

Early Learning Coalition of Broward County, Inc.
Governance Meeting Agenda
February 3, 2025, at 1:00 PM
Zoom Meeting

Meeting ID: 851 5520 3010

Passcode: 920409

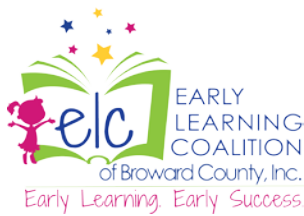
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Members are reminded of conflict-of-interest provisions. In declaring a conflict, please refrain from voting or discussing and declare the following information: 1) Your name and position on the Board, 2) The nature of the conflict, and 3) Who will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

		PAGE
1.	Call to Order	Dawn Liberta, Governance Committee Chair
2.	Roll Call	Melody Martinez, Board Liaison
3.	Consent Agenda 1. Approve December 3, 2024, meeting minutes	2 Dawn Liberta, Governance Committee Chair
4.	Regular Business 1. GOV253RB1 – Approve HR Policy Updates 2. GOV253RB2 – Approve Annual Board Survey Questions and Board Retreat Questions	3 Dawn Liberta, Governance Committee Chair 18 Judith Merritt, COO
5.	Unfinished Business New Business Matters from the Chair Matters from the Committee Public Comment	
6.	Next ELC Governance Meeting: <u>March 3, 2025</u>	
7.	Adjourn	

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

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



Early Learning Coalition of Broward County, Inc.
Governance Meeting Minutes
December 3, 2024, at 11:30 AM
Zoom Meeting

Members in Attendance	Chair Dawn Liberta; Michael Asseff; Carol Hylton; Renee Podolsky; Dr. Amoy Reid
Members Approved Absent	Kirk Englehardt; Laurie Sallarulo
Staff in Attendance	Judith Merritt, COO; Christine Klima, CAO; Melody Martinez, Board Liaison;
Others in Attendance	Julie Klahr, Legal Counsel

Item	Action/Discussion
Welcome & Call to Order	Chair Dawn Liberta called the meeting to order at 11:32 AM. The roll was called, and a quorum was established.
Consent Agenda	
1. Approve Oct 7, 2024, meeting minutes	A Motion was made by Renee Podolsky and Seconded by Carol Hylton to approve the Consent Agenda. The motion was Unanimously Approved. Motion Passed.
Regular Committee	<u>Amendment to ELC 403B Retirement Plan Participant Loan Policy</u>
1. GOV252RB1 – Authorize Amendment to Retirement Plan Loan Policy	Christine Klima, CAO, shared the 403B Retirement Plan Loan Policy. A Motion was made by Renee Podolsky and Seconded by Dr. Amoy Reid to Recommend that the Board Authorize Amendment #1 to the ELC Retirement Plan Participant Loan Policy Effective January 1, 2025, pending review by ERISA legal counsel. The motion was Unanimously Approved. Motion Passed.
2. GOV252RB2 – Approve Updated Proposed Jury Duty Policy	<u>Approve Jury Duty Updated Policy</u> Judith Merritt, COO, went over the changes to the Jury Duty Policy. A Motion was made by Carol Hylton and Seconded by Renee Podolsky to Recommend the Board approve the revised Jury Duty Policy. The motion was Unanimously Approved. Motion Passed.
3. GOV252RB3 – Approve Updated Proposed Whistleblower Policy	<u>Approved Whistleblower Changes</u> Judith Merritt, COO, reviewed the proposed whistleblower policy changes. A Motion was made by Renee Podolsky and Seconded by Dr. Amoy Reid to Recommend the Board approve the revised Whistleblower Policy. The motion was Unanimously approved. Motion Passes.
Unfinished Business	None
New Business	None
Matters from the Chair	None
Public Comments	None
Next Meeting	<u>February 3, 2025</u>
Adjourn	Meeting adjourned at 11:48 AM by Renee Podolsky.

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

ITEM #/MEETING:	GOV253RB1 / Governance Committee
DATE:	February 3, 2025
SUBJECT:	Update to HR Policies contained in Employee Handbook
FOR ACTION:	Yes
RECOMMENDED ACTION:	Recommend the Board approve the revised HR Policies listed within this Action Item
FINANCIAL IMPACT:	None
ELC STAFF LEAD	J Merritt

Background

ELC’s are required to update its Policies and Procedures annually to adhere to changes or updates included in DEL’s Grant Agreement and/or to reflect changes in federal laws or best practices to ensure compliance. At the start of FY 25 the ELC’s HR department began the process of reviewing all HR Policies and the ELC Employee Handbook to ensure the content, language, and policies are all up to date and in compliance with a target completion date of June 30, 2025.

Current Status

Below is a list of HR Policies that have been reviewed by the ELC HR department as well as ELC’s Employment Attorney Denise M. Heekin, and ELC’s General Counsel to ensure updated policies are in line with our Grant Agreement with DEL, state and federal statute, and HR best practices. Given that there were significant wording changes, as you will see from the attachments, we have the existing language (Current) at the top of each document followed by the proposed new language. Additionally, should there need to be separation of a Policy for better clarification we did so.

1. **Equal Employment Opportunity Policy (EEO)** – *Please note that the existing Policy contained both EEO and ADA & Accommodations, but is now a standalone Policy*
2. **Anti-Harassment Policy**
3. **Discrimination & Harassment Complaint Policy** – *Please note that the existing Policy was contained within the Anti-Harassment Policy but is now a standalone Policy*
4. **ADA & Reasonable Accommodation**
5. **Discipline & Corrective Action Policy**
6. **Grievance Policy**
7. **Open Door, Informal Communication Policy**

In addition to updating HR policies as needed, The ELC Employee Handbook is being totally updated to reflect all policy updates and will go into effect July 1, 2025. All updated policies will be reviewed and approved by Governance (first) and then the full Board.

Recommendations

The Governance Committee recommends the Board approve the revised Policies.

Supporting Documents

- 3.1 Equal Employment Opportunity Policy (EEO)
- 3.2 Anti-Harassment Policy
- 3.3 Discrimination & Harassment Complaint Policy
- 3.4 ADA & Reasonable Accommodation Policy
- 3.5 Discipline & Corrective Action Policy
- 3.6 Grievance Policy
- 3.7 Open Door Informal Communication Policy

Equal Employment Opportunity

Current

Early Learning Coalition of Broward County, Inc. is an Equal Opportunity Employer that does not discriminate on the basis of actual or perceived race, creed, color, religion, alienage or national origin, ancestry, citizenship status, age, disability or handicap, sex, marital status, veteran status, sexual orientation, genetic information, or any other characteristic protected by applicable federal, state or local laws. Our management team is dedicated to this policy with respect to recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, employee activities and general treatment during employment.

Accommodations for Individuals with Disabilities:

The Early Learning Coalition of Broward County, Inc. will make reasonable accommodations, as required by law, for the known physical or mental disabilities of an otherwise qualified applicant or employee, unless doing so would impose an undue hardship upon the Early Learning Coalition of Broward County, Inc.'s business operations. An accommodation is not reasonable if, even with the accommodation, the employee is unable to perform essential job duties in a manner that would not endanger the employee's health or safety of the employee or others.

Any applicant or employee who believes they require an accommodation in order to perform the essential functions of the job should contact Human Resources to request such an accommodation. Employees should specify what accommodation they need to perform the job and submit supporting medical documentation explaining the underlying physical or mental disability and the basis for the requested accommodation. The Early Learning Coalition of Broward County, Inc. then will review and analyze the request, including engaging in an interactive process with the employee or applicant, to identify if such an accommodation can be made. The Early Learning Coalition of Broward County, Inc. will evaluate requested accommodations, and as appropriate identify other possible accommodations, if any. The employee will be notified of the Early Learning Coalition of Broward County, Inc.'s decision regarding the request within a reasonable period. The Early Learning Coalition of Broward County, Inc. treats all medical information submitted as part of the accommodation process in a confidential manner.

The Early Learning Coalition of Broward County, Inc. will endeavor to accommodate the sincere religious beliefs of its employees to the extent such accommodation does not pose an undue hardship on the Early Learning Coalition of Broward County, Inc.'s operations. If you wish to request such an accommodation, please speak to Human Resources.

Any employees with questions or concerns about equal employment opportunities in the workplace are encouraged to bring these issues to the attention of Human Resources. The Early Learning Coalition of Broward County, Inc. will not allow any form of retaliation against individuals who raise issues of equal employment opportunity. If an employee feels he or she has been subjected to any such retaliation, he or she should bring it to the attention of Human Resources. To ensure our workplace is free of artificial barriers, violation of this policy including any improper retaliatory conduct will lead to discipline, up to and including discharge. All employees must cooperate with all investigations.

Proposed

3.1 Equal Employment Opportunity Policy (EEO)

Early Learning Coalition of Broward County, Inc. (“ELC”) provides equal employment opportunities to all employees and applicants for employment without regard to race, color, creed, religion, national origin, sex, gender, (including pregnancy, childbirth, and pregnancy-related conditions), marital status, age, disability, genetic information, military service and veteran status, or any other characteristic protected by applicable federal, state, or local laws and ordinances. The ELC prohibits discrimination and harassment based upon any of these characteristics. Our management team is dedicated to this policy and applies equal employment opportunities to all terms and conditions of employment, including but not limited to hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, benefits, compensation, and training.

ELC is committed to a work environment in which all individuals are treated with respect and dignity. ELC expects a professional atmosphere that promotes equal employment opportunities and prohibits unlawful discriminatory practices, including harassment. ELC expects that all relationships among persons in the office or in professional settings will be business-like and free from bias, prejudice and harassment. All employment decisions will be based on job-related qualifications and will be administered without regard to any characteristic protected by law.

Any employees with questions or concerns about equal employment opportunities in the workplace are encouraged to bring these issues to the attention of Human Resources.

Anti-Harassment Policy

Current

It is Early Learning Coalition of Broward County, Inc.'s policy to prohibit intentional and unintentional harassment of any individual by another person on the basis of any protected classification including, but not limited to, race, color, national origin, disability, religion, marital status, veteran status, sexual orientation or age. The purpose of this policy is not to regulate our employees' personal morality, but to ensure that in the workplace, no one harasses another individual.

If an employee feels that he or she has been subjected to conduct which violates this policy, he or she should immediately report the matter to any member of management. If the employee is unable for any reason to contact this person, or if the employee has not received a satisfactory response after reporting any incident of what the employee perceives to be harassment, the employee should contact the Head of Human Resources. If the person toward whom the complaint is directed is one of the individuals indicated above, the employee should contact any higher-level manager in his or her reporting hierarchy. Every report of perceived harassment will be fully investigated and corrective action will be taken where appropriate. All complaints will be kept confidential to the extent possible, but confidentiality cannot be guaranteed. In addition, the Early Learning Coalition of Broward County, Inc. will not allow any form of retaliation against individuals who report unwelcome conduct to management or who cooperate in the investigations of such reports in accordance with this policy. If an employee feels he or she has been subjected to any such retaliation, he or she should report it in the same manner in which the employee would report a claim of perceived harassment under this policy. Violation of this policy including any improper retaliatory conduct will result in disciplinary action, up to and including discharge. All employees must cooperate with all investigations.

Proposed

3.2 Anti-Harassment Policy

It is ELC's policy to prohibit harassment based on race, color, creed, religion, national origin, sex, gender, (including pregnancy, childbirth, and pregnancy-related conditions), marital status, age, disability, genetic information, military service and veteran status, or any other characteristic protected by applicable federal, state, or local laws and ordinances.

Definition of "unlawful harassment." "Unlawful harassment" is conduct that has the purpose or effect of creating an intimidating, a hostile, or an offensive work environment; has the purpose or effect of substantially and unreasonably interfering with an individual's work performance; or otherwise adversely affects an individual's employment opportunities because of the individual's membership in a protected class.

Unlawful harassment includes, but is not limited to, epithets; slurs; jokes; pranks; innuendo; comments; written or graphic material; stereotyping; or other threatening, hostile, or intimidating acts based on a characteristic protected by law.

Definition of "sexual harassment." While all forms of harassment are prohibited, special attention should be paid to sexual harassment. "Sexual harassment" can include all of the below actions, as well as other

unwelcome conduct, and is generally defined under both state and federal law as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature whereby:

- Submission to or rejection of such conduct is made either explicitly or implicitly as a term or condition of any individual's employment or as a basis for employment decisions.
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or an offensive work environment.

Other sexually oriented conduct, whether intended or not, that is unwelcome and has the effect of creating a work environment that is hostile, offensive, intimidating, or humiliating to workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct that, if unwelcome, may constitute sexual harassment depending on the totality of the circumstances, including the severity of the conduct and its pervasiveness:

- Unwanted sexual advances, whether they involve physical touching or not.
- Sexual epithets; jokes; written or oral references to sexual conduct; gossip regarding one's sex life; comments about an individual's body; and comments about an individual's sexual activity, deficiencies, or prowess.
- Displaying sexually suggestive objects, pictures, or cartoons.
- Unwelcome leering, whistling, brushing up against the body, sexual gestures, or suggestive or insulting comments.
- Inquiries into one's sexual experiences.
- Discussion of one's sexual activities.

Anti-Harassment Policy

Current

It is Early Learning Coalition of Broward County, Inc.'s policy to prohibit intentional and unintentional harassment of any individual by another person on the basis of any protected classification including, but not limited to, race, color, national origin, disability, religion, marital status, veteran status, sexual orientation or age. The purpose of this policy is not to regulate our employees' personal morality, but to ensure that in the workplace, no one harasses another individual.

If an employee feels that he or she has been subjected to conduct which violates this policy, he or she should immediately report the matter to any member of management. If the employee is unable for any reason to contact this person, or if the employee has not received a satisfactory response after reporting any incident of what the employee perceives to be harassment, the employee should contact the Head of Human Resources. If the person toward whom the complaint is directed is one of the individuals indicated above, the employee should contact any higher-level manager in his or her reporting hierarchy. Every report of perceived harassment will be fully investigated and corrective action will be taken where appropriate. All complaints will be kept confidential to the extent possible, but confidentiality cannot be guaranteed. In addition, the Early Learning Coalition of Broward County, Inc. will not allow any form of retaliation against individuals who report unwelcome conduct to management or who cooperate in the investigations of such reports in accordance with this policy. If an employee feels he or she has been subjected to any such retaliation, he or she should report it in the same manner in which the employee would report a claim of perceived harassment under this policy. Violation of this policy including any improper retaliatory conduct will result in disciplinary action, up to and including discharge. All employees must cooperate with all investigations.

Proposed

3.3 Discrimination and Harassment Complaint Policy and Procedure

Complaint procedure. If employees believe they have been subject to or have witnessed unlawful discrimination, including sexual or other forms of unlawful harassment, or other inappropriate conduct, they are requested and encouraged to make a complaint. They may complain directly to their immediate supervisor or department manager, the Head of Human Resources, or any other member of management with whom they feel comfortable bringing such a complaint. Similarly, if employees observe acts of discrimination toward or harassment of another employee, they are required to report this to one of the individuals listed above. Failure to report activity that could be a violation of ELC's Equal Employment Opportunity Policy could lead to disciplinary action.

All complaints will be investigated promptly by the Head of Human Resources, and confidentiality will be protected to the extent possible. A timely resolution of each complaint should be reached and communicated to the parties involved.

If the investigation confirms conduct that violates this policy has occurred, the ELC will take prompt, and appropriate corrective action, including discipline, up to and including termination.

No reprisal, retaliation, or other adverse action will be taken against an employee for making a complaint or report of discrimination or harassment, for participating in an investigation, or for assisting in the

investigation of any such complaint or report. Any suspected retaliation or intimidation should be reported immediately to one of the persons identified above.

False or malicious complaints of discrimination, harassment or retaliation may also lead to disciplinary action, up to and including termination.

Accommodations for Individuals with Disabilities (ADA)

Current

The Early Learning Coalition of Broward County, Inc. will make reasonable accommodations, as required by law, for the known physical or mental disabilities of an otherwise qualified applicant or employee, unless doing so would impose an undue hardship upon the Early Learning Coalition of Broward County, Inc.'s business operations. An accommodation is not reasonable if, even with the accommodation, the employee is unable to perform essential job duties in a manner that would not endanger the employee's health or safety of the employee or others.

Any applicant or employee who believes they require an accommodation in order to perform the essential functions of the job should contact Human Resources to request such an accommodation. Employees should specify what accommodation they need to perform the job and submit supporting medical documentation explaining the underlying physical or mental disability and the basis for the requested accommodation. The Early Learning Coalition of Broward County, Inc. then will review and analyze the request, including engaging in an interactive process with the employee or applicant, to identify if such an accommodation can be made. The Early Learning Coalition of Broward County, Inc. will evaluate requested accommodations, and as appropriate identify other possible accommodations, if any. The employee will be notified of the Early Learning Coalition of Broward County, Inc.'s decision regarding the request within a reasonable period. The Early Learning Coalition of Broward County, Inc. treats all medical information submitted as part of the accommodation process in a confidential manner.

The Early Learning Coalition of Broward County, Inc. will endeavor to accommodate the sincere religious beliefs of its employees to the extent such accommodation does not pose an undue hardship on the Early Learning Coalition of Broward County, Inc.'s operations. If you wish to request such an accommodation, please speak to Human Resources.

Any employees with questions or concerns about equal employment opportunities in the workplace are encouraged to bring these issues to the attention of Human Resources. The Early Learning Coalition of Broward County, Inc. will not allow any form of retaliation against individuals who raise issues of equal employment opportunity. If an employee feels he or she has been subjected to any such retaliation, he or she should bring it to the attention of Human Resources. To ensure our workplace is free of artificial barriers, violation of this policy including any improper retaliatory conduct will lead to discipline, up to and including discharge. All employees must cooperate with all investigations.

Proposed

3.4 Americans with Disabilities Act (ADA) and Reasonable Accommodation

Early Learning Coalition of Broward County Inc. (ELC) is committed to the fair and equal employment of individuals with disabilities under the ADA. It is the ELC's policy to provide reasonable accommodation to qualified individuals with disabilities unless the accommodation would impose an undue hardship on the organization or a direct threat. ELC prohibits any harassment of, or discriminatory treatment of, employees or applicants based on a disability or because an employee has requested reasonable accommodation.

In accordance with the ADA, reasonable accommodations will be provided to qualified individuals with disabilities to enable them to perform the essential functions of their jobs or to enjoy the equal benefits and

privileges of employment. An employee or applicant with a disability may request accommodation from the Human Resources department. They should specify what accommodation is needed to perform the job and submit supporting documentation explaining the basis for the requested accommodation to the extent permitted and in accordance with applicable law. The organization then will review and analyze the request, including engaging in an interactive process with the employee or applicant, to identify if such an accommodation can be made or if any other possible accommodations are appropriate. If medical documentation regarding the disability and possible accommodation is requested, the employee is responsible for providing such information. All information obtained concerning the medical condition or history of an applicant or employee will be treated as confidential information, maintained in separate medical files, and disclosed only as permitted by law.

ELC prohibits harassment or discrimination based on disability or because an employee has requested reasonable accommodation. It also prohibits retaliation against employees for exercising their rights under the ADA. Employees should use the procedures described in the Discrimination & Harassment Complaint Policy to report any harassment, discrimination, or retaliation they have experienced or witnessed.

Corrective Action Policy

Current

This policy and procedure establish guidelines for considering corrective action and progressive disciplinary measures for employees who fail to comply with policies and procedures.

It is the policy of the EARLY LEARNING COALITION OF BROWARD INC. to enforce compliance with its policies and procedures. All employees are expected to follow the policies and procedures listed in this manual and policies and procedures specific to certain functions of the EARLY LEARNING COALITION OF BROWARD INC. set forth in other manuals. Violations of EARLY LEARNING COALITION OF BROWARD INC. policies and procedures will be dealt with constructively, ~~and~~ objectively and without discrimination.

The EARLY LEARNING COALITION OF BROWARD INC. shall utilize a progressive Performance Improvement Plan as a means of addressing policy and procedural violations. For most violations, sequential actions will be taken. Whenever an employee is found to have violated EARLY LEARNING COALITION OF BROWARD INC. policies and/or procedures, the situation will be considered considering a variety of factors, including, but not limited to:

- The seriousness of the situation;
- The employee's past conduct and length of service;
- the nature of previous performance or incidents;
- Whether or not the violation endangered another employee or person; and
- The incident's impact on the EARLY LEARNING COALITION OF BROWARD INC.

As such, the actions taken may be sequential or one or more steps may be skipped. If more than three months have passed since the last related action, the process will normally (but may not) start over.

Progressive actions normally occur as follows:

- **First offense:** oral warning with a notation of this oral warning to the employee personnel file
- **Second offense:** written warning
- **Third offense:** final written warning/suspension with or without pay
- **Fourth offense:** immediate termination

Proposed

3.5 Discipline & Corrective Action Policy

This policy and procedure requires employees to comply with the Early Learning Coalition of Broward County Inc. (ELC) behavior and performance standards and correct any noncompliance. It establishes guidelines for considering corrective action and progressive disciplinary measures for employees who fail to comply with these standards.

Under normal circumstances, the ELC endorses a policy of progressive discipline in which it attempts to provide employees with notice of deficiencies and an opportunity to improve. However, it retains the right

to administer discipline however it sees fit. This policy does not modify the status of employees as employees at will or in any way restrict the company's right to bypass the disciplinary procedures suggested.

Whenever an employee is found to have violated ELC policies and/or procedures, each situation will be considered and will take into account a variety of factors, including, but not limited to:

- The seriousness of the situation.
- The employee's past conduct and length of service.
- The nature of previous performance or incidents.
- Whether or not the violation endangered another employee or person.
- The incident's impact on the Early Learning Coalitions of Broward County Inc.

The corrective action procedure suggests the following steps, but depending on the seriousness of the conduct, the process can start at any level of disciplinary action, including termination. All steps should be documented in the employee's personnel file.

Step 1: Informal discussion. When a performance problem is first identified, the nature of the situation and the action necessary to correct it should be thoroughly discussed with the employee.

Step 2: Counseling. If a private informal discussion with the employee has not resulted in correcting the behavior, the supervisor should meet with the employee and:

1. Review the problem.
2. Permit the employee to present information regarding the problem.
3. Advise the employee that the problem must be corrected.
4. Inform the employee that failure to correct the problem will result in further disciplinary action up to and including termination.
5. Issue a Corrective Action notice to the employee.

Step 3: Reprimand. If satisfactory performance and corrective action are not achieved under Steps 1 and 2. The supervisor and a representative from the Human Resources department should privately meet with the employee and issue a second Corrective Action notice to the employee.

Step 4: Suspension. Supervisors can recommend temporarily removing employees from the workplace, with or without pay, which needs approval in advance by the Department Director and the Head of Human Resources. An exempt employee generally may not be suspended without pay for less than a full day, and the suspension must be related to written workplace conduct rules applicable to all employees, such as a written policy prohibiting sexual harassment or workplace violence.

Step 5: Failure to improve. Failure to improve performance or behavior after the written warning or suspension may result in termination.

The progressive disciplinary procedures described above may also be applied to an employee who is experiencing a series of unrelated problems with job performance or behavior.

In cases involving serious misconduct or any time the supervisor determines it is necessary in conjunction with the Department Head and the Head of Human Resources, such as a major policy breach or law

violation, the procedures contained above may be disregarded. Typically, the supervisor should suspend the employee immediately (with or without pay), and an investigation by the Head of Human Resources of the incidents leading up to the suspension should be conducted to determine if any further action, such as termination, should be taken.

Grievance Policy

Current

This policy and procedure establish guidelines for resolving employee grievances.

It is the policy of the EARLY LEARNING COALITION OF BROWARD COUNTY INC. to make available to its employees' proper mechanisms to communicate grievances and to clarify and accelerate a resolution process when conflicts arise in the workplace. The EARLY LEARNING COALITION OF BROWARD COUNTY INC. will seek to ensure that conflicts are resolved in an objective, effective, and consistent manner that embodies the principles of equality, respect and accessibility. No one will be retaliated against for filing a good-faith complaint under this policy. Disciplinary action for any conduct considered disruptive or inappropriate. However, each situation will be considered in light of a variety of factors, including, but not limited to, the seriousness of the situation; the employee's past conduct and length of service; the nature of previous performance or incidents; whether the grievance involves placing another employee or person in harm's way, and the incident's impact on the EARLY LEARNING COALITION OF BROWARD COUNTY INC..

To Resolve Formal Grievances and Conflicts the following steps will be taken:

Employees should initially direct their concerns in writing to their immediate supervisor (or a more senior manager if the complaint is regarding their immediate supervisor by scheduling an appointment with the supervisor (or senior manager) to discuss the problem as soon as possible, but no later than five (5) business days after the incident occurs.

If the discussion with the immediate supervisor does not resolve the problem to the mutual satisfaction of the employee and the supervisor or if the supervisor does not respond to the complaint within five (5) business days, the employee may submit a written complaint to the employee's department senior director and forward a copy to Human Resources. The written complaint must include:

- The issue and the date the incident occurred.
- A summary of the supervisor's response and the date the scheduled meeting occurred to resolve the issue.

Suggestions on ways to resolve the problem:

Upon receipt of the formal complaint, the department or Human Resources must schedule a meeting with the employee within five (5) business days. The department director must issue a decision in writing to the employee filing the complaint within five (5) business days after meeting with the employee.

If the employee is dissatisfied with the decision of the department director, the employee may appeal this decision in writing to the Head of Human Resources within five (5) business days.

The Head of Human Resources may call a meeting with the parties directly involved to facilitate a resolution or may refer complaints to a review committee made up of Executive Leadership Team if the Head of Human Resources believes that the issue raises serious questions of fact or interpretation of policy.

If an employee fails to appeal from one level to the next of this procedure, the issue shall be considered settled on the basis of the last decision.

Proposed:

3.6 Grievance Policy

The Early Learning Coalition of Broward County Inc. (ELC) recognizes that there are times when employees need to express concerns or complaints in a formal manner. The following steps outline how to ensure employees receive a fair and unbiased review of workplace concerns.

Step 1: Informal discussion with the supervisor

Employee concerns should first be discussed with the employee's immediate supervisor. Many concerns can be resolved informally when an employee and supervisor review the concern and discuss options to address the issue.

Step 2: Written complaint to supervisor

If the employee is not satisfied with the results of the informal discussion in Step 1, the employee may submit a written complaint within five business days to his or her immediate supervisor to include:

- The nature of the grievance.
- Detailed information, including evidence of the issue, witnesses, related policies, etc.
- The remedy or outcome desired.

The immediate supervisor will have five business days to respond to the employee in writing.

If the employee's complaint concerns **illegal harassment, discrimination, or retaliation, the employee should submit the written complaint directly to the Head of Human Resources.**

Step 3: Written complaint to senior management (Sr Directors & Above)

If the employee is not satisfied with the response from the immediate supervisor, the employee may submit a written complaint to senior management for review. The written complaint should be submitted within five business days from receipt of the immediate supervisor's written response or within five business days from when a written response from the immediate supervisor should have been received. A copy should also be sent to the Head of Human Resources. The request for review should include:

- An explanation of the grievance and details of all previous efforts to resolve the issue.
- A copy of the written complaint submitted to the immediate supervisor.
- A copy of the immediate supervisor's written response to the employee's complaint.
- Detailed information regarding the employee's dissatisfaction with the immediate supervisor's response.

Senior management will consult with the employee's immediate supervisor, the Head of Human Resources and any other relevant parties to evaluate the grievance and provide a written response to the employee within five working days. The outcome of the review by senior management will be final unless new evidence or other circumstances warrant additional review of the complaint.

Human Resources will maintain records of the grievance process secure and confidential.

Open Door Policy

Current

The EARLY LEARNING COALITION OF BROWARD COUNTY INC.'s open-door policy is an informal Communication Procedures Policy and may be substituted for the more formal Resolution of Grievances Policy. Employees have regular mechanisms through which to share their views. Ongoing staff meetings, team meetings, quality teams, and staff development events are organized to offer an opportunity to provide information and receive information from employees regarding operations.

Employees are encouraged to speak freely with their supervisor or Directors concerning problems, suggestions, ideas for work or product improvement, questions, or issues, so that appropriate action may be taken. This may be done in person, via written communication, or in any other acceptable manner. If the supervisor or Director cannot be of assistance, Human Resources shall be available for consultation and guidance. All suggestions will be read and considered.

In the interest of keeping employees informed, bulletin boards, communication logs, and EARLY LEARNING COALITION OF BROWARD COUNTY INC. intranet will be used for official notices, EARLY LEARNING COALITION OF BROWARD COUNTY INC. rules, notices of job vacancies, announcements, and other EARLY LEARNING COALITION OF BROWARD COUNTY INC.-related information.

Proposed:

3.7 Open Door, Informal Communication Policy

The Early Learning Coalition of Broward County Inc's. (ELC) open-door policy is an informal Communication Policy and may be substituted for the more formal Grievances Policy. Employees have regular mechanisms through which to share their views. Staff meetings, Team meetings, and staff development events are organized to offer an opportunity to provide information and receive information from employees regarding operations.

ELC. believes that open communication is vital to a successful work environment. Employees are encouraged to speak freely with their supervisor or Directors concerning problems, suggestions, ideas for work or product improvement, questions, or issues, so that appropriate action may be taken. This may be done in person, via written communication, or in any other acceptable manner. Human Resources shall be available for consultation and guidance if the supervisor or Director cannot assist. All suggestions will be reviewed and considered.

In the interest of keeping employees informed, e-mails and the ELC's intranet will be used for official notices, publication of rules, notices of job vacancies, announcements, and other ELC related information.

ITEM # / MEETING:	GOV252RB2 / Governance Committee
DATE:	February 3, 2025
SUBJECT:	Board Annual Survey & Retreat Questions Review
FOR ACTION:	Yes
RECOMMENDED ACTION:	<ul style="list-style-type: none"> • The Governance Committee discuss/agree/amend Section One Board Self-Assessment Questions • The Governance Committee discuss/agree/amend Section Two Overall Board Assessment Questions • The Governance Committee discuss/agree/amend Section Three Staff Board Assessment Questions • The Governance Committee discuss/agree/amend Proposed Board Retreat Questions
FINANCIAL IMPACT:	None
ELC STAFF LEAD	J Merritt

Background

Each year prior to our board retreat, a board survey (normally by an external consultant), is sent to members. This year for a variety of reasons, the decision was made to conduct the survey in-house and will be accessible through our CRM.

Current Status

The Governance Committee is being asked to review the survey questions and bring any suggested changes to the upcoming Board meeting for approval. In addition to the normal survey questions there will be additional questions to gain feedback to better plan for the next Board Retreat.

Attached for your review is a list of the current board survey questions and a PowerPoint presentation for the past 3 years of responses (by question). ELC staff request committee members review these documents and bring recommendations or questions to the Governance meeting for discussion.

The Board survey is broken into three sections, Section One – Board Self-Assessment (9 questions), Section Two – Overall Board Assessment (7 questions) and Section Three – Staff Board Assessment (7 questions). ELC staff have no recommendations at this time.

Following the board survey discussion there will be an open discussion about the next Board Retreat and more specifically, what committee members think Board would like out of the Board Retreat. In past years we have conducted a survey to get feedback or ideas for the retreat, but this year ELC staff believe it would be beneficial to further discuss with the Governance Committee.

Recommendations

- The Governance Committee discuss/agree/amend Section One Board Self-Assessment Questions
- The Governance Committee discuss/agree/amend Section Two Overall Board Assessment Questions
- The Governance Committee discuss/agree/amend Section Three Staff Board Assessment Questions
- The Governance Committee discuss/agree/amend Proposed Board Retreat Questions

Supporting Documents

- List of Board Survey Questions
- PowerPoint of past 3-year Board Survey Responses
- List of Proposed Board Retreat Questions

Board Survey Questions ----- Rated on a scale of 1-5

Board Self-Assessment Section

1. Do I understand and support the mission of the organization?
2. Do I follow trends and important developments related to this organization?
3. Am I knowledgeable about the organization's programs and services?
4. Do I read and understand the organization's financial statements?
5. Do I have a good working relationship with the chief executive?
6. Do I recommend candidates to serve on this board?
7. Do I prepare for and participate in board meetings and committee meetings?
8. Do I act as a goodwill ambassador to the organization?
9. Do I find serving on the board to be a satisfying and rewarding experience?

Overall Board Assessment Section

1. Is there anything you'd like to share about your performance/experience as a board member?
2. Our board has a constructive partnership with the chief executive that is built on trust, candor, respect, and honest communication.
3. Our board members share a compelling vision for the organization's future.
4. During our meetings and in our work together, we allocate an appropriate amount of time to the issues and strategic priorities that matter most.
5. Our meetings provide opportunities for constructive, respectful debate of issues.
6. Board members put the interests of the organization above all else in making decisions
7. Our board is results-oriented and evaluates the performance of major programs and services.

Staff Board Assessment Section

1. Rate the board overall
2. Rate your personal interactions with the board
3. Rate the boards understanding of the organization's mission
4. The board consistently aligns activities and decisions with a common plan and strategy
5. Feedback from the board to staff is aligned and consistent
6. Board members offer their time, energy and insight to drive the organization in a positive direction
7. The work of the board supports and enhances the work of the staff



BOARD ASSESSMENT

2024

Survey Results

SCORING

Where we stand

4 to 5 is positive

3 to 1 is neutral or negative

Rating scale

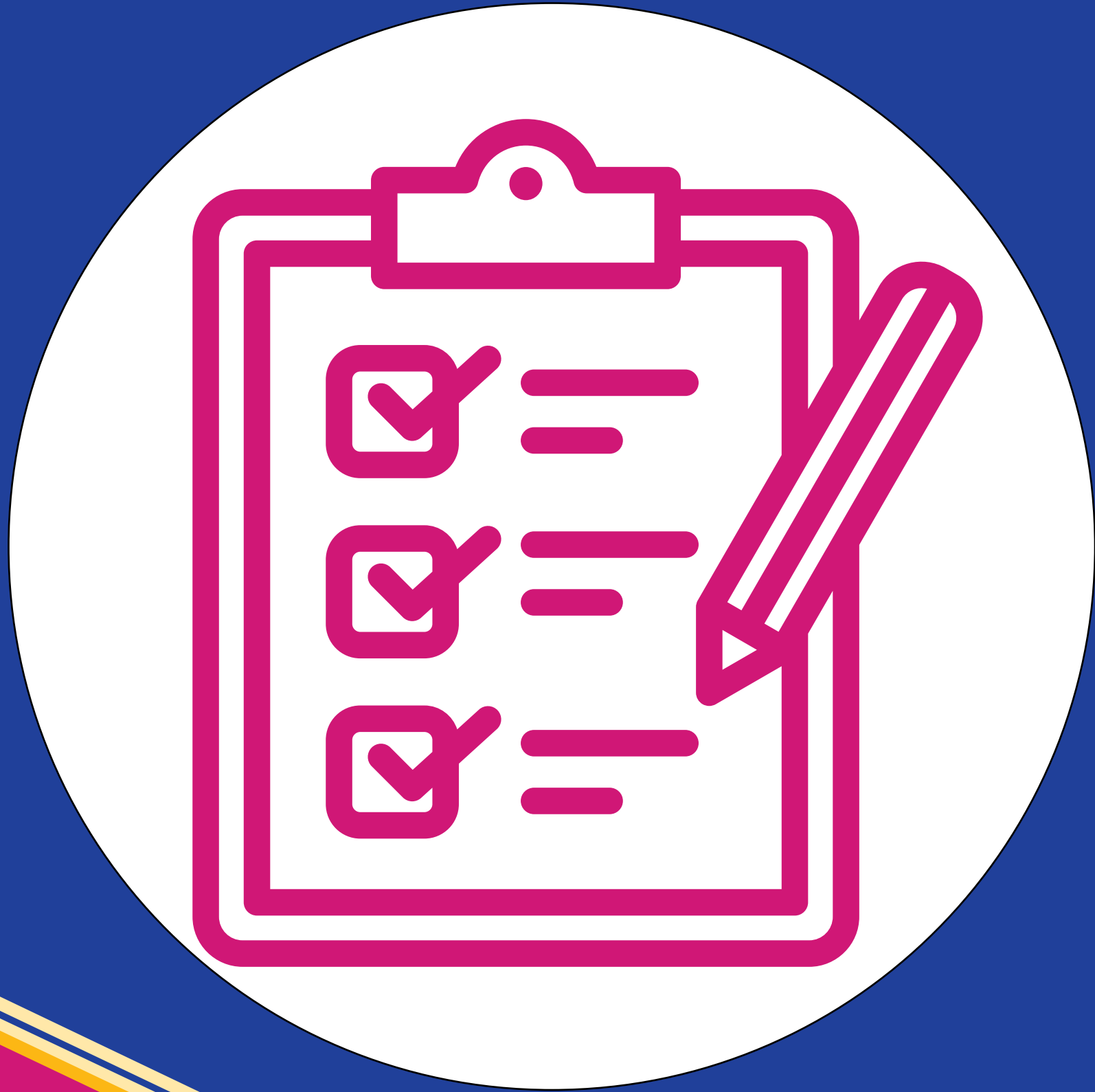
A — 90 to 100

B — 80 to 89

C — 70 to 79

D — 60 to 69

F — 59 and below



BOARD SELF-ASSESSMENT

Do I understand and support the mission of the Organization?

2022



2023



2024



Do I follow trends and important developments related to this organization?

2022



2023

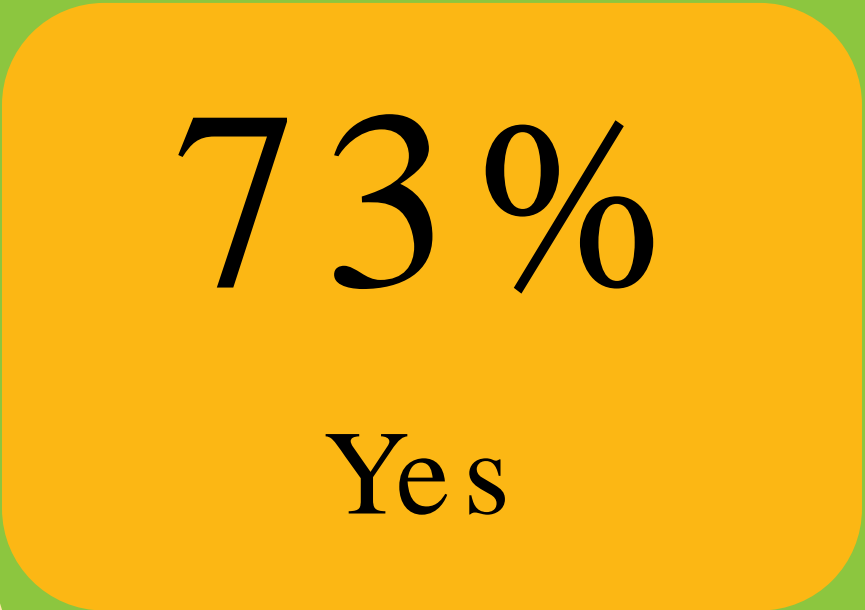


2024



Am I knowledgeable about the organizations programs and services?

2022



2023



2024

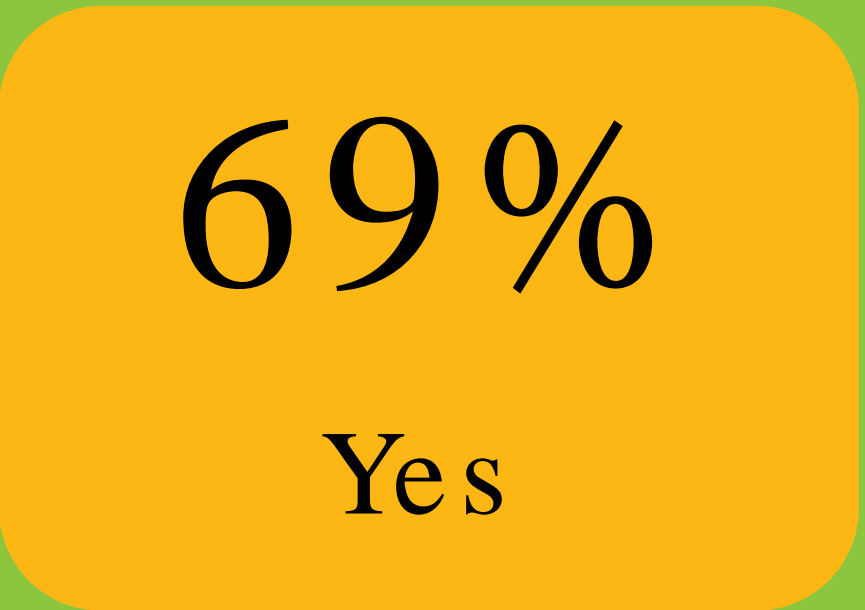


Do I read and understand the financial statements?

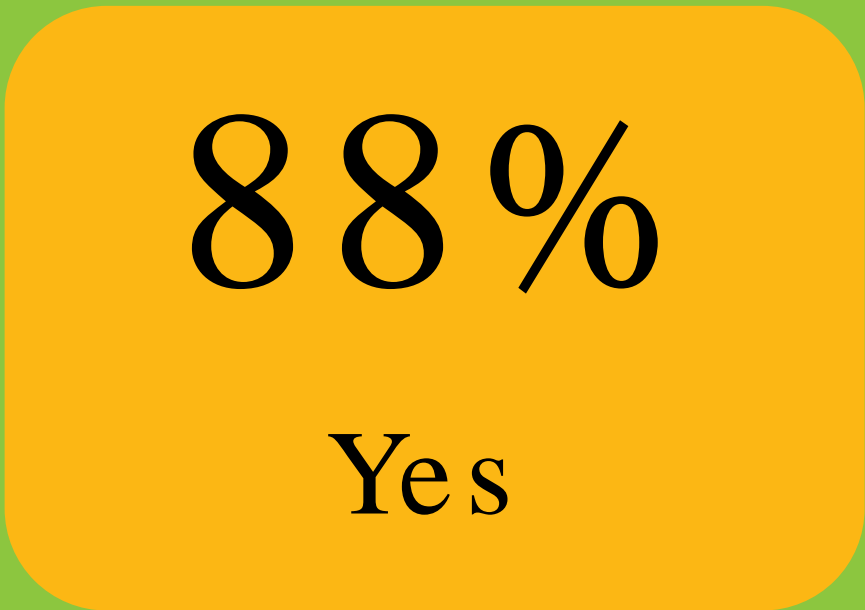
2022



2023



2024



Do I refer candidates to serve on this board?

2022

13%

Yes



2023

44%

Yes



2024

44%

Yes

3.3

Do I prepare for and participate in board meetings and committee meetings?

2022

87%

Yes



2023

100%

Yes



2024

89%

Yes

4.5

Do I act as a goodwill ambassador to the organization?

2022

87%

Yes



2023

100%

Yes



2024

100%

Yes

4.7

Do I find serving on the board to be a satisfying and rewarding experience?

2022

73%

Yes



2023

94%

Yes



2024

94%

Yes

4.4



BOARD ASSESSMEN T

Our board shares a compelling vision for the future

2022

60%

Yes

2023

94%

Yes

4.4

2024

100%

Yes

We allocate an appropriate amount of time to the issues and strategic priorities that matter most

2022

53%

Yes

2023

87.5%

Yes

4.4

2024

100%

Yes

Our meetings provide opportunities for constructive, respectful debate of issues

2022

74%

Yes

2023

94%

Yes

2024

100%

Yes

4.7

Board members put the interests of the organization above all else in making decisions

2022

74%

Yes



2023

94%

Yes



2024

89%

Yes

4.4

Our board is results-oriented and evaluates the performance of major programs and services

2022

67%
Yes



2023

100%
Yes



2024

89%
Yes

4.5



STAFF ASSESSMEN T

Rating of the board overall

2022

89%

2023

87%

4

2024

100%

Rating of your personal interactions with the board

2022

86%



2023

100%

4



2024

100%

The board understands the organization's mission

2022

33%

2023

94%

2024

100%

4.4

The board consistently aligns activities and decisions with a common plan and strategy

2022

22%

2023

55%

2024

89%

4.2

Feedback from the board to staff is aligned and consistent

2022

11%

2023

45%

2024

100%

4.4

The board uses data to inform decisions and determine impact

2022

44%

2023

82%

4.4

2024

100%

Board members offer their time, energy, and insight to drive the organization in a positive direction

2022

11%

2023

73%

2024

78%

4.2

The work of the board supports and enhances the work of the staff

LAST YEAR

22%

THIS YEAR

73%

2024

87%

3.9

Proposed Retreat Questions

1. What components/presentations/activities have you LIKED about past ELC or other Board Retreats you've attend that you would like to see included in future ELC Board Retreats?
2. What components/presentations/activities have you thought were NOT beneficial at past ELC or other Board Retreats you've attended that you would NOT like to see included in future ELC Board retreats?
3. What components/presentations/activities do you think should be included in our next ELC Board Retreat?
 - Team Building
 - Presentations from Program(s)
 - Interactive/Get to know other Board members Activities (Individual 5 minute one on ones)
 - Parents/Providers Presentations
 - Update on ELC Goals
 - Other
4. What would you like to get out of the next Board Retreat?
 - Increased knowledge of ELC Programs
 - Increased knowledge of other Board members
 - Other
5. Are there any speakers/presenters you would like to see included at future Retreats (example: speakers you heard)?
6. What topics would you like addressed at future Retreats?
7. How often should the ELC hold a Board Retreat?
 - Annually
 - Every other Year
 - Other
8. How long should the ELC Board Retreat be?
 - Half Day
 - Full Day
 - Other