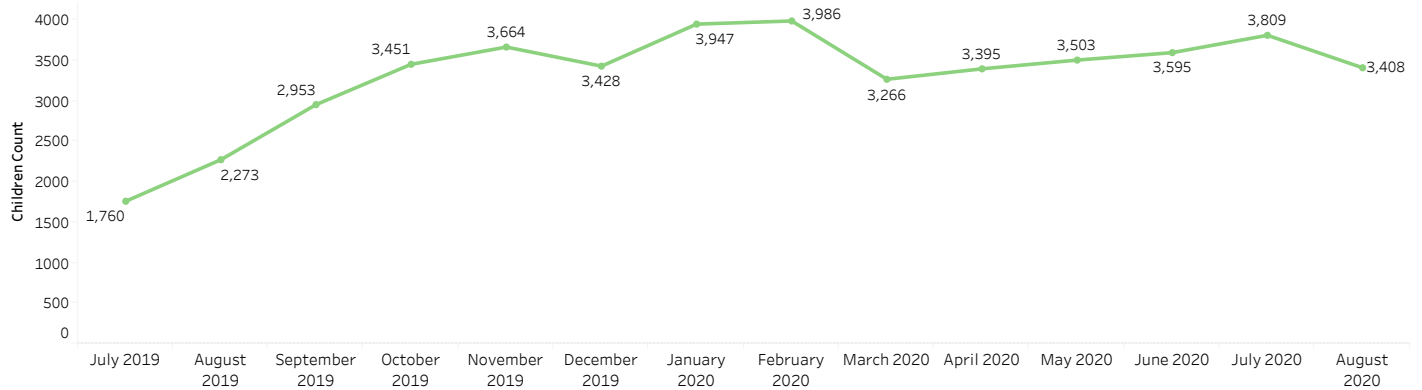




## Waitlist Children by Age as of 8/31/2020



Prior Month	Children Count	+/-	%
Jul 2019	1,760	-35	-2%
Aug 2019	2,273	513	23%
Sep 2019	2,953	680	23%
Oct 2019	3,451	498	14%
Nov 2019	3,664	213	6%
Dec 2019	3,428	-236	-7%
Jan 2020	3,947	519	13%
Feb 2020	3,986	39	1%
Mar 2020	3,266	-720	-22%
Apr 2020	3,395	129	4%
May 2020	3,503	108	3%
Jun 2020	3,595	92	3%
Jul 2020	3,809	214	6%
Aug 2020	3,408	-401	-12%



## FYI - ELC Broward Contract 2020-2021 List

Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Office of Early Learning	\$102,719,865	School Readiness, VPK & PDG	Revenue	7/1/20-6/30/21	Active
Office of Early Learning	\$50,388	VPK Monitoring & Outreach	Revenue	7/1/20-6/30/21	Active
Broward County	\$2,342,795	SR Match & Special Needs	Revenue	10/1/19- 9/30/20	Active
Children's Services Council	\$4,592,700	Financially Assisted Child Care	Revenue	10/1/19-9/30/20	Active
Children's Services Council	\$4,196,000	Vulnerable Populations	Revenue	10/1/19-9/30/20	Active
City of Fort Lauderdale	\$41,249	SR Match Funds	Revenue	10/1/19-9/30/20	Active
City of Hollywood	\$10,000	SR Match Funds	Revenue	10/1/18-9/30/20	Active
City of Pompano Beach	\$20,000	SR Match Funds	Revenue	10/1/19-9/30/20	Active
United Way	\$130,000	SR Match Funds	Revenue	7/1/19-6/30/20	Pending
Children's Forum, Inc.	\$450,909	INCENTIVES® Program	Sub-recipient	7/1/20-6/30/21	Active
First Call for Help/211	\$462,000	Community Referral Services	Sub-recipient	7/1/20-6/30/21	Active
Abila	\$4,964	MIP Accounting Software	Vendor	7/1/20-6/30/21	Active
Accessible Comm for the Deaf	\$1,300	Interpretation Services	Vendor	8/13/18 Ongoing	Active
AT&T	\$40,000	Cell Phones and Hot Spots	Vendor	7/1/20-6/30/21	Active
Atech Security	\$420	Panic Button	Vendor	10/15/19-10/15/20	Active
BlueJean Software, Inc.	\$33,000	Hosting and Support Services	Vendor	7/1/20-6/30/21	Pending
Biometrics4All, INC.	\$70	Live Scan Software Support	Vendor	7/1/20-6/30/21	Active
Business Leadership Institute	\$50,000	Business Development	Vendor	10/1/20-6/30/21	Pending
Comcast	\$4,446	Internet	Vendor	7/1/20-6/30/21	Active
Crown Castle	\$12,600	Internet	Vendor	7/1/20-6/30/21	Active
Crown Center	\$416,078	Office Lease (est. annual cost)	Lease	2/1/19-1/31/29	Active
FL Dept of Law Enforcement	\$1,863	LiveScan Service (annual cost)	Vendor	10/29/18-Ongoing	Active
Jacob Jackson	\$90,000	Legal Services	Vendor	4/1/20-3/31/21	Renewal
Konica Minolta	\$5,017	Copier and Printer Rental	Vendor	7/1/19-10/31/20	Active
Mitel	\$45,099	Business Telephone Lines	Vendor	7/1/20-6/30/21	Active
Keefe McCoullough, LLP	\$31,000	External Audit Preparation	Vendor	7/1/20-6/30/21	Active
School Board Broward County	\$12,000/yr	Gulfstream Early Learning Ctr	Lease	9/5/19-9/4/22	On Hold
Teaching Strategies Gold	\$19,425	Child Assessment Software	Vendor	7/1/20-6/30/21	Active
Vantiv Health, LLC	\$12,000	Appointment Software License	Vendor	12/18/18- Ongoing	Active
Webauthor	\$30,000	CRM Software	Vendor	7/1/20-6/30/21	Active
University of Florida	\$0	Data Use Agreement	MOU	1/1/19-Ongoing	Active

# Training Calendar

## September 2020

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Tuesday 9/1/2020	1pm – 2:30pm	Beatriz Pillier & Gordia Ross, Q&E Coaches, ELC	Professionalism and Leadership in the Preschool Classroom	<a href="https://attendee.gotowebinar.com/register/2095228667339754767">https://attendee.gotowebinar.com/register/2095228667339754767</a>
Wednesday September 2, 2020	1pm – 2:30pm	Libby Snyder Inclusion Specialist, ELC	All About Infants	<a href="https://register.gotowebinar.com/register/7872963259920066316">https://register.gotowebinar.com/register/7872963259920066316</a>
Thursday 9/3/2020	1pm – 2:30pm	Agnieszka Boddie & Julio Maymi, Q&E Coaches, ELC	Open-Ended Explorations: Teacher Interactions with Art	<a href="https://attendee.gotowebinar.com/register/875895560903645967">https://attendee.gotowebinar.com/register/875895560903645967</a>
Tuesday 9/8/2020	1pm – 2:30pm	Antoinette Shaw & Wendy Gordon, Q&E Coaches, ELC	Bringing Language and Literacy to Life	<a href="https://attendee.gotowebinar.com/register/8582717806636510479">https://attendee.gotowebinar.com/register/8582717806636510479</a>
Wednesday, September 9, 2020	1pm – 2:30pm	Debbie Kay, Inclusion Manager	All About Toddlers	<a href="https://attendee.gotowebinar.com/register/8426423328481661708">https://attendee.gotowebinar.com/register/8426423328481661708</a>
Thursday 9/10/2020	1pm – 2:30pm	Jenny Sanchez & Margarita Medina, Q&E Coaches, ELC	Learning and Playing: Let's “Work” in the Pre-K Classroom	<a href="https://attendee.gotowebinar.com/register/4598581348297426703">https://attendee.gotowebinar.com/register/4598581348297426703</a>
Tuesday 9/15/2020	1pm – 2:30pm	Natacha Herisse & Raïna Sajous, Q&E Coaches, ELC	Supporting Children's Growth and Development in Preschool	<a href="https://attendee.gotowebinar.com/register/1915094577849704975">https://attendee.gotowebinar.com/register/1915094577849704975</a>

## Training Calendar

September 2020

Wednesday, September 16, 2020	1-2:30 pm	Adrienne Gilyard Inclusion Specialist, ELC	All About 2's	<a href="https://attendee.gotowebinar.com/register/5883354088531968780">https://attendee.gotowebinar.com/register/5883354088531968780</a>
Thursday 9/17/2020	1pm – 2:30pm	Grethel Arroyo & Stephanie Templin, Q&E Coaches, ELC	Active Movement and Learning in the VPK Classroom	<a href="https://attendee.gotowebinar.com/register/5292782203534255888">https://attendee.gotowebinar.com/register/5292782203534255888</a>
Monday 9/21/2020	7pm – 8:30pm	Ana Avalos-Atkinson & Natacha Herisse, Q&E Coaches, ELC	The Growing Brain - 2-A: The Factors Affecting Brain Growth and Development	<a href="https://attendee.gotowebinar.com/register/3150048446025399820">https://attendee.gotowebinar.com/register/3150048446025399820</a>
Tuesday 9/22/2020	1pm – 2:30pm	Julio Maymi & Mirta De Jesus, Q&E Coaches, ELC	El Poder de la Construcción con Bloques en la Educacion Temprana (The Power of Block Play in Early Childhood)	<a href="https://attendee.gotowebinar.com/register/5158030456740584203">https://attendee.gotowebinar.com/register/5158030456740584203</a>
Wednesday, September 23, 2020	1pm – 2:30pm	Suwenda Louis Inclusion Specialist, ELC	All About 3's	<a href="https://attendee.gotowebinar.com/register/4658523423957284624">https://attendee.gotowebinar.com/register/4658523423957284624</a>
Thursday 9/24/2020	1pm – 2:30pm	Agnieszka Boddie & Aida Brar, Q&E Coaches, ELC	Child Assessments: "What's the Next Steps..."	<a href="https://attendee.gotowebinar.com/register/7554523801572591375">https://attendee.gotowebinar.com/register/7554523801572591375</a>
Monday 9/28/2020	7pm – 8:30pm	Ana Avalos-Atkinson & Natacha Herisse, Q&E Coaches, ELC	The Growing Brain - 2-B: The Key Ingredients for Healthy Brain Development	<a href="https://attendee.gotowebinar.com/register/4049764517383368460">https://attendee.gotowebinar.com/register/4049764517383368460</a>
Tuesday 9/29/2020	1pm – 2:30pm	Tiffanie Bernard, Q&E Manager, ELC	Explore, Play, and Wonder: STEM for Infant and Toddlers	<a href="https://attendee.gotowebinar.com/register/6183244785248288271">https://attendee.gotowebinar.com/register/6183244785248288271</a>
Wednesday September 30/2020	1pm – 2:30pm	Carolina White Inclusion Specialist, ELC	All About 4's	<a href="https://attendee.gotowebinar.com/register/8510075272661607184">https://attendee.gotowebinar.com/register/8510075272661607184</a>



## Training Calendar

September 2020

All trainings appear on the ELC website on the calendar.

<http://www.elcbroward.org/p/46>

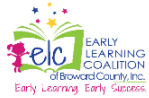
ELC of Broward County

Committee Membership 2019-2020

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
	Officer	Dawn Liberta	effective 4/2014 - Governor appointment
	Officer	Twan Russell	effective June 2020 -
	Officer	Monica King	First Vice Chair
	Officer	Cindy Arenberg Seltzer	Second Vice Chair
		Khalil Zeinieh	Secretary
		Michael Asseff	Treasurer
		Richard Campillo	effective June 2020 -
FINANCE	<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members.</i>		
		Cindy Arenberg Seltzer	Chair
		Renee Podolsky	Member
		Laurie Sallarulo	Member
		Zachary Talbot	Member
		Twan Russell	effective June, 2020
PROGRAM REVIEW	<i>Members appointed by the Chair. Ad Hoc members with particular expertise may be appointed to assist in the given particular area of program. Reports directly to the Board and shall consist of at least (3) members.</i>		
		Khalil Zeinieh	Chair
		Laurie Rich Levinson	effective 6/2020
		Dawn Liberta	Member
		Laurie Sallarulo	Member
		Renee Podolsky	Member
		Richard Campillo	Member
		Cindy Arenberg-Seltzer	Member
		Cara Cerchione	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.</i>		
		Richard Campillo	Chair
		Michael Asseff	effective 7/1/18
		Twan Russell	Member
		Monica King	effective 12/9/16
		Beverley Batson	effective 4/7/17
			effective 12/19/19
GOVERNANCE	<i>Members Elected by Board. Consists of at least (5) five Members. First Vice Chair shall serve as chair of the Governance Committee</i>		
		Dawn Liberta	Chair
		Mason Jackson	effective 6/30/20-
		Cara Cerchione	Member
		Michael Asseff	effective 6/2019
		Laurie Sallarulo	effective 6/2020
NOMINATING	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition</i>		
		Michael Asseff	Chair
		Mason Jackson	effective 6/2020
		William Karp	Member
		Twan Russell	effective 6/2019
		Dr. Amoy Reid	Member
		Laurie Sallarulo	effective 12/19/19
AD HOC FUNDRAISING	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition</i>		
		Michael Asseff	Chair
		Amoy Reid	established 2/13/20
		Cara Cerchione	effective 2/13/20
		Richard Campillo	effective 2/13/20
		Twan Russell	effective 2/13/20
AD HOC STRAT PLANNING	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition</i>		
		Michael Asseff	Member
		Richard Campillo	effective 11/2017
		Monica King	Member
		Michael Asseff	effective 11/2017
		Cindy Arenberg Seltzer	Member
		Laurie Sallarulo	effective 11/2017
			effective 11/2017



PAGE 66



**FYI 10**

**Early Learning Coalition of Broward County  
Board Attendance Chart FY 19-20**

	Member	1st Term Started	1st Term Exp	Sept 12	Oct 3	Dec 19	Feb 13	Apr 29	June 25	TOTAL FY ABSENCES
1	Angela Iudica	9.7.17	N/A	X	X	ABS	X	X	ABS	2
2	Cara Cerchione	4.4.19	N/A	X	X	X	X	X	X	0
3	Cindy Arenberg Seltzer	1999	N/A	X	X	X	X	X	X	0
4	Dawn Liberta	6.2018	N/A	X	X	X	X		X	0
5	William Karp	4.2019	N/A	X	X	X	X	X	ABS	1
6	Ellie Schrot	6.2014	N/A	X	X	X	X	X	X	0
7	Khalil Zeinieh	5.12.17	6.30.21	P	X	P	X	X	X	0
8	Monica King	5.12.17	6.30.21	X	X	X	X	X	X	0
9	Laurie Rich Levinson	11.2014	N/A	P	X	ABS	X	X	ABS	2
10	Laurie Sallarulo	4.2014	4.2018	ABS	P	X	X	X	X	1
11	Mason Jackson	1999	N/A	ABS	X	X	X	X	X	1
12	Michael Asseff	5.7.2013	5.7.2018	X	X	X	X	ABS	X	1
13	Nicholas Kaniaris	5.2015	6.30.19	P	ABS	ABS	ABS			3
14	Renee Podolsky	6.2014	N/A	P	X	X	ABS	X	X	1
15	Richard Campillo	5.12.17	6.30.21	P	X	X	X	X	X	0
16	Twan Russell	2.2016	N/A	X	X	ABS	X	X	X	1
17	Dr. Amoy Reid	9.2019	N/A	X	X	X	X	X	X	0
18	Beverly Batson	9.2019	N/A				X	X	X	0
19	Zachary Talbot	2.2020	N/A					FM	X	0
20	VACANT - Gub. private sector									
	<b>MEMBERS WHO LEFT DURING FY</b>									
	Nicholas Kaniaris - resigned 2/12/20									
	X = Present at meeting									
	ABS = Absent from Meeting									
	P = phone attendance									
	FM First Meeting LM Last Meeting									