

Early Learning Coalition of Broward County, Inc.
Governance Meeting Agenda
Oct 7, 2024, at 1:00 PM
Zoom Meeting

Meeting ID: 851 5520 3010

Passcode: 920409

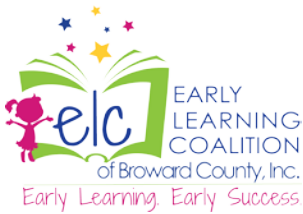
<https://us06web.zoom.us/j/85155203010?pwd=6eNLpSoMPVJ94AsCWesjGvUd8dnuch.1>

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

| PAGE | | |
|------|---|---|
| 1. | Call to Order | Dawn Liberta, Governance Committee Chair |
| 2. | Roll Call | Melody Martinez, Board Liaison |
| 3. | Consent Agenda 1. Approve May 2, 2024, meeting minutes | 2 Dawn Liberta, Governance Committee Chair |
| 4. | Regular Business 1. GOV251RB1 – Approve Change of Name for 403b Responsible Plan Fiduciary to Early Learning Coalition of Broward Count, Inc. Board of Directors 2. GOV251RB2 – Approve Amendments to ELC Employment Application, Background Checks, Drug Testing and Employee Arrests Policy and the CJIS Policy & Procedure Manual 3. GOV251RB3 – Approve Amendments to ELC 5 Year Strategic Plan | 3 5 24 Dawn Liberta, Governance Committee Chair Christine Klima, CAO Judith Merritt, COO |
| 5. | Unfinished Business New Business Matters from the Chair Matters from the Committee Public Comment | |
| 6. | Next ELC Governance Meeting: <u>TBD or February 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
May 2, 2024, at 11:30 AM
[Zoom Meeting](#)

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|-----------------------|--|
| Members in Attendance | Chair Dawn Liberta; Kirk Englehardt; Renee Podolsky; Dr. Amoy Reid |
| Members Absent | Michael Asseff; Laurie Sallarulo; Carol Hylton |
| Staff in Attendance | Renee Jaffe, CEO; Judith Merritt, COO; Christine Klima, CAO; Melody Martinez, Board Liaison; Lizbeth DeVecchio, Executive Assistant & Special Projects Coordinator |
| 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 June 5, 2023, meeting minutes | There was a Motion to move the Consent Agenda by Dr. Amoy Reid and Seconded by Renee Podolsky. Unanimously approved. Motion Passes. |
| Regular Committee 1. GOV241RB1 – Approve Amendments to By Laws pertaining to term limits | <u>Approve Changes to Bylaws</u> COO shared the Proposed changes to the By Laws. There was a Motion to Approve Changes to Bylaws by Renee Podolsky and Seconded by Dr. Amoy Reid. Unanimously approved. Motion Passes. |
| Unfinished Business | None |
| New Business | None |
| Matters from the Chair | None |
| Public Comments | There was no discussion. |
| Next Meeting | <u>May 30, 2024, at 10:00 AM</u> |
| Adjourn | Meeting adjourned at 11:38 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: | GOV251RB1 / GOVERNANCE Committee |
| MEETING DATE: | October 7 2024 |
| SUBJECT: | 403B Retirement Plan Responsible Plan Fiduciary Name |
| FOR ACTION: | YES |
| RECOMMENDED ACTION: | Approve Change of Name for 403B Responsible Plan Fiduciary to Early Learning Coalition of Broward County, Inc. Board of Directors Effective October 15, 2024 |
| FINANCIAL IMPACT: | None |
| AS RECOMMENDED BY: | NA |
| ELC STAFF LEAD | C. Klima |

Background

The Employee Retirement Income Security Act (ERISA) protects the Coalition 403B Retirement Plan's assets by requiring that those persons or entities who exercise discretionary control or authority over plan management or plan assets, anyone with discretionary authority or responsibility for the administration of a plan, or anyone who provides investment advice to a plan for compensation or has any authority or responsibility to do so are subject to fiduciary responsibilities. Plan fiduciaries include, for example, plan trustees, plan administrators, and members of a plan's investment committee, as applicable.

The primary responsibility of fiduciaries is to run the plan solely in the interest of participants and beneficiaries and for the exclusive purpose of providing benefits and paying plan expenses. Fiduciaries must act prudently and must diversify the plan's investments in order to minimize the risk of large losses. In addition, they must follow the terms of plan documents to the extent that the plan terms are consistent with ERISA. They also must avoid conflicts of interest. In other words, they may not engage in transactions on behalf of the plan that benefit parties related to the plan, such as other fiduciaries, services providers or the plan sponsor.

In July 2024 it came to our attention that a former employee, Charles Hood III, was still listed as the Responsible Plan Fiduciary for our 403B Retirement Plan on the Plan's administration portal maintained by Corebridge Financial. Corebridge Financial is the third-party Vendor responsible for custody and record-keeping for the Plan's assets and is required to publish the name of the Responsible Plan Fiduciary, the Plan Administrator(s) and Investment Advisors for the Plan on our behalf.

Current Status

Following consultation with Corebridge and Robert Klausner, the Coalition's attorney that specializes in Retirement Plans, staff recommend that the name of the Responsible Plan Fiduciary be changed to "The Early Learning Coalition of Broward County, Inc. Board of Directors." to reflect the collective fiduciary oversight responsibility of the Coalition's governing body for the Plan. The change would be effective October 15, 2024 following approval at the Board meeting on October 14, 2024. The form required by Corebridge to be signed on behalf of the Board by the Chair is attached.

Recommendation

Approve Change of Name for 403B Responsible Plan Fiduciary to Early Learning Coalition of Broward County, Inc. Board of Directors Effective October 15, 2024

Supporting Documents

- Corebridge Responsible Plan Fiduciary Form



The Variable Annuity Life Insurance Company (VALIC)

Designation of Responsible Plan Fiduciary (RPF)

Service Provider Fee Disclosure

Participant Fee Disclosure

DOL Regulation Sections 25.408b-2 and 25.404(a)

Group Legal Name: Early Learning Coalition of Broward County, Inc.

Plan Legal Name: Early Learning Coalition of Broward County, Inc. Retirement Plan (the "Plan")

For VALIC Use Only: Group #: Plan #:

VALIC/VRSCO is required to disclose certain information to the Responsible Plan Fiduciary. By completing this form, you certify that you are the RESPONSIBLE PLAN FIDUCIARY (as designated in the Plan) for the above-named Plan and have the authority to enter into, extend, or renew an agreement or contract with a service provider on behalf of such Plan. All Service Provider Fee Disclosure documents and Participant Fee Disclosure documents are posted and stored on SponsorFIT. You may elect to make SponsorFIT your primary delivery mechanism to receive the Service Provider Fee Disclosure and Participant Fee Disclosure by selecting Electronic Copy below. From SponsorFIT you may download files in a PDF format or print directly from the website. If no election is made below one paper copy will be delivered to the designated Responsible Plan Fiduciary via postal service.

- 1. [X] Electronic Copy - E-mail notifications to you which include a link to SponsorFIT, our secure website, where current and prior fee disclosure documents are posted. This is the preferred method as you may receive multiple updated disclosures as often as monthly.
- I agree to receive notice via e-mail for fee disclosure updates posted on SponsorFIT.
- I agree to access and review Service Provider Fee Disclosures and Participant Fee Disclosures on SponsorFIT.
- I agree to notify Corebridge Financial if I have any questions pertaining to fee disclosure documents.
- Upon a change in the Responsible Plan Fiduciary, an updated Designation of Responsible Plan Fiduciary form will be provided to Corebridge Financial.

RPF Printed Name: Early Learning Coalition of Broward County, Inc. Board of Directors Title: Coalition Fiduciary

Address: 1475 West Cypress Creek Road Suite 301 City: Fort Lauderdale State: FL ZIP: 33309 Phone: 954-377-2188

E-mail Address: 403BPlan@elcbroward.org

I authorize the two persons listed below to receive duplicate e-mail notices concerning fee disclosure documents. I understand that each authorized individual who does not have access to SponsorFIT must register to access fee disclosure documents.

[X] Copy 1 or [] Plan Administrator

Printed Name: Christine Klima Title: Chief Administrative Officer

Address: 1475 West Cypress Creek Road Suite 301 City: Fort Lauderdale State: FL ZIP: 33309 Phone: 954-377-2188

E-mail Address: cklima@elcbroward.org

[] Copy 2

Printed Name: Title:

E-mail Address: Phone:

* If no election is made, delivery will default to the paper copy option described above.

RPF Signature: Date:

- Please complete and return in your preference of:
- Scan & E-mail to FeeDisclosure@corebridgefinancial.com or
- Fax to 713-831-8312

All companies are wholly owned subsidiaries of Corebridge Financial, Inc.

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| ITEM #/MEETING: | GOV251RB2 / GOVERNANCE Committee |
| DATE: | October 7, 2024 |
| SUBJECT: | Update to Employment Application, Background Checks, Drug Testing and Employee Arrests Policy |
| FOR ACTION: | Yes |
| RECOMMENDED ACTION: | <ol style="list-style-type: none"> 1. Approve updates to the Employment Application, Background Checks, Drug Testing and Employee Arrest Policy 2. Approve the CJIS Policy & Procedure |
| FINANCIAL IMPACT: | None |
| ELC STAFF LEAD | J Merritt |

Background

ELC’s are required to update its Policies and Procedures/Employee Handbook annually to adhere to any changes or updates included in DEL’s Grant Agreement. Included in the FY 24/25 Grant Agreement effective July 1, 2024 were verbiage changes pertaining to background checks for the various levels of staff as well as some additional Statue changes.

Additionally, ELC Broward must comply with changes to the Criminal Justice Information Services (CJIS) as it pertains to the level of background screenings required for each staff role as well as the security of the related data. ELC Broward has updated and created a CJIS Policy & Procedure Compliance document to clearly identify and limit those who are able to access background screening information. In accordance with that updated policy, all information is now contained on a standalone (not in the cloud) computer system, with limited staff access to those that have passed the training required by CJIS. (See Attached Policy & Procedure Manual)

Current Status

In accordance with the above-mentioned changes, ELC Broward has updated the policy related to the level of background screenings for each staff role and created a CJIS Policy & Procedure Compliance document to clearly identify and limit those who can access background screening information. Additionally, all screening information is now contained on a standalone computer system (not in the cloud), with limited staff access to those that have passed the training required by CJIS (per the CJIS compliance document). See Attached Policy & Procedure Manual.

On March 21, 2024, CJIS conducted an on-site review of our facilities and Policies & Procedures. We have yet to receive the formal written report with the results of the review, however, we were informed at the time that everything was in order and there were no findings to follow up with.

All Policies & Procedures presented have been reviewed by General Counsel Julie Klahr prior to presentation to the Governance Committee.

Supporting Documents

- Background Screenings Job Description – Level of Screening Required
- Employment Application, Background Screening, Drug Testing and Employee Arrest Policy
- CJIS Policy & Procedure Manual

| Department | Level I | Level II | Justification |
|--|---------|----------|--|
| C-Suite Executives <ul style="list-style-type: none"> • Chief Executive Officer • Chief Administrative Officer • Chief Operating Officer • Chief Program Officer • Chief Information Officer | | x | Direct contact with children at outreach events and child care settings. |
| Communications <ul style="list-style-type: none"> • Senior Director • Communications Manager • Outreach Specialist | | x | Direct contact with children at outreach evens and child care settings |
| Customer Service <ul style="list-style-type: none"> • Customer Service Manager • Customer Service Supervisor • Customer Service Specialist | | x | Direct contact with children at the office site as part of conducting child placements. |
| Education <ul style="list-style-type: none"> • Senior Director of Education Programs • Director of Education Program Assessment • Quality and Education & Inclusion Managers • Inclusion Coordinators & Specialist • Quality and Education Coaching Coordinators & Specialist | | x | Direct contact with children at child care centers conducting CLASS Observations or training & coaching educators onsite |
| Family Services <ul style="list-style-type: none"> • Senior Director • Family Services Manager • Family Services Line Supervisors & Specialists • Family Services Assistant | | x | Direct contact with children at the office site conducting child placements |
| Provider Relations <ul style="list-style-type: none"> • Director of Provider Relations • Provider Relations Supervisor • Provider Relations Specialists | | x | Direct contact with children at Child Care centers conducting on-site monitoring reviews. |
| Education <ul style="list-style-type: none"> • Quality Education Manager – stipends • Education Stipend Specialist | x | | No direct contact with children. |
| Executive / Operations <ul style="list-style-type: none"> • Executive Administrative Assistant | x | | No direct contact with children. |

| | | | |
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| <ul style="list-style-type: none"> Executive Administrative Assistant & Special Projects Coordinator | | | |
| <p>Family Services</p> <ul style="list-style-type: none"> Family Services Manager-Trainer Family Services Specialists II-Training | x | | No direct contact with children. |
| <p>Finance</p> <ul style="list-style-type: none"> Controller Accounting Specialist Accountant Payroll Specialist Vendor Maintenance Specialist Purchasing and Procurement Specialist Contract Administration Manager Contract Specialist Office Specialist | x | | No direct contact with children |
| <p>Provider Reimbursement</p> <ul style="list-style-type: none"> Senior Director of Provider Reimbursement Provider Reimbursement Manager Provider Reimbursement Specialists | x | | No direct contact with children |
| <p>Human Resources</p> <ul style="list-style-type: none"> Director of Human Resources Human Resources Specialist | x | | No direct contact with children |
| <p>Information Technology</p> <ul style="list-style-type: none"> Software Support Engineer System Administrator Data Analysts Application Support Specialist IT Support Specialist | x | | No direct contact with children |
| <p>Quality Assurance</p> <ul style="list-style-type: none"> Quality Assurance Manager Quality Assurance Specialists | x | | No direct contact with children |

02.01.005 Employment Application, Background Checks and Drug Testing

This policy and procedure establishes guidelines for recruitment and employment at the ELCBC.

It is the policy of the ELCBC to screen all potential employees as part of the recruitment program in an effort to establish and maintain an effective work force. The ELCBC relies on the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. All job offers extended and if applicable, payments of any relocation expenses to new applicants are contingent upon successful completion of a background check. After an applicant has successfully completed a background check and screening, the new employee may begin work as long as the applicant has met all of the ELCBC's requirements for employment for the contemplated job position. Background screening is part of the ELCBC's overall employment screening process and does not alone guarantee direct employment or a contractual relationship with the ELCBC. For purposes of this policy, a background screening is "completed" when a person has finished the background screening process and is found upon completion of the screening process to be eligible for employment pursuant to applicable Florida statutes. Employees will be expected to undergo a drug test as part of their employment screening. A "Level I or II" or other ~~state required~~state-required background screening shall be as defined by Florida Statutes and shall be done in accordance with applicable Florida Statutes which include but are not limited to Section 943.0542 and Chapter 435, Florida Statutes. Employees who are changing positions within the organization and such new positions ~~require supervision of employees or have a special fiduciary responsibility because of their position (finance, information technology, and Human Resources Department staff)~~ requires a Level II screening and their current position requires a Level I screening they will be required to update their background screening status with the ELCBC to finalize the offer.

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Any misrepresentations, falsifications, incomplete or material omissions in any of this information or data may result in the individual's exclusion or disqualification from further consideration for employment or separation from current employment. If the person has been hired, immediate termination of employment will occur. Copies of background check consent forms and background reports will be maintained in a separate and confidential file. No results of a background screening will be released by the ELCBC to a third party unless authorized by applicable Florida or federal law, and/or by the Florida Department of Law Enforcement ("FDLE"). The ELCBC understands that all background checks and screenings done pursuant to applicable laws are confidential and will not be shared or released to third parties that are not ~~authorized~~ authorized to have such information in accordance with applicable law.

All employees will have criminal and other background information verified as a condition of employment and periodically thereafter if they remain employed with the ELCBC. ~~Employees are required to undergo a Credit History Check if they are to be issued a ELCBC credit card. Additionally, employees who are deemed by the ELCBC to have a special fiduciary responsibility because of their position (finance, information technology, and Human Resources Department staff) will also be required to undergo a criminal background screen on an annual basis.~~ Background checks and screenings are conducted to verify the accuracy of the information provided and determine an individual's suitability for employment. Background verification may include, but is not limited to criminal, education, employment history, credit, and professional and personal references. All employees will undergo a Level I or II background screening as required by applicable Florida Statutes, which include but is not limited to Section 943.0542, Florida Statutes and the ELCBC's most current funding agreement with the ~~Office of Early Learning~~ State of Florida, Department of Education, Division of Early Learning (DEL, the Division) ("Grant Agreement").

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~~The ELCBC shall require any sub recipient, contractor or subcontractor it retains that also meets the definition of qualified entity to likewise register and have all of the employees it assigns to work under the terms of this agreement screened in a manner consistent with s. 943.0542, F.S.~~

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~~To be in compliance, employee background screenings must be from no earlier than five years before this agreement's effective date.~~

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~~• The ELCBC shall update the background screening every five years before the anniversary date of the prior background screening check, and thereafter if the individual continues performing under this agreement.~~

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~~• The ELCBC shall arrange for and pay all the costs for background screenings and will be done by a provider that has been licensed by the state of Florida to administer background screenings if such screenings are not done by the ELCBC. If the background screening is done by a state-licensed provider, the results of a background screening for an employee, or applicant shall be forwarded directly to the ELCBC by the licensed, state-approved provider that performed the screening.~~

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~~• Former employees who are re-hired by the ELCBC after more than ninety (90) days of separation of employment with the ELCBC will be required to undergo background screening and checks.~~

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The ELCBC shall comply with and have written policies including the items listed in this section. An ELC with more restrictive background screening policies shall include the items listed in this section as a minimum standard.

1. ~~The ELCBC shall conduct employee background screening in accordance with the requirements in this section.~~

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2. ~~"Qualified entity," as defined in s. 943.0542, F.S., means a business or organization, whether public, private, operated for profit, operated not for profit, or voluntary, which provides care or care placement services, including a business or organization that licenses or certifies others to provide care or care placement services. "Covered individual", as defined in 34 U.S.C. § 40104, means an individual who has, seeks to have, or may have access to children, the elderly, or individuals with disabilities, served by a qualified entity; and who is employed by or volunteers with, or seeks to be employed by or volunteer with, a qualified entity; or owns or operates, or seeks to own or operate a qualified entity.~~

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3. ~~An ELCBC may be considered a qualified entity and therefore, shall register with the Florida Department of Law Enforcement (FDLE). The ELCBC shall have all employees assigned to work on this agreement screened in a manner consistent with s. 943.0542, F.S.~~

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1. ~~For an ELCBC that meets the definition of a "qualified entity" and has staff that meet the definition of a "covered individual," those ELCBC staff shall receive a level 2 background screening, per s. 435.04, F.S., that requires fingerprinting for statewide criminal history records checks through FDLE, and national criminal history records checks through the Federal Bureau of Investigation and may include local criminal records checks through local law enforcement agencies.~~

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2. ~~For an ELCBC that meets the definition of "qualified entity" but determines that certain ELCBC employee(s) do not meet the definition of a "covered individual", while having access to confidential information, those ELCBC staff shall receive a level 1 background screening, per s. 435.03, F.S., that requires screening for employment history, statewide criminal correspondence checks through FDLE, a check of the Dru Sjodin National Sex Offender Public Website, and a local criminal records check through local law enforcement agencies~~

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4. The ELCBC shall require any subrecipient, contractor, or subcontractor it retains that also meets either of the criteria set forth in sub-paragraphs 3.1 and 3.2 above to be screened accordingly. The ELCBC shall ensure that background screening of subrecipient, contractor, and subcontractor staff is complete prior to providing services under the agreement.

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5. The ELCBC shall obtain and maintain on file the following documentation for all employees prior to their first day of employment and subrecipient, contractor, and subcontractor staff prior to their first day of work associated with this agreement:

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1.5. Documentation that the individual complies with the background screening standards set forth in s.435.03, F.S or 435.04, F.S. as applicable.

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1.6. The highest level of education claimed if the position requires.

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1.7. All applicable professional licenses claimed if the position requires.

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1.8. Applicable employment history if the position requires.

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6. Employee background screenings must be from no earlier than five (5) years before the employee's ELCBC employment date.

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7. The ELCBC shall update an individual's background screening every five (5) years on or before the anniversary date of the prior background screening check and thereafter if the individual continues performing under this agreement.

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8. The ELCBC shall repeat the background screening if there is a 90-day lapse in employment from working on this agreement. The ELCBC shall rescreen the person before assigning the person to this agreement.

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9. The ELCBC shall arrange for and pay all costs for employee background screenings and will be done by the ELCBC through the CJIS system. Please refer to the **ELC Broward Policy and Procedures for CJIS Compliance**. If the background screening is done by a state-licensed provider, the results of a background screening for an employee, or applicant shall be forwarded directly to the ELCBC by the licensed, state-approved provider that performed the screening

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10. The ELCBC shall require each employee it assigns to this agreement to notify the ELCBC within forty-eight (48) hours of being arrested for any criminal offense.

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11. The ELCBC shall review the alleged offense within forty-eight (48) hours of notification, determine if the offense is one that would exclude the employee under a level 2 background screening and, if so, remove the employee from work on this agreement. If the 48-hour period falls on a Saturday, Sunday, or federal holiday, the determination shall occur the next business day.

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12. The ELCBC shall not allow the employee to return to work on this agreement until cleared of all charges that would exclude the employee under a level 2 background screening.

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13. As defined in 402.302, F.S., "A volunteer who assists on an intermittent basis for less than 10 hours per month is not included in the term 'personnel' for the purposes of screening and training if a person who meets the screening requirement of s. 402.305(2) is always present and has the volunteer in his or her line of sight." Background screening costs for ELCBC board members and volunteers are allowable ELCBC expenditures.

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14. The ELCBC shall require, if applicable, its subrecipient, contractor, or subcontractor to:

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1. Notify the ELCBC within forty-eight (48) hours of an employee being arrested or removed from working on the agreement for any criminal offense.

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2. Review the alleged offense within forty-eight (48) hours, determine if the offense is one that would exclude the employee under a level two background screening and, if so, remove the employee from work on the agreement. If the forty-eight-hour period falls on a Saturday, Sunday, or federal holiday, the determination shall occur the next business day.

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3. Not permit the employee to return to work on the agreement until cleared of all charges that would exclude the employee under a level two background screening.

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The ELCBC shall require any sub recipient, contractor or subcontractor it retains that also meets the definition of qualified entity to likewise register and have all of the employees it assigns to work under the terms of this agreement screened in a manner consistent with s. 943.0542, F.S.

~~• To be in compliance, employee background screenings must be from no earlier than five years before this agreement's effective date:~~

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~~• The ELCBC shall update the background screening every five years before the anniversary date of the prior background screening check, and thereafter if the individual continues performing under this agreement:~~

~~• The ELCBC shall arrange for and pay all the costs for background screenings and will be done by the ELCBC through the CJIS system. Please refer to the ELC Broward Policy and Procedures for CJIS Compliance, a provider that has been licensed by the state of Florida to administer background screenings if such screenings are not done by the ELCBC. If the background screening is done by a state-licensed provider, the results of a background screening for an employee, or applicant shall be forwarded directly to the ELCBC by the licensed, state-approved provider that performed the screening.~~

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~~• Former employees who are re-hired by the ELCBC after more than ninety (90) days of separation of employment with the ELCBC will be required to undergo background screening and checks:~~

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~~Any subrecipient, contractor, or subcontractor who does not meet the definition of "Qualified Entity" or who FDLE has determined does not meet the definition of "Qualified Entity" or whose employee(s) does not meet the definition but that employee(s) will perform duties under contract with the ELCBC and are permitted unsupervised access to ELCBC or DEL confidential information (about the children in care or their family and child care providers) shall comply with all requirements listed in Section E above. However, the screening shall only include the equivalent of a level 1 background screening that requires screening for employment history, statewide criminal correspondence checks through FDLE, a check of the Dru Sjodin National Sex Offender Public Website, and local criminal records check through local law enforcement agencies. For subrecipients, contractors, or subcontractors that have staff residing out of the State of Florida, the ELCBC's agreement with the subrecipient, contractor, or subcontractor shall include a requirement for the subrecipient, contractor, or subcontractor employees assigned to the agreement to receive the equivalent of a level 1 screening in the state in which the employee resides.~~

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~~• Any subrecipient, contractor, or subcontractor who does not meet the definition of "qualified entity" and who has staff that will perform duties under this agreement, but will have absolutely no interaction with nor be present around a child in care nor will they have access to any confidential information about either a child in care or that child's family is not required to submit its employees to a background screening.~~

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~~• Written policies may exclude reference to a subrecipient, contractor, or subcontractor if not applicable. However, if an ELC contracts with a subrecipient, contractor, or subcontractor during the term of this agreement, the ELC must update the policies to include reference, and these requirements must be included in the agreement with the subrecipient, contractor, or subcontractor.~~

If an applicant or employee disputes the accuracy of any information obtained in a background screening, the applicant or employee should be referred to the agency that provided the information to the Coalition. The only basis for dispute of the results of a background screening for employment at the ELCBC is mistaken identity

~~• There is no background screening requirement for employees of any contractor or subcontractor that does not meet the definition of "qualified entity" and who will perform duties under this contract but will have absolutely no interaction with nor be in the presence of a child in care nor have access to confidential information about either a child in care or his family:~~

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- ~~Any sub recipient, contractor or subcontractor who does not meet the definition of “qualified entity” but who will perform duties under contract with the ELCBC and who has access to a child care location while children are present, or who will have access to confidential information about the children in care of their family shall comply with all of the above:~~

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An employee who is arrested on any criminal or civil violation of the law is responsible for notifying his/her immediate supervisor and Human Resources immediately. When an employee is arrested or convicted of violating the law, a determination to continue employment will be made subject to Florida Statute Ch. 435.04. The ELCBC shall not allow the employee to return to work until cleared of all charges.

The requirements set forth in this policy as it pertains to employees and applicants shall also apply to interns and volunteers of the ELCBC.

Refer to ELCBC’s Employee Arrests and Criminal Charges Policy.

02.01.063 Employee Arrests and Criminal Charges

~~The ELCBC ensures all employees can be entrusted with the safety of the population the ELCBC serves. This policy provides the foundation for this requirement.~~

~~All ELCBC employees are required to pass a level II background screening; a Level I or 2 background screening. An employee who has been arrested or charged with any criminal offense while employed with the ELCBC is required to notify the ELCBC within 48 hours of being arrested.~~

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~~Employees are required to personally notify their immediate supervisor and the HR Manager of any arrest or charge for a criminal offense. Upon the ELCBC’s notification of the arrest or charge for a criminal offense by the employee, the offense would be reviewed by Human Resources and an executive team designee to make a determination as to the status of continued employment with the ELCBC and whether or not to place the employee on unpaid leave. If any employee has been placed on unpaid leave by the ELCBC as set forth in this policy, the employee will not access or attempt to access any of the ELCBC internal IT, business or operational systems, or contact or attempt to contact any clients, board members, providers or other persons or entities supported by or doing business with the ELCBC during such period of leave unless such access or contact has been approved by the ELCBC. In addition, if any employee has been placed on unpaid leave by the ELCBC as set forth in this policy, the employee will not attend, participate or present themselves as a representative of the ELCBC at any ELCBC-sponsored events, programs or functions during such period of leave unless such attendance, participation or representation has been authorized by the ELCBC. Any approval or authorization as stated above shall come from the designee of the executive team of the ELCBC. Notwithstanding the foregoing, any approval by the ELCBC of leave for an employee that is due to an arrest or charge for a criminal offense shall not limit or prevent the ELCBC from terminating an employee while on leave if the ELCBC believes it is in the best interest of the organization.~~

~~If it is determined the offense would pass a level I or II background screening required by the terms of the OEL grant agreement, the employee may be returned to his or her position and may be reimbursed for up to 10 days of unpaid leave, however, this reimbursement will be the sole determination of the ELCBC based on a case-by-case basis and in conjunction with all applicable laws. If the determination is the offense would not pass a level I or II background screen required by the terms of the OEL grant agreement, the employee will be terminated immediately unless the employee is eligible and the ELCBC chooses to seek a statutory exemption on behalf of the employee in accordance with Florida statutes, rules and regulations. Other than the aforementioned scenarios, in no event shall the ELCBC be required to seek or grant a statutorily-based exemption for an employee under this policy and procedure.~~

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~~An employee’s failure to notify the ELCBC within 5 calendar days 48 hours of being arrested or charged with a criminal offense may lead to disciplinary action up to and including termination.~~

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The employee will be responsible for providing the ELCBC with all the necessary official and/or certified documentation from any governmental charging and/or arresting authority regarding any dismissal of charges, expungement of any arrests or exoneration from any charges by a court or authority of competent jurisdiction in order to reinstate an employee to their current position provided the employee has not been terminated from employment with the ELCBC. Other than the aforementioned scenarios, an employee will not have an automatic right of reinstatement of employment with the ELCBC if an employee is terminated from employment and said arrest or charges against the employee are later dismissed by any governmental charging and/or arresting authority or the employee is exonerated by a court or authority of competent jurisdiction.



ELC Broward Policy and Procedures for CJIS Compliance

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PURPOSE

The Early Learning Coalition of Broward County, Inc. (ELC) shall adhere at a minimum to the CJIS Security Policy, the ELC may augment or increase the standards, but will not detract from the CJIS Security Policy Standards.

The HR Department will retain the CJIS Security Policy and will notify and disseminate updates and changes when needed.

PERSONALLY IDENTIFIABLE INFORMATION (PII)

PII is information which can be used to distinguish or trace an individual's identity such, but not limited to, name, social security number, or biometric records, alone or when combined with other personal or identifying information which is linked or linkable to a specific individual, such as date and place of birth, or mother's maiden name.

PII will not be extracted from criminal justice information (CJI). In circumstances where it may need to be extracted, personnel must have written consent from the Director of Human Resources. All electronic files that contain PII will only be available to ELC personnel who have the proper level of security awareness training. PII will not be sent through any form of insecure electronic communication as significant security risks emerge when PII is transferred from a secure location to a less secure location or is disposed of improperly. All physical files that contain PII will reside within a locked file cabinet or room when not being actively viewed or modified. PII is not to be downloaded to workstations or mobile devices (such as laptops, personal digital assistants, mobile phones, tablets or removable media) or to systems outside the protection of the ELC. When disposing of PII the physical or electronic file should be shredded or securely deleted. All disposal of PII will be done by authorized ELC personnel. PII shall not be stored or transmitted via personally owned devices. PII may not be taken home by any ELC member. PII must not be disseminated to other agencies.

INFORMATION EXCHANGE

Before disseminating criminal justice information (CJI) the ELC will contact FDLE Criminal History Services at (850) 410-8161 for written authorization to release the information to the requesting Agency. The ELC will verify the receiver of the information. ELC does not have a list of current authorized individuals/agencies but will validate the receiver upon request. The ELC will put forth formal agreements with other agencies when information is requested prior to sharing criminal justice information as well as use of secondary dissemination.

All CJI released to other agencies shall be documented in the dissemination log including date, subject's name, SID or FBI number, requestor, requestor agency, reason disseminated, and purpose code.

INFORMATION HANDLING

Information obtained from the Florida Department of Law Enforcement Secure Mail application, must only be used for statute mandated purposes only. Personnel must follow all CJIS Security Policy, state and federal rules and regulations, and User Agreement regarding CJI information. The ELC will not store CJI information outside the state of Florida.

All personnel with access to CJI, audio as well as visual, shall receive the proper training within 30 days of hire. CJI or PII will not be transmitted via email unless encrypted. All information outlined in the information exchange and disposal of physical media shall be followed.

The ELC utilizes a password encrypted external hard drive and a standalone laptop for storage of criminal justice information. The laptops and external Hard Drive are kept in a physically secured building inaccessible to non-authorized individuals. The doors have key locks that are only accessible by ELC HR employees. The laptop is encrypted with BitLocker, which is FIPS 140-2 certified encryption.

Physical information, such as reports and criminal histories that contain criminal justice information are stored in the HR Personnel office that is only accessible to ELC HR personnel. The documents are stored in a locked filing cabinet and are only removed when needed for operational purposes. When removed, the information is kept by an authorized individual and then returned. The removal is documented in a log.

All computers within the facility are positioned in such a way to prevent unintentional viewing or shoulder surfing.

INCIDENT RESPONSE

Should an incident occur involving the CJIS stand-alone laptops, the LASO shall be contacted immediately. If it is deemed by the LASO to be a security breach of confidential information, a Security Incident Response Form will be filled out and submitted to FDLE ISO at fdleciisiso@flcjn.net.

All users are responsible for reporting known or suspected information or information technology security incidents. All incidents must be reported immediately to the ELC LASO. The LASO will inform a member of IT and document the incident.

If a suspected incident occurs on a user's laptop, the user shall not turn off the device. The user will leave the device on and report the incident. A member of IT will look over the device and determine if the incident is contained to the one device or if it is within the ELC system.

The ELC will employ Malwarebytes on all desktop and laptop devices and will ensure that the antivirus software is up to date.

Incident response will be managed based on the level of severity of the incident. The level is a measure of its impact or threat on the operation or integrity of the ELC and its' information. High Level (potential to impact the network or criminal justice information), Medium Level (potential to impact one system or non-critical system), and Low Level (has little or no risk of infecting a criminal justice system).

The ELC will identify the security breach by conducting the following:

1. Confirm the discovery of a compromised resource(s).
2. Evaluate the security incident.
3. Identify the system(s) of information affected.
4. Review all preliminary details.
5. Characterize the impact on the ELC as: minimal, serious, or critical.
6. Determine where and how the breach occurred.
 - a. Identify the source of compromise and the time frame involved. Review the network to identify all compromised or affected systems.
7. Examine appropriate system and audit logs for further irregularities.
 - a. Document all internet protocol (IP) addresses, operating systems, domain system names and other pertinent system information.
8. Initiate measures to contain and control the incident to prevent further unauthorized access.
9. Document actions throughout the process from initial detection to final resolution.

If the incident is in physical form (copy of CJi in paper format), the individual must notify the expected breach to the ELC's LASO immediately and provide specific details regarding the loss of the CJi (where it occurred, who was involved, the possible liability anticipated by the loss of information).

ACCOUNT MANAGEMENT

The management of CJi system/file accounts shall be conducted by Information Technology personnel at the direction of the LASO in accordance with all policies and CJIS Security Policy requirements. New HR personnel will gain access to all systems/files upon start date but will lose access to CJi systems if training courses are not completed or passed within 30 days. All user accounts of retired, terminated or otherwise former and non-working employees shall be disabled and revoked immediately or as soon as practicable. User accounts suspected of compromise shall be immediately disabled upon first discovery of compromise. Logs of access privilege changes shall be maintained for a minimum of one year and the validation process documented.

The ELC LASO (Director of Human Resources) is the point of contact for all accounts. The LASO shall manage information system accounts to include establishing, activating, modifying, reviewing, disabling, and removing user accounts on all Criminal Justice Information Systems.

Account Creation (for all applicants):

1. Upon completion of appropriate state and national fingerprint-based records check, the ELC will notify the LASO and provide the following information regarding the user:
 - A. Applicant full name
 - B. Applicant date of birth
 - C. Applicant social security number
 - D. Applicant start date
 - E. Applicant assigned MDT (laptop)
 - F. Applicant system(s) access
 - G. Applicant system(s) permissions
2. The ELC IT Dept will create and establish a local account for the applicant. Each account is uniquely identified by a username derived from the first initial followed by last name. All accounts are created to ensure a unique username for every individual.
3. The LASO will identify the level of authority for the user for each application.
 - A. Admin
 - B. User
 - C. Records
 - D. Human Resources
4. The ELC IT Dept will provide the initial credentials and temporary password to the user.
5. Upon completion of paperwork, the user will be issued ELC equipment delegated to the users' position within the ELC.
6. The LASO and ELC IT Dept will meet with the new user upon starting to ensure proper access to each information system is granted.

Account Modification/Termination (for users with CJIS laptop access):

In the event of a status change for those staff with access to the stand-alone laptops such as promotion, demotion, suspension, leave or voluntary or involuntary termination, HR staff will immediately notify the LASO and IT of the change of status to ensure appropriate access changes are made to systems and applications.

Account Validation (for users with CJIS laptop access):

- The LASO will validate ELC User Accounts and Access Privilege Levels annually.
- The LASO will document the date and time of the validation on the ELC Validation Form.
- The LASO will verify that all active accounts are current and up to date.
- Any changes made by the LASO involving an account will be documented.

SYSTEM ACCESS CONTROL

The ELC does not allow multiple concurrent sessions.

REMOTE ACCESS

The ELC does not utilize remote access to the CJIS laptops.

PERSONALLY OWNED INFORMATION SYSTEMS

Personally owned devices include cell phones, tablets or any other device that is owned and maintained by the user, not the ELC.

Personally owned devices are not allowed to access the ELC's network. Therefore, a device that is not owned by ELC Broward, shall not access, process, transmit and/or store CJI. Under no circumstance are users allowed to connect their personal device to the ELC network or any ELC owned devices, applications or systems.

AUTHENTICATION STRATEGY

The ELC uses two stand-alone laptops to complete the process of sending and retrieving information. The main computer is used to send criminal justice information, and the other is used to save the results that are retrieved. Both computers require a password for use. Both laptops are behind locked doors and are accessible only to HR and IT personnel who have completed the CJIS training.

MEDIA PROTECTION

Media in all forms (electronic and physical) shall be protected at all times. Media is restricted to authorized individuals. Only those users of the ELC who have appropriate security awareness training will be allowed to handle criminal justice information in any form.

Electronic media (i.e. hard drives, disks, flash drives, servers, etc.) shall be behind locked doors at all times with access granted only to authorized personnel only. Any computer that accesses criminal justice information within the facility will have a screen cover to ensure that information is not viewable by any unauthorized individual. CJI shall be destroyed when not in use by procedures notated in the disposal of electronic media sanitization and disposal policy.

Physical media (i.e. physical documents) shall only be stored until it is retained electronically. The ELC will ensure that only authorized individuals will be granted access to media containing criminal justice information. The media will be stored within the HR Office room and kept behind locked doors and locked cabinets.

When no longer needed, the electronic media will be disposed of by authorized ELC personnel. Hard copies will be shredded by authorized personnel by using a crosscut shredder.

Any media that is transported outside the physically secure location will at no time be released to an unauthorized person or left without proper documentation. Any physical media that is transported outside the physically secure location will be kept in a sealed envelope with evidence tape to ensure that the chain of custody is kept. All electronic media transported will be encrypted using an application that is FIPS 140-2 certified and employs at least 128-bit encryption. When the media is released to another user, the user will document the transaction in a secondary dissemination log for validation purposes.

ELECTRONIC MEDIA SANITIZATION AND DISPOSAL

Electronic media that has reached the end of its lifecycle must be sanitized and disposed of to ensure that criminal justice information is not viewed or accessed by unauthorized individuals. Electronic media is defined as any electronic storage device that is designed to store data in a digital format. This includes, but is not limited to: memory device in laptops, computers, and mobile devices; and any removable, transportable electronic media, such as magnetic tape or disk, optical disk, flash drives, external hard drives, or digital memory card.

All electronic media no longer in use will be sanitized prior to disposal or release for use to unauthorized individuals. The device will be overwritten at least three times by using *CCleaner*. The sanitization of the hard drive is not complete until the third wipe passes, and a verification pass is complete. Once overwritten, the device shall be stored behind a locked door until disposed of by ITAMG. Electronic media unable to be sanitized or inoperable will be shredded and destroyed. All forms of destruction of electronic media will be witnessed or carried out by authorized ELC personnel.

DISPOSAL OF PHYSICAL MEDIA

Disposal and destruction of physical media will minimize the risk of sensitive information compromise by unauthorized individuals. Physical media refers to media in printed form. This includes printed documents, printed imagery, and printed faxes.

When no longer needed, all physical media will be disposed of using a cross shredder by ELC HR Personnel and document it in ELC Physical Media Destruction Log.

PHYSICAL PROTECTION

The purpose of this policy is to provide guidance for all ELC personnel, support personnel and private contractors and vendors for the physical, logical, and electronic protection of criminal justice information.

Only authorized personnel have access to the building where criminal justice information systems and components are located. The building is equipped with badge swipe access for ELC personnel.

The ELC does not allow unescorted access by any non-ELC member.

All computer screens will be turned away from public view.

All physical media containing CJJ will be locked in filing cabinet in a locked office. Only authorized personnel will have a key to the cabinet.

All computer components will be locked in the secure server room. Only IT will have access to the server room.

Any transportation of CJJ will be done so securely. Only authorized personnel can transport CJJ. It will physically be with the personnel or, if electronic, will be done so encrypted meeting the FIPS 140-2 standard.

All ELC CJIS stand-alone laptops will be equipped with boundary protection tools and spam and spy ware to avoid any intrusion attacks.

ENCRYPTION

When CJJ is transmitted outside the physically secure location, the ELC will encrypt all data with at least 128-bit encryption. The encryption mechanism shall meet FIPS 140-2 requirements, and the certificate shall be kept on file at all times.

VOICE OVER INTERNET PROTOCOL

The ELC does utilize a Voice over Internet Protocol (VoIP) for the telephone system but not to discuss CJJ.

PATCH MANAGEMENT

All workstations, mobile devices and servers owned by the ELC must have up-to-date operating system security patches installed to protect the device and network from known vulnerabilities.

Workstations, desktops and laptops have automatic updates enabled for the operating system patches. Current ELC servers have the minimum baseline requirements that define the default operating system level, service pack, hotfix, and patch level required to ensure the security of the ELC's data and network.

IT will manage the patching needs for the servers on the network. In addition, they will manage the patching needs for all workstations on the network. IT will routinely assess the compliance of the patching policy and will provide guidance to all personnel of any security and patch management issues. IT also approves monthly and emergency patch deployments if necessary.

IT will monitor and report the outcome of each patching cycle to the ELC LASO. This will enable the LASO to assess the current level of risk. If a patch is causing vulnerability on the network or appliance, IT will roll the patch back to lessen the chance of vulnerabilities on the network.

The ELC's IT department shall review all security relevant patches, service packs, and hot fixes from the vendors. Once reviewed, the patches will be fixed promptly.

SECURITY ALERTS AND ADVISORIES

Security alerts and advisories will be subscribed to and released by the ELC IT Department to ensure knowledge of newly discovered threats that may affect ELC Information Systems. ELC IT personnel shall evaluate each security alert to determine its urgency and relevance to the ELC. If an alert is determined to be critical or pertinent to ELC infrastructure, the appropriate personnel will be notified.

The ELC IT department has signed up for alerts and advisories from the following sites:

www.us-cert.gov/ncas/current-activity

<https://tools.cisco.com/security/center/publication>

<https://technet.microsoft.com/en-us/security>

1. The ELC IT Dept will receive information system security alerts and advisories from the above sites.
2. Once an alert has been received or detected and has been determined to be a credible threat, the ELC IT will notify the ELC LASO.
3. ELC IT will take appropriate action depending on the alert. This could include updating security settings and/or issuing information to all relevant ELC personnel with directions to ensure proper handling of the issue.
4. ELC IT will document the details of the alert. The log will remain with the ELC IT for a period of four years.

WIRELESS ACCESS RESTRICTIONS

Currently, the ELC does not utilize Wireless access on CJIS devices.

BLUETOOTH

Currently, the ELC does not utilize Bluetooth Technology on CJIS devices.

PERSONNEL SANCTIONS

All personnel with the ELC shall adhere to all information security topics outlined in this policy. Failure to do so will require review by the ELC head. Once reviewed personnel may receive disciplinary actions, up to and including termination and/or criminal prosecution.



| | |
|----------------------------|--|
| MEETING | GOV251RB3 / GOVERNANCE Committee |
| DATE: | October 7, 2024 |
| SUBJECT: | Updated 5 Year Strategic Plan |
| FOR ACTION: | Yes |
| RECOMMENDED ACTION: | Adopt the changes to the 5 Year Strategic Plan |
| FINANCIAL IMPACT: | No |
| ELC STAFF LEAD | J. Merritt |

Background:

Following the close of the FY23/24 year on June 30, 2024, ELC staff compiled year-end Strategic Plan data for Year 2 of the plan, which was also included in the FY23/24 CEO Performance Evaluation in the Goals section.

ELC staff determined during the year-end review that all goals were still relevant. However, minor adjustments were needed to some objectives and outcomes due to changes in budget, programming changes, and other DEL shifts in priorities.

Current Status:

ELC staff reviewed each of the goals, objectives, and outcomes included in Year 2 of the Strategic Plan and determined that minor language updates/changes were needed to a few objectives and outcomes for the majority of the plan items. Staff felt the updates did not have a significant impact on the overall 5 Year Strategic Plan Goals and Objectives.

However, ELC staff recommend the following more substantive revisions be considered for approval:

Goal 7:

- Objective 5: small verbiage changes to better reflect what the board survey is trying to capture
 - Outcome 2 – Remove, not necessary to achieve the goals in the Strategic Plan
 - Outcome 3 – Remove, not necessary to achieve the goals in the Strategic Plan (Evidenced by attached Board Individual Engagement Report).

- Objective 6: Remove, this metric already included within the Board Survey Results in Objective 5, Outcome 1.

These changes can be seen in document 5.1 Revised 5 Year Strat Plan Revisions.

Recommended action:

Governance Committee recommend the Board Adopt the updated 5-year Strategic Plan.

Supporting Documents

- Strategic Plan with track changes.
- Strategic Plan with revisions accepted.
- Individual Board Engagement Report.

5 Year Strategic Plan

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 promote and deliver high-quality early learning experiences to young children, accessible to all eligible families in Broward County.

Core Values

- **Customer Centric:** Delivering outstanding customer service to providers, families, community partners, etc. is at the core of everything we do and vital to delivering our mission
- **Education:** We believe ongoing education/educational support and advocacy promote positive early learning experiences and the opportunity for all children in our community to succeed.
- **Inclusion:** We believe all children develop and learn at their own pace. Inclusive learning environments allow for positive learning experiences, development, and social/emotional growth to help children reach their full potential regardless of economic means
- **Innovation:** We are committed to finding innovative and creative ways to better help and support our families, providers, partners, staff, and community
- **Quality:** We are committed to providing quality services, programs, and support and take pride in the assistance, programs, and services we provide to our providers, families, children, and partners
- **Collaborative:** We forge collaborations with our community, partners, providers, and parents who are the "Most important individuals to ensure a child's success"
- **Equity:** Equity, inclusion, and cultural competence is embodied in our values, practices, and programming so that all children, parents, families, and providers have the opportunity to be successful.

5 Year Strategic Plan

2022-2027 GOALS

Goal 1: Eligible families will be aware of and can access ELC SR services.

Objective 1: Deploy a successful targeted outreach and enrollment initiative.

Outcome 1: ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services.

Reported: Quarterly

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

Reported: Quarterly

Objective 2: Families that are eligible to continue receiving SR services will receive them.

Outcome 1: The overall retention rates for potentially SR eligible families will ~~increase from 80% to 85%~~ stabilize at 80%

Reported: Semi-annual

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

Objective 1: ELC will reach and enroll as many VPK eligible families as possible.

Outcome 1: ELC Broward will meet or exceed State of Florida estimating conference estimates for VPK

Reported: Semi-annually

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

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

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

Reported: Annually

5 Year Strategic Plan

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

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

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

Reported: Annually

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

Objective 1: SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.

Outcome 1: 65% of families with children ages 0-2 who have received a referral, will follow through with their referrals to Early Steps ~~(current rate is 47 percent, 387 of 833 families)~~.

Outcome 2: 75% of families with children ages 3-5 who have received a referral, will follow through with their referrals to FDLRS ~~(current rate is 63 percent, 364 of 580 families)~~.

Reported: Quarterly

Outcome 3: Through funding or partnerships, four (4) additional comprehensive support services will be added or expanded to children/families (such as but not limited to vision, hearing, dental screenings, mental health, nutrition services and general medical)

Reported: Annually

Objective 2: Expand ELC's literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to reading experiences.

Outcome 1: Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000 families.

Reported: Quarterly

Outcome 2: ELC will participate in at least 15 literacy events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.

Reported: Quarterly

5 Year Strategic Plan

Goal 6: The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.

Objective 1: Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.

Outcome 1: At the start of each fiscal year, ELC staff will identify which state legislators, Broward County commissioners/county administration, and elected municipal leaders, they need to meet with and meet with at least 90% of them.

Reported: Semi-annual

Objective 2: ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.

Outcome 1: ELC will actively participate in a minimum of 30 community engagement activities/events annually to promote ELC's services.

Reported: Semi-annual

Goal 7: ELC Broward is a healthy, efficient, and effective organization.

Objective 1: The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.

Outcome 1: ELC is hiring the right staff, for the right positions and retaining them as evidenced by retaining 75% of new hires at one year.

Reported: Semi-annual

Outcome 2: ELC annual staff turnover will be ~~5% below the National turnover average for similar organizations at or below 15%.~~

Reported: Semi-annual

Outcome 3: ~~2535%~~ of ~~promotional advancement~~ opportunities are filled internally.

Reported: Semi-annual

Outcome 4: At least 85% of Staff respond they are overall satisfied working at the ELC.

Reported: Annually

Objective 2: Continue to optimize use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.

5 Year Strategic Plan

Outcome 1: 85% of the CRM Plan will be fully implemented.

Reported: Annually

Outcome 2: 90% of ELC data infrastructure will be stored in the cloud.

Reported: Annually

~~Outcome 3: A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.~~

Reported: Annually

Objective 3: ~~A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to gradually build a reserve. End each year with a net positive in reserves~~

Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.

Reported: Annually

Objective 4: ~~Strategy will be in place to~~ obtain dedicated funding for specific unallowable expenses.

Outcome 1: ELC will have funds for items for meetings, programming, and training.

Reported: Annually

Objective 5: The ELC board is ~~engaged energized, enthusiastic, educated, participates, and works well with partners effectively~~ with staff.

Outcome 1: Results of the annual staff and board survey will show at least a 90% rating in all categories.

Reported: Annually

~~Outcome 2: 100% of the ELC Board will complete and return the Annual Board Survey, which will be conducted prior to the Annual Board Retreat.~~

Reported: Annually

~~Outcome 3: ELC will track the activity of Board members and report on that engagement.~~

Reported: Annually

~~Objective 6: The ELC will have a cohesive board where every member has a voice.~~

~~Outcome 1: Results of the annual board self-survey will show that 90% of board report they feel they have a voice in meetings.~~

Reported: Annually

5 Year Strategic Plan

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Lead and support the early learning community to promote and deliver high-quality early learning experiences to young children, accessible to all eligible families in Broward County.

Core Values

- **Customer Centric:** Delivering outstanding customer service to providers, families, community partners, etc. is at the core of everything we do and vital to delivering our mission
- **Education:** We believe ongoing education/educational support and advocacy promote positive early learning experiences and the opportunity for all children in our community to succeed.
- **Inclusion:** We believe all children develop and learn at their own pace. Inclusive learning environments allow for positive learning experiences, development, and social/emotional growth to help children reach their full potential regardless of economic means
- **Innovation:** We are committed to finding innovative and creative ways to better help and support our families, providers, partners, staff, and community
- **Quality:** We are committed to providing quality services, programs, and support and take pride in the assistance, programs, and services we provide to our providers, families, children, and partners
- **Collaborative:** We forge collaborations with our community, partners, providers, and parents who are the "Most important individuals to ensure a child's success"
- **Equity:** Equity, inclusion, and cultural competence is embodied in our values, practices, and programming so that all children, parents, families, and providers have the opportunity to be successful.

5 Year Strategic Plan

2022-2027 GOALS

Goal 1: Eligible families will be aware of and can access ELC SR services.

Objective 1: Deploy a successful targeted outreach and enrollment initiative.

Outcome 1: ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services.

Reported: Quarterly

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

Reported: Quarterly

Objective 2: Families that are eligible to continue receiving SR services will receive them.

Outcome 1: The overall retention rates for potentially SR eligible families will stabilize at 80%

Reported: Semi-annual

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

Objective 1: ELC will reach and enroll as many VPK eligible families as possible.

Outcome 1: ELC Broward will meet or exceed State of Florida estimating conference estimates for VPK

Reported: Semi-annually

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

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

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

Reported: Annually

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

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

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

Reported: Annually

5 Year Strategic Plan

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

Objective 1: SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.

Outcome 1: 65% of families with children ages 0-2 who have received a referral, will follow through with their referrals to Early Steps

Reported: Quarterly

Outcome 2: 75% of families with children ages 3-5 who have received a referral, will follow through with their referrals to FDLRS

Reported: Quarterly

Outcome 3: Through funding or partnerships, four (4) additional comprehensive support services will be added or expanded to children/families (such as but not limited to vision, hearing, dental screenings, mental health, nutrition services and general medical)

Reported: Annually

Objective 2: Expand ELC's literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to reading experiences.

Outcome 1: Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000 families.

Reported: Quarterly

Outcome 2: ELC will participate in at least 15 literacy events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.

Reported: Quarterly

Goal 6: The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.

Objective 1: Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.

Outcome 1: At the start of each fiscal year, ELC staff will identify which state legislators, Broward County commissioners/county administration, and elected municipal leaders, they need to meet with and meet with at least 90% of them.

Reported: Semi-annual

Objective 2: ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.

Outcome 1: ELC will actively participate in a minimum of 30 community engagement activities/events annually to promote ELC's services.

Reported: Semi-annual

5 Year Strategic Plan

Goal 7: ELC Broward is a healthy, efficient, and effective organization.

Objective 1: The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.

Outcome 1: ELC is hiring the right staff, for the right positions and retaining them as evidenced by retaining 75% of new hires at one year.

Reported: Semi-annual

Outcome 2: ELC annual staff turnover will be at or below 15%.

Reported: Semi-annual

Outcome 3: 35% of advancement opportunities are filled internally.

Reported: Semi-annual

Outcome 4: At least 85% of Staff respond they are overall satisfied working at the ELC.

Reported: Annually

Objective 2: Continue to optimize use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.

Outcome 1: 85% of the CRM Plan will be fully implemented.

Reported: Annually

Outcome 2: 90% of ELC data infrastructure will be stored in the cloud.

Reported: Annually

Objective 3: End each year with a net positive in reserves

Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.

Reported: Annually

Objective 4: Obtain dedicated funding for specific unallowable expenses.

Outcome 1: ELC will have funds for items for meetings, programming, and training.

Reported: Annually

Objective 5: The ELC board is engaged, educated and works well with staff.

Outcome 1: Results of the annual staff and board survey will show at least a 90% rating in all categories.

Reported: Annually

FY 23/24 Board Engagement Report

Laurie Sallarulo

| Name | Laurie Sallarulo | | |
|--|------------------|--------|-----------------------|
| Engagement Activities | # Attended | # Held | Percent Participation |
| Board Meetings Attended | 7 | 7 | 100% |
| Exec Committee Meetings Attended | 6 | 7 | 86% |
| Finance Committee Meetings Attended | 6 | 7 | 86% |
| Governance Committee Meetings Attended | 0 | 1 | 0% |
| Nominating Committee Meetings Attended | 0 | 3 | 0% |
| PRC Committee Meetings Attended | 0 | 4 | 0% |
| Meet & Greets Attended | 2 | 5 | 40% |
| Lunch & Learns Attended | 0 | 3 | 0% |
| Wine & Cheese Fundraiser Attended | | 1 | |
| Chancellor Dinner Event Attended | | 1 | |
| Chancellor Boot Camp Grad Attended | | 1 | |
| Donation to ELC | Yes | | \$40 |

Dawn Liberta

| Name | Dawn L. | | |
|--|------------|--------|-----------------------|
| Engagement Activities | # Attended | # Held | Percent Participation |
| Board Meetings Attended | 6 | 6 | 100% |
| Audit Committee Meetings Attended | 2 | 2 | 100% |
| Exec Committee Meetings Attended | 5 | 6 | 83% |
| Finance Committee Meetings Attended | 5 | 7 | 71% |
| Governance Committee Meetings Attended | 1 | 1 | 100% |
| PRC Committee Meetings Attended | 3 | 4 | 75% |
| Ad Hoc Fundraising Committee Meetings Attended | 1 | 2 | 50% |
| Meet & Greets Attended | 4 | 4 | 100% |
| Lunch & Learns Attended | 2 | 3 | 67% |
| Wine & Cheese Fundraiser Attended | Yes | 1 | |
| Chancellor Dinner Event Attended | | 1 | |
| Chancellor Boot Camp Grad Attended | | 1 | |
| Donation to ELC | Yes | | \$40 |

Twan Russell

| Name | Twan R. | | |
|--|------------|--------|-----------------------|
| Engagement Activities | # Attended | # Held | Percent Participation |
| Board Meetings Attended | 3 | 7 | 43% |
| Exec Committee Meetings Attended | 6 | 7 | 86% |
| Finance Committee Meetings Attended | 5 | 7 | 71% |
| Nominating Committee Meetings Attended | 3 | 3 | 100% |
| Meet & Greets Attended | 0 | 5 | 0% |
| Lunch & Learns Attended | 0 | 3 | 0% |
| Wine & Cheese Fundraiser Attended | | 1 | |
| Chancellor Dinner Event Attended | Yes | 1 | |
| Chancellor Boot Camp Grad Attended | | 1 | |
| Donation to ELC | Yes | | \$300 |

FY 23/24 Board Engagement Report

Monica King

| Name | Monica K. | | |
|------------------------------------|------------|--------|-----------------------|
| Engagement Activities | # Attended | # Held | Percent Participation |
| Board Meetings Attended | 7 | 7 | 100% |
| Audit Committee Meetings Attended | 3 | 3 | 100% |
| Exec Committee Meetings Attended | 7 | 7 | 100% |
| PRC Committee Meetings Attended | 4 | 4 | 100% |
| Meet & Greets Attended | 3 | 5 | 60% |
| Lunch & Learns Attended | 1 | 3 | 33% |
| Wine & Cheese Fundraiser Attended | | 1 | |
| Chancellor Dinner Event Attended | | 1 | |
| Chancellor Boot Camp Grad Attended | | 1 | |
| Donation to ELC | Yes | | \$40 |

Cindy A. Seltzer

| Name | Cindy A. | | |
|-------------------------------------|------------|--------|-----------------------|
| Engagement Activities | # Attended | # Held | Percent Participation |
| Board Meetings Attended | 6 | 7 | 86% |
| Exec Committee Meetings Attended | 6 | 7 | 86% |
| Finance Committee Meetings Attended | 6 | 7 | 86% |
| PRC Committee Meetings Attended | 4 | 4 | 100% |
| Meet & Greets Attended | 1 | 5 | 20% |
| Lunch & Learns Attended | 0 | 3 | 0% |
| Wine & Cheese Fundraiser Attended | | 1 | |
| Chancellor Dinner Event Attended | | 1 | |
| Chancellor Boot Camp Grad Attended | | 1 | |
| Donation to ELC | Yes | | \$52.34 |

Michael Asseff

| Name | Michael A. | | |
|--|------------|--------|-----------------------|
| Engagement Activities | # Attended | # Held | Percent Participation |
| Board Meetings Attended | 6 | 7 | 86% |
| Audit Committee Meetings Attended | 3 | 3 | 100% |
| Exec Committee Meetings Attended | 7 | 7 | 100% |
| Governance Committee Meetings Attended | 0 | 1 | 0% |
| Nominating Committee Meetings Attended | 3 | 3 | 100% |
| Ad Hoc Fundraising Committee Meetings Attended | 2 | 3 | 67% |
| Meet & Greets Attended | 1 | 5 | 20% |
| Lunch & Learns Attended | 0 | 3 | 0% |
| Wine & Cheese Fundraiser Attended | Yes | 1 | |
| Chancellor Dinner Event Attended | Yes | 1 | |
| Chancellor Boot Camp Grad Attended | | 1 | |
| Donation to ELC | | | |

Daniel Foganholi

| Name | Daniel F. | | |
|------------------------------------|------------|--------|-----------------------|
| Engagement Activities | # Attended | # Held | Percent Participation |
| Board Meetings Attended | 2 | 4 | 50% |
| Meet & Greets Attended | 0 | 2 | 0% |
| Lunch & Learns Attended | 0 | 1 | 0% |
| Wine & Cheese Fundraiser Attended | | 1 | |
| Chancellor Dinner Event Attended | | 1 | |
| Chancellor Boot Camp Grad Attended | | 1 | |
| Donation to ELC | | | |

FY 23/24 Board Engagement Report

Sharonda Bailey

| Name | Sharonda B. | | |
|--|-------------|--------|-----------------------|
| Engagement Activities | # Attended | # Held | Percent Participation |
| Board Meetings Attended | 7 | 7 | 100% |
| Nominating Committee Meetings Attended | 3 | 3 | 100% |
| Meet & Greets Attended | 3 | 5 | 60% |
| Lunch & Learns Attended | 1 | 3 | 33% |
| Wine & Cheese Fundraiser Attended | | 1 | |
| Chancellor Dinner Event Attended | | 1 | |
| Chancellor Boot Camp Grad Attended | | 1 | |
| Donation to ELC | Yes | | \$50 |

Richard Campillo

| Name | Richard C. | | |
|------------------------------------|------------|--------|-----------------------|
| Engagement Activities | # Attended | # Held | Percent Participation |
| Board Meetings Attended | 7 | 7 | 100% |
| Audit Committee Meetings Attended | 2 | 2 | 100% |
| PRC Committee Meetings Attended | 4 | 4 | 100% |
| Meet & Greets Attended | 2 | 5 | 40% |
| Lunch & Learns Attended | 1 | 3 | 33% |
| Wine & Cheese Fundraiser Attended | | 1 | |
| Chancellor Dinner Event Attended | | 1 | |
| Chancellor Boot Camp Grad Attended | | 1 | |
| Donation to ELC | Yes | | \$250 |

Krystie Castillo

| Name | Krystie C. | | |
|--|------------|--------|-----------------------|
| Engagement Activities | # Attended | # Held | Percent Participation |
| Board Meetings Attended | 4 | 5 | 80% |
| PRC Committee Meetings Attended | 2 | 2 | 100% |
| Ad Hoc Fundraising Committee Meetings Attended | 1 | 1 | 100% |
| Meet & Greets Attended | 0 | 3 | 0% |
| Lunch & Learns Attended | 1 | 2 | 50% |
| Wine & Cheese Fundraiser Attended | | 1 | |
| Chancellor Dinner Event Attended | | 1 | |
| Chancellor Boot Camp Grad Attended | | 1 | |
| Donation to ELC | Yes | | \$40 |

Kirk Englehardt

| Name | Kirk E. | | |
|--|------------|--------|-----------------------|
| Engagement Activities | # Attended | # Held | Percent Participation |
| Board Meetings Attended | 6 | 7 | 86% |
| Governance Committee Meetings Attended | 1 | 1 | 100% |
| Ad Hoc Fundraising Committee Meetings Attended | 3 | 3 | 100% |
| Meet & Greets Attended | 1 | 5 | 20% |
| Lunch & Learns Attended | 0 | 3 | 0% |
| Wine & Cheese Fundraiser Attended | Yes | 1 | |
| Chancellor Dinner Event Attended | Yes | 1 | |
| Chancellor Boot Camp Grad Attended | Yes | 1 | |
| Donation to ELC | | | |