Early Learning Coalition of Broward County, Inc.
Governance Meeting Agenda
December 5, 2022, at 2:30 PM
Zoom Meeting

Meeting ID: 870 0230 3848   Passcode: 457078

https://us06web.zoom.us/j/87002303842?pwd=OHhUWm9VRVA4Ly9YVmdWUFBqK0VZZz09

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** a. Approve November 7, 2022, meeting minutes	2	Dawn Liberta, Governance Committee Chair
4.	**Regular Business** a. GOV233RB1- Review/Discuss the Board Objectives and Outcomes and agree on tools and details for recommendation to the Board	4	Dawn Liberta, Governance Committee Chair Renee Jaffe, CEO Carol Wick, Sharity Consultant
5.	**Unfinished Business** **New Business** **Matters from the Chair** **Matters from the Committee** **Public Comment**		
6.	**Next ELC Board Meeting: January 12, 2023**		
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."
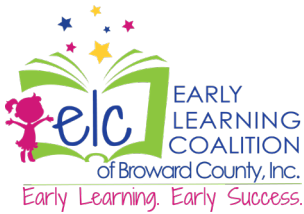
Early Learning Coalition of Broward County, Inc.
Governance Meeting Minutes
November 7, 2022, at 1:00 PM
Virtual Meeting

Members in Attendance	Dawn Liberta; Michael Asseff; Renee Podolsky; Amoy Reid
Members Absent	Kirk Englehardt; Laurie Sallarulo; Carol Hylton
Staff in Attendance	Renee Jaffe, CEO; Judith Merritt, COO; Christine Klima, CAO; Howard Bakalar, CPO; Melody Martinez, Board Liaison; Lizbeth Juan, Executive Assistant; Amy Moore, Senior Director of Family Services and Provider Relations
Others in Attendance	Julie Klahr, Legal Counsel; Carol Wick, Sharity Consultant

Item	Action/Discussion
Welcome & Call to Order	Chair Dawn Liberta called the meeting to order at 1:04 PM. The roll was called, and a quorum was established.
Consent Agenda a. Approve August 29, 2022, meeting minutes	There was a **Motion** to move the Consent Agenda by Renee Podolsky and **Seconded** by Michael Asseff. **Unanimously approved**. Motion Passes.
Regular Committee a. GOV232RB1 – Review/Discuss the Board Objectives and Outcomes and agree on tools and details for recommendation to the Board	There was a discussion regarding Board Survey. Since there was no longer a quorum at this time as Renee Podolsky had to leave the meeting early. Committee members who were present decided on moving forward with consensus and then presenting their feedback at the next committee meeting. Below are the items discussed: 1. Consensus on Board Survey that questions 18 through 22 should be removed as they pertained to Strategic Planning. 2. Consensus that the Board Survey be conducted Annually 3. Consensus to keep question pertaining to the "Board members having a voice" should remain as part of the whole survey and not a standalone survey 4. Consensus that the ELC Senior Staff should complete the survey
Unfinished Business	None
New Business	None
Matters from the Chair	None
Public Comments	There was no discussion.
Next Meeting	**December 5, 2022**
Adjourn	Dawn Liberta Adjourned the meeting at 2:02 PM

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	GOV233RB1 - Governance
DATE:	December 5, 2022
SUBJECT:	Board Strategic Plan Goals, Objectives, and Outcomes
FOR ACTION:	Yes
RECOMMENDED ACTION:	**Review/Discuss the Board Objectives and Outcomes and agree on tools and details for recommendation to the Board**
FINANCIAL IMPACT:	None
ELC STAFF LEAD	J Merritt

Background:

Over the past year ELC staff have worked with both the Board and outside consultant (Carol Wick) to establish a new 5 Year Strategic Plan. As part of the planning process feedback from various Board surveys revealed the need to establish and incorporate Board related goals into the Strategic Plan to improve areas of opportunity.

At the September 12, 2022, Board meeting, the new five-year Strategic Plan was approved, and the Board agreed that the Governance Committee would be the most appropriate committee to establish and agree upon the tools used to achieve the Board Goals included in the new 5-year Strategic Plan.

Current Status

After reviewing the Board Goals at the September 12, 2022, Board meeting the Governance Committee was tasked with meeting to develop a Board member scorecard and agree on the tools to be used to measure Board related objectives and outcomes from the Strat Plan (Goal 7: ELC Broward is a healthy, efficient, and effective organization) and then present a recommendation to the full Board.

At the November 7, 2022, Governance Committee meeting, the items below were presented to the committee for discussion. During the allotted meeting time the committee was able to review and discuss items 1 and 1a only (before running out of time). Unfortunately, a quorum was not achieved and as a result the committee was restricted to coming to a consensus recommendation rather than an approved recommendation. Due to the above factors, the committee agreed to meet again before presenting all recommendations at the December 12 Board meeting.

Additionally, Governance committee members in attendance at the 11/7/22 meeting requested ELC staff provide all agreed upon consensus items in the (next) Governance packet (for the 12/5 meeting) so that committee members not in attendance can be brought up to speed and a formal vote can quickly take place provided no additional discussion is necessary.

<u>**Items discussed at the 11/7/22 Governance Meeting (for vote at the 12/5/22 meeting):**</u>

1. **Board Survey, these are the surveys Carol administered and members completed during the Strategic Planning process.**

Members rate themselves as an individual board member and then as a board. For convenience and speed, we have included the survey questions with this packet so that everyone can be prepared to discuss the tool previously used or make recommended changes. This pertains to the following objective and outcome:

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

Outcome1: Results of the annual staff and board survey will show at least an 90% rating in all categories.

Options and discussion items considered:
- Continue to use the same surveys we used during the Strategic Planning process
- Continue to use the same survey, but tweak/modify as needed (keeping in mind that any changes to the survey will establish a new baseline)
- Decide when the survey will be conducted each year (Annually or twice per year)?

Consensus recommendation: Continue using the same survey tool (used during the Strat. Plan process) but remove questions 18 through 22 as they pertained to strategic planning. Conduct the survey annually.

1a. Board Survey question specifically focused on whether Board members feel they have a voice?

A question related to this had been included in the larger Board survey (Item #1 above) that may become the Board's survey. Since there is one standalone objective and outcome related to members having a voice in the Strategic Plan, (provided below) it is included as a separate item for discussion.

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

Outcome 2: Results of the annual board self-survey will show that 90% of board report they feel they have a voice in meetings.

Options and discussion items considered:
- Should this indicator remain in the larger Board survey (Item 1 above) or as a standalone survey question?
- If this indicator is a standalone survey question, what is the frequency of the survey (Annually or twice per year)?
- Would it be helpful to better understand why some board members felt they did not have a voice, so we can try to correct it?

Consensus recommendation: The question should remain **in** the Annual survey and not be a separate standalone survey.

<u>**Items to be discussed at the 12/5/22 Governance Meeting:**</u>

2. Post Committee/Board meeting Ratings

Members rate the meeting on a scale of 1-10 (DRAFT tool included with this packet). As it pertains to the following objective and outcome:

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

Outcome 1: Board ratings after meetings will average 8 or higher

Options and decisions to consider:
- Decide if we want to use the proposed tool, tweak the proposed tool, or use a different tool.

3. Scorecard for Board engagement

A scorecard will be developed for each Board member to measure each members involvement, engagement and participation. These activities would be communicated to Board members so that expectations are clearly defined. This pertains to the following objective and outcome:

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

Outcome 2: 100% of board members will complete an individual scorecard and meet or exceed 80% of their goals

Options and decisions to consider:
- Review suggested DRAFT scorecard items (to be provided at meeting)
- Discuss any additional items to be added
- Discuss/establish scoring methodology
- Establish frequency of scorecard

Recommendation

Governance Committee review all attached documents, discuss the tools for each objective and outcome and approve recommendations to be brought to the full Board on December 12, 2022.

Supporting Documents

- 5 Year Strategic Plan
- Board Annual Survey Results PowerPoint – Presented by Outside entity
- Board Annual Survey Questions – Conducted by Outside entity
- Board Opportunities from Annual Survey
- Meeting Rating Tool
- List of Engagement Activities

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.

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: A minimum of 3,000 families will apply for SR services quarterly. (Current quarterly average is 2,700)

        Reported: Quarterly

    Outcome 2: At least one thousand families annually will use QR codes, social media, and customized URLs created for outreach purposes to access information about School Readiness Services.

        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%

        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: Childcare providers being CLASS assessed because they offer School Readiness (SR) services will participate in quality improvement opportunities, which will increase quality and raise the countywide CLASS score average from a 5.0 to a 6

    Outcome 1: 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC trainings focused on increasing scores.

        Reported: Annually

Outcome 1(a): 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score to a 4.5 or higher within a year.

> **Reported:** Annually

Outcome 2: 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC trainings focused on increasing scores.

> **Reported**: Annually

Outcome 2(a): 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.

> **Reported:** Annually

Outcome 3: 65% of SR providers scoring between a 5 and 5.49 on their CLASS assessment will attend ELC trainings focused on increasing scores

> **Reported:** Annually

Outcome 3(a): 55% of SR providers scoring between a 5 and a 5.49 on their CLASS assessment will raise their score to a 5.5 or higher within a year.

Objective 2: Providers participating in the Broward Above and Beyond will successfully recruit, upskill, and retain qualified staff.

> **Outcome 1:** Once a baseline is developed, a to-be-determined metric will be established to demonstrate an increase in the successful recruitment of early educators at Above and Beyond participating sites.
>
> > **Reported:** Quarterly
>
> **Outcome 2:** Once a baseline is developed, 50% of early educators will attain the next level in personal development goals (CDA or higher).
>
> > **Reported:** Semi-annual
>
> **Outcome 3:** Once a baseline is developed, retention level of early educators will be at a minimum of 80% at Above and Beyond sites.
>
> > **Reported:** Quarterly

Objective 3: Early Learning educators will gain the foundational skills to increase classroom preparedness and effective child/educator interactions to help increase Broward's average CLASS scores.

> **Outcome 1:** Broward County Above and Beyond CLASS Observation Provider Instructional Support Average, the CLASS Observation domain that is most often lowest, will increase from a 3.6 to a 5.
>
> > **Reported:** Semi-annual

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

Objective 1: VPK providers will participate in quality improvement opportunities, which will result in a countywide CLASS score average of at least a 5.25

Outcome 1: 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC trainings focused on increasing scores.

Reported: Annually

Outcome 1(a): 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score a 4.5 or higher within a year.

Reported: Annually

Outcome 2: 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC trainings focused on increasing scores.

Reported: Annually

Outcome 2(a): 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.

Reported: Annually

Outcome 3: 60% of VPK providers scoring between a 5 and 5.25 on their CLASS assessment will attend ELC trainings focused on increasing scores

Reported: Annually

Outcome 3(a): 50% of VPK providers scoring between a 5 and a 5.25 on their CLASS assessment will raise their score to a 5.25 or higher within a year

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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

_____

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: ELC leadership will meet (one on one) with new local Legislators, Broward County commissioners/county administration, and newly elected municipal leaders (in high-needs areas) at least 1x/within the first year of their role.

> **Reported:** Semi-annual

Outcome 2: ELC leadership will meet/present to 80% of current legislators, Broward County commissioners/county administration, and municipal leaders (in high-needs areas) at least 1x/annually.

> **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: A minimum of 30 community leaders/elected officials will participate in at least one ELC's activities/events annually.

> **Reported:** Semi-annual

Outcome 2: ELC will build relationships with a minimum of 10 Faith based community leaders or business partners annually.

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.

Reported: Semi-annual

Outcome 3: 25% of promotional 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

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.

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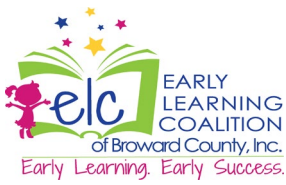
Reported: Annually

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 energized, enthusiastic, educated, participates, and partners effectively with staff.

> **Outcome1:** Results of the annual staff and board survey will show at least an 90% rating in all categories.

> > Reported: Annually

> **Outcome 2:** 100% of board members will complete an individual scorecard and meet or exceed 80% of their goals

> > Reported: Annually

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

> **Outcome 1:** Board ratings after meetings will average 8 or higher

> > **Reported:** At each meeting then quarterly

> **Outcome 2:** Results of the annual board self-survey will show that 90% of board report they feel they have a voice in meetings.

> > Reported: Annually

Board Self Assessment

Personal performance
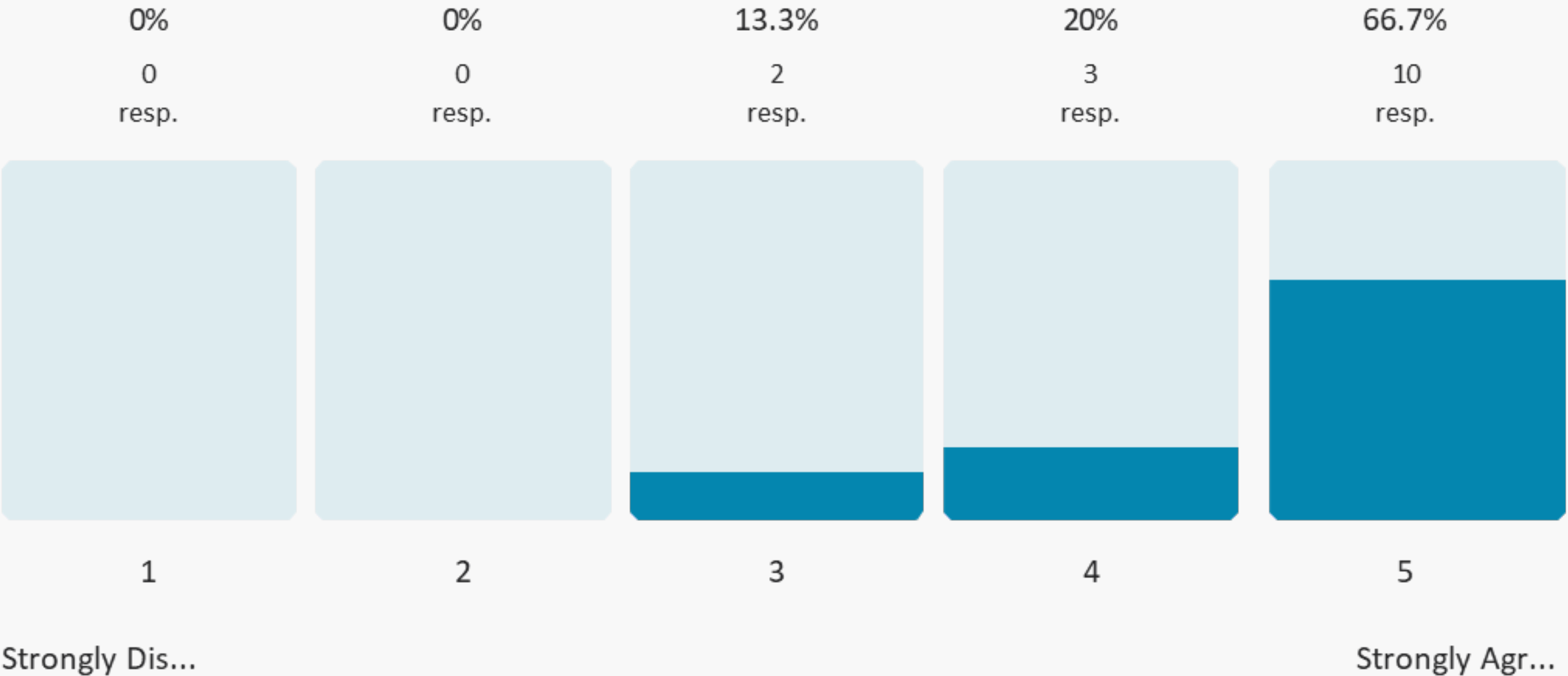
Do we need to work on this area?

- 4-5 Positive
- 3-1 Neutral or Negative

- Rating Scale
- 90-100 A
- 80-89 B
- 70-79 C
- 60 – 69 D
- 59 and below F

Do I understand and support the mission of the organization?

87% Yes

4.5 Average rating

0%	0%	13.3%	20%	66.7%
0	0	2	3	10
resp.	resp.	resp.	resp.	resp.
1	2	3	4	5

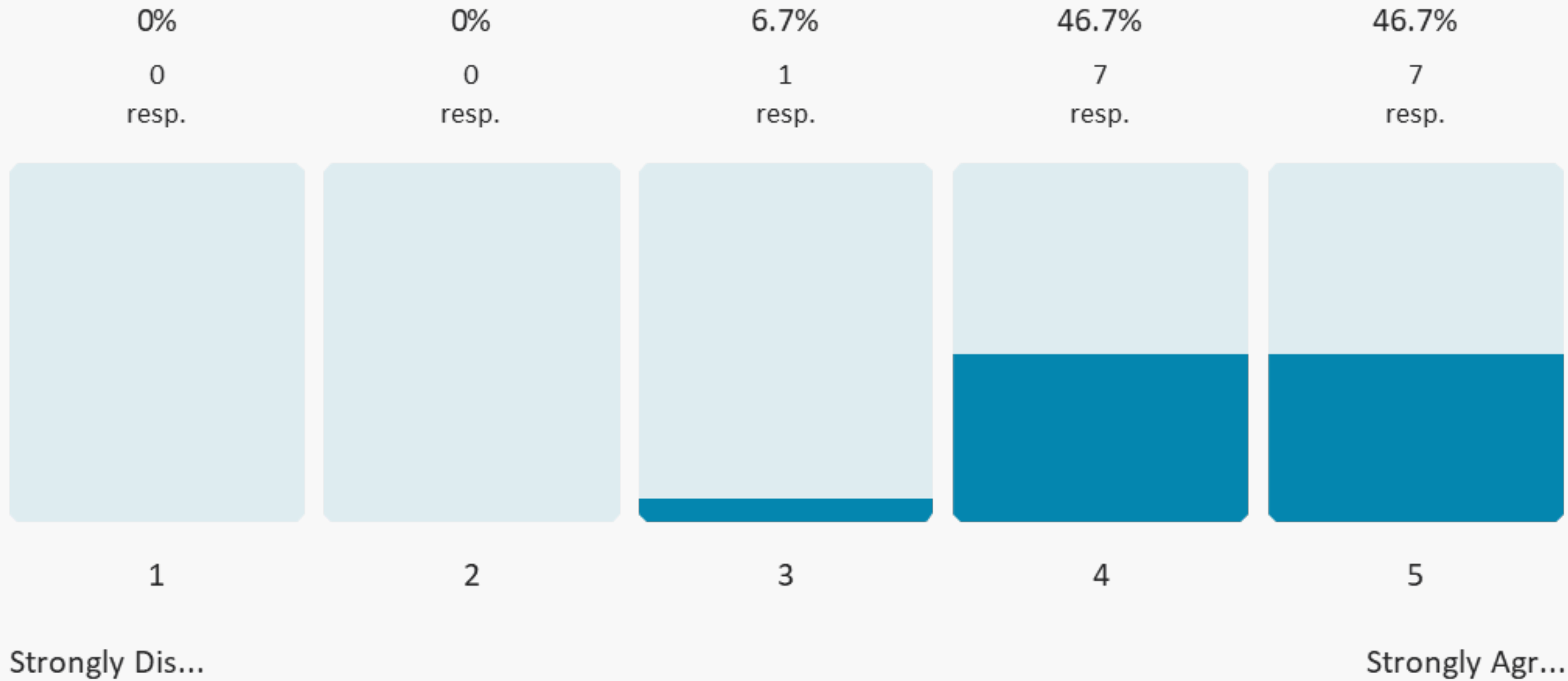Strongly Dis...   Strongly Agr...

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

15 out of 15 answered

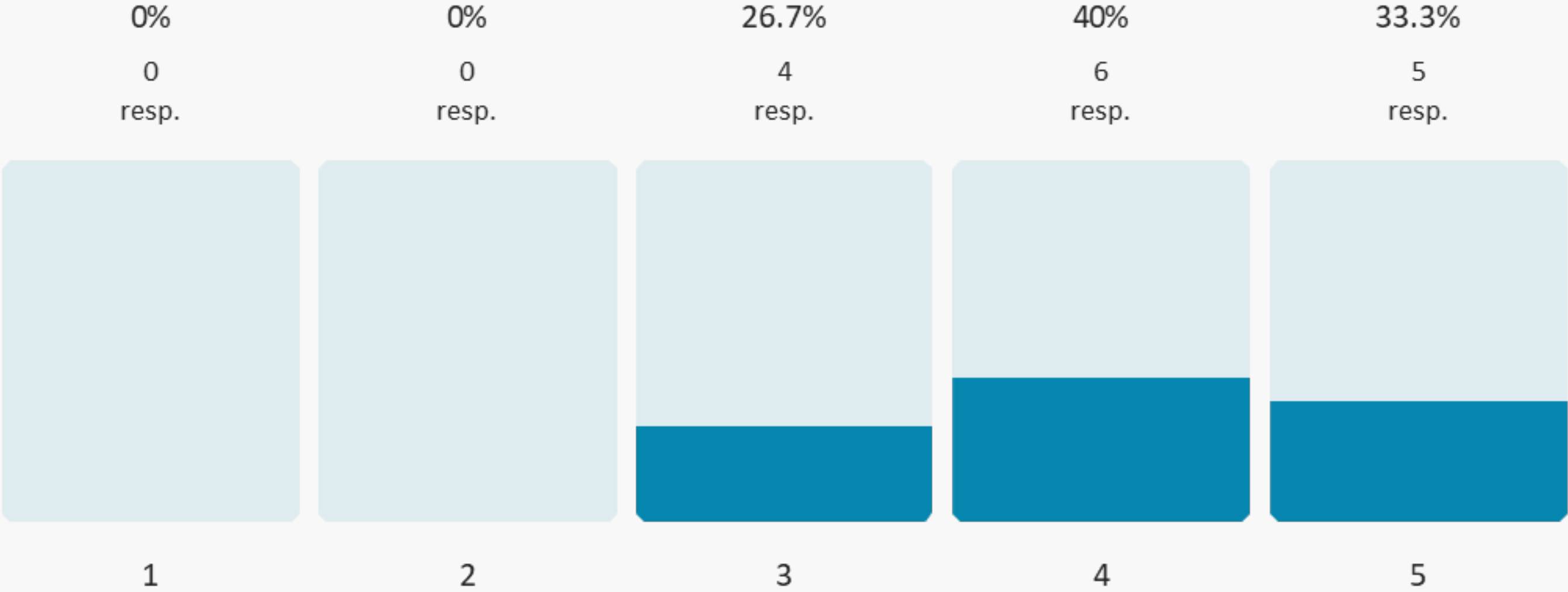94% Yes

4.4 Average rating

0%	0%	6.7%	46.7%	46.7%
0	0	1	7	7
resp.	resp.	resp.	resp.	resp.

1	2	3	4	5

Strongly Dis...

Strongly Agr...

Am I knowledgeable about the organization's programs and services?

15 out of 15 answered

73% Yes

4.1 Average rating

0%	0%	26.7%	40%	33.3%
0	0	4	6	5
resp.	resp.	resp.	resp.	resp.

| 1 | 2 | 3 | 4 | 5 |

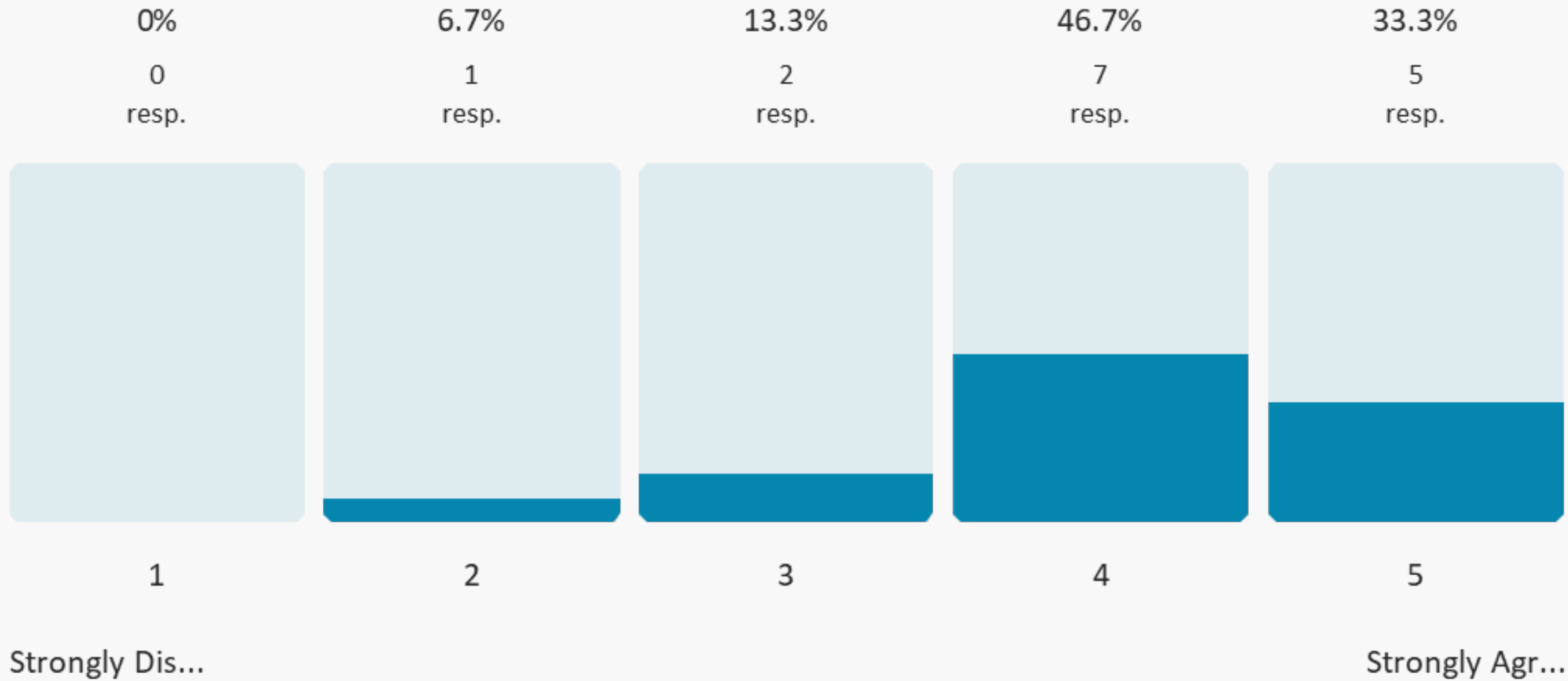Strongly Dis...   Strongly Agr...

Do I read and understand the organization's financial statements?
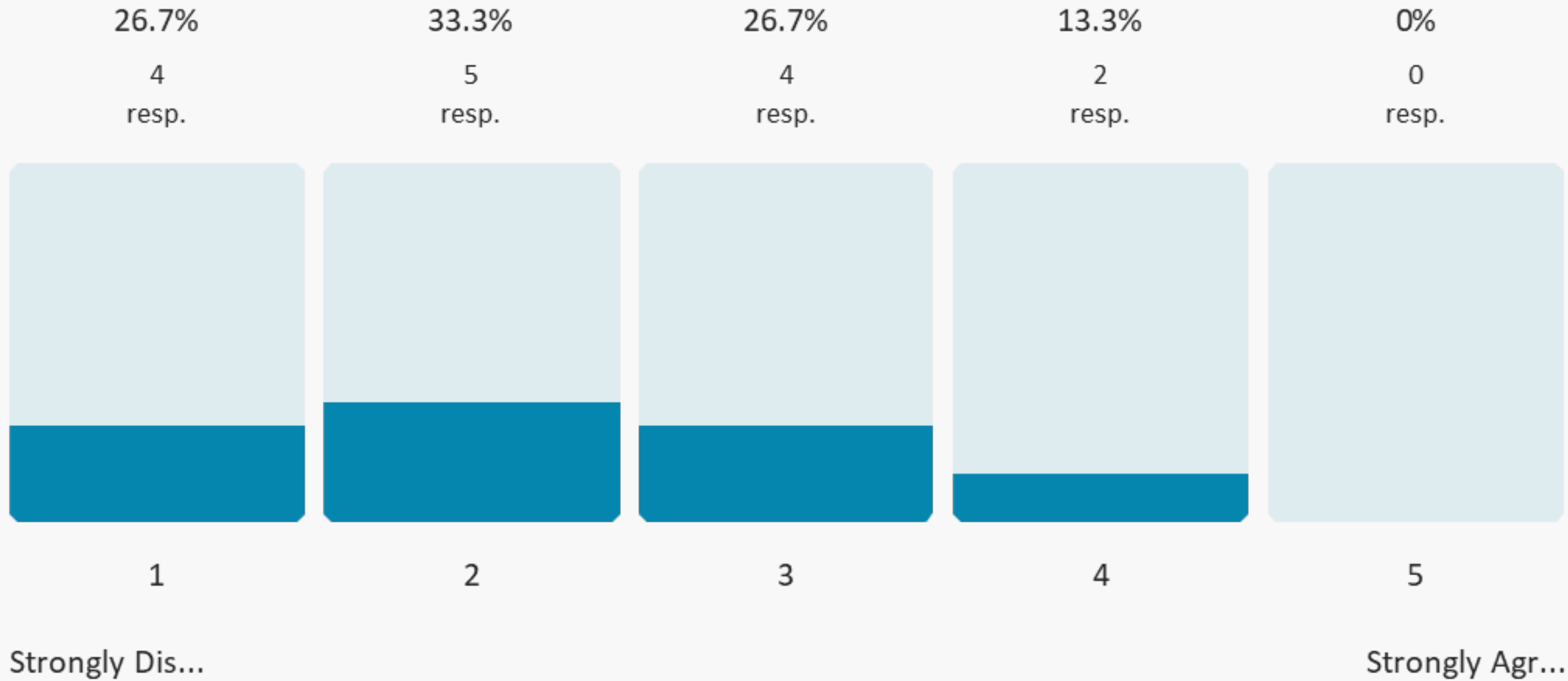
15 out of 15 answered

80% Yes

4.1 Average rating

0%	6.7%	13.3%	46.7%	33.3%
0 resp.	1 resp.	2 resp.	7 resp.	5 resp.

1	2	3	4	5

Strongly Dis...

Strongly Agr...

Do I refer candidates to serve on this board?

15 out of 15 answered

13% Yes

2.3 Average rating

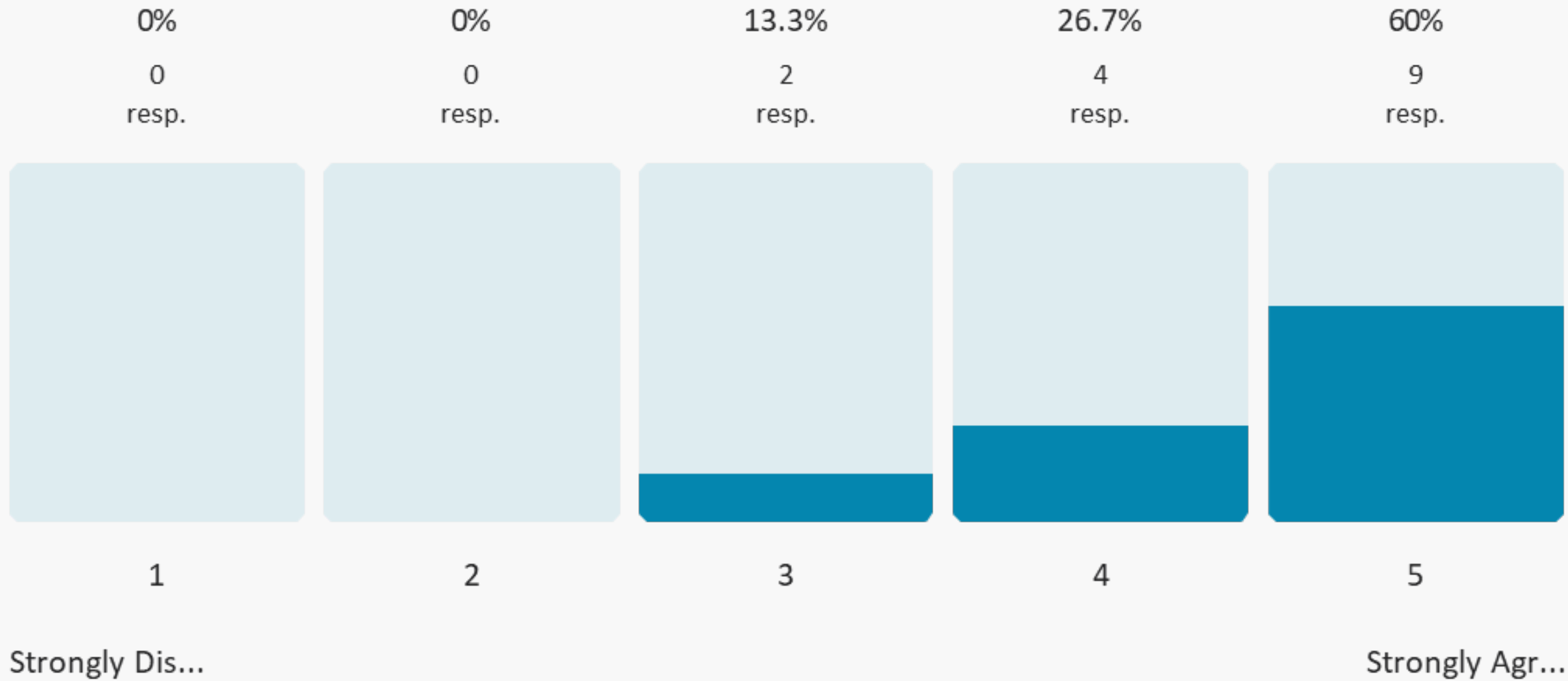| 26.7%	33.3%	26.7%	13.3%	0%
4 resp.	5 resp.	4 resp.	2 resp.	0 resp.
1	2	3	4	5

Strongly Dis…

Strongly Agr…

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

15 out of 15 answered

87% Yes

4.5 Average rating

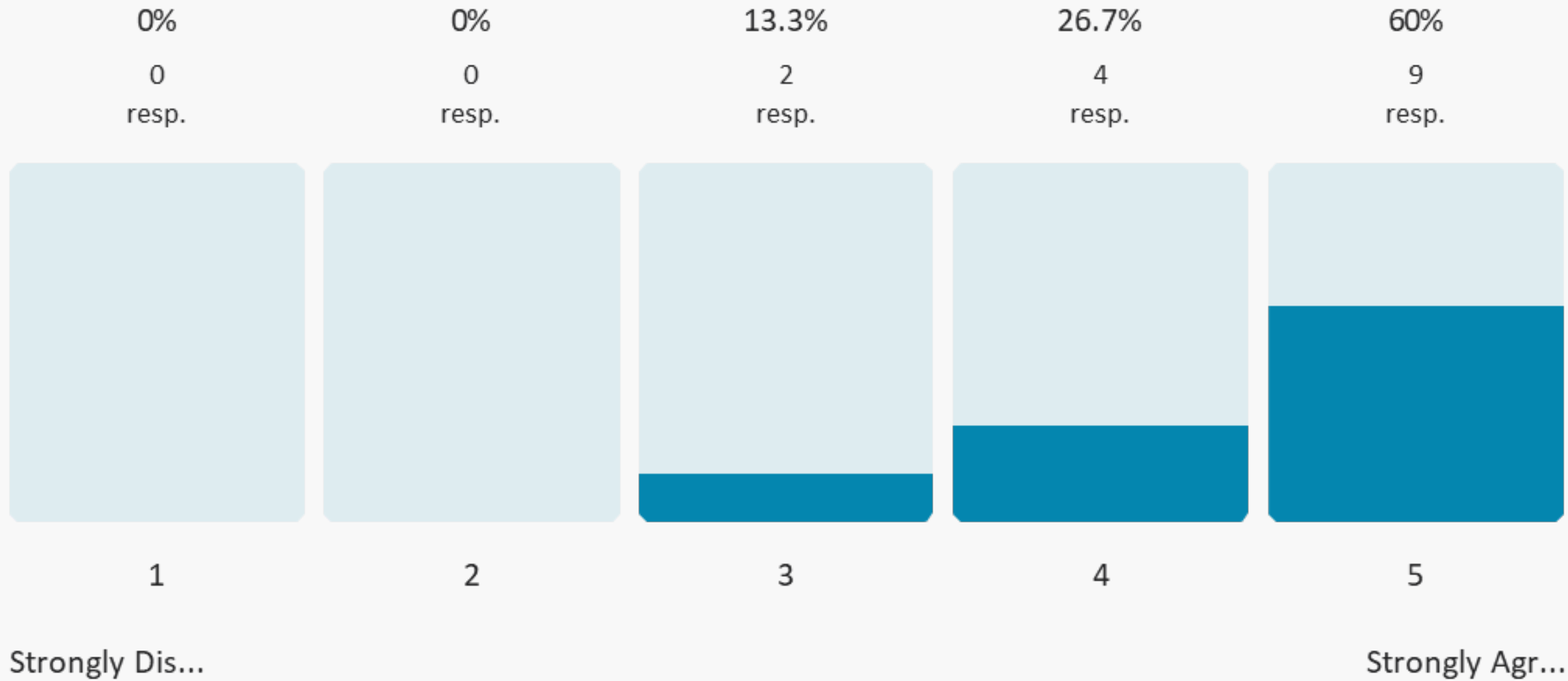|				
0%	0%	13.3%	26.7%	60%
0	0	2	4	9
resp.	resp.	resp.	resp.	resp.
1	2	3	4	5

Strongly Dis...   Strongly Agr...

Do I act as a goodwill ambassador to the organization?

15 out of 15 answered

87% Yes

4.5 Average rating

0%	0%	13.3%	26.7%	60%
0 resp.	0 resp.	2 resp.	4 resp.	9 resp.
1	2	3	4	5

Strongly Dis...   Strongly Agr...

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

15 out of 15 answered

73% Yes

4.0 Average rating

0%	6.7%	20%	40%	33.3%
0 resp.	1 resp.	3 resp.	6 resp.	5 resp.

| 1 | 2 | 3 | 4 | 5 |

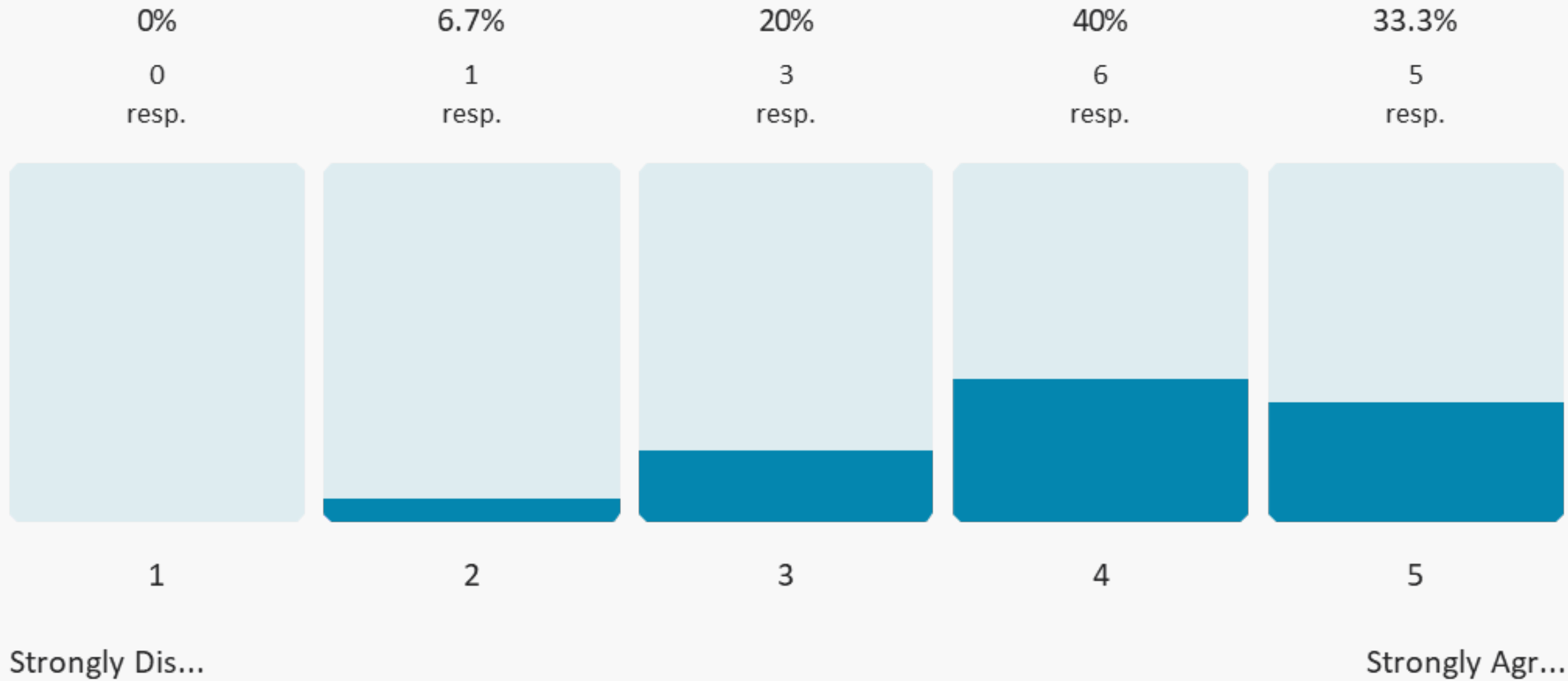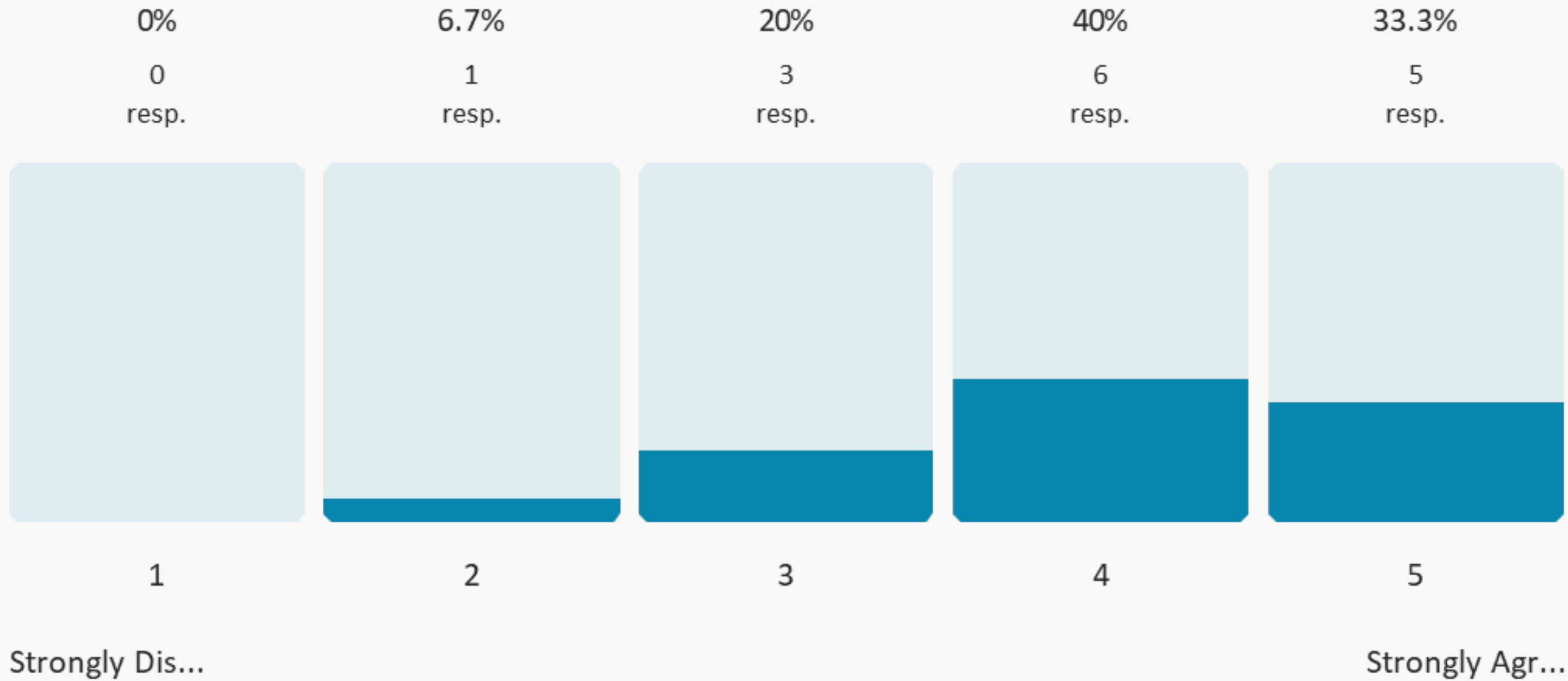Strongly Dis...   Strongly Agr...

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

15 out of 15 answered

73% Yes

4.0 Average rating

0%	6.7%	20%	40%	33.3%
0 resp.	1 resp.	3 resp.	6 resp.	5 resp.

| 1 | 2 | 3 | 4 | 5 |

Strongly Dis...

Strongly Agr...

Board Assessment
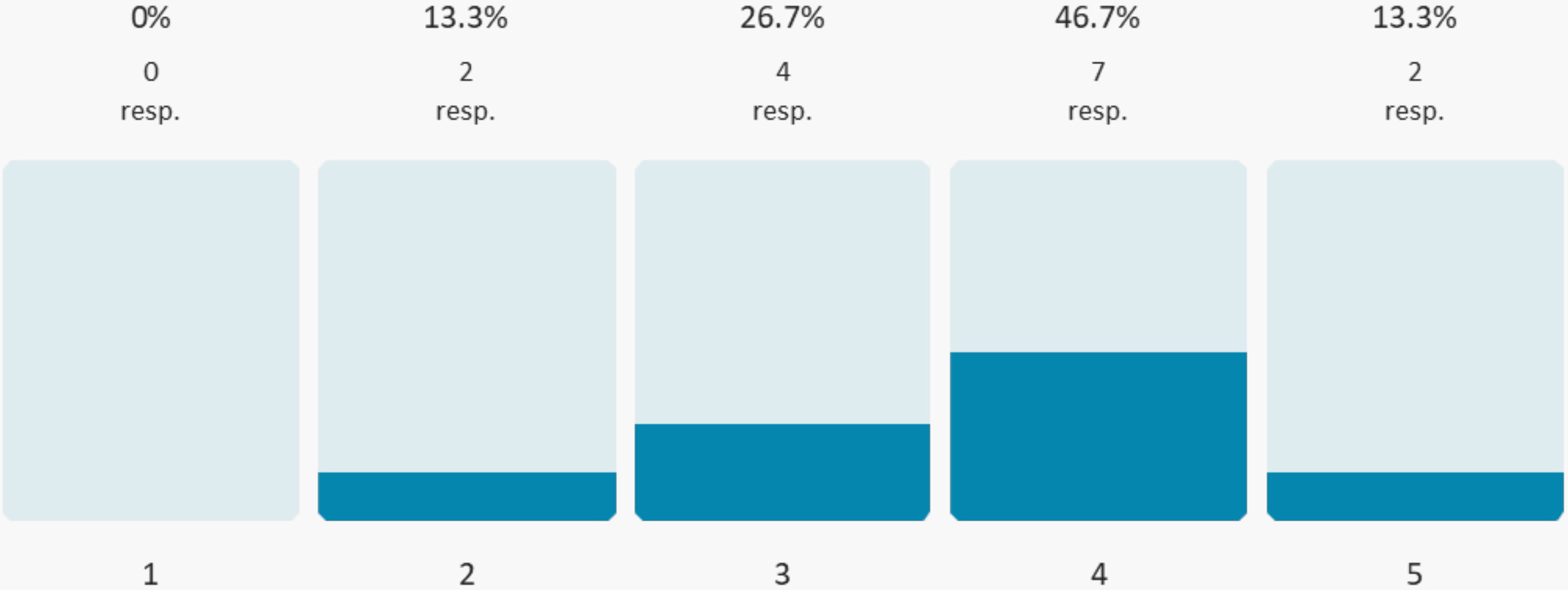
Overall Board

Our board members share a compelling vision for the organization's future.

15 out of 15 answered

60% Yes

3.6 Average rating

0%	13.3%	26.7%	46.7%	13.3%
0	2	4	7	2
resp.	resp.	resp.	resp.	resp.

1	2	3	4	5

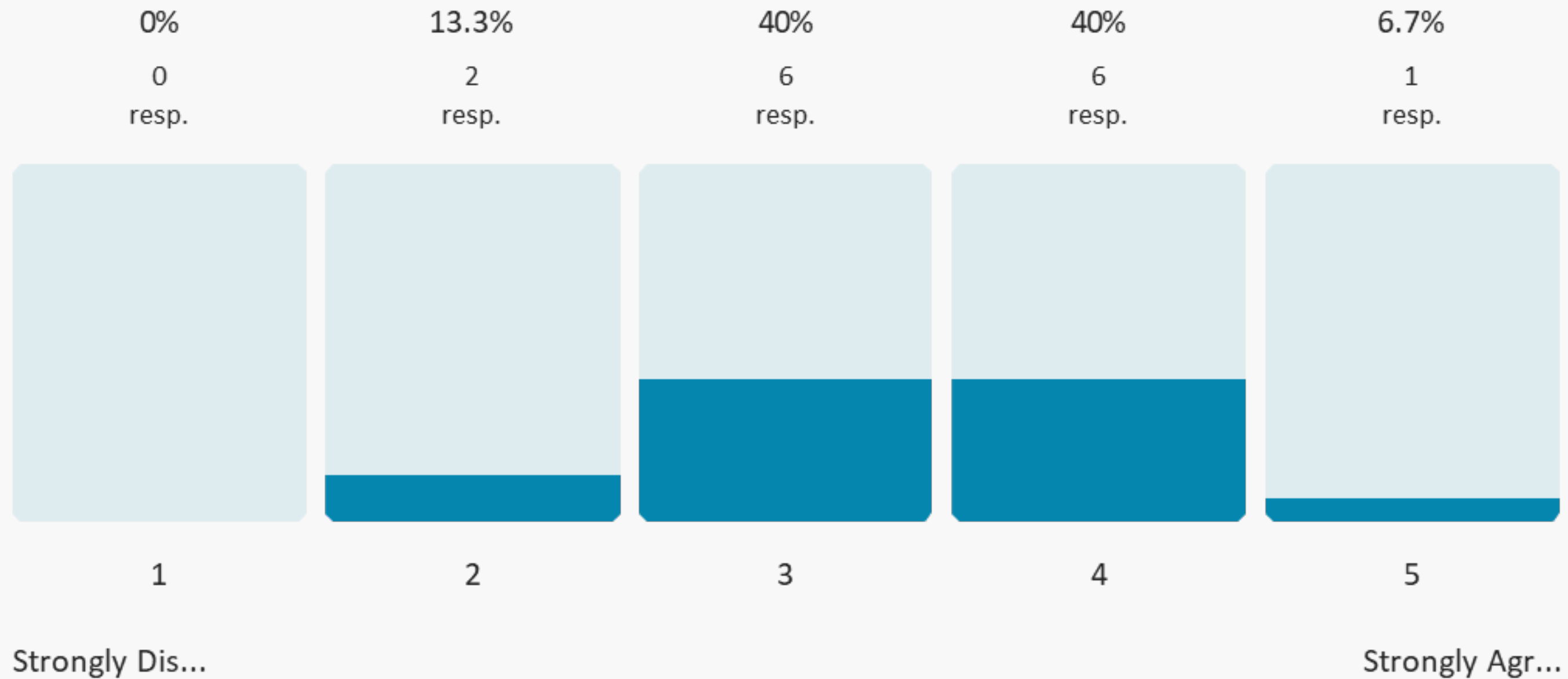Strongly Dis...   Strongly Agr...

During our meetings and in our work together, we allocate an appropriate amount of time to the issues and strategic priorities that matter most.
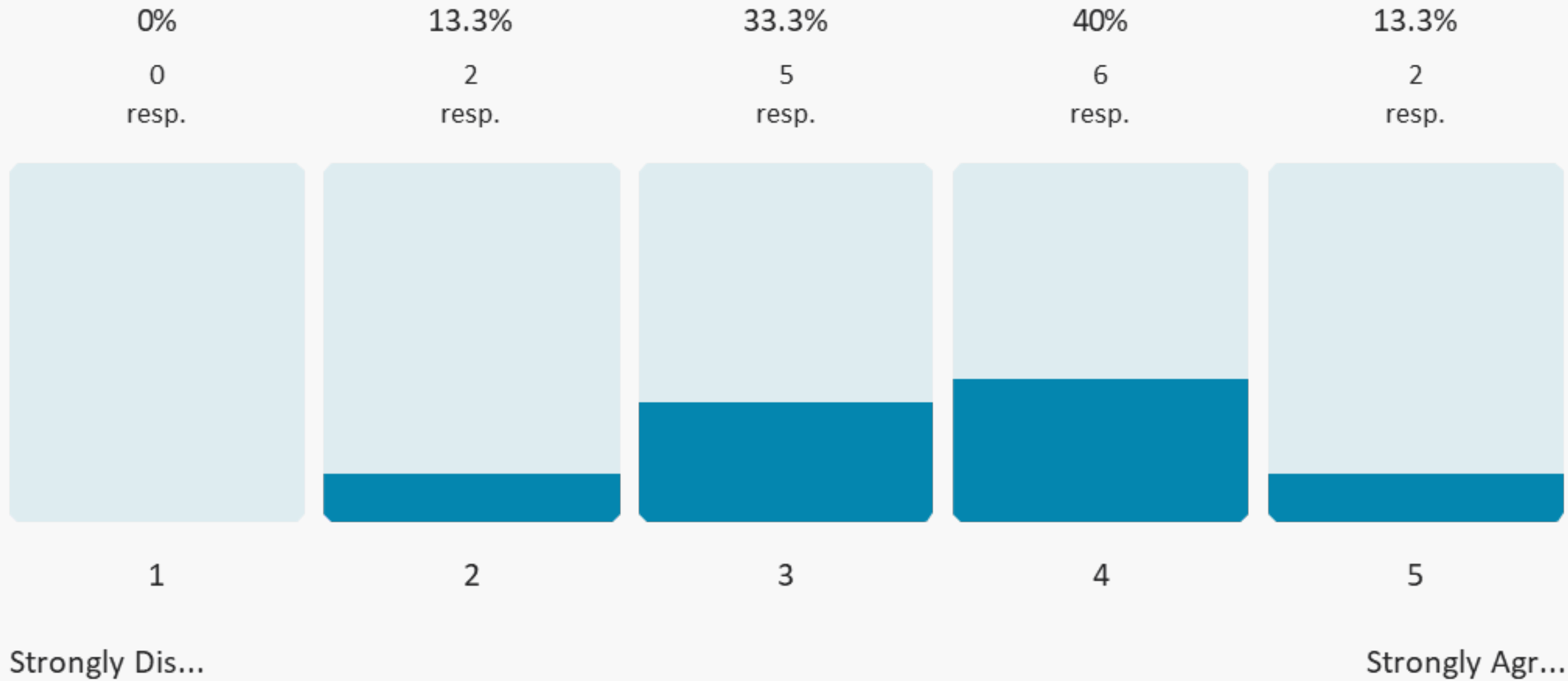
15 out of 15 answered

47% Yes

3.4 Average rating

0%	13.3%	40%	40%	6.7%
0	2	6	6	1
resp.	resp.	resp.	resp.	resp.

1	2	3	4	5

Strongly Dis...   Strongly Agr...

Our meetings provide opportunities for constructive, respectful debate of issues.

15 out of 15 answered

53% Yes

3.5 Average rating

0%	13.3%	33.3%	40%	13.3%
0	2	5	6	2
resp.	resp.	resp.	resp.	resp.

| 1 | 2 | 3 | 4 | 5 |

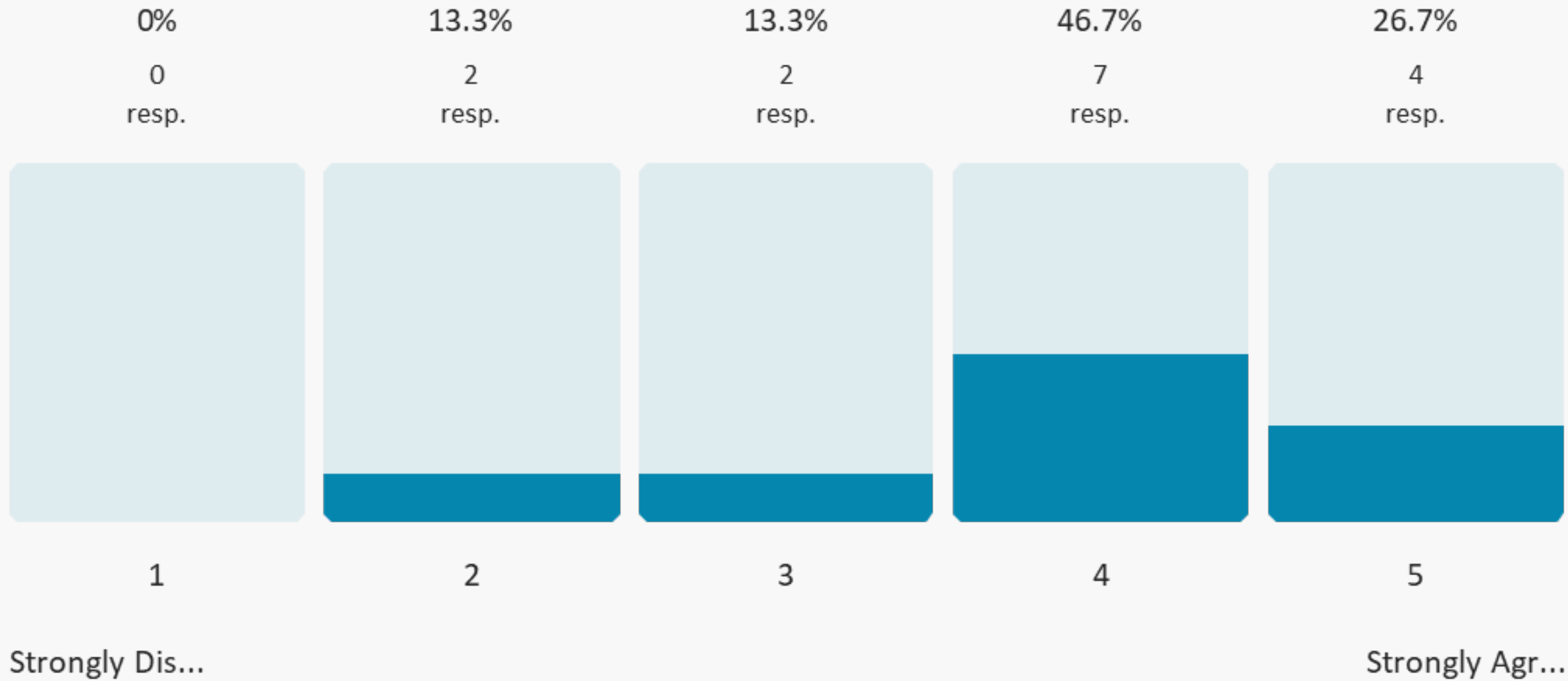Strongly Dis...   Strongly Agr...

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

15 out of 15 answered

74% Yes

3.9 Average rating

0%	13.3%	13.3%	46.7%	26.7%
0 resp.	2 resp.	2 resp.	7 resp.	4 resp.

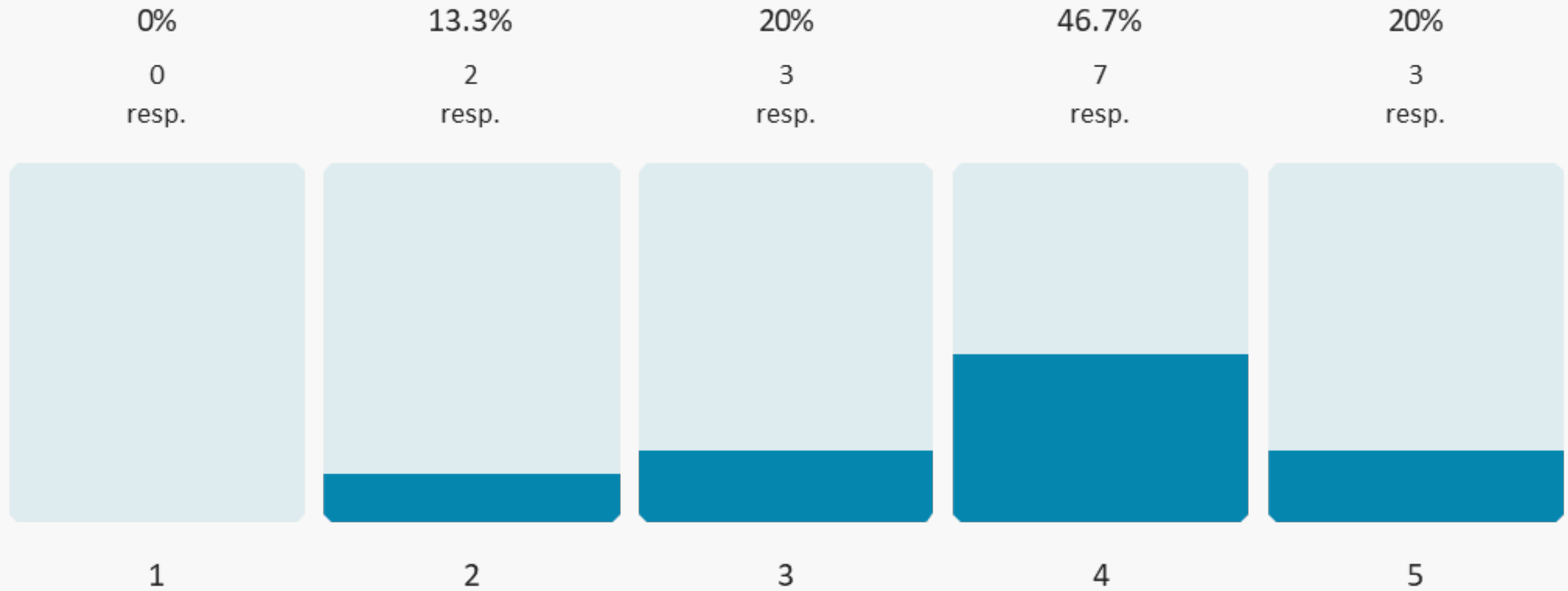| 1	2	3	4	5

Strongly Dis...

Strongly Agr...

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

15 out of 15 answered

67% Yes

3.7 Average rating

0%	13.3%	20%	46.7%	20%
0	2	3	7	3
resp.	resp.	resp.	resp.	resp.

1	2	3	4	5

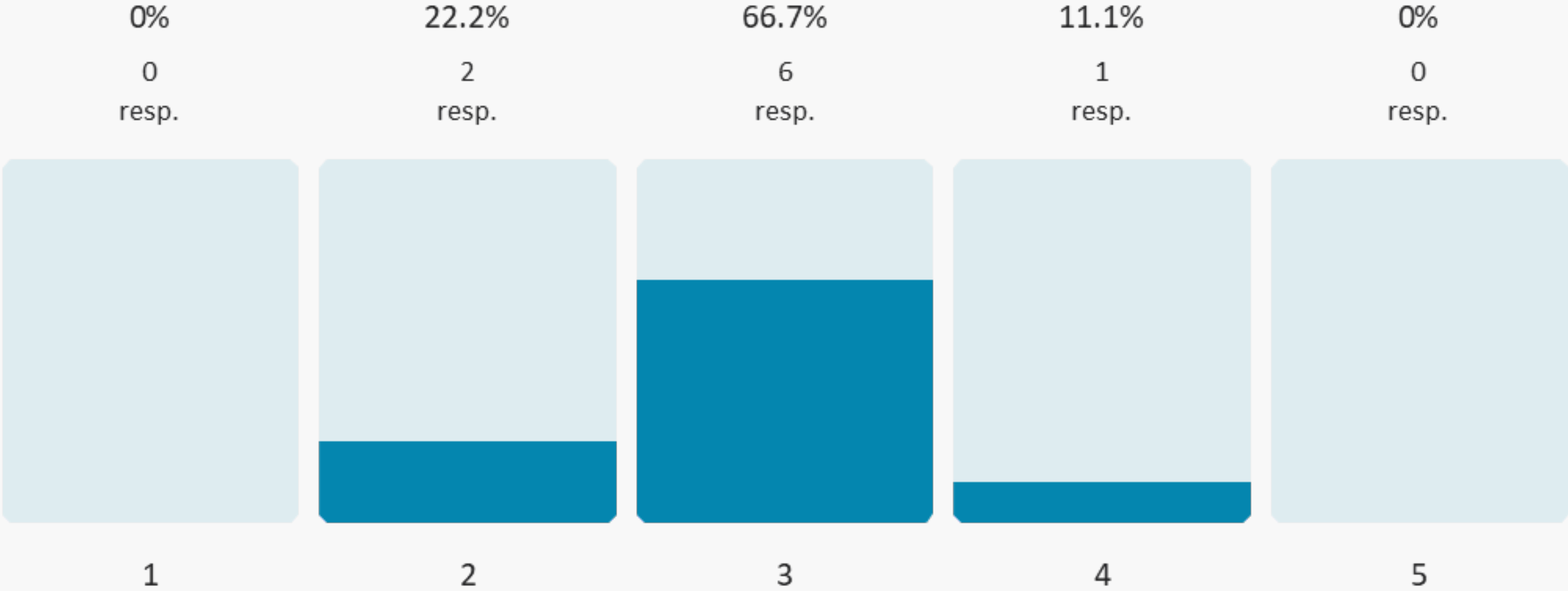Strongly Dis...   Strongly Agr...

Staff Feedback

Please provide a rating, based on your opinion and observation, of the overall ELC board at this time.

9 out of 9 answered

89% Yes

2.9 Average rating

0%	22.2%	66.7%	11.1%	0%
0 resp.	2 resp.	6 resp.	1 resp.	0 resp.

| 1 | 2 | 3 | 4 | 5 |

Poor   Excellent

Do you personally interact with the board?
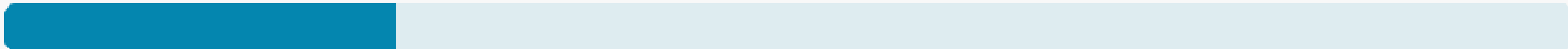
8 out of 9 answered

75% Yes

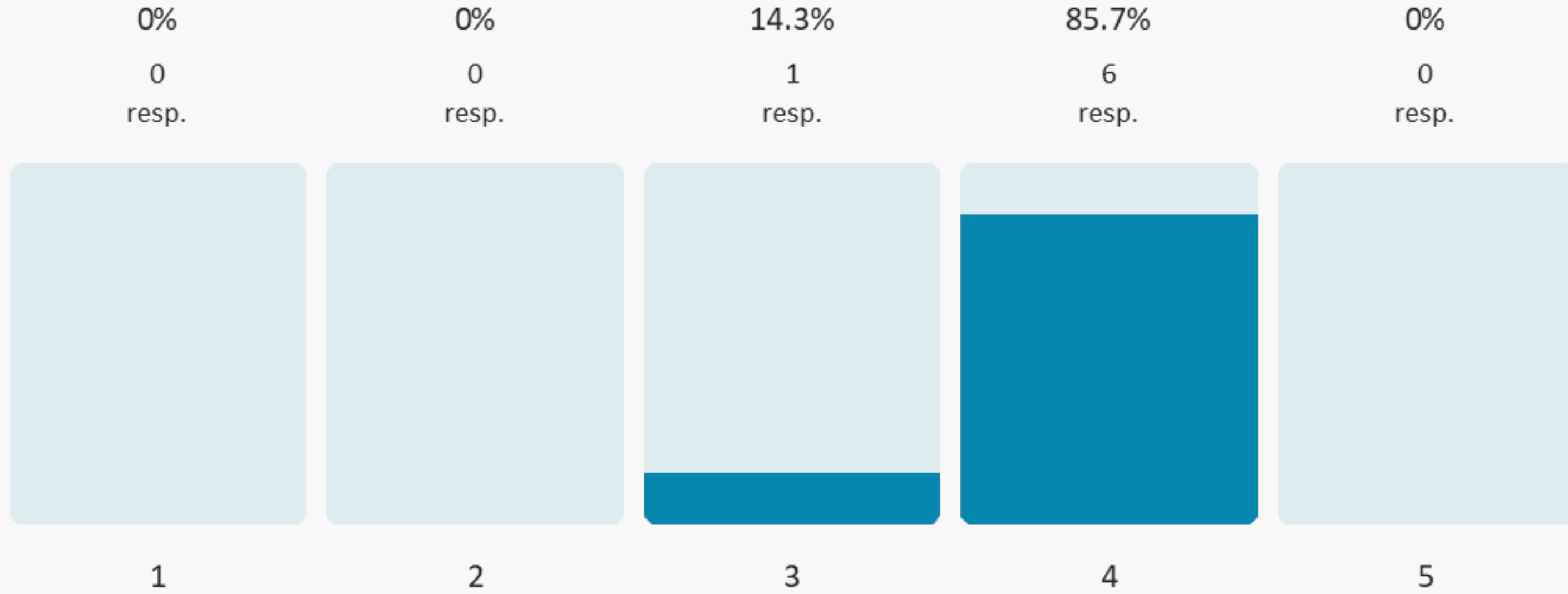Yes   6 resp.   75%

No   2 resp.   25%

How would you rate your personal interaction with the board?

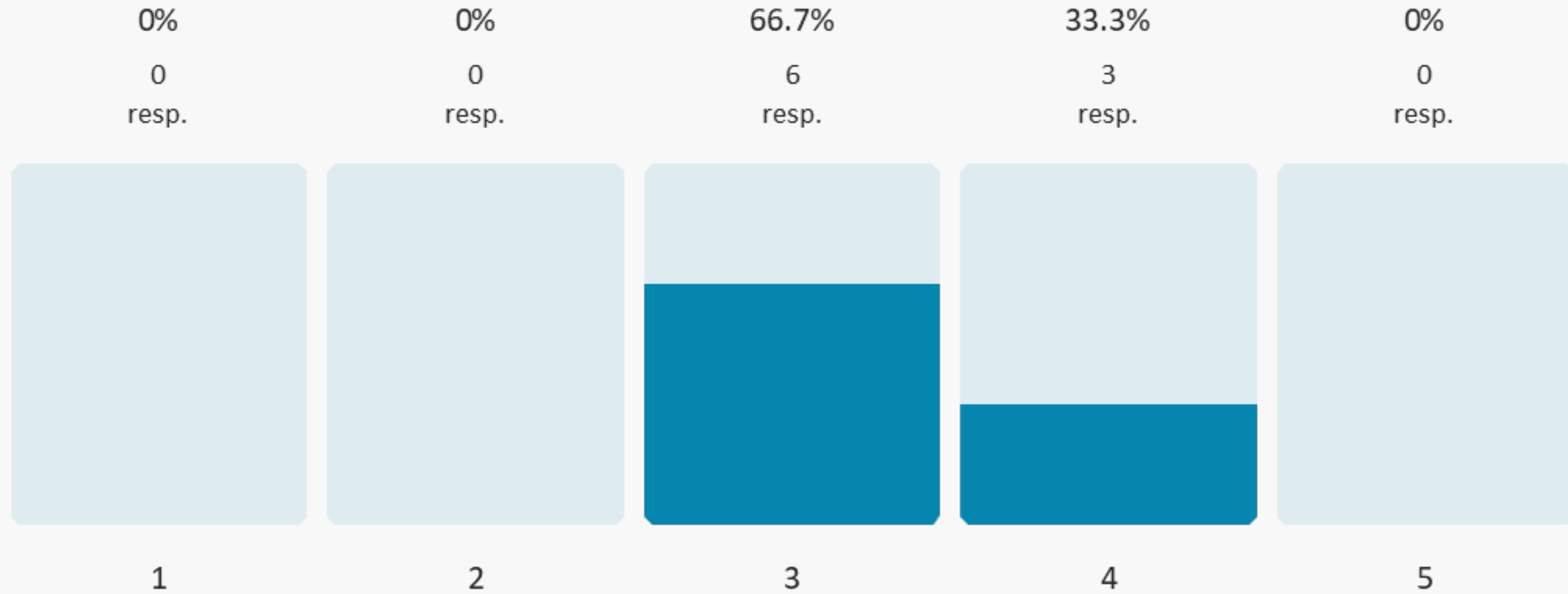7 out of 9 answered

86% Yes

3.9 Average rating

0%	0%	14.3%	85.7%	0%
0	0	1	6	0
resp.	resp.	resp.	resp.	resp.

1	2	3	4	5

Poor

Excellent

The board understands the organization's mission.

9 out of 9 answered

33% Yes

3.3 Average rating

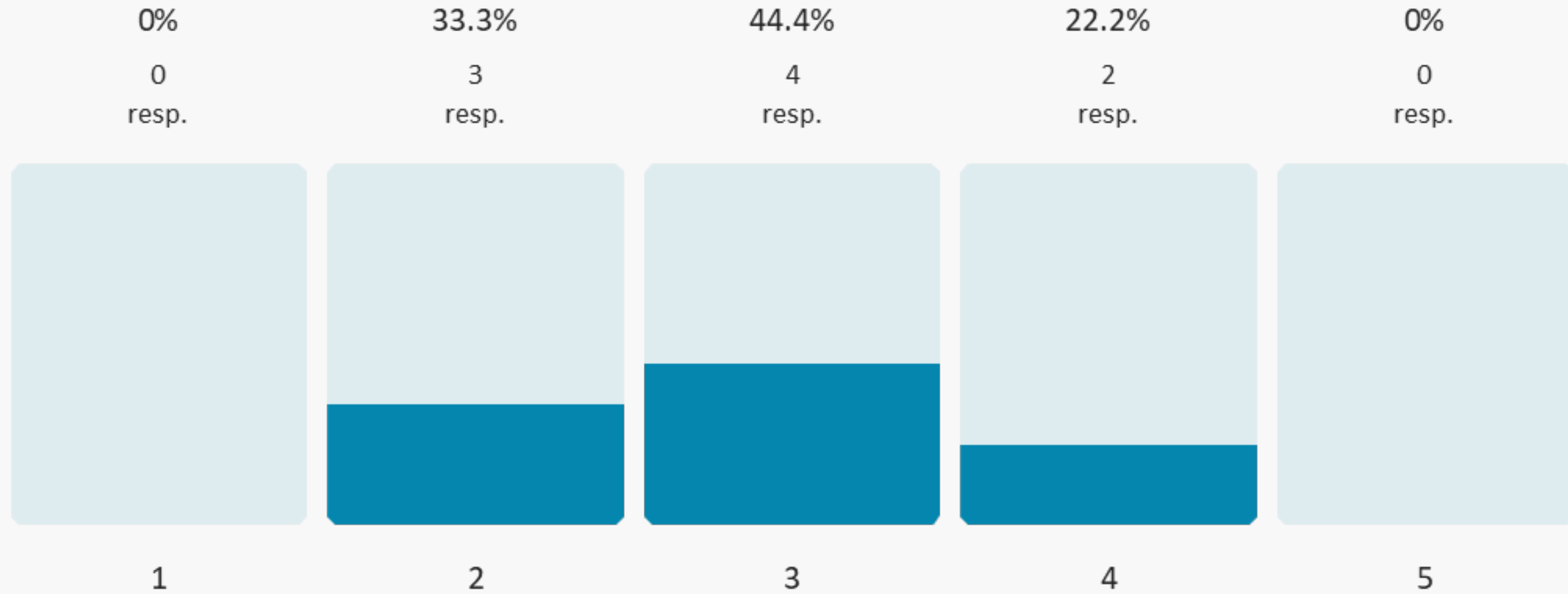| 0%	0%	66.7%	33.3%	0%
0 resp.	0 resp.	6 resp.	3 resp.	0 resp.

| 1 | 2 | 3 | 4 | 5 |

Poor

Excellent

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

9 out of 9 answered

22% Yes

2.9 Average rating

	1	2	3	4	5	
	0%	33.3%	44.4%	22.2%	0%	
	0 resp.	3 resp.	4 resp.	2 resp.	0 resp.	

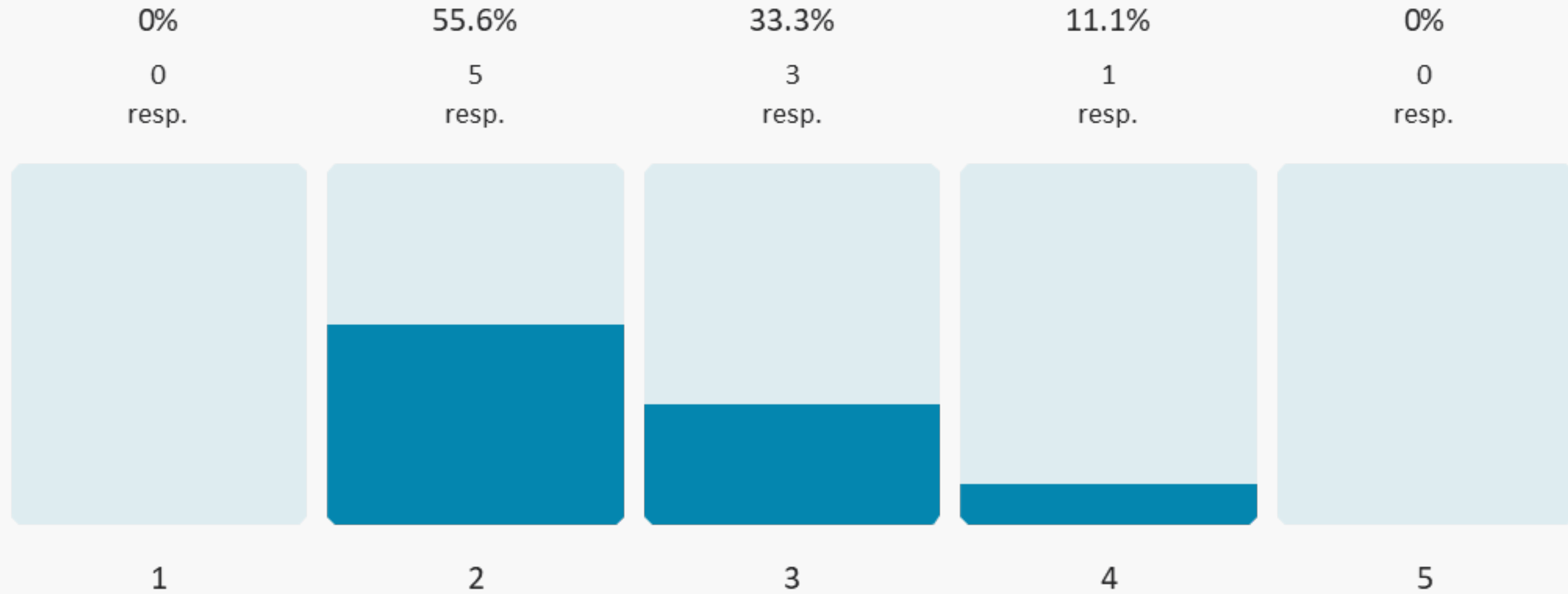Poor   Excellent

Feedback from the board to staff is aligned and consistent.
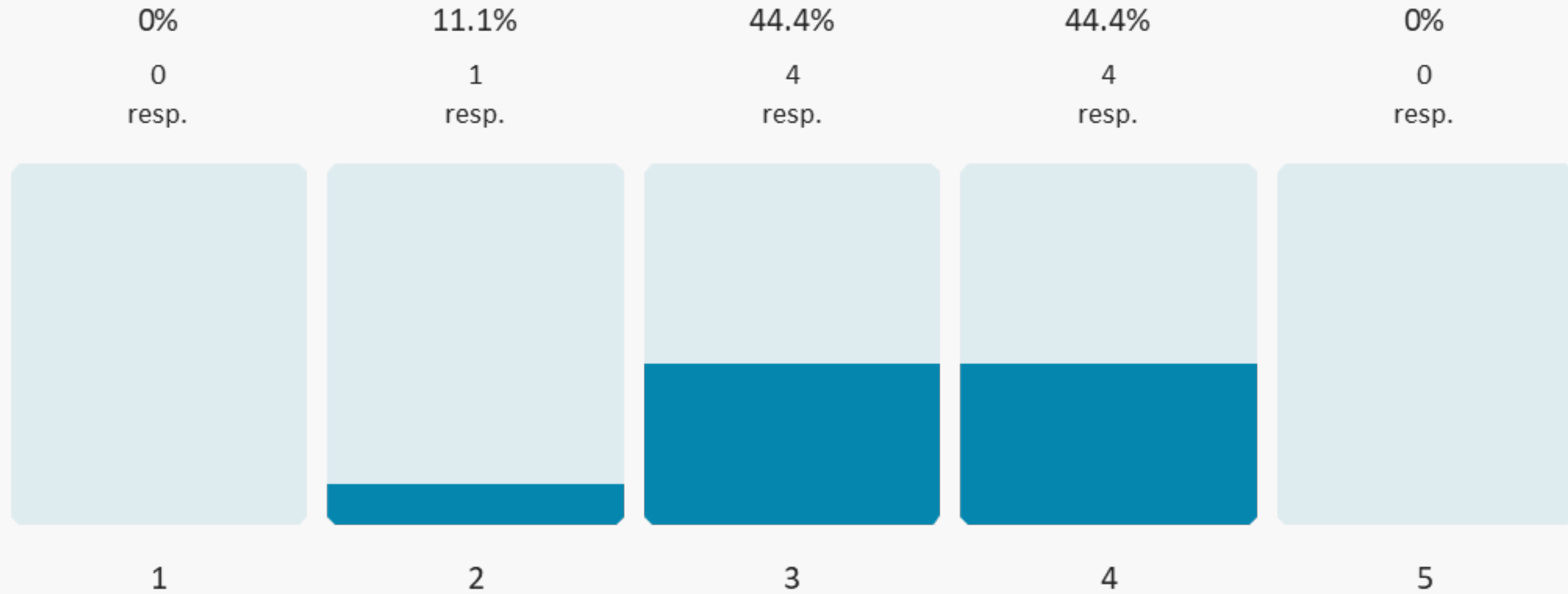
9 out of 9 answered

11% Yes

2.6 Average rating

0%	55.6%	33.3%	11.1%	0%
0	5	3	1	0
resp.	resp.	resp.	resp.	resp.

1	2	3	4	5

Poor

Excellent

The board uses data to inform decisions and determine impact.

9 out of 9 answered

44% Yes

3.3 Average rating

0%	11.1%	44.4%	44.4%	0%
0 resp.	1 resp.	4 resp.	4 resp.	0 resp.

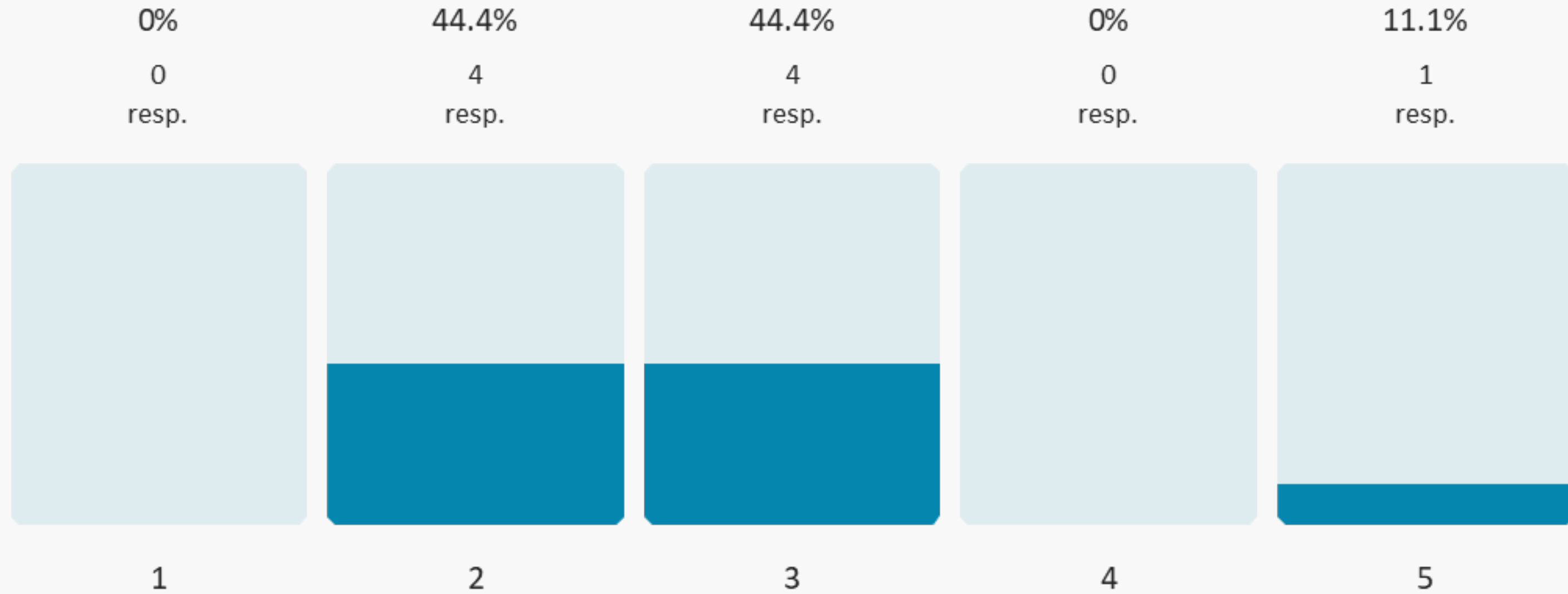| 1	2	3	4	5

Poor

Excellent

Board members offer their time, energy, and insight to drive the organization in a positive direction.
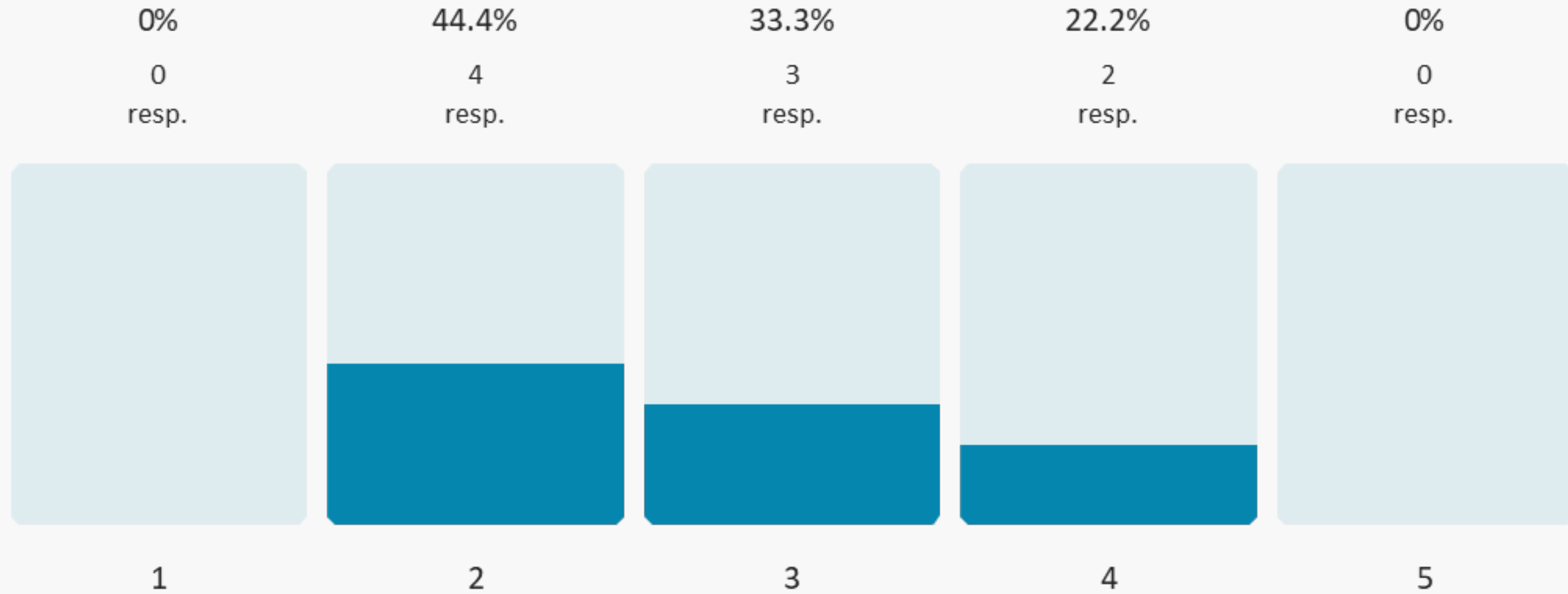
9 out of 9 answered

11% Yes

2.8 Average rating

0%	44.4%	44.4%	0%	11.1%
0	4	4	0	1
resp.	resp.	resp.	resp.	resp.

| 1 | 2 | 3 | 4 | 5 |

Poor

Excellent

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

9 out of 9 answered

22% Yes

2.8 Average rating

	1	2	3	4	5
	0%	44.4%	33.3%	22.2%	0%
	0 resp.	4 resp.	3 resp.	2 resp.	0 resp.

Poor

Excellent

Board Surveys

Board Member Self-Assessment Survey
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 refer 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?
10. Is there anything you'd like to share about your performance/experience as a board member?

Board Assessment Survey
11. Our board has a constructive partnership with the chief executive that is built on trust, candor, respect, and honest communication.
12. Our board members share a compelling vision for the organization's future.
13. During our meetings and in our work together, we allocate an appropriate amount of time to the issues and strategic priorities that matter most.
14. Our meetings provide opportunities for constructive, respectful debate of issues.
15. Board members put the interests of the organization above all else in making decisions
16. Our board is results-oriented and evaluates the performance of major programs and services.
17. Are there any thoughts you'd like to share about the overall board performance?
18. What do you think is most important for ELC to focus on to improve the quality of providers' services?
19. What do you think is most important for ELC to focus on to improve services to providers?
20. What do you think is most important for the agency to focus on in regard to improving services for children and families?
21. What do you think is important for the agency to focus on internally?
22. What do you think is important for the agency to focus on externally?
23. Do you have any final thoughts to share?

Staff Feedback Survey
Please provide a rating, based on your opinion and observation, of the overall ELC board at this time.

1. What could be done to help the board improve on the rating you just gave them?
2. Do you personally interact with the board?
3. How would you rate your personal interaction with the board?
4. What could be done to improve your interaction with the board?
5. The board understands the organization's mission.
6. The board consistently aligns activities and decisions with a common plan and strategy.
7. Feedback from the board to staff is aligned and consistent.
8. The board uses data to inform decisions and determine impact.
9. Board members offer their time, energy, and insight to drive the organization in a positive direction.
10. The work of the board supports and enhances the work of the staff.

****Rated on a scale of 1-5 for all surveys.

Rating Scale:

•90-100 A •80-89 B •70-79 C •60 – 69 D •59 and below F

A

Board: Follows trends and important developments – 94%

B

Board: Prepares for and participates in meetings – 87%

Board: Acts as a goodwill ambassador – 87%

Board: Understands and supports the mission of the organization - 87%

Board: Reads the organizational financial statements – 80%

C

Board: Finds serving on the board satisfying and rewarding – 73%

Board: Board members put the interests of the organization above all else when making decisions – 74%

Board: Knowledgeable about programs and services – 73%

D

Board: Board is results-oriented and evaluates the performance of major services and programs- 67%

Board: Board uses data to inform decisions and determine the impact – 66%

Board: Board members share a compelling vision for the future -60%

F

Board: Meetings provide an opportunity for respectful, constructive debate on issues - 53%

Board: We allocate enough time to the strategic priorities and issues that matter most - 47%

Staff: Board uses data to inform decisions and determine impact – 34%

Staff: Board understands the mission – 33%

Staff: Board consistently aligns decisions with a common strategy and plan – 22%

Staff: The work of the board supports and enhances the work of the staff – 22%

Staff: Board members offer their time, energy, and insight to drive the organization in a positive direction – 21%

Staff: Feedback from the Board to staff is aligned and consistent – 11%

## HOW CAN YOU QUICKLY AND *EFFECTIVELY* RATE A MEETING WITHIN SECONDS

The Entrepreneurial Operating System® (EOS) has a meeting process and agenda for effective meetings called a Level 10 Meeting™. They are called "Level 10" because as the last item on the meeting agenda, each participant is asked to honestly rate the meeting 1-10, 10 being a perfect meeting.

To better get a quick gauge of how each meeting went based on the perception of each participant (staff or board), it is recommended that meetings are rated at the end. This involves quickly going around the room without explaining the "why" of the score and each person giving a 1-10 rating. This is then used by the governance committee to monitor how successfully you are meeting your goal of "every voice heard", etc. Remember, the goal is to get a true rating of 10 (or at least an 8+).

Using five criteria, rate each criterion either a 0, a 1, or a 2 (0 is "heck, No!" and a 2 is "Yes, absolutely!")

#	Criteria	Value
1	Did we come to the meeting prepared, and did we follow the agenda?	0 – 1 -2
2	Was the team/board engaged (was everyone heard?)	0 – 1 –2
3	Were we open and honest?	0 – 1 –2
4	Did we solve a *real* issue forever?	0 – 1 –2
5	Do we Have Clarity on Next Steps?	0 – 1– 2

Add them up, then share your total number with the team.
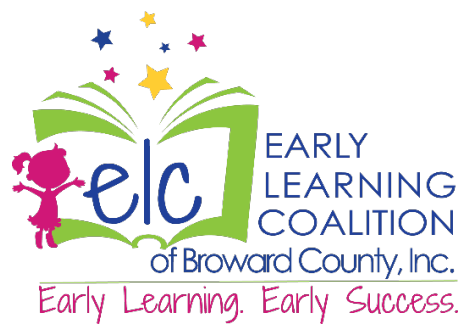
Board Engagement Calendar FY 22-23

Childcare Small Business Site Visits			
Date	**Event Name**	**Address**	**Time**
December 20, 2022	Future Kids at Sunrise	10651 W Oakland Park Blvd, Sunrise, FL 33351	9:30 AM - 11:00 AM
January 17, 2023	American Eagle Academy 2	3601 W Commercial Blvd, Tamarac, FL 33309	9:30 AM - 11:00 AM
February 8, 2023	Jack and Jill Children's Center	1315 W Broward Blvd, Fort Lauderdale, FL 33312	9:30 AM - 11:00 AM
March 8, 2023	Hallandale House of Learning	124 NE 1st Ave, Hallandale Beach, FL 33009	9:30 AM - 11:00 AM
April 13, 2023	Baby Boomers (BB) International Preschool	1735 E Atlantic Blvd, Pompano Beach, FL 33060	9:30 AM - 11:00 AM
May 23, 2023	City of Miramar Program	Miramar, FL (Exact Address TBD)	9:30 AM - 11:00 AM

ELC Board Meet, Greet, & Eat Social		
ELC Broward: 1475 W. Cypress Creek Rd., Suite 301 Fort Lauderdale, FL 33309		
Date	**Location**	**Time**
Next Social Date TBD	TBD	TBD

ELC Board Lunch & Learn Workshops			
ELC Broward: 1475 W. Cypress Creek Rd., Suite 301 Fort Lauderdale, FL 33309			
Date	**Topic**	**Location**	**Time**
December 16, 2022	CLASS Observations	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM
January 19, 2023	Finance Overview: A Deeper Dive	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM
February 16, 2023	How the CRM has effectively and efficiently impacted ELC, Providers, and Clients as it pertains to ARPA	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM
March 16, 2023	Conflicts of Interest & Related Party Transactions	Zoom: *A link will be Sent Out*	12:00 PM - 1:00 PM
April 20, 2023	Eligibility "What does it entail?"	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM
June 15, 2023	Above & Beyond (Where are we?)	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM

Monthly PLAN Meetings

ELC Broward: 1475 W. Cypress Creek Rd., Suite 301 Fort Lauderdale, FL 33309

Date	Time	Location
December 14, 2022	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
January 18, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
February 15, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
March 15, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
April 19, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
May 17, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
June 21, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B

Notable Early Learning Conferences

Please Reach out to Melody Martinez at Mmartinez@elcbroward.org if you would like assistance organizing accommodations

Dates	Conference Name	Conference Location	Registration
November 16-19, 2022	NAEYC Annual Conference	Washington, DC	Click to Register
December 7-8, 2022	Zero to Three Learn Institute	Loews Coronado Bay Resort San Diego, CA	Click to Register
March 16-17, 2023	International Conference on Play-Based Learning and Early Childhood Curriculum	Miami, FL	Click to Register
April 1, 2023	Business Leadership Institute	ELC Broward, Training Room	
April 17 – 18, 2023	International Conference on Educational Policy and Planning Education Reforms	Boston, MA	Click to Register
April 18-19, 2023	InterAct CLASS Summit	Miami Marriott Biscayne Bay Miami, Florida	Click to Register
May 8-11, 2023	National Head Start Conference	Phoenix, AZ	
June 4-7, 2023	NAEYC Professional Learning Institute	Portland, OR	Click to Register
June 2023 (Date TBA)	Earners to Learners	Location TBA	
July 19-21, 2023	One Goal Summer Conference	Hilton Tampa Downtown – Tampa, FL	Click to Register
September 27-30, 2023	Division for Early Childhood Annual International Society on Early Intervention	The Hilton Chicago – Chicago, IL	Click to Register
October 5-8, 2023	Council for Professional Recognition CDA - Early Educators Leadership Conference (Leading Career Pathways to Equity)	Renaissance Orlando at SeaWorld – Orlando, FL	Click to Register
November 15-18, 2023	NAEYC Annual Conference	Nashville, TN	Click to Register
November 6-9, 2024	NAEYC Annual Conference	Anaheim, CA	Click to Register

DRAFT SCORECARD ITEMS

Continuous Learning:
ELC Staff workshops/Lunch n Learns

ELC Community Events:
(Advocacy, Provider Visits, and ELC events)

Board participation:
(Board meetings attendance; committee meetings attendance)