



Early Learning Coalition of Broward County, Inc.

PRC Meeting Agenda

June 17, 2026, at 12:00 PM

Zoom Meeting

Meeting ID: 851 8053 1829

Passcode: 092475

<https://us06web.zoom.us/j/85180531829?pwd=rLUiFunLzKobGDvB1WzmwLUG9y3QtG.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		Maria Hernandez, PRC Chair
2.	Roll Call		Melody Martinez, Board Liaison
3.	Consent Agenda 1. Approve April 16, 2026, Committee meeting minutes	2	Maria Hernandez, PRC Chair
4.	Regular Business		
	1. PRC263RB1- School Readiness Enrollment/Redetermination Update (Goal 1 of Strategic Plan)	9	Amy Moore, Vice President of Family Services & Customer Services
	2. PRC263RB2- VPK Enrollment Update (Goal 2 of Strategic Plan)	11	
	3. PRC263RB3- Education/Quality (Goals 3 and 4 of Strategic Plan)	12	Allison Metsch, Vice President of Education
	4. PRC263RB4- Review Strategic Plan Year 4 Quarter 3 Data	15	Hubert Cesar, COO; Renee Jaffe, CEO
	5. PRC263RB5 - Outreach/Advocacy Update	18	Ancel Pratt III, Sr. Director of Communications
	6. PRC263RB6- Discussion Compliance & Awareness, Waste & Abuse Prevention	20	Hubert Cesar, COO, will report on #7
	• FYI: FY 24-25 Strat Plan Goals Year 3 Qtr 3	21	
5.	Unfinished Business New Business		
6.	Next PRC Meeting: TBD		
7.	Adjourn		

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

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



Early Learning Coalition of Broward County, Inc.
Program Review Committee Meeting Minutes
April 16, 2026, at 11:30 AM
[Zoom Meeting](#)

Members in Attendance	Chair, Maria Hernandez; Krystie Castillo; Amy Hauser; Dawn Liberta; Renee Podolsky;
Members Absent (Excused)	Cindy Arenberg-Seltzer; Ellie Schrot
Members Absent (Unexcused)	
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, COO; Melody Martinez, Board Liaison; Amy Moore, VP of Family Services & Com. Engagement; Allison Metsch, VP of Education; Ancel Pratt, III, Sr. Director of Communications & Outreach; Alesia Davis, Director of Family Services; Gracy Haladjian, Dir. of Family & C.S; Stephanie Landreville, Controller
Others in Attendance	

Item	Action/Discussion
Welcome & Call to Order	Chair Maria Hernandez called the meeting to order at 11:31 AM. The roll was called, and a quorum was established.
Consent Agenda 1. Approve September 5, 2025, Committee meeting minutes	A Motion was made by Amy Hauser and Seconded by Krystie Castillo to approve the Consent Agenda. The Motion was unanimously approved. Motion Passed.
Regular Committee 1. PRC262RB1 - School Readiness Enrollment/Redetermination Update (Goal 1 of Strategic Plan)	School Readiness Update Amy Moore reported on School Readiness enrollment, program updates, and planning for FY26/27. Since the School Readiness enrollment freeze was lifted in October 2025, 2,957 children have been enrolled from the waitlist, leaving 412 children currently waiting for services. The waitlist has been reduced significantly, and Priority 3 children (ages 0 to 5) are now waiting less than one month for services. Current School Readiness enrollment is approximately 15,500 children. Enrollment activity and agency attrition rates have remained stable and aligned with budget projections. Through the close of the third quarter, 75% of families due for redetermination were retained in services, meeting the agency’s target and maintaining enrollment stability. Amy also reported that the Division of Early Learning (DEL) will discontinue funding for the School Readiness Provider Match program beginning in FY26/27. The program currently serves 201 children across 142 participating providers through a cost-sharing arrangement between DEL and childcare providers. To avoid disruption to participating families and providers, ELC Broward will continue funding the program through base School Readiness funds during FY26/27. The Coalition is also evaluating the long-term future of the program as waitlist times continue to decline. Currently, 90 children are enrolled in the School Readiness Plus program. Statewide enrollment stands at 723 children. The program serves families whose income falls between 85% and 100% of the State Median Income and who do not qualify for the standard School Readiness program.

	<p>Amy shared that ELC Broward has been working with the Children’s Services Council (CSC) to review and refine the Vulnerable Population childcare program. New program parameters have been developed to ensure services remain focused on families experiencing the greatest need. Additional details regarding these changes will be presented at the Program and Resource Committee meeting.</p> <p>As the agency enters the fourth quarter of the fiscal year, planning is underway for FY26/27 service goals. Because the state budget has not yet been finalized, planning assumptions are based on stable funding levels that would support flat enrollment, modest initial enrollments, and continued progress toward attrition and retention targets.</p>
<p>2. PRC262RB2- VPK Enrollment Update (Goal 2 of Strategic Plan)</p>	<p>VPK Enrollment</p> <p>Amy Moore provided updates on VPK enrollment. For the 2025–2026 program year, 13,300 VPK certificates have been approved for both school-year and summer programs. Current enrollment stands at 11,771 students, which is projected to exceed the Florida Statewide Estimating Conference projection of 11,119 full-time equivalent (FTE) participants for Broward County.</p> <p>For the 2026–2027 program year, early indicators show continued growth in participation. To date, 7,552 VPK certificates have been approved compared to 7,246 approved during the same period last year, representing a 4% increase. While enrollment data is not yet available for the upcoming program year, current application trends indicate steady demand and position the Coalition well for meeting future enrollment projections.</p> <p>Amy shared that targeted outreach and advertising efforts continue to positively impact application volume and support enrollment growth across the county</p>
<p>3. PRC262RB3- Education/Quality (Goals 3 and 4 of Strategic Plan)</p>	<p>CLASS (Classroom Assessment Scoring System) Update</p> <p>School Readiness</p> <p>Allison Metsch reported on Education and Quality. As required by the Division of Early Learning, all ELCs use the CLASS (Classroom Assessment Scoring System) to assess providers with more than 20% School Readiness (SR) enrollment or a CLASS 1 violation. The tool measures teacher-child interactions and classroom management. Providers receive a composite score between 1 and 7, and those scoring below 4.0 cannot contract with the ELC. Providers scoring between 5.0 and 7.0 may qualify for Quality Performance Incentive (QPI) differential payments of 7% and 10%.</p> <p>To date, staff have completed 788 of an estimated 900 School Readiness observations. The current countywide CLASS average is 5.55.</p> <p>Voluntary Pre-Kindergarten (VPK)</p> <p>Since July 2022, the Division of Early Learning has required all VPK classrooms, including public school and summer programs, to be observed using the CLASS tool. Unlike School Readiness, there is no payment differential associated with VPK CLASS scores. To date, staff have completed 616 of approximately 800 VPK observations. The current countywide VPK CLASS average is 5.69. Staff reported they are on track to complete all required observations by the end of the program year and will provide a year-end comparison to prior years.</p>

VPK Performance Accountability Update

The VPK progress monitoring system continues to hold providers accountable for quality instruction that supports kindergarten readiness. School-year programs assess children three times using the Florida Assessment of Student Thinking (FAST) Star Early Literacy assessment: PM1 (first 30 days), PM2 (mid-year), and PM3 (final 30 days). Summer programs assess children at the beginning and end of the program. Results help providers identify children who may need additional support and contribute to the provider's performance designation.

A provider's designation is based on:

- **Quality classroom instruction (50%)** – CLASS Composite Score
- **Child achievement (20%)** – of children demonstrating readiness on PM3
- **Learning gains (30%)** – of children demonstrating a growth rate of 12+ points from PM1 to PM3

Allison reported that the Division of Early Learning will release updated VPK Performance Accountability designations in July. Last year, Broward providers achieved the following results:

- 77% of providers scored Excellent or Above Expectations
- 16% scored Meets Expectations
- 5% scored Incomplete (not enough data)
- 2% scored Below Expectations (9) or Unsatisfactory (2)

Staff noted that DEL calculates provider designations within 45 days following the close of the program year. ELC Broward will continue partnering with Broward County Public Schools to offer the Summer Bridge program for VPK students who scored below the 25th percentile on the PM3 Star Early Literacy assessment.

Developmental Supports

Funded through AD Henderson, ELC's Peer Support Specialists assist families referred for evaluation or further assessment through Child Find. They guide families through the referral process by completing forms, providing reminders, answering questions, and offering support after screenings, evaluations, and staffing meetings. This empathetic approach has helped build trust, improve follow-through, and ensure children receive needed services. Both FDLRS and Early Steps have praised the program for its positive impact.

In FY 2024–2025:

- **57%** of families with children ages birth–2 followed through with referrals (up from 55% last year).
- **73%** of families with children ages 3–5 followed through with referrals (up from 61% last year).

Current-year data from July 2025 through February 2026 shows continued family engagement in the referral process:

- Children birth–2:
 - o 70% of scheduled appointments were attended by families.
 - o 26% of families followed through with recommended referrals.
- Children ages 3–5:
 - o 82% of scheduled appointments were attended by families.
 - o 50% of families followed through with recommended referrals.

Help Me Grow

Help Me Grow is now midway through its second year of implementation. Efforts have focused on increasing physician engagement through presentations, practice visits, and ongoing outreach to strengthen awareness of developmental screenings, referral pathways, and available family resources. The program currently partners with two physician champions who help promote the initiative within the community.

The next Books, Balls & Blocks event will be held on April 30 at the South Regional Library, providing families with opportunities to learn about child development and complete developmental screening questionnaires.

3T's: Tune In, Talk More, Take Turns

The Coalition continues to support the 3T's initiative, which promotes early brain development through everyday parent-child conversations. This year, PNC Bank awarded a \$1,000 mini-grant to expand family engagement efforts. Staff are planning two events focused on sharing practical strategies families can use to strengthen communication and learning with young children.

A Day in K

ELC Broward will host its third annual A Day in K event at the Museum of Discovery and Science. This year's event will be offered on two separate dates, with approximately 4,000 incoming kindergarten students and family members expected to attend. The event provides children with hands-on kindergarten readiness experiences while connecting families to school and community resources.

Provider Appreciation Event

Provider Appreciation Day will be celebrated during the May PLAN (Provider Learn and Network) meeting. This year's theme recognizes the 20th Anniversary of VPK and will include activities highlighting the history and impact of the program.

Bootcamp

The first New Educator Bootcamp of the year was held in January through a partnership with the Annual Early Learning Coalition (AELC) and PNC Bank. Fourteen educators participated in the weeklong training designed for preschool teachers with less than one year of experience. Participants and providers receive stipends to support attendance, and staff continue to receive positive feedback regarding the program's impact. A second bootcamp is planned for late April.

Early Learning Landscape Project

Allison Metsch provided an update on the Early Learning Landscape Project, a collaboration between the Florida Chamber Foundation and ELC Broward, funded by The Broward Workshop and community partners. The project will examine Broward County's early learning landscape through surveys, focus groups, ELC data, and other community indicators. Findings will be compiled into a comprehensive report identifying current conditions, challenges, opportunities, and recommendations to guide future planning. Project activities are expected to conclude by mid-June, and staff will continue providing updates as the work progresses.

	<p>Chair Maria Hernandez asked if the Bootcamp INCENTIVE\$ go to the school. Allison replied that there are two of them. One goes to the educator for attending the whole week, and the other goes to the school to provide for whatever costs they need to send the person to the school for that.</p>
<p>4. PRC262RB4- Approve Children’s Forum Incentive\$ Sub Recipient Budget Reduction Amendment</p>	<p>Children’s Forum INCENTIVE\$ Program</p> <p>Allison Metsch reported on the Early Childhood Educator INCENTIVE\$ Program, which provides financial incentives to early childhood educators based on education and continuity of employment to support workforce retention and stability. Incentives do not impact provider wages, budgets, or parent fees.</p> <p>The Coalition has partnered with the Children’s Forum for over 20 years as the sole Florida licensee of the INCENTIVE\$ program. In FY 2022, the program implemented an updated stipend scale and revised participation requirements to increase director engagement. The program currently serves approximately 275 participants across about 150 childcare centers in Broward County. Semi-annual supplements range from \$225 to \$5,000, with an average payment of approximately \$525.</p> <p>Following the end of stimulus funding, program funding was reduced from over \$1 million to approximately \$709,000. Due to continued reductions in School Readiness funding, staff is recommending a further reduction beginning FY 2026–2027 following review of core program priorities.</p> <p>Staff noted that comparable wage supplement programs, including Miami-Dade County’s model, will be reviewed for benchmarking. Additional review will also focus on educator pathways to National CDA credentialing as part of broader workforce development analysis.</p> <p>A Motion was made by Dawn Liberta and Seconded by Amy Hauser to Recommend Reduction of Children’s Forum INCENTIVE\$ Program for FY27 Pending Finance and Executive Committee Approval. The Motion was unanimously approved.</p>
<p>5. PRC262RB5- Broward Estates and Gulfstream Space Update</p>	<p>ELC Office Space Lease Transition (Gulfstream / Broward Estates)</p> <p>Allison Metsch reported on the Coalition’s lease agreements with the School Board of Broward County (SBBC) for early learning center office space. Since 2018, the Coalition has leased space at the Gulfstream Early Learning Center for Excellence to provide eligibility counselor services and shared training space for providers. In school year 2025–2026, SBBC repurposed Broward Estates Elementary into the Broward Estates Early Learning Center and offered the Coalition the opportunity to lease space at the new site. Staff reported that family utilization of eligibility services at the Gulfstream location has remained consistently low, and maintaining both locations is not financially sustainable.</p> <p>After evaluating service utilization and operational needs, staff recommended concluding the current lease at Gulfstream Early Learning Center for Excellence and entering into a new lease with Broward Estates Early Learning Center. The Broward Estates site will provide a dedicated classroom space for ELC use and will serve as a centralized hub for CDA training and professional development in the central region of</p>

	<p>the county. This transition also supports upcoming CLASS 2.0 training requirements and improves access to provider support services.</p> <p>A Motion was made by Renee Podolsky and Seconded by Dawn Liberta to Approve programmatic change to conclude the current lease with Gulfstream Early Learning Center for Excellence and enter into a new lease with Broward Estates Early Learning Center. The Motion was unanimously approved.</p>
<p>6. PRC262RB- Outreach/Advocacy Update</p>	<p>VPK Enrollment & Promotion Ancel Pratt reported that the Communications and Outreach team launched a paid Google Ads campaign to support VPK enrollment for the upcoming program year. As of April 10, 2026, 7,552 VPK applications have been approved, representing a 4% increase compared to 7,246 applications at the same point in the prior year. Staff noted that paid promotions will resume in Q4 to support final enrollment efforts and capture the remaining application cycle.</p> <p>School Readiness (SR) Outreach Following the Re-Ob funds award and continued reduction in the SR waitlist, staff immediately intensified grassroots outreach efforts to ensure eligible families are aware of available services and to support timely utilization of funds. Outreach activities include resumed flyer distribution to providers and development of a targeted Q4 Google Ads campaign to increase awareness and participation in School Readiness services.</p> <p>Bookworms Program Staff reported that targeted Facebook advertising launched in March 2026 resulted in a significant increase in engagement, effectively doubling Bookworms submissions compared to the prior month. As of the close of Q3, \$152,234.71 has been invoiced, representing 76% of the \$200,000 program budget. The program is currently on pace to fully expend available funds by the end of Q4.</p> <p>Advocacy & Governmental Relations Advocacy efforts remained active throughout the legislative session. Amy Moore and Ancel Pratt III attended Children’s Week in Tallahassee and met with members of the Broward Legislative Delegation to reinforce the Coalition’s budget priorities. To further personalize impact, delegation members were presented with “Thank You” posters created by local childcare providers within their districts. Staff reported plans to continue engagement with elected officials in their home districts over the summer.</p> <p>Municipal Match Funding School Readiness municipal match request letters were distributed, and staff are actively supporting cities with application submissions and related data requests. Coordination continues with the administrative team to ensure accurate tracking of all interactions within the CRM system. Staff highlighted that following a presentation by Ancel Pratt III at the North Lauderdale City Council meeting in December 2025, the city increased its match contribution by 50%, which was formally approved in January 2026.</p>
<p>Unfinished Business</p>	
<p>New Business</p>	<p>Krystie Castillo shared that she is happy to host the Focus Groups at Viva Academy. Amy Hauser also offered.</p>

Matters from the Chair	None
Matters from the Committee	None
Public Comments	None
Next Meeting	TBD
Adjourn	The meeting adjourned at 12:17 PM by Krystie Castillo.

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:	PRC263RB1/ Program Review Committee Meeting
MEETING DATE:	June 17, 2026
SUBJECT:	Family Services Update
FOR ACTION:	No
RECOMMENDED ACTION:	None
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEADS:	Amy Moore

Background Information:

At the start of FY25/26, Broward’s School Readiness (SR) base allocation was approximately \$4 million less than the FY24/25 SR base funding. This decrease would require the SR enrollments to reduce from an average of 15,000 children per month in FY24/25 to about 14,319 in FY 25/26. In late August, DEL restored approximately \$2 million through a new mechanism approved as part of the GAA’s “back-of-the-bill” process, which allowed the reversion and reappropriation of \$63 million in unspent funds from other Coalitions in FY2025. Despite the initial reduction, no slot reductions were necessary, however new enrollments were temporarily frozen from July 2026 to October 2026, to reduce the number of children enrolled. During this time, there were approximately 3,000 children on the SR Waitlist.

Current Status

School Readiness:

Since the enrollment pause was lifted in October 2025, the Coalition has enrolled 3,536 children from the School Readiness waitlist. Currently, 1,329 children remain on the waitlist. Children ages birth to 5 and their siblings continue to experience wait times of less than two months for services. Current School Readiness enrollment is approximately 15,700+ children.

In support of these efforts, our Community Engagement and Outreach team continues to participate in community events and partner with local organizations to increase awareness of School Readiness and other Coalition services, helping connect families with available resources throughout Broward County.

Our enrollment census has remained stable. Through continued monitoring of enrollment trends and cross-divisional planning, we have maintained a balanced census while preserving timely access to services. To date, 76% of families have been retained in services during the redetermination process, representing 15,269 children reviewed so far, this fiscal year.

School Readiness Plus:

The School Readiness Plus program currently serves 78 children in Broward County. Statewide, 731 children are enrolled in the program, which provides childcare assistance to families with incomes between 85% and 100% of the State Median Income (SMI) who exceed the income threshold for the traditional School Readiness program. This program continues to expand access for working families who may otherwise be ineligible for assistance.

Vulnerable Population:

In January 2026, the Children’s Services Council (CSC) refined the Vulnerable Population (VP) program to more intentionally serve children and families with the highest levels of vulnerability. As part of this effort, CSC discontinued referrals from family strengthening programs whose participants were more appropriately served through the state’s School Readiness program, allowing the VP program to better align with its intended purpose.

In partnership with CSC, we implemented operational enhancements to support these changes, including ongoing enrollment monitoring, regular program reviews, and coordinated transition planning for families impacted by the updated referral criteria. We also implemented targeted case management and transition support processes to maintain service continuity for families exiting the VP program while prioritizing access for those with more urgent needs. When appropriate, families transitioning from the VP program were transferred into School Readiness to maintain continuity of childcare services, while others were connected to Child Care Resource and Referral (CCR&R) services and other



community resources. Through these coordinated transition efforts, we successfully reduced total program census from a peak of over 600 children to approximately 270 currently enrolled within 5 months. Also, because of the programmatic updates, average monthly new enrollments decreased from 61 children per month to 16 children per month. The majority of families from discontinued referral pathways were transitioned into the School Readiness program to maintain access to childcare support.

We appreciate CSC's continued partnership in refining program operations to better serve Broward's most vulnerable families while allowing the School Readiness and Vulnerable Population programs to each serve their intended populations. Through this collaboration, families continue to receive appropriate childcare support while resources allocated for VP remain focused on those with the greatest need.

CCR&R and Customer Services:

Customer Service and Child Care Resource & Referral (CCR&R) continue to serve as the primary point of entry for families seeking Coalition services. To date this fiscal year, our Customer Service team has answered 87% of 75,349 incoming calls, with a continued goal of maintaining at least an 85% live-answer rate. The majority of incoming phone calls relate to existing childcare services, while approximately 11% of callers seek Child Care Resource & Referral services to locate quality childcare or obtain information about additional community resources. In addition to phone calls, we have served 8,279 walk-in customers for in-person assistance at our main office.

These services are further supported by our Community Engagement and Outreach team, which continues to strengthen community partnerships, increase awareness of Coalition programs, and connect families with available services throughout Broward County.

School Readiness Enrollment and Retention Strategy for Q4 and FY26/27:

Continuous analysis of enrollment trends and close collaboration with the Finance team have positioned the Coalition to proactively manage enrollments. By moderating initial enrollments through smaller weekly enrollment drives (approximately 100 children) currently maintains wait times just under two months, we will sustain a stable census. Additional updates to our enrollment strategy may be warranted throughout the fiscal year to maintain eligible families in care and sustain relatively short waiting times for services.

Operational improvements focused on efficiency, productivity, and cross-divisional collaboration will further position the Coalition to continue serving families with minimal disruption to continuity of care. This approach supports children and families while also contributing to workforce stability and the broader economic well-being of our community.



ITEM #/MEETING:	PRC263RB2 / Program Review Committee Meeting
MEETING DATE:	June 17, 2026
SUBJECT:	VPK Enrollment Update
FOR ACTION:	No
RECOMMENDED ACTION:	None
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEADS:	Amy Moore

Background Information:

Florida’s Voluntary Pre-Kindergarten (VPK) Program is free for all 4-year-old children living in the State of Florida. During the school year, 540 instructional hours (usually 3 hours per school day) are allotted for VPK learning. While the vast majority of families who take advantage of VPK do so during the school year, Summer VPK is also available in a much smaller number of preschools and School District sites. During the summer, 300 hours are allotted for learning.

For the 2024-2025 program year, the ELC approved 14,305 school-year applications and 519 summer applications. This resulted in 12,755 children enrolled in the school-year program and 315 in the summer program, for a total of 13,070 children in VPK. This exceeded the Florida VPK Estimating Conference projections updated on August 20, 2025, which estimated 11,912 participants combined.

Current Status:

For the 2025–2026 program year, the agency has approved 13,406 VPK certificates, including both school-year and summer programs. Current enrollment stands at 11,955 students, which is on target to exceed the Florida Statewide Estimating Conference projection of 12,120 fall and summer VPK participants for Broward County.

Early indicators for the 2026–2027 program year show continued growth. The agency has approved 9,660 VPK certificates compared to 9,073 at the same point in the prior year, an increase of 6.5% increase year over year

While enrollment data for 2026–2027 is not yet available, current growth reflects our strategic outreach and community engagement efforts to increase awareness of VPK eligibility. Community engagement coupled with maintaining timely application processing has helped connect more eligible families to high quality early education.



ITEM #/MEETING:	PRC263RB3 / Program Review Committee Meeting
MEETING DATE:	June 17, 2026
SUBJECT:	Education & Quality Update
FOR ACTION:	No
RECOMMENDED ACTION:	None
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEADS	Allison Metsch

A. CLASS (Classroom Assessment Scoring System) Update

School Readiness

As required by the Division of Early Learning, all ELCs must use the CLASS (Classroom Assessment Scoring System) tool to assess School Readiness (SR) Providers who have more than 20% School Readiness enrolled children and/or those who have received a CLASS 1 violation. The tool looks at the interactions between the children and the teachers, and overall classroom management. We observe 50% of each care level, and schools receive a composite score between 1 and 7; any school scoring less than a 4.0 cannot contract with the ELC. A provider may receive an additional Quality Performance Incentive (QPI) differential payment for each enrolled School Readiness child based on their score. Scores between 5.0 and 7.0 will receive their respective differentials of 7% and 10%.

To date, we have completed 1,051 School Readiness CLASS observations. Our current county-wide average is 5.54. We continue to increase our scores year over year and are still waiting for the state average.

	2022 – 2023	2023 – 2024	2024 - 2025	2025 - 2026
Broward County Average	5.03	5.4	5.51	5.54
State Average	4.95	5.11	5.21	Pending

The change from 5.51 to 5.54 is a **small increase; however**, research on the **CLASS (Classroom Assessment Scoring System)** suggests that improving scores is typically slow and incremental. A small numeric increase (even 0.1–0.3) can represent **substantial real improvement in teacher practice**, not just a minor change.

Voluntary Pre-Kindergarten (VPK)

In July 2022, the Division of Early Learning required that all VPK classrooms be observed also using the CLASS tool, both during the school year and summer. We observe every VPK classroom in the county, including our public-school classes. There is no payment differential currently associated with the VPK CLASS score.

To date, we have completed 839 VPK classroom observations. Our current county-wide average is 5.65.

	2022 – 2023	2023 – 2024	2024 - 2025	2025 - 2026
Broward County Average	5.32	5.51	5.60	5.65
State Average	5.08	5.21	5.30	Pending

The increase from 5.60 to 5.65 is a **small increase however** research on the **CLASS (Classroom Assessment Scoring System)** suggests that improving scores is typically slow and incremental. A small numeric increase (even 0.1–0.3) can represent **substantial real improvement in teacher practice**, not just a minor change.

B. VPK Performance Accountability Update

Beginning two years ago, statute requires DEL calculate and release annual VPK Performance Accountability rates for ELC contracted VPK Providers. This metric holds VPK providers accountable for quality instruction which leads to children’s learning growth and readiness for kindergarten. To track progress, school year programs test their children three times during the school year utilizing a Program Monitoring tool (PM1 within the first 30 days, PM2 at midyear, and PM3 in the last 30 days). Each assessment provides information for the program to prompt support for their students.

In combination with the CLASS score and how much growth children demonstrate from PM1 to PM3, the school's designation is calculated using the following data:

- The quality classroom instruction score uses the CLASS Composite Program Assessment Score. (50%)
- The child achievement score is calculated as the percentage of eligible children who demonstrate kindergarten readiness on their progress monitoring 3 (PM3). (20%)
- The learning gains score calculates learning gains as a growth rate of 12 points or more between their PM1 and PM3. (30%)

Last year we were proud to share that the majority of our VPK providers were performing at a high level.

- 77% of our VPK Providers scored either Excellent or Above Expectations
- 16% of our VPK Providers scored at Meet Expectations
- 5% of our VPK Providers scored an Incomplete, meaning there wasn't enough data to complete the metric
- 2% of our VPK Providers scored Below Expectations (9) or Unsatisfactory (2)

DEL will calculate the performance metrics and corresponding designations for each VPK provider within 45 days of the VPK program end date.

We are working with Broward County Public School to offer VPK students the Summer Bridge program. Summer Bridge is a FREE summer program offered by the school district to help VPK students who scored below the 25th percentile on the PM3 Star Early Literacy assessment. At the moment, enrollment in this program is low.

C. Developmental Supports

Funded through AD Henderson, ELC's Peer Support Specialists (PSS) provide support for those families who have been referred for an evaluation or further assessment through Child Find. Our Peer Support Specialists continue to support families through the evaluation referral process. Hearing that an evaluation is recommended for your child can feel overwhelming for parents. Our PSS's support families both emotionally by listening and acknowledging their feelings and logistically by reminding them of appointments. We have submitted a proposal to continue this program for another 2 years.

FY 2024/2025 data demonstrated:

- Children birth to age 2
 - *84% of scheduled appointments were attended by families.*
 - *57% of families followed through with their recommended referral. This is a slight increase from the prior year, which was 55%.*
- Children ages three- to five-years-old
 - *83% of scheduled appointments were attended by families.*
 - *73 % of families of children ages 3 - 5 years old who have been referred by a specialist followed through with their recommended referral. This is an increase from the prior year, which was 61%.*

FY 2025/2026 to date (July 2025 to May 2026) demonstrated the following (upward) trends:

- Children birth to age two
 - *70% of scheduled appointments attended by families*
 - *94% of families followed through with their recommended referral*
- Children ages three- to five-year-old
 - *81% of scheduled appointments were attended by families*
 - *75% of families followed through with their recommended referrals*

D. Help Me Grow

We are more than midway through our second year of Help Me Grow. We have been focusing on engaging physicians through targeted in-person visits and presentations to increase awareness of developmental screenings, referral pathways, and available community resources for families. Activities include hosting lunch-and-learn sessions, maintaining ongoing communication with participating practices, and building connections with new physicians. The Help Me Grow model requires each affiliate to have a voluntary physician champion. The champion is a steward of the program and represents our community to help spread the word, currently we have partnered with 2 physicians. We held a Books, Balls and Blocks event on April 30th at the South Regional Library. The event gave caregivers an opportunity to explore their child’s development, ask questions, receive community resources and complete the Ages and Stages Questionnaire (ASQ) developmental screening tool. In addition to the ELC, in attendance were partners from Broward Healthy Start, The Journey Institute, Autism 911, Therapeutically Beautiful and New Worlds Reading. We supported a record number of 25 families at the event.

E. A Day in K

On June 3rd and 4th, ELC hosted its 3rd annual **Day in K (K for kindergarten)** event at the Museum of Discovery and Science. This year, the event took place on two different evenings, so more kids could experience this great event. Children got a glimpse of what kindergarten will be like through engaging, fun, hands-on experiences and activities. Families had the opportunity to get more kindergarten and school related information and resources including bus/transportation information, available afterschool activities, immunization information, special needs resources, etc. as well as access to many community resources. Once again, the event was a huge success. Attendance on June 3rd included 1,390 guests and 430 rising kindergarteners, for a total 1,820 attendees and June 4th had 1,492 guests and 460 rising kindergarteners, totaling 1,952 on June 4th, for a combined total of 3,772 attendees.

F. Early Learning Landscape

We are currently in the middle of our Early Learning Landscape Project. This collaboration between the Florida Chamber Foundation and ELC Broward, funded by The Broward Workshop, its members, and partners including CSC and the Community Foundation of Broward, aims to better understand Broward’s early learning landscape and inform a future roadmap. The study will use surveys, focus groups, and ELC internal data, along with additional data sources such as ALICE, housing, demographics, population trends, and the Chamber Foundation’s Scorecard and Gap Map. Results will be synthesized into a comprehensive report outlining current conditions, challenges, promising practices, and future recommendations. As of June 9, 2026, we have completed all surveys and are mid-way through our focus group. The final survey response numbers are below. We met and exceeded our **goal** for survey responses.

Cohort	Minimum	Responses
Parents	500	2449
Providers	150	283
Educators	200	998

The second phase was facilitating focus groups. We have already completed 15 of 19 focus groups with Educators, director/owner, parents, community partners, and employers throughout the community. The remaining groups will take place by June 19th.

The Florida Chamber Foundation is hoping to complete the final report and recommendations by June 30th.

ITEM/MEETING	PRC263RB4/ Program Review Committee
DATE:	June 17, 2026
SUBJECT:	Strategic Plan Year 4 Quarter 3 Results
FOR ACTION:	No
RECOMMENDED ACTION:	Review Current Status
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEAD	H. Cesar; R. Jaffe

Background:

On September 12, 2023, the ELC Board approved a new 5-Year Strategic Plan (SP). At the time it was agreed that ELC staff would report annually on the results of each goal. Since then, staff have shared regular Strategic Plan status updates at Program Review Committee (PRC) and Board meetings throughout each fiscal year. Strategic Plan progress is also reviewed regularly through internal quarterly evaluations. These reviews allow staff to assess performance, identify opportunities for improvement, and ensure accountability across departments.

Throughout the past four years of the plan, ELC staff has maintained active implementation and monitoring of the organization’s Strategic Plan to ensure progress toward established goals, objectives, and outcomes. Staff remain focused on aligning strategic priorities with operational activities, program performance, and community needs while continuing cross-department collaboration to support organizational initiatives.

At the conclusion of each fiscal year, staff conduct a comprehensive assessment of strategic outcomes and determine whether updates or adjustments to the plan are necessary based on organizational performance, operational trends, and emerging priorities.

The Approved Strategic Plan can be accessed in the FYI section of this packet for reference.

Current Status:

As of Year 4 Quarter 3, the Coalition is performing strongly across the Strategic Plan, with 7 goals on track to meet the target goal and 12 goals exceeding established targets. Outreach, enrollment, and retention efforts continue to perform above expectations, and VPK enrollment remains aligned with state estimates. Quality improvement initiatives for School Readiness and VPK providers show sustained year-over-year growth in CLASS scores, reflecting the long-term impact of coaching and professional development investments.

Family support outcomes related to developmental and educational referrals exceed target benchmarks, supported by the implementation of peer support specialists, improved tracking processes, and strengthened community partnerships. Literacy initiatives remained effective despite mid-year funding constraints that revised Bookworms targets.

Organizational health indicators show positive results, including high staff retention, low turnover, strong staff satisfaction, increased internal advancement, and successful leveraging of private and community funding. Technology and data initiatives are largely implemented, with CRM capabilities exceeding original benchmarks.

Several annual measures will be finalized following the close of the fiscal year on June 30, 2026. Staff will conduct a comprehensive Year 4 review and bring forward any recommended updates to goals, outcomes, or measures to ensure continued alignment with resources, priorities, and continuous improvement goals.

Recommended action:

Board Review YTD Year 4 Quarter 3 Strategic Plan Status.

Supporting Documents

- FY 25/26 Strategic Plan YTD Year 4 (Qtr 3) Report
- Strategic Plan approved June 23, 2025 (FYI Section)

GOAL 1 Eligible families will be aware of and access ELC SR Services

Objective	Outcomes	Target	REPORTING FREQUENCY	Year 4 QT3	Status	FY 25/26 Year 4 Summary As of Qtr 3
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	Quarterly	23	Exceeding	Staff exceeded annual goal by close of Q3 (March 31, 2026) and continues to engage the community and raise awareness of ELC services
	2. ELC communications staff will discuss the importance of childcare/ early learning and the services ELC provides. They will place a minimum of 800 social media posts concerning the importance of childcare and early learning, and the services ELC provides.	800 annually	Quarterly	871	Exceeding	386 Meta Posts 295 Instagram Posts 190 X Posts
2. Families that are eligible to continue receiving SR services will receive them.	1. The overall retention rates for potentially SR-eligible families will stabilize at 75%	75%	Semi-Annually	76%	Exceeding	Staff continue to try new techniques to increase % of successful redeterminations (texts, etc.).

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

Objective	Outcomes	Target	REPORTING FREQUENCY	Year 4 QT3	Status	FY 25/26 Year 4 Summary As of Qtr 3
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	11,119	Semi-Annually	11,783	Exceeding	The estimating conference predicted 11,119 VPK enrollments per last update in December 2025 (School Year & Summer). ELC's total enrollment was 11,783.

GOAL 3 Broward's SR childcare programs are high quality, nurturing settings.

Objective	Outcomes	Target	REPORTING FREQUENCY	Year 4 QT3	Status	FY 25/26 Year 4 Summary As of Qtr 3
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 grow year over year for the 5 year strategic plan.	6.0	Annually	5.53	On Track	Over the past 4 years of the Strat Plan, we have seen a steady increase in the SR CLASS scores due training and coaching with Broward educators. We ended FY 24/ 25 with a SR CLASS average score of 5.51, which is an increase from 5.40 in FY 23/24. As we near the end of FY 25/26 our average is a 5.53.

GOAL 4. Broward's VPK childcare programs are high quality, nurturing settings.

Objective	Outcomes	Target	REPORTING FREQUENCY	Year 4 QT3	Status	FY 25/26 Year 4 Summary As of Qtr 3
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	Annually	5.66	On Track	Over the past 3 years of the Strat Plan, we have seen a steady increase in the SR CLASS scores due training and coaching with Broward educators. We ended FY 24/25 with a SR CLASS average score of 5.51, which is an increase from 5.40 in FY 23/24. As we near the end of the FY 25/26 our average is a 5.66.

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

Objective	Outcomes	Target	REPORTING FREQUENCY	Year 4 QT3	Status	FY 25/26 Year 4 Summary As of Qtr 3
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%	Quarterly	70%	Exceeding	As we near the end of the 2025 2026 fiscal year, we have seen 70% of families follow through with their referrals.
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS	75%	Quarterly	82%	Exceeding	As we near the end of the 2025 2026 fiscal year, we have seen 82% of families with children ages 3 to 5, follow up with their referrals.
	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	Annually	4	On Track	Over the course of this year, we have expanded supports by partnering with the Autism 911 Help Line, Therapeutically Beautiful, Abilities Workshop, Mobile Food School Pantry and Weston Pediatrics. We are also received a mini grant from PNC to share the #3T's (Tune in, Talk More, Take Turns) and applied for a Kidcare grant to share their resources directly.

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	7,500 Based on reduced BW budgeted of \$200K	Quarterly	5,397	On Track	Target outcome updated due to Bookworm funding reduction from \$500,000 per year to \$200,000 and target distribution of 7,500. ELC has sent out 5,397 Bookworm bundles as of Q3. On track for spending down 100% of allocation.
	2. ELC will participate in at least 20 outreach events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.	20	Quarterly	23	Exceeding	23 Outreach Events from beginning of the year until the end of Q3. We continued to attend various events throughout the county that promote ELC services, including literacy and development support (i.e. Bookworm, Warm line and help me grow).

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	REPORTING FREQUENCY	Year 4 QT3	Status	FY 25/26 Year 4 Summary As of Qtr 3
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 100% of them.	90%	Semi-Annually	100%	Exceeding	Staff identified five state level priority legislators (Senator Osgood, Senator Sharief, Senator Polksky, Senator Pizzo, Rep Hunschofsky) however, we met with 13 state legislators and presented at 7 different municipal commission meetings.
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	Semi-Annually	23	On Track	23 Outreach/Enrollment Events

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

Objective	Outcomes	Target	REPORTING FREQUENCY	Year 4 QT3	Status	FY 25/26 Year 4 Summary As of Qtr 3
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.	1. Following their probation period, ELC is retaining the right staff for the right positions, as evidenced by retaining 75% of new hires in one year following their 3 month probationary period.	75%	Semi-Annually	100%	Exceeding	We retained 100% of staff who celebrated their 1 year anniversaries during the past year.
	2. ELC annual staff turnover will be at or below 15%	15%	Semi-Annually	2%	Exceeding	Our Overall turnover rate is 2.44%, however our Voluntary Turnover Rate is only 1.95%
	3. 35% of all available advancement opportunities are filled internally.	35%	Semi-Annually	33%	On Track	
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	Annually	78%	Pending Data	Data available at the end of Fiscal Year.
2. Continue to optimize the use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	Annually	80%	On Track	The organization's transition to cloud-based file storage is nearly complete.
4. Obtain dedicated funding for specific allowable & unallowable expenses.	1. ELC will have funds for items for meetings, programming, and training (NON FEDERAL, NON STATE, NON MATCH).	\$25,000	Annually	\$38,596	Exceeding	Funding from AD Henderson Foundation, AELC/PNC, Florida Blue, & Participant Fees YTD
5. The ELC board is engaged, educated and works well with staff.	1. Results of the annual staff and board survey will show at least a 90% rating in all categories.	90%	Annually	92.30%	Exceeding	1. Board Individual Ratings 92% 2. Overall Board Ratings 94.4% 3. Staff Ratings 90.6%

Exceeding	12
On Track	7
Not Met	0
Pending Data	1
Total	20

ITEM #/MEETING:	PRC263RB5 / Program Review Committee Meeting
MEETING DATE:	June 17, 2026
SUBJECT:	Q3 Outreach/Advocacy Update
FOR ACTION:	No
RECOMMENDED ACTION:	None
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEADS	Ancel Pratt III, Amy Moore

Background Information:

The Communications and Outreach team serves a critical role as the "storytellers" of ELC Broward, amplifying the incredible, hard work of our staff and sharing the profound impact our services have on families and the broader community. While our steady, behind-the-scenes work of daily community outreach and raising awareness for ELC’s core programs continues uninterrupted, this period also required a heavy lift to support major strategic initiatives. From executing the robust communications strategy needed to secure exceptional participation for the Early Learning Landscape Analysis (ELLA), to reaching new milestones in public feedback, and aggressively pursuing municipal match funding despite local budget constraints, our team remains focused on maximizing ELC’s reach and reputation.

Current Status:

Google Review Milestone:

ELC Broward achieved a massive operational milestone, officially reaching 505 Google Reviews with a 4.5-star rating. This makes us the only coalition in the state to reach this level of public feedback. This success stems directly from the Communications and Outreach team piloting a new staff recognition program tied to our "Five-Star Stories." By edifying staff’s exceptional work it helped increase Google reviews over time. The increase in overall reviews including positive feedback supports branding for our organization and further demonstrates the great work produced by our team.



To put this monumental growth in perspective:

- **2015 – 2023:** 156 total reviews with a 3.7-star average.
- **2023 – May 2026:** 505 total reviews with a 4.5-star average, making us the highest-rated coalition in the state.

Early Learning Landscape Analysis (ELLA) Launch:

For the Early Learning Landscape project our team assisted the executive team with the design and distribution of communications and invitations for the ELLA surveys and focus groups. Our targeted marketing efforts helped completely exceed our survey response goals:

- **Parents:** 2,449 responses (Goal: 500)
- **Providers:** 283 responses (Goal: 150)
- **Educators:** 998 responses (Goal: 200)



"Day in K" Preparation & Coverage

This year this event went from a one-day event to a two day event. Our team’s efforts included a comprehensive mix of digital campaigns, grassroots flyer drops to local centers, and targeted emails to our VPK database.

Attendance this year for the event doubled and we are pleased to report that our strategic branding, communications and community engagement efforts helped solidify increased attendance. We officially welcomed **3,772** total attendees across both nights:

- **June 3:** 1,820 attendees (1,390 guests + 430 kindergarteners) from 3,954 registrations.
- **June 4:** 1,952 attendees (1,492 guests + 460 kindergarteners) from 2,635 registrations.



Municipal Match Funding

We continue to actively showcase the impact of our services to municipal partners to leverage our federal match dollars. Recent outreach and advocacy wins include:

- **City of Margate:** Application submitted and award officially announced.
- **City of Pompano Beach:** Application submitted; awaiting award notification.
- **City of Lauderhill:** Successfully presented ELC's impact data directly at the city's budget workshop meeting.
- **Cooper City & Dania Beach:** Initiated direct outreach to re-establish and strengthen funding relationships with city leadership.

ITEM/MEETING	PRC263RB6/ Program Review Committee
DATE:	June 17, 2026
SUBJECT:	Discussion Compliance & Awareness, Waste & Abuse Prevention
FOR ACTION:	No
RECOMMENDED ACTION:	None
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEAD	H. Cesar

Background:

In alignment with the ELC's commitment to responsible stewardship of public funds, staff continues to monitor and strengthen compliance efforts related to provider operations, attendance reporting, eligibility determinations, and reimbursement activities. Statewide, there has been increased scrutiny of publicly funded programs, including enhanced monitoring and investigative efforts related to potential waste, fraud, and abuse within the early learning system. As a result, ELC has continued to evaluate and enhance its internal controls, monitoring processes, and provider education efforts to ensure compliance with applicable regulations and contractual requirements.

Current Status:

Over the past year, staff has increased compliance awareness activities and provider oversight efforts to support program integrity and reduce the risk of improper payments. These efforts include:

- Expanded training opportunities for both staff and providers,
- Enhanced communication regarding attendance and reimbursement requirements,
- Targeted monitoring of high-risk indicators such as providers operating above capacity and providers reporting extended periods of perfect attendance, and
- Ongoing review of program data to identify unusual trends or potential compliance concerns.

As state agencies place greater emphasis on accountability, staff remains committed to promoting compliance through education, technical assistance, monitoring, and corrective action. These efforts help safeguard public resources, strengthen provider accountability, and maintain confidence in services delivered to children and families throughout Broward County.

Recommended action:

None

Supporting Documents

None

FY 24-25 Strat Plan Goals Year 3 Qtr 3

Approved June 23, 2025

GOAL 1 Eligible families will be aware of and access ELC SR Services						
Objective	Outcomes	Target	REPORTING FREQUENCY	Year 3 QT3	Status	FY 24/25 Year 3 Summary As of Qtr 3
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	Quarterly	19	On Track	9 Municipality Meetings 19 Outreach/Enrollment Events 18 Legislator ELC Engagement Meetings
	2. ELC communications staff will place a minimum of 60 social media posts concerning the importance of child care and early learning.	60 Annually	Quarterly	508 Meta	Exceeding	508 Meta Posts 399 Instagram Posts 310 X Posts
2. Families that are eligible to continue receiving SR services will receive them.	1. The overall retention rates for potentially SR eligible families will stabilize at 80%	80%	Semi-Annually	74%	On Track	
GOAL 2 Eligible families will be aware of and access ELC VPK services.						
Objective	Outcomes	Target	REPORTING FREQUENCY	Year 3 QT3	Status	FY 24/25 Year 3 Summary As of Qtr 3
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	12,815	Semi-Annually	12,753	On Track	As of May 16, 2025 12,753 - close to meeting with 6 weeks to end of fiscal year
GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings.						
Objective	Outcomes	Target	REPORTING FREQUENCY	Year 3 QT3	Status	FY 24/25 Year 3 Summary As of Qtr 3
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	Annually	5.50	On Track	
GOAL 4. Broward's VPK sites offer high quality services in a nurturing environment.						
Objective	Outcomes	Target	REPORTING FREQUENCY	Year 3 QT3	Status	FY 24/25 Year 3 Summary As of Qtr 3
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	Annually	5.60	On Track	
Goal 5. Children will enter kindergarten with the tools, skills, and support they need to succeed						
Objective	Outcomes	Target	REPORTING FREQUENCY	Year 3 QT3	Status	FY 24/25 Year 3 Summary As of Qtr 3
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%	Quarterly			Determined at Year End
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS	75%	Quarterly			Determined at Year End
	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	Annually			Determined at Year End - As of Qtr 3 We were awarded Help Me Grow this year, have partnered with the University of Florida, New World Reading which promotes healthy eating.
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	Quarterly	7,235		Change due to Bookworm contract reduction from \$500,00 per year now \$275,000.
	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	Quarterly	19	Exceeding	19 Outreach Events
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	REPORTING FREQUENCY	Year 3 QT3	Status	FY 24/25 Year 3 Summary As of Qtr 3
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%	Semi-Annually	100%	Exceeding	9 Municipality Meetings 18 Legislator ELC Engagement Meetings
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	Semi-Annually	124	Exceeding	19 Outreach/Enrollment Events 104 Flyer drop off locations
Goal 7. ELC Broward is a healthy, efficient, and effective organization.						
Objective	Outcomes	Target	REPORTING FREQUENCY	Year 3 QT3	Status	FY 24/25 Year 3 Summary As of Qtr 3
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.	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%	Semi-Annually	100%	Exceeding	
	2. ELC annual staff turnover will be at or below 15%	15%	Semi-Annually	5%	Exceeding	
	3. 35% of advancement opportunities are filled internally.	35%	Semi-Annually	32%	On Track	
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	Annually	87%	Exceeding	
2. Continue to optimize the use of technology and data to promote efficiencies, evaluate	1. 85% of the CRM Plan will be fully implemented.	85%	Annually	74%	On Track	
	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	Annually	77%	On Track	
3. End each year with a net positive in reserves	1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.		Annually			To be Determined at Year End
4. Obtain dedicated funding for specific unallowable expenses.	1. ELC will have funds for items for meetings, programming, and training.	\$25,000	Annually			To be Determined at Year End
5. The ELC board is engaged, educated and works well with staff.	1. Results of the annual staff and board survey will show at least a 90% rating in all categories.	90%	Annually	95%	Exceeding	1 Individual Ratings 92% 2 Board Ratings 97% 3 Staff Ratings 96%