



**APPROVED AT THE EXECUTIVE/ FINANCE MEETING AUGUST 23, 2018**

Early Learning Coalition of Broward County  
 Executive Committee Meeting Minutes  
 May 23, 2018 @ 4:00 p.m.  
 6301 NW 5<sup>th</sup> Way, Suite 3400, Fort Lauderdale, FL 33309

Members in Attendance: Laurie Sallarulo, Chair; Cindy Arenberg Seltzer; Ellie Schrot; Michael Asseff; Twan Russell via phone

Members Absent: Nicholas Kaniaris, Renee Podolsky

Staff in Attendance: Renee Jaffe, CEO; Christine Klima, CAO; Howard Bakalar, COO; Alexander Browning, Allison Metsch, Amy Ungor, Hubert Cesar, Irene Ramos, Karen Swartzbaugh, Keisha Dunn-Pettis, Megan DeGraaf, Reinier Potts, Suwenda Louis, Sandra Paul,

Others in Attendance: Jacob Jackson, Legal Counsel

| Item                    | Action  | Follow-up |
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| Welcome & Call to Order | In the absence of the Chair, Michael Asseff called the meeting to order at 4:15 p.m. Laurie Sallarulo and Cindy Arenberg Seltzer arrived shortly thereafter at 4:20 p.m. and 4:25 p.m., respectively. A Roll Call was conducted and a quorum was established. |           |
| Chair's Report          | Laurie Sallarulo provided a brief update of Board Officer nominations, which are scheduled to occur at the June Board meeting.  |           |

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| <p>CEO Report</p>  | <p>In addition to items included in the CEO Report, Renee Jaffe, CEO, shared progress of EFS Modernization 3.0, which is on target for full implementation on July 1<sup>st</sup>. Hubert Cesar, Director of IT, spent a week in Tallahassee as part of a “testing team” and added that the new system is impressive. The team is also in the process of finalizing a statewide communications and training plan as part of the 3.0 launch.</p> <p>Broward has received an additional \$253,000 for PFP, funding for FY18, which OEL has earmarked for performance payments for participating providers.</p> <p>Statewide School Readiness (SR) Assessments have been suspended for the past three years while OEL explored and procured for a new and more effective tool to assess Kindergarten Readiness. For School Year 16/17, a new tool was selected and testing occurred in August or September 2017 (within 30 school days of the new school year). Results were released late on May 21<sup>st</sup>, and right before Broward ELC’s Provider Appreciation event on May 23<sup>rd</sup>. Results statewide were quite low with the bulk of counties’ Kindergarten Readiness achievement ranging from the 30<sup>th</sup> percentile to the 50<sup>th</sup> percentile. Broward achieved a mean score of 53%, which was even with Florida’s average score and a bit higher than Miami-Dade. The results were shared with Providers and were discussed at length at the Provider Appreciation event. School District staff shared concerns that the measures used did not align with Kindergarten curricula and that performance expectations may not be developmentally appropriate. Another town hall event is being planned with providers to hear their concerns. Laurie Sallarulo advocated for proactive education and advocacy with local media outlets and Ellie Schrot recommended raising Broward concerns regarding validity and related issues with OEL. Michael Asseff requested that the results be shared with all Board members.</p> |  |
| <p>Consent Agenda:</p> <p>Approve April 27, 2018 Meeting Minutes</p> <p>Approve Revised FY 18/19 Sliding Fee Schedule</p> <p>Approve RTCO Transition Contracts</p> <p>Approve FY 19/19</p> | <p>Items on the Consent Agenda were reviewed, none were called for discussion and all items were <b>unanimously approved</b>.</p>  |  |

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| <p>United Way Contract<br/>Approve FY 18/19<br/>BlueJean Software<br/>Platform Contract</p> <p>Approve FY 18/19<br/>Teaching Strategies<br/>Gold Agreement</p>  |   |  |
| <p>Regular Business:</p> <p>Consider Options and<br/>Approve FY 18/19<br/>Executive Committee<br/>Meeting Calendar</p> <p>Approve CEO<br/>Evaluation and Pay<br/>for Performance for<br/>January 2017 – June<br/>2018</p> | <p>Renee Jaffe shared challenges to finding days/times for Executive Committee meetings that were compatible with committee member schedules. After much discussion, there was consensus that the Executive Committee meetings would be held seven (7) times per year at 8:30 a.m. on the 4<sup>th</sup> Thursday of each month, excluding July, October, December, February and June, as follows: August 23, September TBD, November TBD, January 24, March 28, April 25 (if the May Board meeting is needed) and May 23.</p> <p>Christine Klima, CAO, summarized the performance and evaluation ratings of the CEO for the 18 month period of January 2017 through June 2018. All CEO performance goals established by the Board were met or exceeded and 91% of responses rated the CEO performance as outstanding and/or exceeds expectations.</p> <p>Based on the original hire letter, the CEO may be awarded up to 15% of her annual salary in performance pay. Board Member Michael Asseff clarified that, at the time of hire, the Board elected to initially set the CEO salary at the lower rate than her peers and provide a higher percent for pay for performance to allow the Board more flexibility to determine total compensation based on performance while a track record was being established in the CEO's first year.</p> <p>Cindy Arenberg Seltzer added that while the existing combination of salary and performance pay were the terms they would use in the current review, she felt it may also be time to re-evaluate the structure of the CEO compensation package going forward. She recommended that ELC undertake a salary survey so that the CEO salary baseline could be brought into alignment with the pay rates of other comparable ELC CEOs and the pay for performance parameters could then be re-calibrated in a revised total compensation package. Such a recalibration could also lead to changes in the salary structure for other staff. This was the result when CSC underwent the same exercise several years ago. Michael Asseff and Twan Russell agreed that a salary survey was good idea for next year.</p> |  |

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|   | <p>For the current period, since the CEO had not received an evaluation or pay for performance payment since January 2017, the Executive Committee considered a one-time pay for performance for the 2017 calendar year (12 months) and a pro-rated six (6) month term for January through June 2018.</p> <p>After thorough discussion, the Executive Committee recommended a \$13,500 (approximately 10%) pay for performance award for 2017 and a pro-rated \$6,500 amount (approximately 10%) pay for performance award for January through June 2018. Much appreciation for the CEO’s accomplishments during this 18 month period were expressed, including the seamless transition to an in-house model for eligibility and payment services with very short notice in the midst of the aftermath of Hurricane Irma. The Committee also commended the contributions of all the senior staff in the success of the transition. They further acknowledged the significance of identifying and correcting the compliance problems that returned a projected \$1.7M in misclassified funds back to child care services as well as the successful efforts of the CEO and CAO in garnering OEL’s full support throughout. After consultation with ELC’s General Counsel on proper process, the Committee recommended that the Governance Committee consider a policy revision to give the CEO discretion to award higher performance pay to staff for extraordinary contributions under unusual circumstances.</p> <p><b>A Motion to Recommend to the Full Board</b> CEO pay for performance in a one-time lump sum amount of \$20,000 (approximately 10%) for the combined 18 months, was made by Cindy Arenberg Seltzer, <b>seconded</b> by Ellie Schrot and <b>unanimously approved</b>.</p> |  |
| <p>Ad Hoc Committee Updates:</p> <p>Approve Ad Hoc Space Committee Recommendations to the full Board</p> <p>Approve Ad Hoc Strategic Plan Recommendations to the full Board</p> | <p>Twan Russell, Committee Chair, and Howard Bakalar, COO, provided an update from the Ad Hoc Space Committee. After site visits, meetings with both landlords and extensive review of lease comparative data, the Committee recommends finalizing a lease with Crown Center and bringing that lease to the full Board for approval, if finalized in time for the June 7<sup>th</sup> board meeting. A detailed cost analysis was provided and discussed.</p> <p><b>A Motion to Approve</b> the Ad Hoc Space Committee recommendations to bring Crown Center Lease to the full Board was made by Ellie Schrot, <b>seconded</b> by Twan Russell and <b>unanimously approved</b>.</p> <p>Howard Bakalar, provided an update on the work of the Ad Hoc Strategic Plan Committee, chaired by Richard Campillo.</p> <p><b>A Motion to Approve</b> the Ad Hoc Strategic Plan Committee recommendations to bring Plan to the full Board was made by Cindy Arenberg Seltzer, <b>seconded</b> by Ellie Schrot and <b>unanimously approved</b>.</p>  |  |

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| Finance Committee Report             | There was no Finance Committee meeting.   |  |
| New Business                         | There was no discussion.  |  |
| Matters from the Chair               | There were no matters from the Chair.   |  |
| Matters from the Executive Committee | Cindy Arenberg Seltzer stated that Children's Services Council had approved additional \$500,000 for ELC's the Vulnerable Population contract for FY 18/19. |  |
| Public Comment                       | There was no public comment.  |  |
| Next Meeting Date                    | August 23, 2018 at 8:30am   |  |
| Adjourn                              | The meeting adjourned at 6:20 p.m.  |  |

These minutes contain the action items of the meeting of the Executive Committee of the Early Learning Coalition. 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.