



Executive Meeting Agenda
August 27, 2024, at 1:30 PM
(Immediately following the Finance meeting)
Zoom Meeting

Meeting ID: 828 6018 5386 Passcode: 301368

<https://us06web.zoom.us/j/82860185386?pwd=BWjLMNPmjDU47lbfoqzKDafjEmnN3t.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		Laurie Sallarulo, Chair
2.	Roll Call		Melody Martinez, Board Liaison
3.	Chair Report		Laurie Sallarulo, Chair
4.	CEO Report	3	Renee Jaffe, CEO
5.	Consent Agenda		
	1. Approve June 4, 2024, Committee meeting minutes	5	Laurie Sallarulo, Chair
	2. EXC251CA1 – Approve CSC Financially Assisted Child Care FY25 Revenue Agreement Renewal	8	
	3. EXC251CA2 – Approve CSC Vulnerable Populations Program FY25 Revenue Agreement Renewal	11	
	4. EXC251CA3 – Approve Broward County School Readiness & Special Needs FY25 Revenue Agreement Renewal	14	
	5. EXC251CA4 – Approve City of Pompano Beach Match Funding Revenue Agreement	17	
	6. EXC251CA5 – Authorize Staff to Bring CLASS Assessor Vendor Recommendations Directly to Board	19	
	7. EXC251CA6 – Authorize Staff to Release an RFP for Compensation Consulting Services	20	
	8. EXC251CA7 – Authorize Staff to Negotiate a Wind Down Period Extension with VOIP Services Vendor	21	
	9. EXC251CA8 – Authorize Worker’s Compensation Insurance Policy Vendor Change	22	
6.	Regular Business		
	1. EXC251RB1 – Approve CEO Performance Evaluation Results and CEO Performance Pay	23	Judith Merritt, COO
	2. EXC251RB2 – Authorize Chair to Execute Agreement with the Children’s Forum for Help Me Grow Program Revenue Pending Issuance of Award	53	Christine Klima, CAO

7.	FYI <ul style="list-style-type: none"> • FYI-1 Contract List • FYI-2 Board Engagement Calendar • FYI-3 Board Annual Survey Results • FYI-4 Strategic Plan Results Year 2 • FYI-5 Board Calendar FY 24/25 • FYI-6 Board Committee Member List FY 24/25 • FYI-7 FY 24/25 Executive Committee Meeting Attendance • FYI-8 Glossary of Terms 	54 56 58 87 91 92 93 94	
8.	Unfinished Business New Business Matters from the CEO Matters from the Committee Matters from our Partners Public Comment		
9.	Next ELC Executive Meeting: October 1, 2024		
10.	Adjourn		
<p>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.</p> <p>“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.”</p>			

CEO Report

Executive Committee – August 27, 2024

School Readiness Enrollment Update

ELC Broward continues to enroll an average of 350 children into the School Readiness program each month. We have an average monthly census of just under 16,000 children attending childcare each month. Our current strategy will be to enroll enough children to offset monthly attrition and manage expenditures to serve as many children as possible. We expect to hover around the 16,000 mark. As of August 23rd, we have an estimated 715 children on the waitlist, with an approximately two week wait between being put on the waitlist and being called off the waitlist.

VPK Update

As of August 19th, we have approved 13,464 VPK school-year applications (FY 23-24), and we have 9,042 children who have now enrolled in VPK. As the school year has just begun, these numbers will change rapidly over the next month. The Florida Statewide Estimating Conference has just released its estimate for the number of VPK participants for the 2024-25 school year. They are projecting 12,815 Broward participants for the current school year. We will continue to keep you updated through the year as to our ability to meet or exceed this estimate.

MODEL Classroom

We are excited to announce our Model Classroom is 98 percent complete! We are looking forward to giving you all a tour when you come for the September board meeting! Stay tuned for details.

Board Annual Survey

In ELC's Strategic Plan (SP) there is a board objective (see below) that includes conducting an annual Board Survey. The FY 23/24 survey was conducted in mid-February (first email from Sharity was February 13, 2024), and staff had prepared to share the results at the May Board Retreat. Unfortunately, we ran out of time, so we have shared them below. The great news is that the responses were extremely favorable for the Board Self-Assessment, Board Assessment, and Staff Survey (of the Board), all with positive scores above 90%. The results which are contained in the full Strategic Plan Year 2 update can be found in FYI 4 in the Executive Committee packet.

Goal 7: ELC is a healthy, efficient, and effective organization – Objective 5: The ELC board is energized, enthusiastic, educated, participate, and partners effectively with staff:

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

Result: Average Rating is 95%

The Annual Board Survey is made up of 2 sections which Board members respond to:

- Board Self-Assessment (Individual) has 7 questions, which resulted in an average rating of 95%, 3 of the questions were rated at 100%
- Board Assessment (as a whole) has 5 questions, which resulted in an average rating of 96%, 3 of the questions were rated at 100%
- Both categories/sections scored above the 90% goal.

The Staff portion of the Survey has 8 questions, which resulted in an average rating of 95%, 5 of the questions were rated at 100%.

Outcome 2: 100% of the ELC Board will be complete and return the Survey

Result: 100% of the Board members completed and returned the Survey by February 28, 2024.

The PowerPoint with the results for the past 3 years (for comparison) of the specific questions and sections can be found in FYI 3 in the Executive Committee packet.

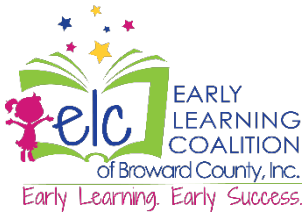
Strategic Plan Update

The Year 2 Strategic Plan Goals and Outcome results were shared as part of the CEO Annual Evaluation which was sent to all Board members on the Board for at least 6 months.

Overall, 97% or 25 of the 26 Outcomes in the plan, are on track, met or exceeded the desired outcomes, with the following breakdown:

- 1 Not Met Outcome (3%)
- 8 On Track Outcomes (31%)
- 3 Met Outcomes (12%)
- 14 Exceeded Outcomes (54%)

The full breakdown by goal and outcomes can be found in the FYI section of this packet (item 4).



Early Learning Coalition of Broward County, Inc.
Executive Committee Meeting Minutes
June 4, 2024, at 1:30 PM
Virtual Meeting

Members in Attendance	Chair, Laurie Sallarulo; Dawn Liberta; Monica King; Cindy Arenberg-Seltzer; Michael Asseff; Renee Podolsky
Members Absent	Twan Russell
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Judith Merritt, COO; Howard Bakalar, CPO; Hubert Cesar, CIO; Melody Martinez, Board Liaison & Executive Assistant; Lizbeth DelVecchio, Executive Assistant & Special Projects Coordinator; Allison Metsch, Senior Director of Education & Quality; Ancel Pratt III, Senior Director of Communications; Beverly Hung, Director of Human Resources; Reinier Potts, Financial Analyst; Kasey LaFrance, Contracts Administration Manager; Sarane Epps, Contrast Specialist; Sandra Paul, Senior Director of Provider Reimbursements; Samantha Dempsey, Accountant; Roy Persaud, Accountant; Roy Persaud, Accountant; Megan DeGraff, Purchasing & Procurement Specialist; Magdalena Laino, Quality Assurance Manager; Stephanie Landreville, Controller
Others in Attendance	Julie Klahr, Legal Counsel

Item	Action/Discussion
Welcome & Call to Order	Chair Laurie Sallarulo called the meeting to order at 2:44 PM. The roll was called, and a quorum was established.
Chair Report	Nothing to report
CEO Report	Nothing at the moment.
Consent Agenda 1. Approve April 30, 2024, Committee meeting minutes 2. EXC247CA1 – Authorize Chair to Execute FY25 Grant Agreement 3. EXC247CA2 – Authorize Chair to Execute CSC Vulnerable Population Program 4. EXC247CA3 – Authorize Chair to Execute Broward County School Readiness Match 5. EXC247CA4 – Approve United Way SR Match Revenue Agreement 6. EXC247CA5 – Authorize Chair to Execute AD Henderson Foundation for Peer Support	<p>A Motion was made by Dawn Liberta and Seconded by Renee Podolsky to move the Consent Agenda, excluding item #3 EXC247CA2. The Motion was unanimously approved. Motion Passed.</p> <p>A Motion was made by Dawn Liberta, and Seconded by Renee Podolsky to move item #3 EXC247CA2 on the Consent Agenda. The Motion was unanimously approved. Motion Passed.</p> <p>Abstentions:</p> <ul style="list-style-type: none"> • Cindy Arenberg-Seltzer abstained as she is the President and CEO of CSC and is the Funder of that item.

- 7. EXC247CA6 – Approve Children’s Forum Sub Recipient INCENTIVE\$ Agreement
- 8. EXC247CA7 – Authorize Staff to negotiate 2 Year Agreement with Scholastic for Broward Bookworm Program
- 9. EXC247CA8 – Authorize Staff to negotiate 2 Year Agreement with Webauthor.com LLC for CRM Software
- 10. EXC247CA9 – Empower Chair to Execute Amendment increase for Revation Systems Inc
- 11. EXC247CA10 – Approve Goren Cherof Doody & Ezrol PA Agreement
- 12. EXC247CA11 – Ratify Agreements with Bryant, Miller, Ollive PA and Klausner, Kaufman, Jensen & Levinson PA
- 13. EXC247CA12 – Authorize PO AT&T Florida State Term Contract
- 14. EXC247CA13 – Authorize Sole Sourced Teachstone Inc
- 15. EXC247CA14 – Authorize RFQ for CLASS Observers
- 16. EXC247CA15 – Approve FY25 Risk Management Insurance Policy
- 17. EXC247CA16 – Approve FY25 Employee Health Benefits

DRAFT

- Regular Business**
- 1. EXC247RB1 – Approve Related Party Contracts

Approve FY25 Related Party Contracts

CAO went over the Related Party Purchases.

A **Motion** was made by Renee Podolsky and **Seconded** by Cindy A. Seltzer to move Item# A, B, C, and E of the Related Party Contracts, excluding item D. The **Motion was unanimously approved. Motion Passed.**

	<p>Item D. A Motion was made by Renee Podolsky and Seconded by Dawn Liberta to move Item# D of the Related Party Contracts. The Motion was unanimously approved. Motion Passed.</p> <p>Abstentions:</p> <ul style="list-style-type: none"> • Cindy Arenberg-Seltzer abstained as she is the President and CEO of CSC and is the Funder of that item.
Unfinished Business	None
New Business	None
Matters from the Chair	None
Public Comments	There was no discussion.
Next Meeting	August 27, 2024
Adjourn	Meeting adjourned at 2:52 PM by Dawn Liberta.

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:	EXC251CA1 / Executive Committee
DATE:	August 27, 2024
SUBJECT:	Children’s Services Council (CSC) Financially Assisted Child Care Agreement Renewal
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve CSC Financially Assisted Child Care Agreement renewal for October 1, 2024, to September 30, 2025, pending legal review.
FINANCIAL IMPACT:	<p>\$2,694,637.50 FY 2025 Revenue Budget (Oct-Jun)</p> <p><u>\$898,212.50 FY 2026 Revenue Budget (Jul-Sep)</u></p> <p>\$3,592,850 Total All Years</p>
ELC STAFF LEAD	C. Klima

Background

Since inception, the Coalition has received support and funding from the Children’s Services Council (CSC) to supplement and match State School Readiness funding for children ages birth to 5 (not yet in kindergarten). CSC’s Financially Assisted Child Care program allows income-eligible children to be enrolled in educational programs that prepare them to enter kindergarten ready to learn, enhance their early learning experience, prevent child abuse and neglect, and help families attain economic self-sufficiency. With the approximately \$3.5 million provided under the Agreement each year, the Coalition is able to:

1. Expand School Readiness services through a dollar-for-dollar Federal match to enroll more income-eligible children, including those from families with income up to 70% of the State Median Income level (equivalent to 200% of poverty). The Children’s Services Council is the largest School Readiness Match pool funder and plays a leadership role, along with Broward County and the United Way to help the ELC raise additional match funding from Broward municipalities.
2. Supplement State School Readiness funding for income-eligible families and enroll additional children beyond match funding targets, as applicable.

On May 16, 2024 CSC awarded \$3,592,850 to serve a minimum of 413 children during the period October 1, 2024 to September 30, 2025.

Current Status:

The final draft of the Agreement from CSC is pending legal review.

Recommended Action:

ELC staff recommend the Executive Committee recommends that the Board approve CSC Financially Assisted Child Care Agreement renewal for October 1, 2024, to September 30, 2025.

Supporting Documents:

- CSC FACC FY 24-25 Contract Fact Sheet



CSC OF BROWARD COUNTY

Financially Assisted Child Care Services – Contract Fact Sheet

The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is provided for ease of review, but it is not the approved contract. A copy of the full contract is available upon request.

CONTRACT NAME:	Children’s Services Council of Broward County Financially Assisted Child Care Services
CONTRACT NUMBER:	23-2580
POINT OF CONTACT:	Cynthia Reynoso Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000
BUDGET AMOUNT:	\$3,592,850.00
METHOD OF PAYMENT:	This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services
PAYMENT SCHEDULE:	Monthly
TERM:	October 1, 2024 – September 30, 2025 with up to 2 renewal options
ANTICIPATED NUMBER OF PARTICIPANTS:	413
SCOPE OF WORK:	The funding will allow the ELC to provide additional School Readiness financial assistance for child care slots for low income families living in Broward County. The program serves children ages birth through 5 (not yet in Kindergarten).
DELIVERABLES:	Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice: <ul style="list-style-type: none">• Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).• Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.• Participating in the PROVIDER’S School Readiness Program Assessment with a CLASS® score at or higher than the threshold set by the Florida Department of Education Division of Early Learning (DEL).

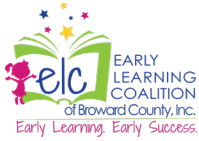
VI. PERFORMANCE MEASURES

The PROVIDER is required to submit participant performance measure data within the time frames and formats specified by the CSC. The PROVIDER shall also report any barriers and/or noteworthy activities experienced in performance measure achievement occurring during the term of this Agreement, as required. Performance measures and related processes are subject to change at the discretion of the CSC in response to changes in service delivery (e.g., response to natural disasters or events that impact typical service provision).

DESIRED RESULT: Children will succeed in school.

Results based accountability utilizes data to improve performance outcome measures to achieve the desired customer result. When applied, performance measurement answers the following key questions:

Key Question	Performance	Council Goal	Evaluation Tool	Admin Schedule
How Much Did We Do?	# of providers who are serving school readiness children birth-5	Outputs Only	Semi-Annual Report	Semi-Annual Data Submission
	# of children birth-5 receiving CSC funding	Outputs Only	Semi-Annual Report	Semi-Annual Data Submission
How Well Did We Do It?	% of client satisfaction with services	80%	Semi-Annual Report	Semi-Annual Data Submission
	% of children who attended a SR program for a minimum of 6 months	80%	Semi-Annual Report	Semi-Annual Data Submission
Is Anybody Better Off?	% of children who received a referral for additional services based on ASQ recommendations.	95%	Semi-Annual Report	Semi-Annual Data Submission



ITEM/ MEETING:	EXC251CA2 / Executive Committee
DATE:	August 27, 2024
SUBJECT:	Children’s Services Council (CSC) Vulnerable Populations Contract Renewal
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve CSC Financially Assisted Child Care Agreement renewal for October 1, 2024 to September 30, 2025 pending legal review.
FINANCIAL IMPACT:	<p>\$3,193,628.25 FY 2025 Revenue Budget (Oct-Jun)</p> <p><u>\$1,064,542.75 FY 2026 Revenue Budget (Jul-Sep)</u></p> <p>\$4,258,171.00 Total All Years</p>
ELC STAFF LEAD	C. Klima

Background

The Children’s Services Council (CSC) Vulnerable Populations Financially Assisted Child Care Program provides funding for child care services for children from birth to 5 (not yet in kindergarten) in exceptionally vulnerable populations throughout Broward County that are not already enrolled in an ELC School Readiness program. Families are referred for services through a variety of CSC-funded family support programs and other community partners regardless of citizenship and/or immigration status. Eligibility is redetermined every six months and children are transferred to long term School Readiness funding when called from the waitlist, if applicable. Children that are over the age of 5 but are still determined to be vulnerable and in need of services are approved by CSC on a case-by-case basis.

Families that are eligible are promptly enrolled in childcare to:

- Prevent further breakdown of what may already be difficult family situations,
- Help families in becoming or remaining economically self-sufficient, and
- Prepare preschool aged children to be successful in school.

On May 16, 2024 CSC awarded \$4,258,171 to serve a minimum of 384 children during the period October 1, 2024 to September 30, 2025.

Current Status

The final draft of the Agreement from CSC is pending review by legal counsel.

Recommended Action

ELC staff recommend the Executive Committee recommends that the Board approve the CSC Financially Assisted Child Care Agreement renewal for October 1, 2024 to September 30, 2025.

Supporting Documents

CSC Vulnerable Populations FY 24-25 Contract Fact Sheet



CSC OF BROWARD COUNTY

Vulnerable Population Financially Assisted Childcare – Contract Fact Sheet

The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is provided for ease of review, but it is not the approved contract. A copy of the full contract is available upon request.

CONTRACT NAME:	Children’s Services Council of Broward County Vulnerable Population Financially Assisted Childcare Program
CONTRACT NUMBER:	23-2581
POINT OF CONTACT:	Cynthia Reynoso Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000
BUDGET AMOUNT:	\$4,258,171.00
METHOD OF PAYMENT:	This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services
PAYMENT SCHEDULE:	Monthly
TERM:	October 1, 2024 – September 30, 2025 with up to 2 renewal options
ANTICIPATED NUMBER OF PARTICIPANTS:	384
SCOPE OF WORK:	<p>The funding will allow the ELC to provide financial assistance for quality child care “slots” for children from birth to age 5 (not yet in kindergarten) living in exceptionally vulnerable families throughout Broward County. Families that are eligible shall receive childcare quickly to:</p> <ul style="list-style-type: none">• Prevent further breakdown of what may already be difficult family situations,• Help families in becoming or remaining economically self-sufficient, and• Prepare preschool aged children to be successful in school.
DELIVERABLES:	<p>Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice:</p> <ul style="list-style-type: none">• Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).• Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.

- Participating in the PROVIDER’s School Readiness Program Assessment with a CLASS® score at or above the threshold set by the Florida Department of Education, Division of Early Learning.

The PROVIDER is required to submit participant performance measure data within the time frames and formats specified by the CSC. The PROVIDER shall also report any barriers and/or noteworthy activities experienced in performance measure achievement occurring during the term of this Agreement, as required. Performance measures and related processes are subject to change at the discretion of the CSC in response to changes in service delivery (e.g., response to natural disasters or events that impact typical service provision).

DESIRED RESULT: Children are ready to succeed in school.

Results-Based Accountability utilizes data to improve performance outcome measures to achieve the desired customer result. When applied, performance measurement answers the following key questions:

Key Question	Performance	Council Goal	Evaluation Tool	Admin Schedule
How Much Did We Do?	# of children receiving quality child care.	381	ELC monthly report	Analyzed monthly
	% of funded allocation utilized.	95%	SAMIS Data	Analyzed monthly
How Well Did We Do It?	% of children remaining in quality child care for a minimum of 6 months with regular attendance.	80%	ELC monthly report	Analyzed monthly
	Data Integrity	95%	SAMIS Quality Assurance Report	Analyzed on a semi-annual schedule
Is Anybody Better Off?	% of parents/caregivers who report benefits by receiving child care services (e.g., respite, pursue/maintain opportunities for employment, therapeutic treatment, etc.).	80%	A descriptive survey from the initial referral process & survey conducted with parent/caregiver at redetermination	Semi-Annual data submission
	% of families with no verified abuse findings during program participation.	85%	This outcome is to be measured collaboratively between BSO and CSC	Analyzed on a semi-annual schedule

ITEM/ MEETING:	EXC251CA3 / Executive Committee
DATE:	August 27, 2024
SUBJECT:	Broward County School Readiness Match & Special Needs Funding Agreement Renewal
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Broward County School Readiness Match & Special Needs Funding Agreement renewal for October 1, 2024, to September 30, 2025, pending legal review
FINANCIAL IMPACT:	<p>\$1,757,096.25 FY 2025 Revenue Budget (Oct-Jun)</p> <p><u>\$585,698.75 FY2026 Revenue Budget (Jul-Sep)</u></p> <p>\$2,342,795.00 Total Revenue All Years</p>
ELC STAFF LEAD	C. Klima

Background

Since 2017 the Coalition has received funding from Broward County for School Readiness Match and Special Needs childcare for children ages birth to 5 (not yet in kindergarten). At approximately \$2.3 million per year over five years, the Agreement allows the Coalition to:

1. Immediately enroll Special Needs children into childcare while they wait to be enrolled for longer term services in the School Readiness Program; and
2. Expand School Readiness services through a dollar-for-dollar Federal match to enroll more income eligible children, including those from families with income at or below 70% of the State Median Income level (equivalent to 200% of poverty).

On September 30, 2022, the Coalition's initial 5-year sole sourced award cycle for this funding ended and a new cycle began October 1, 2022. October 1, 2024 will mark the second of four possible annual renewals.

Current Status:

The draft renewal amendment is pending legal review. The renewal term will be October 1, 2024, to September 30, 2025 for a total award of \$2,342,795.

Recommended Action:

ELC staff recommend the Executive Committee recommends the Board approve the Broward County School Readiness Match & Special Needs Funding Agreement renewal for October 1, 2024, to September 30, 2025, pending legal review.

Supporting Documents:

Contract Fact Sheet



BROWARD COUNTY - CONTRACT FACT SHEET

The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is being provided for ease of review but is not the approved contract. A copy of the full contract is available upon request.

CONTRACT NAME: Broward County

CONTRACT NUMBER: 23-CP-CSA-3516-01

POINT OF CONTACT: Deborah Scott
Contract Grant Administrator
Broward County Human Services Department
Community Partnership Division
Children Services Administration
115 S. Andrews Ave, A370
Fort Lauderdale, FL 33301

BUDGET AMOUNT: \$2,342,795

METHOD OF PAYMENT: This is a revenue-generating contract for which the ELC is reimbursed for units (days) of child care services

PAYMENT SCHEDULE: Monthly

TERM: October 1, 2024 – September 30, 2025

ANTICIPATED NUMBER OF PARTICIPANTS: 1,159

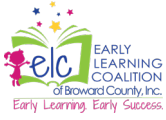
SCOPE OF WORK: The funding will allow the ELC to reimburse eligible childcare providers, licensed through the Broward County Child Care Licensing and Enforcement Section, for the provision of childcare services for children younger than 6 years of age and not yet in kindergarten who meet all the eligibility requirements:

- a. Be a Broward County resident;
- b. Be younger than 6 years of age;
- c. Not yet in kindergarten;
- d. Be a member of a family with a gross income at or below 70% of the State Median Income for family size (Equivalent to 200% of the Federal Poverty Level); and
- e. Be in one or more of the following categories:
 - i. Be eligible for and on the waitlist for the School Readiness Program and have special needs as defined in Chapter 6M-4, Florida Administrative Code;
 - ii. Be eligible for the School Readiness Program and be at risk of abuse, neglect, abandonment, or exploitation in Broward County; or
 - iii. Be eligible for the School Readiness Program and be a member of a family with parent(s)/guardian(s) working or participating in an educational activity, such as attending college or trade school at least twenty (20) hours per week.

DELIVERABLES: Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice.

PERFORMANCE MEASURE(S):

Program Name	Outcomes	Indicators	Data Source (Where the data used to complete the quarterly report is found, verified, and kept)	Data Collection Method (Who collects data, when, how; special calculation instructions, if needed)
Program 1: Child Care Expense Assistance	Satisfaction with quality of service provision.	85% of Clients who have received services for at least three (3) months report that they are satisfied with the services provided.	Enhanced Field System Modernization (EFS Mod) Survey results	Provider compiles data and reports to County quarterly. Calculation: Number of Clients served for at least three (3) months and who have reported that they are overall satisfied with the services provided / Total number of Clients served for at least three (3) months and who have completed survey



ITEM/MEETING	EXC251CA4 / Executive Committee
DATE:	August 27, 2024
SUBJECT:	City of Pompano Beach School Readiness Match Funding Agreement October 1, 2024 to September 30, 2025.
FOR ACTION:	Yes
RECOMMENDED ACTION:	Authorize Board Chair to sign the City of Pompano Beach School Readiness Match Funding Agreement for the period October 1, 2024, to September 30, 2025 pending legal review and City of Pompano Beach Commission Approval.
FINANCIAL IMPACT:	<p>\$15,000FY2025 Revenue Budget (Oct- Jun)</p> <p><u>\$5,000 FY2026 Revenue Budget (Jul-Sep)</u></p> <p>\$20,000 All Years</p>
ELC STAFF LEAD	C. Klima

Background

Under a specific appropriation in the Florida fiscal year 2024-2025 budget, all 31 Early Learning Coalitions throughout the state compete for funding from a \$30 million statewide School Readiness Program match pool. Awards are based on the documented match commitments received from local government or private funders from each early learning coalition. For FY25 Broward was awarded approximately \$5.9 million from this pool based on commitments from more than 20 County and Municipal funding sources.

The City of Pompano Beach has been one of ELC’s most reliable municipal match funders each year.

Current Status

On July 25, 2024, the City of Pompano Beach notified Coalition staff that a \$20,000 contract for continued match funding has been recommended for approval by the City of Pompano Beach Commission and provided a draft Agreement. The Agreement is currently pending legal review. The Agreement must be submitted to the City with the Coalition Board Chair’s signature by September 19, 2024. The Agreement term runs from October 1, 2024 through September 30, 2025.

Recommend Action:

ELC staff recommends the Executive Committee recommends that the Board authorize the Board Chair to sign the City of Pompano Beach School Readiness Match Funding Agreement for the period October 1, 2024 to September 30, 2025 pending legal review and City of Pompano Beach Commission Approval.

Supporting Documentation:

- Contract Fact Sheet

CONTRACT FACT SHEET

The information provided in this document identifies the major contract components including cost; scope of work; deliverables and goals. The document is being provided for ease of review but is not the approved contract. A copy of the full contract is available upon request.

CONTRACT NAME: City of Pompano Beach
FY 2025 Miscellaneous Appropriations Agreement

CONTRACT NUMBER: N/A Pending

POINT OF CONTACT: Kelly Vitale
President
Strategic Philanthropy, Inc.
954-800-9549
nicole@strategicphilanthropyinc.com

PROCUREMENT: Revenue Generating Contract

CONTRACT TYPE: Local Municipality Match Funding

BUDGET AMOUNT: \$20,000

METHOD OF PAYMENT: Revenue generating contract for which the ELC is reimbursed for childcare expenses

PAYMENT SCHEDULE: Funds will be distributed on a reimbursement basis, usually within 30 days of invoicing.

TERM: October 1, 2024 through September 30, 2025

ANTICIPATED NUMBER OF PARTICIPANTS: 1,838 children

SCOPE OF WORK: Funding will be used as a match to draw down federal funds for subsidized childcare services for children living in the City of Pompano Beach.

DELIVERABLES: Reimbursements to Child Care Providers for Services to School Readiness Income Eligible Children assigned to each funding source.

PERFORMANCE MEASURES: None specified

ITEM/MEETING:	EXC251CA5 / Executive Committee
DATE:	August 27, 2024
SUBJECT:	Request for Qualifications for FY25 Independent Contractor CLASS Assessors
FOR ACTION:	YES
RECOMMENDED ACTION:	Authorize staff to bring vendor selection recommendations for FY25 Independent Contractor CLASS Assessors directly to the Board for Approval at the September meeting.
FINANCIAL IMPACT:	Not to Exceed \$67,000 per year beginning October 1, 2024
ELC STAFF LEAD	C. Klima

Background:

On August 6, 2024, staff released a Request for Qualifications (RFQ) procurement solicitation for independent contractor CLASS® Assessors to assist ELC staff in conducting CLASS® program assessments at peak activity times during the year, fill scheduling gaps when Coalition staff go out on leave and provide an outside option for providers that wish to have a second assessment performed independently.

The Florida Department of Education Division of Early Learning DEL Grant Agreement requires all Early Learning Coalitions to conduct program assessments of School Readiness (SR) and VPK classrooms to measure the quality of teacher child interactions using the Classroom Assessment Scoring System (CLASS®). Providers must be assessed and achieve a minimum score to qualify for an SR or VPK Contract each year and can receive tiered reimbursement pay ranging from 3 to 7 percent if their scores are higher. Broward conducts approximately 1.600 assessments each year.

Current Status:

On August 30, 2024, an evaluation committee comprised of Coalition staff will convene and recommend that the Coalition select one or more vendor(s) to provide the services after reviewing credentials and conducting interviews with the responsive applicants. Since this evaluation committee meeting had to be scheduled on a date that falls after this Executive Committee meeting to accommodate the evaluators, staff request the Executive Committee members permit staff to bring their recommendations for vendor selection directly to the Board for approval at the September 2024 meeting. Staff plan to negotiate agreements upon approval so that the selected vendors can begin conducting assessments as of October 1, 2024.

Recommended action:

Staff recommend the Executive Committee Authorize staff to bring vendor selection recommendations for FY25 Independent Contractor CLASS Assessors directly to the Board for Approval at the September meeting.



ITEM/MEETING:	EXC251CA6 / Executive Committee
DATE:	August 27, 2024
SUBJECT:	Request for Proposals for Compensation Consulting Services
FOR ACTION:	YES
RECOMMENDED ACTION:	Authorize staff to release a Request for Proposals (RFP) for Compensation Consulting Services.
FINANCIAL IMPACT:	Not to Exceed \$40,000 in FY25 budget
ELC STAFF LEAD	C. Klima

Background:

Since 2018 the Coalition has engaged an outside consultant to help the organization design and implement market-based compensation plans and policies to attract and retain employees. Independent, professional compensation consultants have the tools and the resources to gather and analyze relevant marketplace benchmarks for organizations similar to ours to formulate compensation strategies tailored to our needs.

Use of compensation consultants to normalize our pay structure and standardize our policies has played a key role in keeping our annual turnover low and employee satisfaction ratings high. The society for human resource management (SHRM) recommends conducting a full salary structure review every three to five years to determine whether the structure is still aligned with the organization’s needs and the labor market. We last conducted reviews in FY 2019 and FY 2022 and we are due for a new one FY 2025.

The scope of services will include (but will not be limited to)

- Analysis of our current organizational structure and pay scale
- Market place benchmarks to evaluate marketplace alignment
- Analysis of Compensation Administration philosophy and policies of the organization
- Recommendations for changes or updates

Current Status:

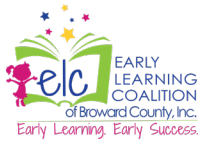
Staff plan to issue a Request for Proposals (RFP) procurement solicitation on or about October 15, 2024. Recommended Vendor selections will be brought before the Board in the December meeting cycle. Services are expected to begin January 1, 2025 and the final report will be issued in alignment with FY 2026 budget development process.

Recommended action:

Staff recommend the Committee Authorize staff to release a Request for Proposals (RFP) for compensation consulting services.

Supporting Documents

- None



ITEM/ MEETING:	EXC251CA7 / Executive Committee
DATE:	August 27, 2024
SUBJECT:	Revation Systems, Inc Contract Wind Down Period
FOR ACTION:	YES
RECOMMENDED ACTION:	Authorize staff to negotiate and facilitate execution of a wind-down period for VOIP communications service through October 31, 2024 pending legal review
FINANCIAL IMPACT:	\$8,000 FY25 Budget
ELC STAFF LEAD	C. Klima

Background

The terms of the contact for ELC’s current Voice Over Internet Protocol (VOIP) vendor will expire on September 30th, 2024. In May 2024, ELC staff began the procurement process for a new vendor. June 2024 the Coalition selected a new Vendor to provided Voice Over Internet Protocol (VOIP) Communications services starting October 1, 2024.

Current Status:

The Coalition may need to extend the services of the existing Vendor, Revation Systems, Inc. for thirty (30) day period through October 31, 2024 to give the new vendor sufficient time to port our numbers over to their system, train our staff and ensure that service continues without interruption during the transition. The contract with Revation contains a provision allowing for such an extension upon mutual agreement of the parties.

Staff will know whether or not it will be necessary to pursue this wind-down period extension with Revation by the first week in September 2024. We request authorization to negotiate and execute an amendment to our contract as a precautionary measure.

Recommended Action:

Authorize staff to negotiate and facilitate execution of a wind-down period for VOIP communications service through October 31, 2024 pending legal review.

Supporting Documents:

None



ITEM #/MEETING:	EXC251CA8 / Executive Committee
MEETING DATE:	August 27, 2024
SUBJECT:	Worker’s Compensation Policy Vendor
FOR ACTION:	YES
RECOMMENDED ACTION:	Authorize staff to purchase worker’s compensation coverage policy from the Zenith Insurance Company
FINANCIAL IMPACT:	\$24,909 in FY25 budget
ELC STAFF LEAD	C. Klima

Background

In accordance with Fiscal Policies, staff prepare and present proposed commercial insurance policies and coverage levels annually for Board review. AJ Gallagher provides brokerage and advisory services for these policies.

Since inception, the Coalition has purchased Worker’s Compensation coverage through small business policy with the Hartford Insurance Company and the policy has run on a September 10 to September 9 policy year which is out of alignment with the July-June coverage periods of all other risk management policies. While the relationship with the Hartford has been satisfactory over time, recent changes to their job classification policies for many of our employees have caused our potential costs to increase significantly. As we approach the end of the current policy year, our risk management brokers recommend we change service providers to the Zenith Insurance company because they specialize in Worker’s Compensation coverage and their job classification policies are more favorable to our business model.

Current Status

Staff have reviewed policy proposals from both the Hartford and Zenith and recommend switching to the Zenith Insurance Company because they offer:

- Comparable pricing to the Coalition’s historical levels of coverage
- A wide array of services offered that help handle and mitigate Worker’s Compensation risk
- A policy term that will align our coverage with other risk management policy renewals

Recommendation

Staff recommend the Committee authorize staff to purchase worker’s compensation coverage from the Zenith Insurance Company for FY 2025.

Supporting Documents

None



ITEM/MEETING	EXC251RB1 / Executive Committee
DATE:	August 27, 2024
SUBJECT:	CEO Performance Evaluation Results
FOR ACTION:	YES
RECOMMENDED ACTION:	<ol style="list-style-type: none"> 1. Recommend Approval of CEO Evaluation Results to the Full Board 2. Recommend Performance Pay to the Full Board 3. Recommend Approval of CEO to 30th percentile
FINANCIAL IMPACT:	Up to \$10,000 Pay for Performance FY24 Budget
ELC STAFF LEAD	Judith Merritt

Background:

Each year the CEO’s performance is evaluated by ELC Board members following the close of the fiscal year. The CEO Performance Evaluation is comprised of two parts, Section I - Leadership performance evaluation that consists of 6 leadership indicators and counts towards 40% of the CEO’s evaluation; Section II - CEO Goals metrics, which counts towards 60% of the evaluation.

The CEO Evaluation tool was sent out to all Board member who had been serving on the Board more than 6 months on August 7th, 2024 (with a deadline of August 14th which was extended to August 19. The Board member response rate was 90%. We received 17 responses in total, and one member was exempt because they had been on the Board less than six months.

Current Status:

The Board's individual ratings for each of the performance indicators and Goals/Outcomes were aggregated to provide an overall performance evaluation score. The report is attached as a supporting document; it outlines the CEO’s overall performance on the 6 Leadership indicators in Section I of the Evaluation along with ratings for the CEO’s Goals in Section II of the evaluation. Additionally, contained in the report are the comments provided by the Board members.

The overall combined weighted score of the CEO’s Performance Evaluation is 4.45 – Exceeds Expectations and is an increase from 4.3 last year.

In Section I of the CEO Performance Evaluation, 94% of the Board rated the CEO as Exceeds Expectations or Outstanding. The average (unweighted) score was 4.5. Zero Board members scored the CEO Below Expectations or Needs Improvement in any indicators.

In Section II CEO Goals/Outcomes, 88% of the Board rated the CEO as either Exceeds Expectations or Outstanding. The average (unweighted score) was 4.4 which is an increase from 4.1 last year.

The above scores have been incorporated into the required DEL CEO Evaluation (attached for your review) which needs to be signed by the Board Chair and submitted to DEL prior to August 30.

The CEO would like to personally thank all members for taking the time to complete the evaluation tool and provide such thoughtful and humbling comments. She is truly grateful for your continuous support and valuable insights throughout the year, which has helped her continue to grow as leader year after year (and will continue going forward).

The CEO is eligible for up to \$10,000 in Performance Pay, as determined by the Board, and the expense has been accrued to the FY 24 budget as of June 30, 2024 pending Board approval.

Last September the Board adjusted the CEO’s base salary to the 30th percentile of the salary scale that was in effect at that time in accordance with the Coalition’s salary administration policy. This rate of pay (\$210,155), combined with a one-time \$2,000 bonus paid in February 2024 and the currently proposed \$10,000 bonus will bring total compensation for the year slightly over the 2024 HHS salary cap by \$255.

Additionally, on July 1, 2024, the Coalition shifted its salary scale up 2.7% to align with current market conditions as recommended by the Coalition’s compensation consultants. This means the current CEO base salary has now fallen below the 30th percentile minimum level to the 26th percentile.

Since additional, alternative funding would be required if CEO compensation exceeds the 2024 HHS salary cap, staff have prepared the two scenarios below to assist with decision-making. The Board may also take additional action to make additional increases to the CEO’s salary at its discretion.

Looking ahead to 2025, both Senate and House federal lawmakers have advanced legislation that aligns with the President’s 2% federal pay raise request. Congress will vote on the measure in December and the change will be effective on January 1, 2025, if passed.

Please note, all other ELC staff who fell below the 30th percentile, had their salaries adjusted effective July 1, 2024. With this shift, for staff who have been employed at the organization for one year or longer, the average percentile is 41.38 on the salary scale. Additionally, all ELC staff with the exception of the CEO were eligible for a 3% to 5% performance based merit increase also effective July 2024.

Scenario 1: Additional Alternate Funding Required

CEO Compensation Package Scenario 1: a. Full \$10,000 Bonus Paid Now b. Raise to 30th Percentile Effective October 1, 2024	Current Package Calendar Year 2024	Calendar Year 2024 (Scenario 1)	Calendar Year 2025
CEO base salary (30th Percentile of Grade 50)	\$210,155	\$211,428	\$215,829
One Time Mid Year Bonus Approved in February 2024	2,000	2,000	N/A
Maximum performance bonus pending Board Approval	10,000	10,000	10,000
Total Potential Compensation Package	\$222,155	\$223,428	\$225,829
HHS Salary Cap: Calendar Year 2024=Actual Calendar Year 2025=Pending U.S. Congress*	\$221,900	\$221,900	\$226,338
Salary Cap versus Total Pay	\$ (255)	\$ (1,528)	\$ 509

*White House has submitted proposal for 2% increase effective 1/1/2025. Congress will vote on the proposal in late December

Amount of Additional, Non-Federal/Non-State Funding

Scenario 2: No Additional Alternate Funding Required

CEO Compensation Package Scenario 2: a. Max Bonus Amount Allowable Under Salary Cap Paid Now b. Raise to 30th Percentile Effective January 1, 2025	Current Package 2024 Calendar Year	Calendar Year 2024 (Scenario 2)	Calendar Year 2025
CEO base salary (30th Percentil of Grade 50)	\$210,155	\$210,155	\$215,829
One Time Mid Year Bonus Approved in February 2024	2,000	2,000	N/A
Maximum performance bonus pending Board Approval	10,000	9,745	10,000
Total Potential Compensation Package	\$222,155	\$221,900	\$225,829
HHS Salary Cap: Calendar Year 2024=Actual Calendar Year 2025=Pending U.S. Congress*	\$221,900	\$221,900	\$226,338
Salary Cap versus Proposal	\$ (255)	\$ (0)	\$ 509

*White House has submitted proposal for 2% increase effective 1/1/2025. Congress will vote on the proposal in late December

No Additional Funding Required

Action(s):

1. Recommend Approval of CEO Evaluation Results to the Full Board
2. Recommend Performance Pay to the Full Board
3. Recommend Approval of CEO to 30th percentile

Supporting Documentation:

- CEO Performance Self Evaluation Report FY 23-24
- CEO Performance Evaluation Results FY 23-24 Ratings/Comments
- CEO DEL Performance Evaluation FY23-24

CEO Self Evaluation FY 23/24

Annual Performance Evaluation of the Chief Executive Officer (CEO) Early Learning Coalition of Broward County

SECTION I – PERFORMANCE INDICATORS

Section I includes 6 performance indicators that make up 40% of the overall score.

1. BOARD INTERACTIONS & SUPPORTS

Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff **

- Provides professional advice and recommendations to Board
- Engages Board in ELC policy
- Communicates with the Board chair and other members providing accurate, relevant information
- Fosters a harmonious working relationship with the Board
- Provides support for Board teamwork and effectiveness, board recruitment and development
- Builds a diverse Board

FY 23/24 Key Highlights:

- Over the 8.5 years at the ELC, I have worked to build relationships with the Board and feel overall my relationship with the Board and individual members is stronger than ever.
- Throughout the year I have made myself available to talk with Board members to provide updates, answer questions, collaborate and/or get feedback on important issues/topics.
- Frequent updates were provided to board members through my CEO reports and Board bulletins in between meetings and at board and committee meetings and through social media postings.
- Offered members the opportunity to learn more about ELC programs and other aspects of the organization through our Lunch n Learn series.
- Rolled out the Meet Greet and Eat breakfasts before board meetings to allow members to better get to know each other and ELC staff.
- Continued to offer many board engagement opportunities including:
 - Lunch and Learns
 - Child Care Provider visits
 - Legislator meetings
 - Board Meet and Greets
 - Provider Appreciation Event
 - PLAN meetings (for child care Directors/Owners)
 - ELC Staff Appreciation Event
 - Provider Appreciation Event
 - Chancellor Visit
 - A Day in K (kindergarten) Event
 - CDA Graduation
 - Broward Read for the Record
 - Wind & Cheese Social (Fundraiser)
- Board engagement opportunities as well as relevant early learning and related conferences were provided and updated in the FYI section of every Board packet.
- Worked closely with Chairs of the Ad-Hoc Fundraising committee (and members) to successfully kick off our first ever friend/fundraising event.

2. BUSINESS ETHICS/INNOVATION/MANAGEMENT/LEADERSHIP

Oversees development, implementation, and quality assurance of all Coalition programs and services **

- Communicates ELC's vision, and goals to staff, community, and others; builds commitment to mission
- Provides direction, defines priorities to assure ELC's programs and services meet needs of families, children, and providers
- Identifies problems and issues confronting the ELC and recommends/implements as appropriate
- Encourages and promotes long-range planning and implementation of plans, keeps Board informed
- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Ensures the ELC has a long-range strategy that achieves its mission/vision (Strategic Plan)
- Provides leadership in developing a program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

FY 23/24 Key Highlights:

- 25 of 26 (97%) Strategic Plan Outcomes are on track, met or exceeded:
 - 1 Not Met Outcome (3%)
 - 8 On Track Outcomes (31%)
 - 3 Met Outcomes (12%)
 - 14 Exceeded Outcomes (54%)
- CEO and Sr. Staff meet quarterly to review the data in ELC's Scorecard Metrics tool to monitor program/services etc. and drive continuous efforts to find new and/or innovative ways to achieve the goals of the organization (operationally and programmatically).
- Enrolled over 4,276 new School Readiness children through aggressive outreach and enrollment efforts.
- Increased ELCs reach to parents by increasing social media posts on Facebook, X (formerly Twitter), Instagram, and LinkedIn
 - Facebook – 149.7K to 403K Reach (169% increase)
 - Instagram – 32.1K to 67.1K Reach (100% increase)
 - Website Traffic SR – 33,712 visitors to 41,888 visitors (24% increase)
 - Website Traffic VPK – from 23,372 to 27,552 visitors (17% increase)
- Continued to increase attendees and viewers of ELCs Behavior Bites Zoom Inclusion Support series for educators (looking for support/guidance for working with children with challenging behaviors).
- Rolled out our new Behavior Bites Inclusion Support series for parents.
- Secured outside funding that allowed ELC to hire 2 Peer Support Specialists (for 2 years) to provide assistance to families to navigate the evaluation process for children identified as having challenges/special needs.
- We saw an increase from 705 referrals (for evaluations) last year to 874 this year to Early Steps (383 families) and FDLRS (491 families).
- Graduated over 163 CDA students with 120 In service hours of CDA training. Currently, 101 of the educators have proceeded to complete their National CDA Credential.
- SR CLASS scores increased from a 5.03 to 5.40
- VPK iCLASS score increased from 5.32 to 5.5.
- Rolled out widely popular Child Care Educator Boot Camp (graduated 3 classes for a total of 69 attendees) for new educators, who attend a week-long intensive training on classroom best practices of child/educator interactions.
- Offered 154 training opportunities to 6,188 educators resulting in \$9.8 million in educator stipends for the completion of trainings.

- Rolled out Baby Bookworms with the help and partnership of Healthy Start and their staff to give books to parents with a new child.
- Held our first A Day in K – Kindergarten Transition event with (and at) the Museum of Discovery and Science, which was a huge hit with approximately 2,000 raising K students and their families in attendance.
- Using ARPA funding secured and partnered with 2 Education Technology companies that offer technological supports for educators to use in their classrooms to increase learning gains.
- Increased Advocacy efforts through:
 - Individual meetings with local and statewide legislators (20)
 - Presentations to the Broward Delegation (twice)
 - Successful State of Childcare Event at Broward Days in Tallahassee attended by local legislators and municipal elected and non-elected officials as well as community partners (it was a full house) to highlight ELC funding issues and other legislative priorities
 - Provided guidance to local legislator on Special Needs bill
- Continued to have Municipal leaders and local Legislators share ELC information, resources, and our Newsletter with their constituencies.
- Through Increased visibility ELC raised an additional \$2M in match funding.
- Held our 1st Fundraising/Friend raising Event (Oct. 2023) where attendance goals were met.
- Secured first time funding of \$5,000 from the Kiwanis Club of Fort Lauderdale.
- Built/rolled out and/or expanded 9 NEW CRM components and 4 mini modules to increase operational and program efficiency and improve/increase data collection capacity.
- Using ARPA funding procured/secured a new online platform for parents allowing them to search and find child care programs that meet their needs.
- Prioritized and increased cybersecurity efforts including staff trainings and implementation of Single-Sign On and two factor authentication.
- Drove vision for the creation of a new ELC Dashboard and Updated electronic Scorecard metrics (to include historical data for comparison of years).
- Finalist for 211/Memorial Nonprofit Organization of the Year (2024).
- Sun Sentinel Top Workplace 2024 award (for 3rd year in a row).
- Recognized as a Top Non-Profit Philanthropy Power Leader 2024 by the South Florida Business Journal.

3. FISCAL RESPONSIBILITY, SUSTAINABILITY & MISSION IMPACT

Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-term planning. Works with the staff, finance committee, and the Board to prepare budgets, monitor progress, initiate changes, and resolve fiscal issues **

- Recommends yearly budget for Board approval
- Manages Coalitions resources within budget and guidelines within current laws and regulations
- Possesses robust understanding of the ELC's financial needs and communicates them clearly
- Provides leadership and supports strategies for attracting funds for SR match
- Oversees the planning and implementation of match activities, including strategies to approach potential donors

FY 23/24 Key Highlights:

- Once again the organization navigated and balanced an extremely complicated budget (with insufficient funding for enrollments but millions in COVID relief funding).

- Persistently advocated and awarded an additional \$17.3 million in School Readiness funding (throughout the FY) to cover the gaps in enrollments funding.
- Clean single audit and test of internal controls.
- Clean DEL program monitoring and fiscal monitoring.
- Clean Broward County and Children’s Services Council monitoring.
- Collaboratively created a plan for usage of millions in ARPA funding including:
 - ARPA provider grants that paid out \$9 million in ARPA Grants to 603 childcare small businesses
 - Stipend initiative that paid out nearly \$10 million in ARPA stipends to over 6000 early educators
 - Successfully obtained board approval and procured, negotiated, and entered into contract with 25 ARPA-specific one-time vendors over a short timeframe, including extraordinary backend support for professional development trainings and product distribution.
 - Members of the Executive/Senior teams collaboratively worked together to build out an operationally efficient process for ELC staff and educators to apply, monitor, track, pay out and quality assure the fiscal stipend and curriculum reimbursement process applying lessons learned from the FY23 experience including:
- Secured an additional \$2M in match funding from local funders.
- Raised \$26,935 in program funding to cover expenses not billable to DEL and \$9,239 in unrestricted funding for a total of \$36,174.
- Continue to pay all Child Care small businesses on time or early.

4. HUMAN RESOURCES MANAGEMENT AND STAFF, EMPLOYEE MORALE & CULTURE

Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations **

- Provides leadership developing and executing sound personnel procedures, directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the ELC
- Recruits and retains talented and diverse staff
- Ensures compliance with relevant workplace and employment laws, maintains a safe, respectful, and inclusive working environment
- Encourages and supports staff to participate in ongoing professional development
- Establishes clear patterns of authority, responsibility, supervision, and communication with staff
- Shows respect and sensitivity for cultural differences
- Promotes a harassment-free environment

FY 23/24 Key Highlights:

- Set the tone for excellent morale with high staff satisfaction at 90% as evidenced from an external survey with 92% of staff responding with high marks in most areas including:
 - ELC motivates me to give my very best at work - FY22/23 83% FY23/24 90%
 - I would highly recommend working at ELC to others - FY22/23 87%, FY23/24 90%
- ECL's turnover rate is 7%; down from 12.6% in FY 22/23 and 28% below the industry standard (35%)
- Recipient of the Sun Sentinel’s Top Workplace 2024 (for the third time) and positively increased in ranking among other organizations (from 18th to 7th place within medium size organizations).
- 55% of Promotions were filled internally, as evidence of ELC’s efforts to support, train, and encourage staff growth
- Staff Retention for 1 year is 82%, up from 77% in FY 22/23.
- Advocated/Received approval from the Board for mid-year performance pay for qualifying staff (to offset the high cost of living/inflation).
- Ensured all staff remain at or above the 30th percentile of the current salary market rate.
- Offered increased professional development opportunities to ELC staff including a management track.
- Successfully transferred 100% of all personnel files to electronic files, no more paper.
- Offered various health fairs for staff to encourage healthy living (and drive down the cost of our health insurance).

- Implementation of HR Personnel Background screens to match new requirements and successfully passed 100% in audit.
- Held a staff recognition event to celebrate staff years employed at ELC; Held a staff appreciation event (for staff) to thank them for all of their hard work.
- Held regular staff meetings, continue to create and distribute our quarterly staff newsletter (The Buzz), and provide Staff Bulletin emails to ensure all staff are aware of things going on in the organization, upcoming events, implementation of our COOP and recognize accomplishments.

5. COMMUNITY, STATE AND PUBLIC RELATIONS

Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders **

- Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to ELC
- Represents and promotes ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities
- Encourages community involvement and contribution to the ELC
- Provides leadership at the state level; advocates the needs of ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents. Including lobbying the state legislature within permitted laws and regulations
- Serves as an effective spokesperson. Represents ELC to its constituencies, including clients/members/patrons, other nonprofits, government agencies.

FY 23/24 Key Highlights:

- Spearheaded and successfully advocated (along with the AELC) to DEL for quick allocations of additional funding of \$77 million approved through legislation for gaps in School Readiness funding as well as de-obligated funds of other Coalitions, resulting in an additional \$17.3 million in School Readiness funding.
- Successful visit with Chancellor Cari Miller at ELC Broward where we showcased our innovative and technologically advanced programs and operations.
- Presented to the Broward delegation on two occasions and took part in many individual meetings with state and local legislators.
- Met with 13 of 15 members of the local delegation (86%), met one on one with 7 of the 15 delegates (47%).
- With the help of key staff, attended/Presented at 20 Municipality Commission meetings.
- Created/Planned and participated as a panelist at the ELC's State of Child Care event that took place this year during the Broward Days breakfast in Tallahassee attended by approximately 50 local and state leaders.
- Partnered with many community organizations to brainstorm ways to collaborate and/or increase efforts to best serve the children and families in Broward (including Memorial Health care, CSC, Healthy Start, Broward Behavioral Health Council, Broward County Public School, Broward Behavioral Health, Museum of Discovery and Science, etc.)
- ELC staff conducted and/or participated in 37 Outreach/Community events throughout the county.
- Continued to serve on more than 5 community boards/workgroups as well as AELC (Statewide).
- Member and participant of the Fort Lauderdale Chamber of Commerce; Attended various Chamber workgroup meetings and events.
- Member/Attended Broward League of Cities meetings/events.
- Co-Chair of Broward Reads.
- Served on the Executive Committee of the AELC; Served as Chair for AELC Large Coalitions, and voted in as incoming Vice Chair of the AELC in June 2024 (which began on 7/1/24).
- Member of the AELC Legislative Committee which works to create and advocate for Statewide early learning priorities.

6. PROFESSIONAL SKILLS & ABILITIES

- Maintains high stands of ethics, honesty, and integrity in all matters

- Is well organized and efficient in the accomplishment of objectives
- Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress
- Effectively communicates verbally and in written form
- Actively engages in continuous professional development

FY 23/24 Key Highlights:

- Demonstrates the ability to address (and anticipate) problems, challenges, and conflicts with quick action or resolution.
- Well respected, strong relationships within the community and Statewide.
- Participation in regular Statewide DEL and AELC meetings and other community boards/workgroups to advocate or request changes in policy and obtain new information to help advance the organization.
- Ensure ELC Broward follows and is up to date on all State, Federal, and local rules/regulations (as evidenced by clean (outside) audits and DEL Monitorings).
- All required State/Federal/local documents, reports, and status updates are completed and turned in on time.
- Navigated many rounds of ever-changing and time-sensitive Covid Relief funding and initiatives executed efficiently and with (quick roll out) and minimal issues.
- Ensures staff, board, providers, parents and community partners/leaders receive necessary communication from the ELC (through bulletins and newsletter; ensuring website is up to date).
- Continue to use and seek out professional development opportunities.
- Attended relevant early learning and related conferences and webinars and keep up to date on child care related research and professional best practices (through articles and newsletters etc.).

SECTION II – GOALS – 7 Goals to match with the 5 YEAR Strategic Plan (Domain #7)

Section II includes 7 goals that make up 60% of the overall score.

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

GOAL 1 Eligible families will be aware of and access ELC SR Services					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. Deploy a successful targeted outreach and enrollment initiative	1. ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services.	20 Annually	37	Exceeded	21 Community Resource Fairs, 6 Back-to-School events, 6 Community Baby Showers, and 4 School/Literacy events. 38 VPK, 20 School Readiness and 12 bookworm; There were over 500 social media post created across all platforms.
	2. ELC communications staff will place a minimum of 60 social media posts concerning the importance of child care and early learning.	60 Annually	70	Exceeded	
2. Families that are eligible to continue receiving SR services will receive them.	1. The overall retention rates for potentially SR eligible families will increase from 80% to 85%	85%	73%	Not Met	This fiscal year, 19,939 children were due for redetermination. With significant new enrollment activity, our team successfully absorbed the attrition rate, maintaining our target number of children within the overall system. Attrition was crucial in balancing our capacity to fund all enrollments within our system (when sufficient funding was not allocated). Recently, our efforts to retain SR children have been enhanced by proactive, targeted notifications from the ELC, and we anticipate realizing the full scope of their effectiveness this fiscal year.

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

GOAL 2 Eligible families will be aware of and access ELC VPK services.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. ELC will reach and enroll as many VPK-eligible families as possible.	1. ELC Broward will meet or exceed the State of Florida estimating conference estimates for VPK	13,931	14,221	Exceeded	We have enrolled 14,221 children for the 23-24 program year: 13,824 in the school year program and 397 children in the summer program. This exceeds the estimating conference's projections for this year. Estimating Conference was 13,931

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

GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. The countywide CLASS score average for School Readiness child care providers who are CLASS assessed will increase to a 6.0	1. CLASS scores will incrementally grown year over year for the 5 year strategic plan.	6.0	5.40	On Track	We have seen a steady increase in the SR CLASS scores thanks to all the trainings our team has facilitated and the familiarity of the tool among Broward educators. We ended the FY 22-23 with a SR CLASS average score of 5.03 demonstrating an increase.

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

GOAL 4. Broward's VPK sites offer high quality services in a nurturing environment.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
Objective 1: The countywide CLASS score average for VPK child care providers who are CLASS assessed will increase to a 6.0	1. CLASS scores will incrementally grow year over year for the 5 year strategic plan.	6.0	5.51	On Track	We have seen a steady increase in the VPK CLASS scores thanks to all the trainings our team has facilitated and the familiarity of the tool among Broward educators. We ended the FY 22-23 with a VPK CLASS average score of 5.32 demonstrating an increase.

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

Goal 5. Children will enter kindergarten with the tools, skills, and support they need to succeed					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.	1. 65% of families with children ages 0-2 who have received a referral will follow through with their referrals to Early Steps	65%	55%	On Track	In FY 23-24, the team referred 383 families of children ages 0-2. This is an increase from 348 referrals last year. Although there are still some children that are pending the full process, we are excited to share that 55% of families followed through with their referral. This is an increase from last year in which we saw a 33% follow through rate.
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS	75%	60% (Half year)	On Track	In FY 23-24, the team referred 491 families of children ages 3 - 5. This is an increase from 357 referrals from last year. We are still waiting for full data to complete our numbers for the year. We are happy to report that data collected from January 2024 to June 2024, demonstrate a 61% follow through rate. Last year was at 53% so we are on target.
	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)	4	4	Met	In Fiscal Year 23 - 24, we continued our screening partnership with the Center for Hearing and Communication; Hosted ABA therapy site, ABC Done Right for resources and Drowning Prevention from Stacey Hoaglund. Thanks to ARPA Discretionary Funding we are partnering with local trainers to facilitate trainings on mental health including Infant Mental Health supports.
2. Expand ELC Literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to the reading experience	1. Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000	15,000	10,891	On Track	Due to funding challenges, program paused sign ups July - September 2023.
	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.	15	89	Exceeded	Our Inclusion team continues to facilitate weekly storytime (52) on our facebook page in English, Spanish and bi-weekly in Creole. The Inclusion team visited 6 schools and read aloud and did activities with the children. Additionally Outreach participated in 37 community events promoting ELC Services and literacy

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

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	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	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.	90%	100%	Exceeded	Met with Sen. Rosalind Osgood, Rep. Dan Daley, Rep Lisa Dunkley, Rep. Patricia Williams -- Rationale: they all sat on PreK - 12 Appropriations Renee and ELC Broward staff have had 19 meetings and engagement touchpoints with nearly every member of the Broward Legislative Delegation and many of the municipal leaders in high priority cities.
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	1. ELC will actively participate in a minimum of 30 community engagement activities/events annually to promote ELC's services.	30	37	Exceeded	<ul style="list-style-type: none"> • 21 Community Resource Fairs • 6 Back-to-School events • 6 Community Baby Showers • 4 School/Literacy events.

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

Goal 7. ELC Broward is a healthy, efficient, and effective organization.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently	1. ELC is hiring the right staff for the right positions and retaining them, as evidenced by retaining 75% of new hires in one year.	75%	82%	Exceeded	Staff retention for 1 year increased from 77% in year 1 to 82% in year 2 of the Strategic Plan.
	2. ELC annual staff turnover will be 5% below the National turnover average for similar organizations (National Average is 35%, therefore less than 30%)	30%	7%	Exceeded	Staff turnover decreased to 7% in year 2 of the Strategic Plan, from 12.6% in year 1.
	3. 25% of promotional opportunities are filled internally.	25%	55%	Exceeded	Promotional opportunities increased from 50% in year 1 of the Strategic Plan to 55% in year 2.
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	90%	Exceeded	Utilizing the Energage external staff survey, staff satisfaction is up from 85% last year to 90% this year.
2. Continue to optimize the use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.	1. 85% of the CRM Plan will be fully implemented.	85%	68%	On Track	We had quite a few modules to create and built some that were not originally on the list, but we made significant progress. We also updated a few modules not included in this data. We will continue to work with the team to ensure we exceed expectations.
	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	75%	On Track	We made progress in migrating ELC data to the cloud. We are now at 75% as we have moved board documents, ahead of our timeline.
	3. A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.	95%	96%	Exceeded	This year, we exceeded expectations and achieved over 95% of our goal.
3. A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to build a reserve gradually.	Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.	Not Established	\$4,050	On Track	<ul style="list-style-type: none"> Target will be established now that Fundraising and Honorary Board member has been established \$9,239 in unrestricted funding was raised with expenses of \$5,189 Held first fundraising/friend raising event Wine & Cheese on 10/5/23 Received donations/sponsorships for event(s) Recruited first Honorary Board member to assist with raising visibility and monies for ELC.
4. Strategy will be in place to obtain dedicated funding for specific unallowable expenses.	1. ELC will have funds for items for meetings, programming, and training.	\$25,000	\$26,935	Exceeded	Through various fundraising and donations we were able to exceed the goal of \$25K.
5. The ELC board is energized, enthusiastic, educated, participate, and partners effectively with staff.	1. Results of the annual staff and board survey will show at least a 90% rating in all categories.	90%	96%	Exceeded	The Annual Board Survey is made up of 2 sections. <ul style="list-style-type: none"> First section Board Self Assessment (Individual) has 7 questions, which resulted in an average rating of 95%. Second section Board Assessment (as a whole) has 5 questions, which resulted in an average rating of 96%. Both categories/sections scored above the 90% goal.
	2. 100% of the ELC Board will complete and return the Annual Board Survey, which will be conducted prior to the Annual Board Retreat	100%	100%	Met	All Board members responded to the survey.
	3. ELC will track the activity of Board members and report on that engagement	N/A	N/A	Met	Board members attendance at Meetings, Committees, Events, Lunch & Learns, Meet and Greets, Provider Visits etc. are all track and a report for each member is available
6. The ELC will have a cohesive board where every member has a voice.	1. Results of the annual board self-survey will show that 90% of the board report that they feel they have a voice in meetings.	90%	100%	Exceeded	Meetings provide the opportunity for constructive, respectful debate of issues scored 100% in Year 2 of the Strategic Plan, Year 1 scored 87%.

CEO Self Evaluation & Board Feedback FY 23/24

Annual Performance Evaluation of the Chief Executive Officer (CEO) Early Learning Coalition of Broward County

SECTION I – PERFORMANCE INDICATORS

Section I includes 6 performance indicators that make up 40% of the overall score.

1. BOARD INTERACTIONS & SUPPORTS

Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff **

- Provides professional advice and recommendations to Board
- Engages Board in ELC policy
- Communicates with the Board chair and other members providing accurate, relevant information
- Fosters a harmonious working relationship with the Board
- Provides support for Board teamwork and effectiveness, board recruitment and development
- Builds a diverse Board

FY 23/24 Key Highlights:

- Over the 8.5 years at the ELC, I have worked to build relationships with the Board and feel overall my relationship with the Board and individual members is stronger than ever.
- Throughout the year I have made myself available to talk with Board members to provide updates, answer questions, collaborate and/or get feedback on important issues/topics.
- Frequent updates were provided to board members through my CEO reports and Board bulletins in between meetings and at board and committee meetings and through social media postings.
- Offered members the opportunity to learn more about ELC programs and other aspects of the organization through our Lunch n Learn series.
- Rolled out the Meet Greet and Eat breakfasts before board meetings to allow members to better get to know each other and ELC staff.
- Continued to offer many board engagement opportunities including:
 - Lunch and Learns
 - Child Care Provider visits
 - Legislator meetings
 - Board Meet and Greets
 - Provider Appreciation Event
 - PLAN meetings (for child care Directors/Owners)
 - ELC Staff Appreciation Event
 - Provider Appreciation Event
 - Chancellor Visit
 - A Day in K (kindergarten) Event
 - CDA Graduation
 - Broward Read for the Record
 - Wind & Cheese Social (Fundraiser)
- Board engagement opportunities as well as relevant early learning and related conferences were provided and updated in the FYI section of every Board packet.
- Worked closely with Chairs of the Ad-Hoc Fundraising committee (and members) to successfully kick off our first ever friend/fundraising event.

2. BUSINESS ETHICS/INNOVATION/MANAGEMENT/LEADERSHIP

Oversees development, implementation, and quality assurance of all Coalition programs and services **

- Communicates ELC's vision, and goals to staff, community, and others; builds commitment to mission
- Provides direction, defines priorities to assure ELC's programs and services meet needs of families, children, and providers
- Identifies problems and issues confronting the ELC and recommends/implements as appropriate
- Encourages and promotes long-range planning and implementation of plans, keeps Board informed
- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Ensures the ELC has a long-range strategy that achieves its mission/vision (Strategic Plan)
- Provides leadership in developing a program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

FY 23/24 Key Highlights:

- 25 of 26 (97%) Strategic Plan Outcomes are on track, met or exceeded:
 - 1 Not Met Outcome (3%)
 - 8 On Track Outcomes (31%)
 - 3 Met Outcomes (12%)
 - 14 Exceeded Outcomes (54%)
- CEO and Sr. Staff meet quarterly to review the data in ELC's Scorecard Metrics tool to monitor program/services etc. and drive continuous efforts to find new and/or innovative ways to achieve the goals of the organization (operationally and programmatically).
- Enrolled over 4,276 new School Readiness children through aggressive outreach and enrollment efforts.
- Increased ELCs reach to parents by increasing social media posts on Facebook, X (formerly Twitter), Instagram, and LinkedIn
 - Facebook – 149.7K to 403K Reach (169% increase)
 - Instagram – 32.1K to 67.1K Reach (100% increase)
 - Website Traffic SR – 33,712 visitors to 41,888 visitors (24% increase)
 - Website Traffic VPK – from 23,372 to 27,552 visitors (17% increase)
- Continued to increase attendees and viewers of ELCs Behavior Bites Zoom Inclusion Support series for educators (looking for support/guidance for working with children with challenging behaviors).
- Rolled out our new Behavior Bites Inclusion Support series for parents.
- Secured outside funding that allowed ELC to hire 2 Peer Support Specialists (for 2 years) to provide assistance to families to navigate the evaluation process for children identified as having challenges/special needs.
- We saw an increase from 705 referrals (for evaluations) last year to 874 this year to Early Steps (383 families) and FDLRS (491 families).
- Graduated over 163 CDA students with 120 In service hours of CDA training. Currently, 101 of the educators have proceeded to complete their National CDA Credential.
- SR CLASS scores increased from a 5.03 to 5.40
- VPK iCLASS score increased from 5.32 to 5.5.
- Rolled out widely popular Child Care Educator Boot Camp (graduated 3 classes for a total of 69 attendees) for new educators, who attend a week-long intensive training on classroom best practices of child/educator interactions.
- Offered 154 training opportunities to 6,188 educators resulting in \$9.8 million in educator stipends for the completion of trainings.

- Rolled out Baby Bookworms with the help and partnership of Healthy Start and their staff to give books to parents with a new child.
- Held our first A Day in K – Kindergarten Transition event with (and at) the Museum of Discovery and Science, which was a huge hit with approximately 2,000 raising K students and their families in attendance.
- Using ARPA funding secured and partnered with 2 Education Technology companies that offer technological supports for educators to use in their classrooms to increase learning gains.
- Increased Advocacy efforts through:
 - Individual meetings with local and statewide legislators (20)
 - Presentations to the Broward Delegation (twice)
 - Successful State of Childcare Event at Broward Days in Tallahassee attended by local legislators and municipal elected and non-elected officials as well as community partners (it was a full house) to highlight ELC funding issues and other legislative priorities
 - Provided guidance to local legislator on Special Needs bill
- Continued to have Municipal leaders and local Legislators share ELC information, resources, and our Newsletter with their constituencies.
- Through Increased visibility ELC raised an additional \$2M in match funding.
- Held our 1st Fundraising/Friend raising Event (Oct. 2023) where attendance goals were met.
- Secured first time funding of \$5,000 from the Kiwanis Club of Fort Lauderdale.
- Built/rolled out and/or expanded 9 NEW CRM components and 4 mini modules to increase operational and program efficiency and improve/increase data collection capacity.
- Using ARPA funding procured/secured a new online platform for parents allowing them to search and find child care programs that meet their needs.
- Prioritized and increased cybersecurity efforts including staff trainings and implementation of Single-Sign On and two factor authentication.
- Drove vision for the creation of a new ELC Dashboard and Updated electronic Scorecard metrics (to include historical data for comparison of years).
- Finalist for 211/Memorial Nonprofit Organization of the Year (2024).
- Sun Sentinel Top Workplace 2024 award (for 3rd year in a row).
- Recognized as a Top Non-Profit Philanthropy Power Leader 2024 by the South Florida Business Journal.

3. FISCAL RESPONSIBILITY, SUSTAINABILITY & MISSION IMPACT

Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-term planning. Works with the staff, finance committee, and the Board to prepare budgets, monitor progress, initiate changes, and resolve fiscal issues **

- Recommends yearly budget for Board approval
- Manages Coalitions resources within budget and guidelines within current laws and regulations
- Possesses robust understanding of the ELC's financial needs and communicates them clearly
- Provides leadership and supports strategies for attracting funds for SR match
- Oversees the planning and implementation of match activities, including strategies to approach potential donors

FY 23/24 Key Highlights:

- Once again the organization navigated and balanced an extremely complicated budget (with insufficient funding for enrollments but millions in COVID relief funding).

- Persistently advocated and awarded an additional \$17.3 million in School Readiness funding (throughout the FY) to cover the gaps in enrollments funding.
- Clean single audit and test of internal controls.
- Clean DEL program monitoring and fiscal monitoring.
- Clean Broward County and Children’s Services Council monitoring.
- Collaboratively created a plan for usage of millions in ARPA funding including:
 - ARPA provider grants that paid out \$9 million in ARPA Grants to 603 childcare small businesses
 - Stipend initiative that paid out nearly \$10 million in ARPA stipends to over 6000 early educators
 - Successfully obtained board approval and procured, negotiated, and entered into contract with 25 ARPA-specific one-time vendors over a short timeframe, including extraordinary backend support for professional development trainings and product distribution.
 - Members of the Executive/Senior teams collaboratively worked together to build out an operationally efficient process for ELC staff and educators to apply, monitor, track, pay out and quality assure the fiscal stipend and curriculum reimbursement process applying lessons learned from the FY23 experience including:
- Secured an additional \$2M in match funding from local funders.
- Raised \$26,935 in program funding to cover expenses not billable to DEL and \$9,239 in unrestricted funding for a total of \$36,174.
- Continue to pay all Child Care small businesses on time or early.

4. HUMAN RESOURCES MANAGEMENT AND STAFF, EMPLOYEE MORALE & CULTURE

Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations **

- Provides leadership developing and executing sound personnel procedures, directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the ELC
- Recruits and retains talented and diverse staff
- Ensures compliance with relevant workplace and employment laws, maintains a safe, respectful, and inclusive working environment
- Encourages and supports staff to participate in ongoing professional development
- Establishes clear patterns of authority, responsibility, supervision, and communication with staff
- Shows respect and sensitivity for cultural differences
- Promotes a harassment-free environment

FY 23/24 Key Highlights:

- Set the tone for excellent morale with high staff satisfaction at 90% as evidenced from an external survey with 92% of staff responding with high marks in most areas including:
 - ELC motivates me to give my very best at work - FY22/23 83% FY23/24 90%
 - I would highly recommend working at ELC to others - FY22/23 87%, FY23/24 90%
- ECL's turnover rate is 7%; down from 12.6% in FY 22/23 and 28% below the industry standard (35%)
- Recipient of the Sun Sentinel’s Top Workplace 2024 (for the third time) and positively increased in ranking among other organizations (from 18th to 7th place within medium size organizations).
- 55% of Promotions were filled internally, as evidence of ELC’s efforts to support, train, and encourage staff growth
- Staff Retention for 1 year is 82%, up from 77% in FY 22/23.
- Advocated/Received approval from the Board for mid-year performance pay for qualifying staff (to offset the high cost of living/inflation).
- Ensured all staff remain at or above the 30th percentile of the current salary market rate.
- Offered increased professional development opportunities to ELC staff including a management track.
- Successfully transferred 100% of all personnel files to electronic files, no more paper.
- Offered various health fairs for staff to encourage healthy living (and drive down the cost of our health insurance).

- Implementation of HR Personnel Background screens to match new requirements and successfully passed 100% in audit.
- Held a staff recognition event to celebrate staff years employed at ELC; Held a staff appreciation event (for staff) to thank them for all of their hard work.
- Held regular staff meetings, continue to create and distribute our quarterly staff newsletter (The Buzz), and provide Staff Bulletin emails to ensure all staff are aware of things going on in the organization, upcoming events, implementation of our COOP and recognize accomplishments.

5. COMMUNITY, STATE AND PUBLIC RELATIONS

Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders **

- Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to ELC
- Represents and promotes ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities
- Encourages community involvement and contribution to the ELC
- Provides leadership at the state level; advocates the needs of ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents. Including lobbying the state legislature within permitted laws and regulations
- Serves as an effective spokesperson. Represents ELC to its constituencies, including clients/members/patrons, other nonprofits, government agencies.

FY 23/24 Key Highlights:

- Spearheaded and successfully advocated (along with the AELC) to DEL for quick allocations of additional funding of \$77 million approved through legislation for gaps in School Readiness funding as well as de-obligated funds of other Coalitions, resulting in an additional \$17.3 million in School Readiness funding.
- Successful visit with Chancellor Cari Miller at ELC Broward where we showcased our innovative and technologically advanced programs and operations.
- Presented to the Broward delegation on two occasions and took part in many individual meetings with state and local legislators.
- Met with 13 of 15 members of the local delegation (86%), met one on one with 7 of the 15 delegates (47%).
- With the help of key staff, attended/Presented at 20 Municipality Commission meetings.
- Created/Planned and participated as a panelist at the ELC's State of Child Care event that took place this year during the Broward Days breakfast in Tallahassee attended by approximately 50 local and state leaders.
- Partnered with many community organizations to brainstorm ways to collaborate and/or increase efforts to best serve the children and families in Broward (including Memorial Health care, CSC, Healthy Start, Broward Behavioral Health Council, Broward County Public School, Broward Behavioral Health, Museum of Discovery and Science, etc.)
- ELC staff conducted and/or participated in 37 Outreach/Community events throughout the county.
- Continued to serve on more than 5 community boards/workgroups as well as AELC (Statewide).
- Member and participant of the Fort Lauderdale Chamber of Commerce; Attended various Chamber workgroup meetings and events.
- Member/Attended Broward League of Cities meetings/events.
- Co-Chair of Broward Reads.
- Served on the Executive Committee of the AELC; Served as Chair for AELC Large Coalitions, and voted in as incoming Vice Chair of the AELC in June 2024 (which began on 7/1/24).
- Member of the AELC Legislative Committee which works to create and advocate for Statewide early learning priorities.

6. PROFESSIONAL SKILLS & ABILITIES

- Maintains high standards of ethics, honesty, and integrity in all matters

- Is well organized and efficient in the accomplishment of objectives
- Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress
- Effectively communicates verbally and in written form
- Actively engages in continuous professional development

FY 23/24 Key Highlights:

- Demonstrates the ability to address (and anticipate) problems, challenges, and conflicts with quick action or resolution.
- Well respected, strong relationships within the community and Statewide.
- Participation in regular Statewide DEL and AELC meetings and other community boards/workgroups to advocate or request changes in policy and obtain new information to help advance the organization.
- Ensure ELC Broward follows and is up to date on all State, Federal, and local rules/regulations (as evidenced by clean (outside) audits and DEL Monitorings).
- All required State/Federal/local documents, reports, and status updates are completed and turned in on time.
- Navigated many rounds of ever-changing and time-sensitive Covid Relief funding and initiatives executed efficiently and with (quick roll out) and minimal issues.
- Ensures staff, board, providers, parents and community partners/leaders receive necessary communication from the ELC (through bulletins and newsletter; ensuring website is up to date).
- Continue to use and seek out professional development opportunities.
- Attended relevant early learning and related conferences and webinars and keep up to date on child care related research and professional best practices (through articles and newsletters etc.).

Overall Board Rating results for 6 domains of 4.5

Responders	Leadership Indicators						Overall Rating
	Board Interactions Supports	Business Ethics Mgt Leadership	Fiscal Sustainability Mission	Human Resources Staff Moral	Community Public Relations	Professional Skills & Abilities	
Laurie Sallarulo							
Dawn Liberta	5.0	5.0	5.0	5.0	4.0	5.0	4.8
Twan Russell	4.0	4.0	4.0	5.0	4.0	5.0	4.3
Monica King	4.0	5.0	5.0	4.0	5.0	5.0	4.7
Cindy Arenberg Seltzer	5.0	5.0	5.0	5.0	4.0	4.0	4.7
Michael Asseff	5.0	5.0	5.0	5.0	4.0	4.0	4.7
Sharonda Bailey	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Kristie Castillo	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Richard Campillo	5.0	4.0	4.0	4.0	4.0	4.0	4.2
Kirk Englehardt	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Carol Hylton	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Maria Hernandez	3.0	3.0	3.0	4.0	3.0	4.0	3.3
Melody McDonald	4.0	4.0	5.0	5.0	5.0	5.0	4.7
Renee Podolsky	4.0	5.0	5.0	5.0	5.0	5.0	4.8
Amoy Reid	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Traci Schwitzer	4.0	5.0	4.0	4.0	4.0	4.0	4.2
Ellie Schrot	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Zachary Talbot							
Julie Winburn	4.0	4.0	4.0	5.0	4.0	3.0	4.0
Leadership Indicators Avg	4.5	4.6	4.6	4.7	4.4	4.5	4.5

SECTION II – GOALS – 7 Goals to match with the 5 YEAR Strategic Plan (Domain #7)

Section II includes 7 goals that make up 60% of the overall score.

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

GOAL 1 Eligible families will be aware of and access ELC SR Services					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. Deploy a successful targeted outreach and enrollment initiative	1. ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services.	20 Annually	37	Exceeded	21 Community Resource Fairs, 6 Back-to-School events, 6 Community Baby Showers, and 4 School/Literacy events. 38 VPK, 20 School Readiness and 12 bookworm; There were over 500 social media post created across all platforms.
	2. ELC communications staff will place a minimum of 60 social media posts concerning the importance of child care and early learning.	60 Annually	70	Exceeded	
2. Families that are eligible to continue receiving SR services will receive them.	1. The overall retention rates for potentially SR eligible families will increase from 80% to 85%	85%	73%	Not Met	This fiscal year, 19,939 children were due for redetermination. With significant new enrollment activity, our team successfully absorbed the attrition rate, maintaining our target number of children within the overall system. Attrition was crucial in balancing our capacity to fund all enrollments within our system (when sufficient funding was not allocated). Recently, our efforts to retain SR children have been enhanced by proactive, targeted notifications from the ELC, and we anticipate realizing the full scope of their effectiveness this fiscal year.

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

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1. ELC will reach and enroll as many VPK-eligible families as possible.	1. ELC Broward will meet or exceed the State of Florida estimating conference estimates for VPK	13,931	14,221	Exceeded	We have enrolled 14,221 children for the 23-24 program year: 13,824 in the school year program and 397 children in the summer program. This exceeds the estimating conference's projections for this year. Estimating Conference was 13,931

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1. The countywide CLASS score average for School Readiness child care providers who are CLASS assessed will increase to a 6.0	1. CLASS scores will incrementally grown year over year for the 5 year strategic plan.	6.0	5.40	On Track	We have seen a steady increase in the SR CLASS scores thanks to all the trainings our team has facilitated and the familiarity of the tool among Broward educators. We ended the FY 22-23 with a SR CLASS average score of 5.03 demonstrating an increase.

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GOAL 4. Broward's VPK sites offer high quality services in a nurturing environment.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
Objective 1: The countywide CLASS score average for VPK child care providers who are CLASS assessed will increase to a 6.0	1. CLASS scores will incrementally grow year over year for the 5 year strategic plan.	6.0	5.51	On Track	We have seen a steady increase in the VPK CLASS scores thanks to all the trainings our team has facilitated and the familiarity of the tool among Broward educators. We ended the FY 22-23 with a VPK CLASS average score of 5.32 demonstrating an increase.

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

Goal 5. Children will enter kindergarten with the tools, skills, and support they need to succeed						
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary	
1. SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.	1. 65% of families with children ages 0-2 who have received a referral will follow through with their referrals to Early Steps	65%	55%	On Track	In FY 23-24, the team referred 383 families of children ages 0-2. This is an increase from 348 referrals last year. Although there are still some children that are pending the full process, we are excited to share that 55% of families followed through with their referral. This is an increase from last year in which we saw a 33% follow through rate.	
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS	75%	60% (Half year)	On Track	In FY 23-24, the team referred 491 families of children ages 3 - 5. This is an increase from 357 referrals from last year. We are still waiting for full data to complete our numbers for the year. We are happy to report that data collected from January 2024 to June 2024, demonstrate a 61% follow through rate. Last year was at 53% so we are on target.	
	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)	4	4	Met	In Fiscal Year 23 - 24, we continued our screening partnership with the Center for Hearing and Communication; Hosted ABA therapy site, ABC Done Right for resources and Drowning Prevention from Stacey Hoaglund. Thanks to ARPA Discretionary Funding we are partnering with local trainers to facilitate trainings on mental health including Infant Mental Health supports.	
2. Expand ELC Literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to the reading experience	1. Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000	15,000	10,891	On Track	Due to funding challenges, program paused sign ups July - September 2023.	
	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.	15	89	Exceeded	Our Inclusion team continues to facilitate weekly storytime (52) on our facebook page in English, Spanish and bi-weekly in Creole. The Inclusion team visited 6 schools and read aloud and did activities with the children. Additionally Outreach participated in 37 community events promoting ELC Services and literacy	

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

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	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary	
1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	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.	90%	100%	Exceeded	Met with Sen. Rosalind Osgood, Rep. Dan Daley, Rep Lisa Dunkley, Rep. Patricia Williams -- Rationale: they all sat on PreK - 12 Appropriations Renee and ELC Broward staff have had 19 meetings and engagement touchpoints with nearly every member of the Broward Legislative Delegation and many of the municipal leaders in high priority cities.	
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	1. ELC will actively participate in a minimum of 30 community engagement activities/events annually to promote ELC's services.	30	37	Exceeded	<ul style="list-style-type: none"> • 21 Community Resource Fairs • 6 Back-to-School events • 6 Community Baby Showers • 4 School/Literacy events. 	

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

Goal 7. ELC Broward is a healthy, efficient, and effective organization.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently	1. ELC is hiring the right staff for the right positions and retaining them, as evidenced by retaining 75% of new hires in one year.	75%	82%	Exceeded	Staff retention for 1 year increased from 77% in year 1 to 82% in year 2 of the Strategic Plan.
	2. ELC annual staff turnover will be 5% below the National turnover average for similar organizations (National Average is 35%, therefore less than 30%)	30%	7%	Exceeded	Staff turnover decreased to 7% in year 2 of the Strategic Plan, from 12.6% in year 1.
	3. 25% of promotional opportunities are filled internally.	25%	55%	Exceeded	Promotional opportunities increased from 50% in year 1 of the Strategic Plan to 55% in year 2.
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	90%	Exceeded	Utilizing the Energage external staff survey, staff satisfaction is up from 85% last year to 90% this year.
2. Continue to optimize the use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.	1. 85% of the CRM Plan will be fully implemented.	85%	68%	On Track	We had quite a few modules to create and built some that were not originally on the list, but we made significant progress. We also updated a few modules not included in this data. We will continue to work with the team to ensure we exceed expectations.
	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	75%	On Track	We made progress in migrating ELC data to the cloud. We are now at 75% as we have moved board documents, ahead of our timeline.
	3. A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.	95%	96%	Exceeded	This year, we exceeded expectations and achieved over 95% of our goal.
3. A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to build a reserve gradually.	Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.	Not Established	\$4,050	On Track	<ul style="list-style-type: none"> Target will be established now that Fundraising and Honorary Board member has been established \$9,239 in unrestricted funding was raised with expenses of \$5,189 Held first fundraising/friend raising event Wine & Cheese on 10/5/23 Received donations/sponsorships for event(s) Recruited first Honorary Board member to assist with raising visibility and monies for ELC.
4. Strategy will be in place to obtain dedicated funding for specific unallowable expenses.	1. ELC will have funds for items for meetings, programming, and training.	\$25,000	\$26,935	Exceeded	Through various fundraising and donations we were able to exceed the goal of \$25K.
5. The ELC board is energized, enthusiastic, educated, participate, and partners effectively with staff.	1. Results of the annual staff and board survey will show at least a 90% rating in all categories.	90%	96%	Exceeded	The Annual Board Survey is made up of 2 sections. <ul style="list-style-type: none"> First section Board Self Assessment (Individual) has 7 questions, which resulted in an average rating of 95%. Second section Board Assessment (as a whole) has 5 questions, which resulted in an average rating of 96%. Both categories/sections scored above the 90% goal.
	2. 100% of the ELC Board will complete and return the Annual Board Survey, which will be conducted prior to the Annual Board Retreat	100%	100%	Met	All Board members responded to the survey.
	3. ELC will track the activity of Board members and report on that engagement	N/A	N/A	Met	Board members attendance at Meetings, Committees, Events, Lunch & Learns, Meet and Greets, Provider Visits etc. are all track and a report for each member is available
6. The ELC will have a cohesive board where every member has a voice.	1. Results of the annual board self-survey will show that 90% of the board report that they feel they have a voice in meetings.	90%	100%	Exceeded	Meetings provide the opportunity for constructive, respectful debate of issues scored 100% in Year 2 of the Strategic Plan, Year 1 scored 87%.

Overall Board Rating Results for Goals – Year 2 Strategic Plan of 4.4

Responders	Strategic Plan 5 Year Goals
Laurie Sallarulo	
Dawn Liberta	5.0
Twan Russell	4.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	5.0
Sharonda Bailey	4.0
Kristie Castillo	5.0
Richard Campillo	4.0
Kirk Englehardt	5.0
Carol Hylton	5.0
Maria Hernandez	3.0
Melody McDonald	5.0
Renee Podolsky	3.0
Amoy Reid	4.0
Traci Schwitzer	5.0
Ellie Schrot	5.0
Zachary Talbot	
Julie Winburn	4.0
Goal Avg	4.4

Overall Board Rating Results for 6 domains and Goals weighted equals: 4.45

Following are the Comments provided by Board members for each of the 6 domains & Goals.

Board Member	Comments - # 1 Board Interactions & Supports
Dawn	Renee does a great job keeping the Board apprised with the necessary information that pertains to the organization. She works well with the Board as a whole and on an individual basis. Renee makes recommendations to the Board and is able to support why she is making a specific recommendation.
Kirk	Communication is consistent, candid, and informative. I feel well informed and engaged as a board member.
Kristie	Renee has always been available and provides advice and recommendations as needed.
Melody	Renee does an amazing job at supporting the Board and providing advice and recommendations. She has a great relationship with all of the Board members.
Monica	Renee strives to get input from the Board and does a good job of keeping the Board abreast on matters. She works to reach consensus and engage individual Board members.
Sharonda	Events were promoted and members encouraged to attend during Board meetings. Highlights from events were shared at Board meetings following events via a slideshow that captured the essence of the events.
Traci	Ms. Jaffe does an excellent job of providing opportunities for board members to be involved with ELC activities. She is very interactive and personable with the Board, availing herself to answer any questions.

Board Member	Comments - # 2 Business Ethics, Management & Leadership
Carol	Keeps Board informed of HR issues
Dawn	Renee oversees all aspects of the organization. She meets with her Executive staff on a regular basis and it is under her leadership that enrollments are up a long with new programs rolling out and increase in metrics.
Kirk	A leader not only locally, but recognized as such statewide. A wonderful example is how Renee handled the recent visit of the Early Learning Chancellor. The organization shined, putting its best foot forward.
Kristie	Renee communicates goals and missions effectively while providing direction and ensuring the mission and vision is accomplished across the board.
Melody	Renee clearly communicates ELC vision and goals with transparency. She provides great leadership and upholds high standards. She is creative with the ideas that she has.
Monica	Renee has built an excellent system with her staff to meet ELC's vision. The goals are clear. The processes in place are detailed and comprehensive and much emphasis on innovation.
Sharonda	The evidences listed are impressive and speak to the outstanding leadership of Ms. Jaffe.
Traci	Ms. Jaffe goes above and beyond in leading ELC staff to explore innovative ways to stay in the forefront of programming ideas and provides the staff with a safe place to create and grow.

Board Member	Comments - # 3 Fiscal Sustainability & Mission
Dawn	Renee and her staff do a great job with the budget and is able to answer questions that Board has and able to make recommendation that makes sense for ELC of Broward.
Kirk	I am always hearing about budget and finance. Excellent presentations and discussions. Expert review and analysis. Great board discussion. It's complicated, but I understand more and more each time I hear a report at a Board Meeting.
Kristie	Renee does assist in the financial portion of the meeting. I'm not too involved inn that aspect, but she does notify us of the budget and guidelines.
Melody	Renee manages the budget with care and within laws and regulations.
Monica	Excellen steward of ELC's funding.
Traci	Ms. Jaffe is fiscally responsible and diligent in managing budgetary requirements and in securing additional funds.

Board Member	Comments - # 4 Human Resources & Staff Moral
Dawn	ELC Broward has won Sun Sentinels Top Workplace three times in a row. The staff survey has shown an increase year to year and Renee has done a great job motivating her staff. She continuously advocates for staff to ensure they properly compensated.
Kirk	As a board member, I believe I would sense or hear if employee morale was an issue, but I observe a professional and engaged team that appears to have high morale. Additionally, you don't win the Sun Sentinel Best Place to Work title multiple years in a row if it isn't true. Kudos to the entire leadership team for making this a reality.
Kristie	From what I see, Renee does provide leadership developing and executing procedures for recruiting and retaining staff as I have not seen much of a turnover.
Melody	Renee always supports her staff in growing and learning. She does not tolerate harassment from anyone. There is plenty of diversity and high integrity. There is a high standard for recruitment.
Monica	Renee has built a strong team. The organization has grown tremendously these past few years and is not only in compliance but data reflects strong employee satisfaction and retention.
Traci	Ms. Jaffe creates an inviting work atmosphere and is able to retain employees.

Board Member	Comments - # 5 Community & Public Relations
Carol	Great job getting out in the community and bringing awareness to ELC and issues impacting child care
Dawn	Renee has been able to maintain community relationships and gain the respect among other ELC programs through the state and civic leaders.
Kirk	As far as local public relations, with the hiring of a professional communicator to run this function, I have seen a 100% improvement in marketing, communications and PR. It's now a truly data driven marketing and communications effort. I also see communications being considered a strategic function, which speaks volumes about the value it brings and impact it has on business outcomes. Bravo. Renee is an excellent communicator herself, and doesn't shy away from speaking with community leaders, VIPs, or media. In fact, she did an incredible interview on the 93.1 radio public affairs show this past year, and provide a wealth of information about early learning, ELC and how people can take advantage of ELC support and/or provide support to ELC.
Kristie	Renee is actively engaged with the community and leaders. She represents and promotes the ELC and is regularly in attendance in all of our meetings.
Melody	Renee is always trying to develop relationships with the community, businesses and other civic leaders. She is a strong advocate for children. She is in regular attendance at all important conferences and meetings in the childcare field. She is a strong spokesperson for the ELC and a strong advocate for the ELC.
Monica	The growth in Public Awareness and communication is evident.
Traci	Ms. Jaffe and her staff are involved in community activities and spreading awareness about ELC.

Board Member	Comments - # 6 Professional Skills & Abilities
Amoy	Renee has demonstrated exceptional leadership at ELC, driving significant growth and innovation while fostering a culture of inclusivity and collaboration. Her strategic vision and ability to adapt to market changes have positioned the company as a leader in the industry.
Dawn	Renee maintains high standards of ethics and expects the same from her staff at ELC. She effectively communicates and is able to address problems and come up with solutions.
Kirk	I have tremendous faith and trust in Renee. She handles tough challenges with ease. She thoughtfully considers all potential solutions. She always comes to board meetings prepared and offers incredible insight on all issues and is truly an expert in the field.
Kristie	Renee seems to be organized and efficient and she meets goals and addresses problems and challenges in a skillful manner.
Melody	Renee is highly ethical, honest and maintains integrity in everything she does. She is organized, compassionate and does not display stress outwardly. She is a very effective communicator, getting her point across while being able to tailor her language to her audience. She strives to meet or exceed all of the goals she has set before her at all times and comes up with innovative ways to reach these goals.
Monica	Renee has a high standard of ethics and integrity.
Traci	Ms. Jaffe maintains a high level of professionalism in all interactions with staff, Board members and the community.

CEO Goal Comments

Board Member	Comments
Dawn	It has been a pleasure working with Renee and the ELC staff over the last few years.
Melody	Renee is a strong CEO. She makes sure she puts plans in place to meet all goals that are set. She works closely with her teams to ensure that maximum quality is achieved. She is a strong advocate for children and a great representative of the Early Learning Coalition. She is caring and considerate when needed and willing to help out her staff where she can. She's available at all times for staff, providers and board members questions or concerns. She is doing an amazing job!
Michael	Renee has done an exceptional job leading our organization and being a model organization for Early Learning.
Monica	Excellent work in meeting metrics
Richard	Over the past 8 years, Renee has demonstrated an ability to learn, adjust and stay focused on delivering the short and long term goals of the organization. Having done an excellent job of navigating the ELC through the pandemic period, she has reset the organization to be the preeminet ELC in Florida...congratulatons! Moving forward the next opportunity area is to begin the delicate balance of leveraging your thought leadership to influence policy to secure additional spending by the State to impact the future of young minds. On a smaller scale, but still important, is growing local fundraising to allow for ELC Broward to pilot different initiatives. I am confident that Renee will be successful in driving public and political awareness of the importance of early learning and the need to provide funding. Thank you Renee for your leadership!
Traci	All but one of the goals was either exceeded, met or on track to meet for the fiscal year.
Twan	I think we have an exceptional leader that really cares about her job and our community.

Chief Executive Officer/Executive Director

Annual Performance Evaluation

Officer/Director's Name: Laurie Sallarulo

Date: 8/21/2024

Evaluation Period: July 2023 – June 2024

ELC: Broward

Position Summary: The Chief Executive Officer (CEO)/Executive Director (ED) is responsible for providing direction, leadership, and oversight to the Coalition in support of its mission, strategic plan, and annual goals and objectives. The CEO/ED must effectively work with Board members, volunteers, government officials, community leaders, business leaders, child care providers, and the clients and families that the ELC serves. The CEO/ED provides leadership to internal staff and is responsible for daily operations of the business, including oversight of financial management, human resources, fund development, program quality and delivery, and public relations.

Evaluate the CEO/ED's performance in the domains below using the following ratings:

3 = Exceeds Expectations

2 = Meets Expectations

1 = Does Not Meet Expectations

Comments must be included for each factor with a rating of "Does Not Meet Expectations." Additional comments may be attached to this form.

Domain 1: Board Administration and Support – Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff.

Rating	Performance Indicator
3	Provides the Board with professional advice and recommendations based on the organization's strategic plan.
3	Engages the Board in establishing the ELC's policy direction; interprets and executes the intent of Board policy; supports Board policy and actions to the public and staff.
3	Communicates with the Board chair and other members of the Board to provide accurate, sufficient, and relevant information regarding Board policy and operations in a timely manner.
3	Fosters a harmonious working relationship with the Board.
3	Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.
Rating Average (total divided by 5): 3	<p>Comments regarding the performance in this domain:</p> <p>Board members indicated the CEO is always available to them, keeps the Board well informed and does an excellent job of providing opportunities for Board members to be involved with ELC activities.</p>

Domain 2: Program and Service Delivery – Oversees development, implementation, and quality assurance of all Coalition programs and services.

Rating	Performance Indicator
3	Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.
3	Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.
3	Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.
3	Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.
3	Measures the extent to which ELC programs improve enrolled children’s school readiness skills for transitioning into kindergarten; reports findings to the Board and the community.
Rating Average (total divided by 5): 3	<p>Comments regarding the performance in this domain:</p> <p>CEO clearly communicates ELC vision and goals with transparency. She provides great leadership and upholds high standards. She is creative with the ideas that she has.</p> <p>CEO goes above and beyond in leading ELC staff to explore innovative ways to stay in the forefront of programming ideas and provides the staff with a safe place to create and grow.</p> <p>CEO oversees all aspects of the organization. She meets with her Executive staff on a regular basis and it is under her leadership that enrollments are up a long with new programs rolling out and increase in metrics.</p>

Domain 3: Financial Sustainability and Mission Impact – Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC’s mission, goals, and long-range planning. Works with the staff, finance committee and the Board to prepare budgets, monitor progress, initiate changes (to operations and budgets) as appropriate, and resolve fiscal issues that affect the ELC.

Rating	Performance Indicator
3	Recommends yearly budget for Board approval.
3	Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.
3	Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.
3	Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.
3	Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.
Rating Average (total divided by 5): 3	<p>Comments regarding the performance in this domain:</p> <p>CEO and her staff do a great job with the budget and is able to answer questions that Board has and able to make recommendation that makes sense for ELC of Broward.</p>

	<p>I am always hearing about budget and finance. Excellent presentations and discussions. Expert review and analysis. Great board discussion. It's complicated, but I understand more and more each time I hear a report at a Board Meeting.</p> <p>CEO is fiscally responsible and diligent in managing budgetary requirements and in securing additional funds.</p>
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Domain 4: Human Resource Management, Staff and Administrative Relations – Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations.

Rating	Performance Indicator
3	Provides leadership for developing and executing sound personnel procedures and practices that incorporate directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the organization.
3	Recruits and retains a talented and diverse staff.
3	Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.
3	Encourages and supports staff to participate in ongoing professional development opportunities.
3	Establishes clear patterns of authority, responsibility, supervision, and communication with staff.
Rating Average (total divided by 5): 3	<p>Comments regarding the performance in this domain:</p> <p>ELC Broward has won Sun Sentinels Top Workplace three times in a row. The staff survey has shown an increase year to year and Renee has done a great job motivating her staff. She continuously advocates for staff to ensure they properly compensated.</p> <p>As a board member, I believe I would sense or hear if employee morale was an issue, but I observe a professional and engaged team that appears to have high morale. Additionally, you don't win the Sun Sentinel Best Place to Work title multiple years in a row if it isn't true. Kudos to the entire leadership team for making this a reality.</p> <p>CEO has built a strong team. The organization has grown tremendously these past few years and is not only in compliance but data reflects strong employee satisfaction and retention.</p>

Domain 5: Community, State, and Public Relations – Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders.

Rating	Performance Indicator
3	Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.

3	Represents and promotes the ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities dealing with early childhood education and family issues.
3	Encourages community involvement and contribution to the ELC.
3	Provides leadership on behalf of the ELC at the state level; advocates the needs of the ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents, including lobbying the state legislature within the parameters permitted by state and federal law and regulation.
3	Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public.
Rating Average (total divided by 5): 3	<p>Comments regarding the performance in this domain:</p> <p>As far as local public relations, with the hiring of a professional communicator to run this function, I have seen a 100% improvement in marketing, communications and PR. It's now a truly data driven marketing and communications effort. I also see communications being considered a strategic function, which speaks volumes about the value it brings and impact it has on business outcomes. Bravo. The CEO is an excellent communicator herself, and doesn't shy away from speaking with community leaders, VIPs, or media. In fact, she did an incredible interview on the 93.1 radio public affairs show this past year, and provide a wealth of information about early learning, ELC and how people can take advantage of ELC support and/or provide support to ELC.</p>

Domain 6: Professional Skills and Abilities

Rating	Performance Indicators
3	Maintains high standards of ethics, honesty, and integrity in all professional matters.
3	Is well organized and efficient in the accomplishment of objectives.
3	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.
3	Effectively communicates verbally and in written form.
3	Actively engages in continuous professional development.
Rating Average (total divided by 5): 3	<p>Comments regarding the performance in this domain:</p> <p>The CEO is highly ethical, honest and maintains integrity in everything she does. She is organized, compassionate and does not display stress outwardly. She is a very effective communicator, getting her point across while being able to tailor her language to her audience. She strives to meet or exceed all of the goals she has set before her at all times and comes up with innovative ways to reach these goals.</p> <p>I have tremendous faith and trust in Renee. She handles tough challenges with ease. She thoughtfully considers all potential solutions. She always comes to board meetings prepared and offers incredible insight on all issues and is truly an expert in the field.</p>

Domain 7 (Optional): List three to five local performance indicators:

Rating	Performance Indicators

Rating Average (total divided by # of indicators):	Comments regarding the performance in this domain:

Performance Domain	Rating Averages
Domain 1	3
Domain 2	3
Domain 3	3
Domain 4	3
Domain 5	3
Domain 6	3
Domain 7 – optional local	
*Overall Rating	3

**To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.*

Overall Rating:

3.0 = Exceeds Expectations

2.0 – 2.9 = Meets Expectations

1.9 and below = Does Not Meet Expectations

Evaluator Name: Laurie Sallarulo

Evaluator Signature: _____



ITEM/MEETING	EXC251RB2 / Executive Committee
DATE:	August 27, 2024
SUBJECT:	The Children’s Forum Help Me Grow Program FY25 Revenue Agreement
FOR ACTION:	Yes
RECOMMENDED ACTION:	Authorize the Chair to execute an FY25 Revenue Agreement with the Children’s Forum for the Broward Help Me Grow Program pending award and legal review
FINANCIAL IMPACT:	Up to \$200,000 FY25 Revenue Budget
ELC STAFF LEAD	C. Klima

Background Information:

Help Me Grow® Florida (HMGF), a Division of Early Learning (DEL)-funded program administered by the Children’s Forum (the Forum), provides free information for parents on child development and ensures children and families are connected to needed community-based services and supports, when necessary to address developmental and behavioral needs. Working with community partners and child healthcare providers, caregivers are engaged and educated about child development, and encouraged to utilize simple developmental and behavioral screenings provided through HMGF. Screening results are analyzed and shared, and referrals are made to appropriate community resources, including Early Steps and FDLRS, when necessary.

On August 19, 2024, The Coalition submitted a response to the Forum’s public Request for Applications (RFA) to provide Help me Grow services in Broward County starting October 1, 2024. The Coalition already provides many of the requested services to our School Readiness population. This program allows the Coalition to expand our reach beyond the School Readiness Program to help thousands more families engage in their young children’s development and behavioral health.

Current Status:

The notice of award for the RFA will be posted on August 30, 2024, and contract negotiations for the services must begin in early September for an October 1, 2024, contract start date.

For FY 24/25 the Coalition has requested \$197,000 for the initial nine-month period of the contract and pay be awarded up to \$200,000 annually thereafter. The Agreement will cover the costs of two new staff positions (that are required under the RFA) and allows a maximum of 5% of expenditures for administrative costs.

Recommended Action:

Authorize the Chair to execute a FY25 Revenue Agreement with the Children’s Forum for the Broward Help Me Grow Program pending award and legal review

Supporting Documentation:

- None

ELC Broward Contract List 2024-2025

Funder or Vendor Name	Amount	Purpose	Type	Term	Status	Contract Number
Division of Early Learning	\$147,105,326	School Readiness, VPK, PDG & Stimulus	Revenue	7/1/24-6/30/25	Active	EL095
A.D. Henderson Foundation	\$289,103	Peer Support Specialists	Revenue	8/15/24-8/15/26	Active	224007
Broward County	\$3,242,795	SR Match & Special Needs	Revenue	10/1/23- 9/30/24	Active	23-CP-CSA-3516-01
Broward County	\$2,342,795	SR Match & Special Needs	Revenue	10/1/24-9/30/25	Pending	23-CP-CSA-3516-01
Children's Services Council	\$3,503,028	Financially Assisted Child Care	Revenue	10/1/23-9/30/24	Active	23-2580
Children's Services Council	\$3,503,028	Financially Assisted Child Care	Revenue	10/1/24-9/30/25	Pending	23-2580
Children's Services Council	\$3,348,317	Vulnerable Populations	Revenue	10/1/23-9/30/24	Active	23-2581
Children's Services Council	\$4,151,717	Vulnerable Populations	Revenue	10/1/24-9/30/25	Pending	23-2581
City of Fort Lauderdale	\$75,000	SR Match Funds	Revenue	10/1/23-9/30/24	Active	-----
City of Hollywood	\$10,000	SR Match Funds	Revenue	10/1/23-9/30/24	Active	-----
City of Pompano Beach	\$21,500	SR Match Funds	Revenue	10/1/23-9/30/24	Active	-----
City of Deerfield Beach	\$30,000	SR Match Funds	Revenue	10/1/23-9/30/24	Active	-----
United Way	\$136,500	SR Match Funds	Revenue	7/1/24-6/30/25	Active	1718-04-06-01
Children's Forum	\$958,974	INCENTIVE\$® Program	Subrecipient	7/1/24-6/30/25	Active	ELCB1-FY25
First Call for Help/211 Broward	\$230,546	Community Referral Services	Subrecipient	7/1/23-12/31/24	Active	ELCB2
AT&T	\$95,000	Cell Phones and Hot Spots	State Term PO	7/1/24-6/30/25	Ongoing	-----
BlueJean Software, Inc.	\$15,000	Hosting and Support Services	Vendor	7/1/24-6/30/26	Active	ELCB23
Bryan, Miller, Olive, Attorneys	\$25,000	Labor and employment legal services	Vendor	7/1/24-6/30/25	Active	ELCB4-R1
Causetech DBA Achieve	\$10,448	Website Hosting	Vendor	7/1/24-6/30/26	Active	ELCB25
Comcast	\$4,583.64	Internet Services	Vendor	7/1/24-6/30/25	Active	-----
Corporate Translation Services	\$4,000	Interpretation Services	State Term PO	4/6/20-11/3/24	Active	-----
CPR954 LLC	\$15,000	CPR Training for Providers	Vendor	8/15/24-6/30/26	Active	ELCB30
Crown Center	\$416,078	Office Lease (est. annual cost)	Lease	2/1/19-1/31/29	Active	4852-0671-1913.3
FL Dept of Law Enforcement	\$1,556/yr	LiveScan Service (est. annual cost)	Vendor	10/29/18-Ongoing	Active	-----
Goren, Cherof, Doody, Ezrol, PA	\$75,000	Legal Services	Vendor	7/1/24-6/30/25	Active	POC 22-5024-00-FY25
Keefe McCullough, LLP/ Citrin Cooperman	\$43,100	External Audit Preparation	Vendor	7/1/23-12/31/24	Active	POC-21-0003-006
Klausner, Kaufman, Jensen, Levinson	\$25,000	Retirement Plan legal services	Vendor	7/11/24-6/30/25	Active	ELCB3-R1
One Beat	\$12,000	CPR Training for Providers	Vendor	8/1/24-7/31/26	Active	ELCB29
Revation Systems, Inc.	\$261,113.04	Telecommunication Services	Vendor	9/15/21-9/30/24	Active	MSA
School Board Broward County	\$12,605.51/yr	Gulfstream Early Learning Ctr	Lease	9/5/22-9/4/25	Active	MOU
Scholastic	\$200,000	Supply and Distribution of Children's		7/1/24-6/30/26	Pending	ELCB27

		<i>Books</i>	Vendor			
Sharp	\$35,000	<i>Copier and Printer Rental</i>	State Term PO	11/1/20-9/1/25	Active	101-0018142
Sorensen Consulting	\$29,000	<i>Professional Development Training</i>	Vendor	8/15/24-6/30/25	Active	ELCB19-R1
Vantiv Health	\$10,231.25	<i>Appointment setting software</i>	Vendor	7/1/24-6/30/26	Active	ELCB26
Webauthor	\$169,992	<i>CRM Software</i>	Vendor	7/1/24-6/30/26	Active	ELCB24
Brown & Brown	\$0	<i>Information Sharing Agreement</i>	MOU	8/1/20-7/31/26	Active	-----
Broward County	\$0	<i>Crisis Intervention & Support</i>	MOU	11/18/20-11/17/25	Active	-----
Child Abuse Prevention -CAPTA	\$0	<i>Interagency Referrals Cooperation</i>	MOU	9/1/21-8/31/26	Active	-----
School Board Broward County	\$0	<i>Community Partnership</i>	MOU	1/20/21-6/1/45	Active	Lease Agreement
Seventeenth Circuit Court	\$0	<i>Cooperation Agreement</i>	MOU	6/23/20-Ongoing	Active	-----
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active	-----



Legend:

Bolded Items: Recently Added/Updated

Grayed Out: Past Events

Board Engagement Calendar FY 24-25

Childcare Small Business Site Visits

*Please Reach out to Lizbeth DelVecchio at Ldelvecchio@elcbroward.org if you would like to RSVP for a site visit.

Date	Childcare Center Name	Address	Time
Sep. 17, 2024	TBA	TBA	9:30 AM - 11:00 AM
Oct. 8, 2024	TBA	TBA	9:30 AM - 11:00 AM
Nov. 19, 2024	TBA	TBA	9:30 AM - 11:00 AM
Dec. 17, 2024	TBA	TBA	9:30 AM - 11:00 AM
Jan. 14, 2025	TBA	TBA	9:30 AM - 11:00 AM
Feb. 11, 2025	TBA	TBA	9:30 AM - 11:00 AM
Mar. 11, 2025	TBA	TBA	9:30 AM - 11:00 AM
Apr. 22, 2025	TBA	TBA	9:30 AM - 11:00 AM
May 20, 2025	TBA	TBA	9:30 AM - 11:00 AM

Monthly PLAN Meetings

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

Date	Location	Time
<i>Aug. 21, 2024</i>	<i>ELC Broward, Training Room</i>	<i>10:00 AM - 12:00 PM</i>
Sep. 18, 2024	ELC Broward, Training Room	10:00 AM - 12:00 PM
Oct. 16, 2024	ELC Broward, Training Room	10:00 AM - 12:00 PM
Nov. 20, 2024	ELC Broward, Training Room	10:00 AM - 12:00 PM
Dec. 18, 2024	ELC Broward, Training Room	10:00 AM - 12:00 PM
Jan. 15, 2025	ELC Broward, Training Room	10:00 AM - 12:00 PM
Feb. 19, 2025	ELC Broward, Training Room	10:00 AM - 12:00 PM
Mar. 19, 2025	ELC Broward, Training Room	10:00 AM - 12:00 PM
Apr. 16, 2025	ELC Broward, Training Room	10:00 AM - 12:00 PM
May 21, 2025	ELC Broward, Training Room	10:00 AM - 12:00 PM
Jun. 18, 2025	ELC Broward, Training Room	10:00 AM - 12:00 PM

Read For the Record/ Model Classroom Ribbon Cutting

*Please Reach out to Lizbeth DelVecchio at Ldelvecchio@elcbroward.org if you would like to RSVP for our Read for the Record Event.

Date	Location	Time
TBA	ELC Broward, Model Classroom	TBA

Notable Early Learning Conferences

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

Dates	Conference Name	Location	Registration Info
Sep. 17-20, 2024	Division for Early Childhood's 39 th Annual International Conference on Young Children with Disabilities and their Families	Hilton Riverside New Orleans, LA	Click to Register
Oct. 16-19, 2024	Council for Professional Recognition CDA - Early Educators Leadership Conference (Leading Career Pathways to Equity)	The Capital Hilton, Washington D.C.	Click to Register
Oct. 16-20, 2024	Florida Association for the Education of Young Children (FLAEYC)	Omni Orlando Resort- Orlando, FL	Click to Register
Nov. 6-9, 2024	NAEYC Annual Conference	Anaheim, CA	Click to Register
Jan. 27-30, 2025	National Head Start Winter Leadership Institute	Washington DC	TBA
TBD	Southern Early Childhood Association Conference	Houston, TX	Click to Register

Notable Early Learning Conferences Continued

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

Dates	Conference Name	Location	Registration Info
Mar. 6-7, 2025	Rocky Mountain Early Childhood Conference	Denver Marriott Tech Center - Denver, CO	Click to Register
Mar. 13-16, 2025	American Montessori Society - The Montessori Event	Gaylord Palms Resort Orlando, FL	TBA
Apr. 3-5, 2025	Virginia Association for the Education of Young Children (vaeayc)	Richmond, VA	TBA
Apr. 7-9, 2025	InterAct CLASS Summit	New Orleans, LA	TBA
Apr. 21-25, 2025	National Training Institute on Effective Practices: Addressing Challenging Behavior (NTI) Conference	Tampa, FL	TBA
May 19-22, 2025	National Head Start Conference	Columbus, OH	TBA
TBD	Childcare Aware 2025 Symposium	TBA	TBA
TBD	2025 FL Prosperity & Economic Opportunity Solution Summit	TBA	TBA
Jun. 25-29, 2025	FL Family Childcare Home Association Annual Conference	Clearwater Beach, FL	TBA
TBD	2025 FL Learners to Earners Workforce Solution Summit	TBA	TBA
Aug. 30-31, 2025	International Conference on Play-Based Learning and Early Childhood Curriculum	Sydney, Australia	Click to Register



BOARD ASSESSMENT

2024

Survey Results



SCORING

Where we stand

4 to 5 is positive

3 to 1 is neutral or negative

Rating scale

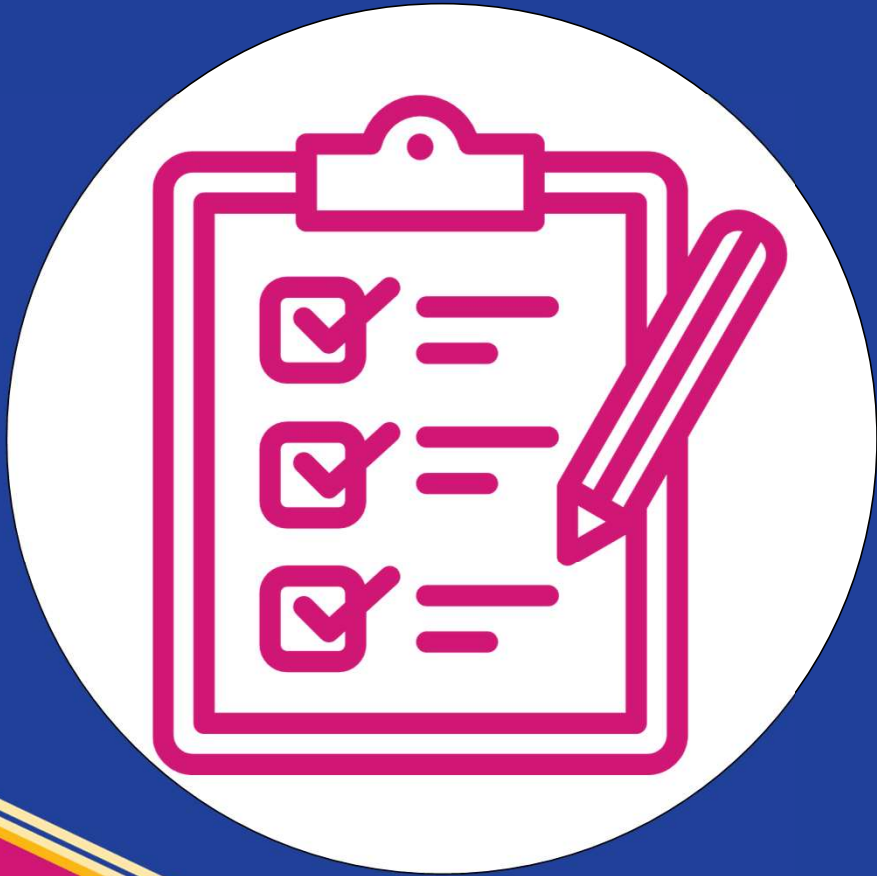
A — 90 to 100

B — 80 to 89

C — 70 to 79

D — 60 to 69

F — 59 and below



BOARD SELF-ASSESSMENT

Do I understand and support the mission of the Organization?

2022

87%

Yes



2023

100%

Yes



2024

100%

Yes

4.9

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

2022

94%

Yes



2023

94%

Yes



2024

94%

Yes

4.2



Am I knowledgeable about the organizations programs and services?

2022

73%

Yes



2023

100%

Yes



2024

100%

Yes

4.1

Do I read and understand the financial statements?

2022

80%

Yes



2023

69%

Yes



2024

88%

Yes

4.1

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

2022

87%

Yes



2023

100%

Yes



2024

89%

Yes

4.5

Do I act as a goodwill ambassador to the organization?

2022

87%

Yes



2023

100%

Yes



2024

100%

Yes

4.7



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

2022

73%

Yes



2023

94%

Yes



2024

94%

Yes

4.4

COMMENTS

*I'm proud of the progress the organization is making and how communication with the board has improved over time.

*I really enjoy being on the board. I think the ELC is a great organization and I am proud to be a part of it.

*I enjoy being on the ELC board and value the team we support.

*I have loved working with the Executive team, and the Board. I am appreciative and thankful to be a part of this mission to improve Early Learning!



BOARD ASSESSMEN T

Our board shares a compelling vision for the future

2022

60%

Yes



2023

94%

Yes



2024

100%

Yes

4.4

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

2022

53%

Yes

2023

87.5%

Yes

4.4

2024

100%

Yes

SHARITY
CONNECT. EMPOWER. PROPEL.

Our meetings provide opportunities for constructive, respectful debate of issues

2022

74%

Yes



2023

94%

Yes



2024

100%

Yes

4.7

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

2022

74%

Yes

2023

94%

Yes

4.4

2024

89%

Yes

SHARITY
CONNECT. EMPOWER. PROPEL.

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

2022

67%

Yes

2023

100%

Yes

4.5

2024

89%

Yes



The board has made great progress over the last couple of years.

Just proud to serve with this incredible group of professionals.



STAFF ASSESSMEN T

Rating of the board overall

2022

89%



2023

87%

4



2024

100%



HOW CAN THIS RATING BE IMPROVED?

The board has come a long way listening to the needs of the staff.

Continue working together as a team with a united voice.

More engagement, especially those that don't normal attend engagement opportunities.

Rating of your personal interactions with the board

2022

86%

2023

100%

2024

100%

4

HOW CAN THIS RATING BE IMPROVED?

They are all cordial and appear to sincerely enjoy their role.

The board understands the organization's mission

2022

33%

2023

94%

2024

100%

4.4

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

2022

22%

2023

55%

4.2

2024

89%

Feedback from the board to staff is aligned and consistent

2022

11%

2023

45%

4.4

2024

100%

The board uses data to inform decisions and determine impact

2022

44%

2023

82%

4.4

2024

100%

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

2022

11%

2023

73%

2024

78%

4.2

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

LAST YEAR

22%



THIS YEAR

73%



2024

87%

3.9

GOAL 1 Eligible families will be aware of and access ELC SR Services					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. Deploy a successful targeted outreach and enrollment initiative	1. ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services.	20 Annually	37	Exceeded	21 Community Resource Fairs, 6 Back-to-School events, 6 Community Baby Showers, and 4 School/Literacy events.
	2. ELC communications staff will place a minimum of 60 social media posts concerning the importance of child care and early learning.	60 Annually	70	Exceeded	38 VPK, 20 School Readiness and 12 bookworm; There were over 500 social media post created across all platforms.
2. Families that are eligible to continue receiving SR services will receive them.	1. The overall retention rates for potentially SR eligible families will increase from 80% to 85%	85%	73%	Not Met	This fiscal year, 19,939 children were due for redetermination. With significant new enrollment activity, our team successfully absorbed the attrition rate, maintaining our target number of children within the overall system. Attrition was crucial in balancing our capacity to fund all enrollments within our system (when sufficient funding was not allocated). Recently, our efforts to retain SR children have been enhanced by proactive, targeted notifications from the ELC, and we anticipate realizing the full scope of their effectiveness this fiscal year.
GOAL 2 Eligible families will be aware of and access ELC VPK services.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. ELC will reach and enroll as many VPK-eligible families as possible.	1. ELC Broward will meet or exceed the State of Florida estimating conference estimates for VPK	13,931	14,221	Exceeded	We have enrolled 14,221 children for the 23-24 program year: 13,824 in the school year program and 397 children in the summer program. This exceeds the estimating conference's projections for this year. Estimating Conference was 13,931
GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. The countywide CLASS score average for School Readiness child care providers who are CLASS assessed will increase to a 6.0	1. CLASS scores will incrementally grown year over year for the 5 year strategic plan.	6.0	5.40	On Track	We have seen a steady increase in the SR CLASS scores thanks to all the trainings our team has facilitated and the familiarity of the tool among Broward educators. We ended the FY 22-23 with a SR CLASS average score of 5.03 demonstrating an increase.
GOAL 4. Broward's VPK sites offer high quality services in a nurturing environment.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
Objective 1: The countywide CLASS score average for VPK child care providers who are CLASS assessed will increase to a 6.0	1. CLASS scores will incrementally grow year over year for the 5 year strategic plan.	6.0	5.51	On Track	We have seen a steady increase in the VPK CLASS scores thanks to all the trainings our team has facilitated and the familiarity of the tool among Broward educators. We ended the FY 22-23 with a VPK CLASS average score of 5.32 demonstrating an increase.
Goal 5. Children will enter kindergarten with the tools, skills, and support they need to succeed					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary

1. SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.	1. 65% of families with children ages 0-2 who have received a referral will follow through with their referrals to Early Steps	65%	55%	On Track	In FY 23-24, the team referred 383 families of children ages 0-2. This is an increase from 348 referrals last year. Although there are still some children that are pending the full process, we are excited to share that 55% of families followed through with their referral. This is an increase from last year in which we saw a 33% follow through rate.
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS	75%	60% (Half year)	On Track	In FY 23-24, the team referred 491 families of children ages 3 - 5. This is an increase from 357 referrals from last year. We are still waiting for full data to complete our numbers for the year. We are happy to report that data collected from January 2024 to June 2024, demonstrate a 61% follow through rate. Last year was at 53% so we are on target.
	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)	4	4	Met	In Fiscal Year 23 - 24, we continued our screening partnership with the Center for Hearing and Communication; Hosted ABA therapy site, ABC Done Right for resources and Drowning Prevention from Stacey Hoaglund. Thanks to ARPA Discretionary Funding we are partnering with local trainers to facilitate trainings on mental health including Infant Mental Health supports.
2. Expand ELC Literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to the reading experience	1. Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000	15,000	10,891	On Track	Due to funding challenges, program paused sign ups July - September 2023.
	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.	15	89	Exceeded	Our Inclusion team continues to facilitate weekly storytime (52) on our facebook page in English, Spanish and bi-weekly in Creole. The Inclusion team visited 6 schools and read aloud and did activities with the children. Additionally Outreach participated in 37 community events promoting ELC Services and literacy
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	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	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.	90%	100%	Exceeded	Met with Sen. Rosalind Osgood, Rep. Dan Daley, Rep Lisa Dunkley, Rep. Patricia Williams -- Rationale: they all sat on PreK - 12 Appropriations Renee and ELC Broward staff have had 19 meetings and engagement touchpoints with nearly every member of the Broward Legislative Delegation and many of the municipal leaders in high priority cities.
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	1. ELC will actively participate in a minimum of 30 community engagement activities/events annually to promote ELC's services.	30	37	Exceeded	<ul style="list-style-type: none"> • 21 Community Resource Fairs • 6 Back-to-School events • 6 Community Baby Showers • 4 School/Literacy events.

Goal 7. ELC Broward is a healthy, efficient, and effective organization.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and	1. ELC is hiring the right staff for the right positions and retaining them, as evidenced by retaining 75% of new hires in one year.	75%	82%	Exceeded	Staff retention for 1 year increased from 77% in year 1 to 82% in year 2 of the Strategic Plan.
	2. ELC annual staff turnover will be 5% below the National turnover average for similar organizations (National Average is 35%, therefore less than 30%)	30%	7%	Exceeded	Staff turnover decreased to 7% in year 2 of the Strategic Plan, from 12.6% in year 1.
	3. 25% of promotional opportunities are filled internally.	25%	55%	Exceeded	Promotional opportunities increased from 50% in year 1 of the Strategic Plan to 55% in year 2.
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	90%	Exceeded	Utilizing the Energage external staff survey, staff satisfaction is up from 85% last year to 90% this year.
2. Continue to optimize the use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.	1. 85% of the CRM Plan will be fully implemented.	85%	68%	On Track	We had quite a few modules to create and built some that were not originally on the list, but we made significant progress. We also updated a few modules not included in this data. We will continue to work with the team to ensure we exceed expectations.
	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	75%	On Track	We made progress in migrating ELC data to the cloud. We are now at 75% as we have moved board documents, ahead of our timeline.
	3. A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.	95%	96%	Exceeded	This year, we exceeded expectations and achieved over 95% of our goal.
3. A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to build a reserve gradually.	Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.	Not Established	\$4,050	On Track	<ul style="list-style-type: none"> Target will be established now that Fundraising and Honorary Board member has been established \$9,239 in unrestricted funding was raised with expenses of \$5,189 Held first fundraising/friend raising event Wine & Cheese on 10/5/23 Received donations/sponsorships for event(s) Recruited first Honorary Board member to assist with raising visibility and monies for ELC.
4. Strategy will be in place to obtain dedicated funding for specific unallowable expenses.	1. ELC will have funds for items for meetings, programming, and training.	\$25,000	\$26,935	Exceeded	Through various fundraising and donations we were able to exceed the goal of \$25K.
5. The ELC board is energized, enthusiastic, educated, participate, and partners effectively with staff.	1. Results of the annual staff and board survey will show at least a 90% rating in all categories.	90%	96%	Exceeded	<p>The Annual Board Survey is made up of 2 sections.</p> <ul style="list-style-type: none"> First section Board Self Assessment (Individual) has 7 questions, which resulted in an average rating of 95%. Second section Board Assessment (as a whole) has 5 questions, which resulted in an average rating of 96%. Both categories/sections scored above the 90% goal.
	2. 100% of the ELC Board will complete and return the Annual Board Survey, which will be conducted prior to the Annual Board Retreat	100%	100%	Met	All Board members responded to the survey.

	3. ELC will track the activity of Board members and report on that engagement	N/A	N/A	Met	Board members attendance at Meetings, Committees, Events, Lunch & Learns, Meet and Greets, Provider Visits etc. are all track and a report for each member is available
6. The ELC will have a cohesive board where every member has a voice.	1. Results of the annual board self-survey will show that 90% of the board report that they feel they have a voice in meetings.	90%	100%	Exceeded	Meetings provide the opportunity for constructive, respectful debate of issues scored 100% in Year 2 of the Strategic Plan, Year 1 scored 87%.



ELC of Broward County

FY 2024-2025 Board/Committee Meetings Calendar

July 2024							August 2024							September 2024							October 2024							November 2024							December 2024						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
	1	2	3	4	5	6					1	2	3	1	2	3	4	5	6	7			1	2	3	4	5						1	2	1	2	3	4	5	6	7
7	8	9	10	11	12	13	4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14
14	15	16	17	18	19	20	11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21
21	22	23	24	25	26	27	18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28
28	29	30	31				25	26	27	28	29	30	31	29	30						27	28	29	30	31			24	25	26	27	28	29	30	29	30	31				
January 2025							February 2025							March 2025							April 2025							May 2025							June 2025						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4						1						1			1	2	3	4	5					1	2	3	1	2	3	4	5	6	7		
5	6	7	8	9	10	11	2	3	4	5	6	7	8	2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14
12	13	14	15	16	17	18	9	10	11	12	13	14	15	9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21
19	20	21	22	23	24	25	16	17	18	19	20	21	22	16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28
26	27	28	29	30	31		23	24	25	26	27	28		23	24	25	26	27	28	29	27	28	29	30				25	26	27	28	29	30	31	29	30					
														30	31																										

Board

Mon. at 9:30 am

- Sep 10, 24 (On Tue)
- Oct 14, 24
- Dec 16, 24
- Feb 10, 25
- Mar 10, 25
- May 12, 25
- Jun 16, 25

Finance/ Exec

Tues. at 1:30 pm

- Aug 27, 24
- Oct 1, 24
- Dec 10, 24
- Jan 28, 25
- Mar 4, 25
- Apr 29, 25
- Jun 3, 25

Governance

Mon. at 1:00 pm

- Oct 7, 24
- Feb 3, 25
- Jun 9, 25

Nominating

Wed. at 1:00 pm

- Jan 29, 25
- Apr 30, 25
- Jun 4, 25

Audit

Tues. at 3:30 pm

- July 29, 24 – RFP Appl.
- Aug 27, 24
- Oct 10, 24 (Thu)
- Mar 4, 25

Program Review

- Aug 28, 24 at 11:00a

Ad-Hoc Fundraising

Wed. at 10:30 am

- Sep 3, 24 at 12:30p
- Nov 20, 24
- Feb 5, 25
- May 7, 25

ELC offices closed for holidays on:

July 4 Independence; Sep 2 Labor; Nov 11 Veterans; Nov 28 Thanksgiving; Nov 29 Day after Thanksgiving; Dec 25 Christmas; Dec 31 New Years Eve; Jan 1 New Year’s Day; Jan 20 MLK; Feb 17 President; May 26 Memorial;

Federal Holidays:

Oct 13 Colombus; Jun 19 Juneteenth;

Holidays:

Oct 2 – Oct 4 Rosh Hashanah; Oct 11 Yom Kippur; Oct 16 – Oct 23 Sukkot; Dec 25 – Jan 2 Hannukah; Mar 5 Ash Wed/Lent; Mar 24 – 28 Spring Break; Apr 18 Good Friday;

ELC of Broward County

Committee Members 2024-2025

COMMITTEE	Member Name	Seat	By Laws
EXECUTIVE <i>4 needed for a Quorum</i>	<i>Members consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees)</i>		
Officer	1 Laurie Sallarulo	Chair	effective 04/2014 - Governor appointment
Officer	2 Dawn Liberta	First Vice Chair/Governance	effective July 2024 (3 year term)
Officer	3 Michael Asseff	Second Vice Chair	effective July 2024 (3 year term)
Officer	4 Monica King	Secretary/PRC Chair	effective July 2024 (3 year term)
Officer	5 Cindy Arenberg Seltzer	Treasurer/Finance Chair	effective July 2024 (3 year term)
	6 Amoy Reid	Nominating Com. Chair	effective July 2024 (3 year term)
	7 Renee Podolsky	Audit Com. Chair	effective July 2024 (3 year term)
FINANCE <i>4 needed for a Quorum</i>	<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members EXCLUDING CHAIR. No Term Limits</i>		
	1 Cindy Arenberg Seltzer	Chair	effective 07/01/24
	2 Maria Hernandez	Member	effective 06/14/23
	3 Dawn Liberta	Member (Officer)	effective 02/12/24
	4 Renee Podolsky	Member	
	5 Twan Russell	Member	
	6 Laurie Sallarulo	Member (Board Chair)	
	7 Zachary Talbot	Member	effective June, 2020
PROGRAM REVIEW <i>5 needed for a Quorum</i>	<i>Members appointed by the Chair. Ad Hoc members with particular expertise may be appointed to assist in the given particular area of program . Reports directly to the Board and shall consist of at least (3) members EXCLUDING CHAIR. No Term Limits</i>		
	1 Monica King	Chair	effective 07/13/22
	2 Cindy Arenberg-Seltzer	Member (Officer)	effective 07/01/22
	3 Richard Campillo	Member	effective 07/01/18
	4 Krystie Castillo	Member	effective 02/12/24
	5 Dawn Liberta	Member (Officer)	effective 02/12/24
	6 Melody McDonald	Member	effective 10/06/22
	7 Renee Podolsky	Member	effective 05/10/23
	8 Laurie Salarullo	Member (Board Chair)	effective 07/01/18
	9 Ellie Schrot	Member	effective 06/14/23
AUDIT <i>4 needed for a Quorum</i>	<i>Members elected by Board. Consists of at least (5) five Members including Chair. Ad Hoc Members may be appointed to assist in accounting or financial management experience. No more than (1) one Member of the Finance Committee shall be a Member of the Audit Committee and in no event shall the chair of the Finance Committee be a Member of the Audit Committee. No Term Limits</i>		
	1 Renee Podolsky	Chair	effective July 2024 (3 year term)
	2 Ellie Schrot	Member	effective September 2024
	3 Richard Campillo	Member	effective 10/16/23
	4 Monica King	Member	effective 04/07/17
	5 Michael Asseff	Member (Officer)	effective 02/12/24
	6 Traci Schwitzer	Member	effective 02/12/24
GOVERNANCE <i>4 needed for a Quorum</i>	<i>Members Elected by Board. Consists of at least (5) five Members, EXCLUDING CHAIR. First Vice Chair shall serve as chair of the Governance Committee. No Term Limits</i>		
	1 Dawn Liberta	Chair	effective July 2024 (3 year term)
	2 Michael Asseff	Member (Officer)	effective 06/2020
	3 Kirk Englehardt	Member	effective 09/13/21
	4 Carol Hylton	Member	effective 02/2021
	5 Laurie Sallarulo	Member (Board Chair)	effective 09/15/22
	6 Renee Podolsky	Member	effective 10/06/22
	7 Amoy Reid	Member	effective 10/06/22
NOMINATING <i>4 needed for a Quorum</i>	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition . No Term Limits</i>		
	1 Amoy Reid	Chair	effective July 2024 (3 year term)
	2 Sharonda Davis-Bailey	Member	effective 04/27/22
	3 Melody McDonald	Member	effective 10/09/23
	4 Michael Asseff	Member (Officer)	effective 7/1/24
	5 Twan Russell	Member	
	6 Laurie Salarullo	Member (Board Chair)	
	7 Julie Winburn	Member	effective 05/2022
AD HOC FUNDRAISING <i>4 needed for a Quorum</i> Re-established 8/2022 Report to Executive Comm	1 Michael Asseff	Co-Chair (Officer)	Co-Chair effective 06/14/23
	2 Traci Schwitzer	Co-Chair	Co-Chair effective 03/11/24
	3 Krystie Castillo	Member	effective 02/12/24
	4 Kirk Englehardt	Member	effective 09/20/22
	5 Dawn Liberta	Member (Officer)	effective 02/12/24
	6 Amoy Reid	Member	effective 08/10/22
	7 Zachary Talbot	Member	effective 08/30/22

FYI - ELC Broward Glossary of Terms (August 2019)

Rev. 7/2019Subject	Acronym	Definition
Ages and Stages Questionnaire®	ASQ	A developmental and social-emotional screening for children from one month to 5 ½ years. Highly reliable and valid, ASQ looks at strengths and trouble spots, educates parents about developmental milestones, and incorporates parents' expert knowledge about their children.
Association of Early Learning Coalitions	AELC	The Association of Early Learning Coalitions (AELC) is an organization comprised of 31 Early Learning Coalitions throughout the State of Florida. The AELC supports the role of the Early Learning Coalitions to develop and administer a comprehensive school readiness program and voluntary pre-kindergarten program that prepares preschool children to succeed in school and in life Each Early Learning Coalition's service area is as unique as the population it serves, with some Coalitions serving a single county while others are serving two to seven counties.
Billing Group	BG	<p>An eligibility category that aligns with Chapter 411, Florida Statutes, which describes the different groups or defined categories of children served; a category of direct service costs. The following defines the various billing groups:</p> <p>BG1 – At Risk Populations: School readiness services for a child in a family that is: referred for investigation by the Broward Sheriff's Office (BSO); under the supervision of ChildNet (in home, foster care or relative/no relative placement); in the custody of a parent who is homeless, as verified in law; in the custody of a parent who is the victim of domestic violence, residing in a certified DCF shelter or; actively participating in a diversion program as required by law.</p> <p>BG3 – Temporary Assistance for Needy Families (TANF), also referred to as Temporary Cash Assistance (TCA) Families who are receiving TCA, and subject to the federal work requirements.</p> <p>BG3R – Relative Caregiver Child who is in receipt of the Relative Caregiver (RCG) payment, who is adjudicated by a Florida court and placed in the home of a relative through ChildNet.</p> <p>BG5 – Transitional Child Care (TCC) Family that is transitioning from the receipt of TCA (from a workforce program) into employment, as defined by law.</p> <p>BG8 – Income Eligible Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability.</p> <p>CSC – Children's Services Council Vulnerable Populations Program Eligibility mirrors the Income Eligible (BG8) criteria. Other conditions may be set by CSC, on an as needed (case-by-case) basis.</p>
Categories Exempt from Licensing		Certain religious affiliated and non-public schools may be exempt from licensure but must register with Broward County and receive approval prior to operating. Programs for children grades six and above and summer day camps for elementary school aged children are exempt from licensure.
Center-Based Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children in a nonresidential setting for fewer than 24-hours a day per child.
Child Assessment		<p>An individual assessment performed on each child for the purpose of measuring the child's growth in specific developmental domains. Child care providers who perform this detailed assessment can be reimbursed at a higher rate per child.</p> <p>Teaching Strategies Gold (TSG) is one of three ongoing assessment tools that is approved by OEL for child care providers to receive a Quality Performance Incentive Differential. TSG helps teachers observe children during regular everyday activities, plan for their development and assess their needs. Training is needed to become a reliable observer in the tool.</p>
Child Care Development Fund	CCDF	The federal Child Care and Development Fund (CCDF) is an aggregate of several funding sources that is distributed in block grants by the federal government to the states and territories. The majority of the funds are to be used to provide child care services to families who meet certain income and need criteria. A portion of the funding (at least 4 percent of the block grant amount) is to be used for activities to improve the quality of child care. Another portion (not to exceed 5 percent of the block grant amount) is to be used to pay for costs of administering the CCDF. The purpose of the CCDF is to increase the availability, affordability, and quality of child care services.
Child Care Development Plan		Every two years, states and territories receiving CCDF funds must prepare and submit to the federal government a plan detailing how these funds will be allocated and expended.

Child Care Licensing		The child care licensing program is a component of the services provided by Department of Children and Families. The program is accountable for the statewide licensure of Florida's child care facilities, specialized child care facilities for the care of mildly ill children, large family child care homes and licensure or registration of family day care homes. The purpose of the program is to ensure a healthy and safe environment for the children in child care settings and to improve the quality of their care through regulation and consultation. The department ensures that licensing requirements are met through on-going inspections of child care facilities and homes, thus preventing the continued operation of substandard child care programs
Child Care Resource and Referral Program	CCR&R	The Child Care Resource and Referral Network is dedicated to helping families find answers to their questions regarding how to identify quality child care and early education programs. The CCR&R program also conducts a search for providers that meet the specific needs of the family; the CCR&R program also provides information and community resources that may benefit the entire family.
Children's Services Council	CSC	A Children's Services Council is a local government body that oversees funding for programs and services that improve the lives of children and their families. Chapter 125 of Florida Statutes governs the creation and operation of a Children's Services Council, commonly referred to as a CSC. Florida is the only state in the nation that empowers communities to create a local government with the sole purpose of investing in the well-being of families.
Child Development Associate	CDA	A nationally recognized early childhood professional credential awarded to individuals who successfully complete the nationally established requirements of the CDA program to work with young children.
Classroom Assessment Scoring System™	CLASS	The Classroom Assessment Scoring System™ (CLASS™) is an observational tool that provides a common lens and language focused on classroom interactions that boost student learning. This tool is used as the basis for the State of Florida's Quality Rating System, and CLASS scores are used to calculate payment differentials for child care facilities serving subsidized children.
Continuing Education Units	CEUs	A measure used to track continuing education; in general, a CEU is defined as 10 clock hours of participation in a recognized continuing education program with qualified instruction and sponsorship through an accrediting CEU body.
Enhanced Field System Modernization	EFS Mod	The billing system currently in use for early learning programs.
Environment Rating Scales	ERS	The Early Childhood Environment Rating Scales are designed to assess process quality in an early childhood or school age care group. Process quality consists of the various interactions that go on in a classroom between staff and children, staff, parents, and other adults, among the children themselves, and the interactions children have with the many materials and activities in the environment, as well as those features, such as space, schedule and materials that support these interactions. Process quality is assessed primarily through observation and has been found to be more predictive of child outcomes than structural indicators such as staff to child ratio, group size, cost of care, and even type of care, for example child care center or family child care home (Whitebook, Howes & Phillips, 1995). There are four environment rating scales, each designed for a different segment of the early childhood field: (ECERS-R) The Early Childhood Environment Rating Scale-Revised (ITERS-R) The Infant/Toddler Environment Rating Scale-Revised (FCCERS-R) The Family Child Care Environment Rating Scale-Revised (SACERS) The School-Age Care Environment Rating Scale
Federal Poverty Guidelines	FPL	The set minimum amount of gross income that a family needs for food, clothing, transportation, shelter and other necessities. In the United States, this level is determined by the Department of Health and Human Services. FPL varies according to family size. The number is adjusted for inflation and reported annually in the form of poverty guidelines. Public assistance programs, such as Medicaid in the U.S., define eligibility income limits as some percentage of FPL. The poverty guidelines are typically issued every February and correspond to the year in which they are issued.
Florida Child Care Professional Credential	FCCPC	Florida Child Care Professional Credential (FCCPC)," pursuant to Section 402.305(3)(b), F.S., is a department approved training program that consists of a minimum of 120 hours of early childhood instruction, 480 contact hours with children ages birth through eight (8) and at least two (2) methods of formal assessment that offers two (2) areas of certification; "Birth Through Five (formerly the department approved CDA Equivalency training programs)" and "School-Age (formerly the Florida School-Age Certification)."
Florida Kindergarten Readiness Screener	FLKRS	The Florida Kindergarten Readiness Screener (FLKRS) is administered to assess the readiness of each child for kindergarten. The FLKRS assessment is the Star Early Literacy®, which is an online, adaptive instrument that students complete independently in approximately 15-20 minutes. The assessment covers 3 main domains: Word Knowledge and Skills, Comprehension Strategies and Constructing meaning, and Numbers and Operations.

Florida Administrative Code	FAC	The Florida Administrative Code is the official compilation of the administrative rules and regulations of state agencies.
Florida Child Care Professional Credential	FCCPC	Florida Child Care Professional Credential (FCCPC)," pursuant to Section 402.305(3)(b), F.S., is a DCF approved training program that consists of a minimum of 120 hours of early childhood instruction, 480 contact hours with children ages birth through eight (8) and at least two (2) methods of formal assessment that offers two (2) areas of certification; "Birth Through Five (formerly the department approved CDA Equivalency training programs)" and "School-Age (formerly the Florida School-Age Certification)."
Florida Department of Children and Families	DCF	A state agency of Florida. The Department provides social services to children, adults, refugees, domestic violence victims, human trafficking victims, the homeless community, child care providers, disabled people, and the elderly.
Florida Department of Economic Opportunity	DEO	A state agency of Florida. The Department promotes economic opportunities for Floridians through workforce, community, and economic development strategies.
Florida Department of Education	DOE	A state agency of Florida. The Department governs public education and manages funding and testing for local educational agencies (school boards).
Florida Department of Health	DOH	A cabinet level agency of the state government, headed by a state surgeon general who reports to the governor. The Department is responsible for protecting the public health and safety of the residents and visitors of the state of Florida.
Florida Office of Early Learning	OEL	The Office of Early Learning is the lead agency for the administration of state and federal child care funds and partners with 31 Early Learning Coalitions, the Redlands Christian Migrant Association, and others to deliver a comprehensive early learning system of services statewide.
Florida Sunshine Law		The "Sunshine Amendment," adopted by Florida voters through a constitutional initiative in 1976 as Article II, Section 8, Florida Constitution, contains standards of ethical conduct and disclosures applicable to public officers and employees; it also requires the Legislature to adopt the code of ethics (see Code of Ethics definition above).
Gold Seal		In 1996, the Florida Legislature established the Gold Seal Quality Care program to acknowledge child care facilities and family day care homes that are accredited by nationally recognized agencies and whose standards reflect quality in the level of care and supervision provided to children. In addition, the Legislature established provisions for Gold Seal providers participating in the subsidized child care program, a.k.a. school readiness and early Learning, to receive a higher reimbursement per child, than providers not receiving a Gold Seal designation. In 1999, the Legislature revised the program to provide tax incentives through the Department of Revenue or county tax appraiser for participating in the Gold Seal Quality Care Program. Since then, the Legislature has revised the maximum amount of the reimbursement. Currently, the rate differential cannot exceed 20% above the reimbursement rate established by the local early learning coalition, a.k.a. the local school readiness coalition.
Home Instruction for Parents of Preschool Youngsters	HIPPY	Home Instruction for Parents of Preschool Youngsters (HIPPY) is an evidenced-based program that works with families in the home to support parents in their critical role as their child's first and most important teacher.
Inclusion		The principle of enabling all children, regardless of their diverse abilities, to actively participate in natural environments in their communities, including early care and education settings.
Inclusion/Warm Services		These services educate and assist childcare providers with any special needs concerns regarding the children they are serving, particularly children with disabilities and other special health care needs. These services also provide training and consultation on issues such as managing challenging behaviors, understanding the American with Disabilities Act, screening and assessment of children with special needs, and adapting home and school environments.
Individual Education Plan	IEP	The plan for individualizing the education of a child over age three with a disability that includes measurable goals and documentation of the child's progress.
Individual Family Service Plan	IFSP	A plan for special services for young children (under three) with disabilities and their families that includes individualized supports and services that will enhance the child's development.
Infant and Toddler Program		The provision of activities to foster brain development in infants and toddlers.
Informal Child Care		Any legal but non-regulated child care, subject to health and safety requirements, that is provided by a relative or non-relative in the child's home or other location.
Licensed Family Child Care Home	FCCH	An individual that provides child care for fewer than 24 hours a day per child, as sole caregiver, in a private residence other than the child's home and meets the state and/or local family child care licensing requirements.
Licensed Large Family Child Care Provider		Two or more people that provide child care for fewer than 24 hours a day per child in a private residence other than the child's home and meet the state and/or local licensing requirements for large family child care homes.

Match		Refers to a statutorily specified percentage of program or project costs that must be contributed by an entity in order to be eligible for State or Federal funding; the value of third-party in-kind contributions and that portion of project or program costs not borne by the State or Federal government
Market Rate		The price that a child care provider charges for daily, weekly, or monthly child care services.
Office of Child Care	OCC	The Office of Child Care (OCC) supports low-income working families by providing access to affordable, high-quality early care and afterschool programs. OCC administers the Child Care and Development Fund (CCDF) and works with state, territory and tribal governments to provide support for children and their families juggling work schedules and struggling to find child care programs that will fit their needs and that will prepare children to succeed in school. The Office of Child Care was established in September 2010 and replaces the former Child Care Bureau. The Office of Child Care partners with states, territories, and tribes to administer the Child Care and Development Fund (CCDF) program.
Other Cost Accumulator	OCA	OCA is a cost accounting system to maintain the collection of costs in an organized and systematic manner.
Professional Development Initiative	PD	A continuum of learning and support activities designed to prepare individuals for work with and on behalf of young children and their families, as well as ongoing experiences to enhance this work, leading to improvements in knowledge, skills, practices, and dispositions.
Performance Funding Project	PFPP	In 2014, the Florida Legislature created the Early Learning Performance Funding Project (ELPFP). It was designed to provide performance based funding for School Readiness providers that demonstrate improved: program quality, teacher-child interactions and/or child outcomes. The ELPFP has demonstrated a significant and positive effect on early childhood program quality and child outcomes among at-risk children and the teachers who support them.
Quality Initiatives	QI	Activities that enhance early learning environments and experiences.
Quality Improvement Plan	QIP	A plan created for providers that do not meet the quality threshold as set by rule 6M-4.741 Program Assessment Threshold Requirements for the School Readiness Program. The plan includes 1 to 2 targeted strategies.
Quality Rating and Improvement System	QRIS	A systematic approach to assessing, supporting, improving, and communicating the level of quality in an early care and education setting. The State of Florida currently utilizes CLASS scores as its only measurement of quality in this system, and assesses whether a child care provider can contract with an ELC to provide care to subsidized children on this. The QRIS system also uses CLASS scores to reimburse child care providers on a scale. Child care providers with higher CLASS scores receive higher reimbursement rates.
Registered Family Child Care Provider		An individual that provides child care for fewer than 24 hours a day per child, as sole caregiver, in a private residence other than the child's home and meets the state and/or local registered family child care requirements.
Religious Exemption		A child care facility which is an integral part of church or parochial schools conducting regularly scheduled classes, courses of study, or educational programs accredited by, or by a member of, an organization which publishes and requires compliance with its standards for health, safety, and sanitation. Such facilities shall meet minimum requirements of the applicable local governing body as to health, sanitation, and safety and shall meet the screening requirements pursuant to ss. 402.305 and 402.3055. Failure by a facility to comply with such screening requirements shall result in the loss of the facility's exemption from licensure.
School-Age Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children who are at least 5 years of age by Sept 1 of the beginning of the school year and who attends kindergarten through grade 5.
School Readiness Program		The School Readiness Act, Chapter 411.01 of the Florida Statutes, School readiness programs are to be full-day, year-round to the maximum extent possible, to enable parents to work and become financially self-sufficient.
Teacher Education and Compensation Helps	T.E.A.C.H.	A scholarship program, which provides educational scholarships and financial incentives to caregivers and administrators of early childhood programs, family day care homes, and large family child care homes.
Temporary Assistance for Needy Families	TANF	Temporary Assistance for Needy Families (TANF) is one of the federal assistance programs. It began on July 1, 1997, and succeeded the Aid to Families with Dependent Children (AFDC) program, providing cash assistance to indigent American families with dependent children. This cash benefit is often referred to simply as "welfare." TANF was created by the <u>Personal Responsibility and Work Opportunity Act</u> instituted in 1996. The Act provides temporary financial assistance while aiming to get people off of that assistance, primarily through employment. The reform granted states wide discretion of how to distribute TANF entitlements.
Utilization Report		This is a management tool that is system which provides year to date expenditures of dollars by category. This data allows for funding projections, based on actual, projected and historical data, to determine if spending is on target or if adjustments may be needed.

Voluntary Prekindergarten Program	VPK	A constitutional amendment passed by Florida's voters in Nov. 2002, required a voluntary prekindergarten program for all four-year-old children. VPK is a program designed to prepare four-year-olds for kindergarten and build the foundation for their educational success. The program allows a parent to enroll his or her eligible child (four years old by September 1 and residing in Florida) in a free VPK program. The program is voluntary for children and providers.
Wait List		"Waiting list" means a list of children waiting for potential enrollment in the school readiness program once funding is available. The list is a record of the names of parent(s), the names and dates of birth of their children, waiting list date and anticipated eligibility and priority category for seeking school readiness services.