



**Early Learning Coalition of Broward County, Inc.
Ad Hoc Strategic Planning Committee Meeting Agenda
December 17, 2021 @ 1:00pm**

<https://global.gotomeeting.com/join/531787597>

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		Kirk Englehardt, Ad Hoc Strategic Planning Committee Chair
II.	Roll Call		Melody Martinez, Executive Assistant
III.	Regular Business <ul style="list-style-type: none"> • STRAT211RB1 - Strategic Plan 2022 - 2027 Discussion of process and commitments 	2	Renee Jaffe, CEO
IV.	New Business Matters from the Committee Matters from the Chair Public Comment Next ELC Meeting: 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.

ITEM#/MEETING	STRAT221RB1 / Ad Hoc Strategic Planning
MEETING DATE:	12/17/21
SUBJECT:	ELC Broward 2022 – 2027 Strategic Plan
FOR ACTION:	No
RECOMMENDED ACTION:	Review and Discuss Strategic Plan Process and Ad Hoc Strategic Plan Committee objectives and scope
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEAD	Renee Jaffe

Background

A 3-year Strategic Plan (7/1/18 – 6/30/21) was initially approved by the board at the beginning of the FY 18-19 and then approved each subsequent year of the plan with annual updates. The prior Ad Hoc Strategic Committee developed a new 3-year plan which was presented to the Board on May 10 2021, however, after discussion it was agreed that the proposed 3-year plan would only be adopted for 1 year and that a new committee needed to be formed and the Senior ELC team needed to develop a bolder and innovative plan, along with the new committee.

Current Status

Given that we have a 1-year plan, the Senior Team began meeting to review all of the prior data and information gathered for the prior plan along with other information that had developed after the plan was adopted. The planning process included evaluating the current plan, conducting a SWOT analysis, analyzing other environmental factors that have/may have a significant impact on the organization, as well as utilize feedback from stakeholders and other ELC's in order to begin to develop a new plan for 2022 - 2027.

ELC staff are currently in the process of obtaining the services of a consultant to facilitate the strategic planning process, who will work not only with the ELC staff but with the Ad Hoc Strategic Plan Committee members as well as obtain additional surveys and data so that the future plan can be as robust and innovative as possible, but still remain within the parameters the ELC has to adhere to.

At this Kick Off Ad Hoc Strategic Planning Committee meeting, the objective is to obtain clear perspective of the role of the committee, it's members along with the role the ELC staff will provide in moving the process forward.

Discussion Items to Include:

- Draft Timeline
- Meeting schedule and commitment to attendance/objectives as per draft timeline.
- Role of committee members (and staff)
- Strategic Plan components (plan sections including Mission/Vision/Pillars etc.)
- January Board Retreat Agenda/Objectives
- Framework to ensure Ad Hoc Strategic Planning Committee achieves its goal (June Board Meeting – presentation of final/draft Strategic Plan)

Supporting Documents

- DRAFT Timeline
- Current 1 Year Strategic Plan

DRAFT Strategic Planning Timeline

September 2021

- Needs Assessment Commenced – due November 30th 2021
- Discussions with Ad Hoc Strategic Planning Chair commenced

October 2021

- Timeline established
- Community Assessment Meetings

November 2021

Ad Hoc Strategic Planning Chair Meeting – November 1, 2021

- Discuss proposed timeline and adjust accordingly

ELC Internal Strategic Planning Initial Planning Session 1 – Decide on who will be lead for each item:

- Review SWAT and Environmental Survey
- Review current interim Strategic Plan
- Review sections of Strategic Plan – agree if remaining same or updating (Mission/Vision etc.)
- Data gathering – Agree on methodology for providers, parents, board and community partners

Establish Ad Hoc Strategic Planning Committee membership – Due November 15 2021 (Board meeting)

Decide/procure a consultant for Board Retreat (January 2022)

Finalize Board questionnaire regarding Strategic Plan

Finalize Board Retreat content and logistics

December 2021

ELC Internal Strategic Planning Session #2

- Review of November items/progress
- Review of Community Assessment data
- Review of any/all data gathered from providers, parents, board and community partners
- Develop Board questionnaire regarding Strategic Plan
 - Board Retreat Availability/days/times etc.
 - Preferences related to Strat Plan Planning
- Preferences/Definitions related to Goals and Innovation
- Develop Agenda/Objectives/Goal for the Board Retreat
- Poll Board for Board Retreat preferences
- Develop Board Retreat – Presentation/Activities/Breakout groups etc.

Ad Hoc Strategic Planning Committee Kick Off Meeting #1

- Review timeline
- Agree on meeting schedule and commitment to attendance/objectives
- Agree if each section of Strategic Plan should have a champion
- Agree on sections of Strategic Plan (Mission/Vision/Pillars etc. being developed at end rather than beginning session)
- Agree on January Board Retreat Agenda/Objectives

- Develop framework to ensure Ad Hoc Strategic Planning Committee achieves its goal (June Board Meeting – presentation of final/draft Strategic Plan)

January 2022

ELC Internal Strategic Planning Session #3

- Review data gathered
- Develop presentation/information for Ad Hoc Strategic Planning Committee
- Develop update for Full Board meeting in conjunction with the Ad Hoc Strategic Planning Committee Chair to share with Board on February 14, 2022

Ad Hoc Strategic Planning Committee Meeting #2

- Review materials presented by ELC staff
- Develop framework to proceed and stay on track to achieve required deadlines

Board Retreat

- Agenda – review objectives of the Retreat
- Presentations on Strategic Planning process/data so far/timeline etc.
- Breakout sessions

February 2022

ELC Internal Strategic Planning Session #4

- Pull information from Board Retreat in order to present to Ad Hoc Strategic Planning Committee
- Review of all information gathered
- Develop high level discussion items for Ad Hoc Strategic Planning Committee meetings #3 & #4

Ad Hoc Strategic Planning Committee Meeting #3

- Discuss Pillar 1 – Parents

March 2022

ELC Internal Strategic Planning Session #5

- Review Ad Hoc Strategic Planning Committee Meetings #3
- Fine tune language of any established Strategic Measure/Goals/Outcomes to present to Ad Hoc Committee meetings in March
- Develop update for Full Board meeting in conjunction with the Ad Hoc Strategic Planning Committee Chair to share with Board on April 11, 2022

Ad Hoc Strategic Planning Committee Meeting #4

- Review Minutes from Ad Hoc Strategic Planning Committee Meeting #3 and access progress
- Address any outstanding items from Meeting #3
- New Item Discussion Pillar 2 – Providers

April 2022

ELC Internal Strategic Planning Session #6

- Review Ad Hoc Strategic Planning Committee Meetings #3 & #4
- Fine tune language of any established Strategic Measure/Goals/Outcomes to present to Ad Hoc Committee meetings in March
- Develop update for Full Board meeting in conjunction with the Ad Hoc Strategic Planning Committee Chair to share with Board

Ad Hoc Strategic Planning Committee Meeting #5

- Review Minutes from Ad Hoc Strategic Planning Committee Meeting #3 & #4 and access progress
- Address any outstanding items from Meeting #3 & #4
- New Item Discussion Pillar 3 – Community

Ad Hoc Strategic Planning Committee Meeting #6

- Review Minutes from Ad Hoc Strategic Planning Committee Meeting #3, #4 and #5 and access progress
- Address any outstanding items from Meeting #3, #4 and #5
- New Item Discussion Pillar 4 – Staff and Board

May 2022

ELC Internal Strategic Planning Session #7

- Review Ad Hoc Strategic Planning Committee Meetings #3, #4, #5, #6
- Fine tune language of any established Strategic Measure/Goals/Outcomes to present to Ad Hoc Committee meetings in March
- Develop update for Full Board meeting in conjunction with the Ad Hoc Strategic Planning Committee Chair to share with Board

Ad Hoc Strategic Planning Committee Meeting #7

- Review Minutes from Ad Hoc Strategic Planning Committee Meeting #3, #4, #5 and #6 and access progress
- Address any outstanding items from Meeting #3, #4, #5 and #6
- New Item Discussion Pillar 5 – ELC Organization

Ad Hoc Strategic Planning Committee Meeting #8

- Review Minutes from Ad Hoc Strategic Planning Committee Meeting #3, #4, #5, #6 and #7 and access progress
- Address any outstanding items from Meeting #3, #4, #5 and #6
- Discuss Mission
- Discuss Vision
- Discuss Guiding Principles
- Format New Strategic Plan – discuss 3/5 years options

June 2022

ELC Internal Strategic Planning Session #8

- Review Ad Hoc Strategic Planning Committee Meetings (ALL)
- Fine tune language of any established Strategic Measure/Goals/Outcomes to present to Ad Hoc Committee meetings in May

Ad Hoc Strategic Planning Committee Meeting #9

- Review Minutes from Ad Hoc Strategic Planning Committee Meeting (ALL)
- Address any outstanding items from Meetings
- Agree on language for Strategic Plan Measures/Goals/Objectives

Ad Hoc Strategic Planning Committee presents Final/Draft 3-5 Year Strategic Plan to the Board (June 13, 2022)

Strategic Plan FY 2021/2022

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

- All children develop at their own pace and learning different ways
- All children have the ability to reach their full potential regardless of economic means
- 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
- We are dedicated to addressing historical and structural racism and implicit bias
- We are committed to finding innovative and creative ways to help our families and providers

Pillar 1 Deliver Outstanding Eligibility, Enrollment and Payment Services

Goal 1A - Make our eligibility and enrollment/re-enrollment services as easy as possible for parents.

Outcomes:

- Parents who successfully complete the enrollment process will be at or above 65%
- Parents who successfully complete the re-enrollment process will be at or above 75%
- Parent who respond as satisfied with the ease of eligibility/redetermination process will be at or above 80%

Goal 1B - Make our contracting and payment process as easy as possible for providers

Outcomes:

- At least 80% of providers who respond will report being satisfied with ELC instructions/responsiveness.

Pillar 2 Provide and Promote Quality Early Care Opportunities

Goal 2A - Empower parents to understand and participate in the developmental progress of their children.

Outcomes:

- 80% of parents who respond report tools/activities ELC provided helped them to engage with their child and/or better understand their child's development.

Goal 2B - Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children

Outcomes:

- 80% of Providers who respond report ELC provided the tools, skills and resources necessary to provide quality early learning experiences.
- 80% of Providers who respond report tools ELC provided helped them to engage with children and/or better understand children's development.

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

Goal 3 - Increase our influence to improve the early education system

Outcomes:

- ELC will complete 100% of the Annual Outreach/Communication plan and complete at least 70% of tasks/activities in the plan

Pillar 4 Strengthen and Develop the ELC's Capacity

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

Outcomes:

- At least 80% of Staff respond they are satisfied.
- At least 80% of Board members who respond report satisfaction with the number and quality of Board engagement activities, educational opportunities and informational materials.

ELC of Broward County

Committee Membership 2021-2022

COMMITTEE	Member Name	Seat	By Laws
EXECUTIVE	<i>Members consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees)</i>		
Officer	Laurie Sallarulo	Chair	effective 4/2014 - Governor appointment
Officer	Dawn Liberta	First Vice Chair	effective June 2020
Officer	Twan Russell	Second Vice Chair	effective June 2020
Officer	Monica King	Secretary	effective June 2020
Officer	Cindy Arenberg Seltzer	Treasurer	effective June 2020
	Khalil Zeinieh	Program Review Chair	effective June 2020
	Michael Asseff	Nominating Com. Chair	effective June 2020
	Richard Campillo	Audit Com. Chair	effective June 2020
FINANCE	<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members. No Term Limits</i>		
	Cindy Arenberg Seltzer	Chair	
	Renee Podolsky	Member	
	Laurie Sallarulo	Member	
	Zachary Talbot	Member	effective June, 2020
	Twan Russell	Member	
	Khalil Zeinieh	Member	effective 9/13/21
	Dawn Liberta	Member	effective 9/13/21
PROGRAM REVIEW	<i>Members appointed by the Chair. Ad Hoc members with particular expertise may be appointed to assist in the given particular area of program. Reports directly to the Board and shall consist of at least (3) members. No Term Limits</i>		
	Khalil Zeinieh	Chair	effective 6/2020
	Laurie Rich Levinson	Member	
	Dawn Liberta	Member	
	Laurie Salarullo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	
	Cindy Arenberg-Seltzer	Member	
	Cara Cerchione	Member	effective 10/2019
AUDIT	<i>Members elected by Board. Consists of at least (5) five Members. Ad Hoc Members may be appointed to assist in accounting or financial management experience. No more than (1) one Member of the Finance Committee shall be a Member of the Audit Committee and in no event shall the chair of the Finance Committee be a Member of the Audit Committee. No Term Limits</i>		
	Richard Campillo	Chair	effective 7/1/18
	Michael Asseff	Member	
	Twan Russell	Member	effective 12/9/16
	Monica King	Member	effective 4/7/17
	Beverley Batson	Member	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. No</i>		
	Dawn Liberta	Chair	effective 6/30/20
	Cara Cerchione	Member	effective 6/2019
	Michael Asseff	Member	effective 6/2020
	Carol Hylton	Member	effective 2/2021
	Laurie Salarullo	Member	
	Kirk Englehardt	Member	effective 9/13/21
NOMINATING	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition. No Term Limits</i>		
	Michael Asseff	Chair	effective 6/2020
	William Karp	Member	effective 6/2019
	Twan Russell	Member	
	Dr. Amoy Reid	Member	effective 12/19/19
	Kristina West	Member	effective 9/13/21
	Laurie Salarullo	Member	
AD HOC FUNDRAISING	Michael Asseff	Chair	established 2/13/20
	Amoy Reid	Member	effective 2/13/20
	Cara Cerchione	Member	effective 2/13/20
	Richard Campillo	Member	effective 2/13/20
	Twan Russell	Member	effective 2/13/20
	Kristina West	Member	effective 9/13/21
	Michael Asseff	Member	effective 2/13/20
AD HOC STRAT PLANNING	Kirk Englehardt	Chair	effective 11/2021
	Laurie Salarullo	Member	effective 11/2021
	Cara Cerchione	Member	effective 11/2021
	Cindy Arenberg-Seltzer	Member	effective 11/2021
	Khalil Zeinieh	Member	effective 11/2021
	Ellie Schrot	Member	effective 11/2021
	William Karp	Member	effective 11/2021
	Dawn Liberta	Member	effective 11/2021
	Renee Podolsky	Member	effective 11/2021
Workforce Workgroup	William Karp	Member	effective 10/2021
	Laurie Rich Levinson	Member	effective 10/2021
	Cara Cerchione	Member	effective 10/2021
	Dawn Liberta	Member	effective 10/2021
	Laurie Salarullo	Member	effective 10/2021
	Carol Hylton	Member	effective 10/2021
	Cindy Arenberg-Seltzer	Member	effective 10/2021