



**August 27, 2025  
11:30 a.m. to 1:30 p.m.  
Early Learning Coalition of Duval  
In Person/Zoom Call**

**Agenda**

11:30 a.m. – 11:40 a.m.	<b>Welcome</b>	Marcus Rowe
	<b>Chair Report</b> Approval of June 18, 2025 Minutes	Marcus Rowe
11:40 a.m. – 12:00 p.m.	<b>CEO Report</b>  1. School Readiness Parent Fees 2. VPK Accountability 3. VPK Campaign 4. Staff Highlights	Angel Carro
12:00 p.m. – 12:30 p.m.	<b>Committee/Workgroup Updates</b>  Finance Committee – <b>Action Item</b> Legislative Committee Appeals Committee DELDN	Melanie Patz Jason Roth Sarah Hulsberg Carla Whiteside
12:30 p.m. – 1:20 p.m.	<b>Strategic Plan &amp; Funding Update</b> <b>Action Item</b>	Angel Carro
1:20 p.m. – 1:30 p.m.	<b>Public Comment/Other Business/ Announcements</b>	

**Next Meeting – October 29, 2025**



**Wednesday June 18 , 2025**

**In-Person/Zoom Board Meeting 11:30 am**

*Quorum met 14 of 25 members present*

**Board Members Present:** Marcus Rowe, Melanie Patz, Carlos Esquivia-Lee, Sarah Hulsberg, Jason Roth, Dr. Letisha Jefferson, Christy Gillis, Saralyn Grass, Dr. Maribel Monsalve, Maria McNair, Vicki Waytowich, Karen Feagins, Cheryl Taylor, Fionnuala Geoghegan,

**Board Members Absent:** Carl Smith-excused, Dr. Tara Haley-excused, LaTanya Wynn-Hall-excused, Amber Holley-excused, Marian Wilcher-excused, Dr. Christopher Bernier-excused, Carla Whiteside-excused, Samuel Newby-excused, Chelsea Harris-excused, James Poindexter-excused, Dr. Karen Patterson-excused

**Guest:** Heather Monroe-FIE, Cheryl Fountain-FIE, Gabriela Silva-Reach Out and Read FL

**ELC Staff Present:** Angel Carro, Cheryl Benveniste, Lisa Zenoz, Lashonda Hicks, Cathy Odom, Tinesha Byrd, Katy Droubie, Ann Thompson, Bobby Steely, Kathy Wentworth, Catrena Patrick, Latrice Gillis, Sylvia Schmucker, Charlene Gross, Heather Mooney, Sheila Mackey, Carolyn Sabinsky, Johnna Cooper-Daniels, Gwen Carmichael, Rosa Fucci, Catina Jones, Michelle Williams

Marcus Rowe began the meeting by welcoming everyone.

The April 23, 2025 meeting minutes were reviewed and Sarah Hulsberg called for a motion to approve the minutes. Melanie Patz made a motion to approve the meeting minutes.

**MOTION: TO APPROVE THE APRIL 23, 2025 MEETING MINUTES**

*Vicki Waytowich seconded and motion was approved by all*

Marcus Rowe shared the consent agenda regarding Wage Incentives. A motion was made by Finance Committee to approve Consent Agenda

**MOTION: TO APPROVE CONSENT AGENDA**

*Karen Feagins seconded and the agenda was approved by all*

The 2025-2026 Slate of Officers was presented with no change.

Dr. Cheryl Fountain presented the 2024-2025 SEEDs and Garden updates.

Angel Carro and Lisa Zenoz presented Action Item # 2: The 2025-2026 Budget. With all discussion complete a motion was made by Finance Committee to approve the budget.



**MOTION: TO APPROVE THE 2025-2026 BUDGET**

*Vicki Waytowich seconded and motion was approved by all*

Melanie Patz communicated the financials as follows:

- We are currently serving 9,472 children in SR
- We are currently serving 80 children in VPK
- We have 1334 (884 children 0-5) on the waiting list.
- We are currently at 92% return rate for New Enrollment in May.

Melanie Patz discussed Action Item #1: Related Party Contract for DELDN speaker. With all discussion complete a motion was made by the Finance Committee to approve the related party contract.

**MOTION: TO APPROVE RELATED PARTY CONTRACT**

*Jason Roth seconded and motion was approved by all*

Melanie gave an overview on Action Item #3: A contract with FIE at UNF the Jax SEEDS for Reading Success Pilot Project. With all discussion complete a motion was made by the Finance Committee to approve the contract.

**MOTION: TO APPROVE THE CONTRACT WITH FIE**

*Karen Feagins seconded and motion was approved by all*

Sarah Hulsberg gave the Appeals committee update with no appeals to report.

Cheryl Benveniste gave an update on DELDN.

Angel Carro presented the CEO report as follows:

- Town Hall
- 25-26 Coalition Meeting Dates
- Parent Fees
- Employee Event
- Department Reports

With no further business or public comment, the meeting was adjourned.

Respectfully Submitted,

Tinesha Byrd



## CEO Report – August 27, 2025

### Parent Fees

As the new parent fees begin to roll out, we are seeing more of our families have a slightly higher fee with this new structure. We would like to see the percentages applied to our families dropped in the future.

### VPK Accountability

The VPK provider accountability scores came out for 24-25. This is the breakdown for Duval:

Passed	290	79%
Probation	55	15%
No Score	23	6%
Total	368	100%

### VPK Campaign

The VPK city wide campaign that was part of the Jacksonville Civic Councils' Epic Sprint has concluded. Families were guided to our website to learn about VPK. Some examples of the assets that were used and analytics from our website:

# Assets

**START STRONG: DID YOU KNOW?**

Voluntary Prekindergarten (VPK) gives your child a safe space to practice sharing, listening, and getting along with others.

Kids who practice these skills in VPK are better prepared to make friends, express themselves, and handle challenges—building a strong foundation for success in school and life.

Duval VPK



Strong starts. Bright futures. Duval VPK.

Enroll your four-year-old in FREE VPK today

**Duval VPK**

Strong starts. Bright futures. Duval VPK.

**START STRONG: DID YOU KNOW?**

Voluntary Prekindergarten (VPK) gives your child a safe space to practice sharing, listening, and getting along with others.



Strong starts. Bright futures. Duval VPK.

**START STRONG: DID YOU KNOW?**

Your 4-year-old's brain is still under construction.

Strong brains are built, not born. Your child's ability to stay focused, follow directions, and solve problems develops fast between ages 3 and 5. Voluntary Prekindergarten (VPK) gives your child the practice they need to grow, focus and problem solve.

Duval VPK



Strong starts. Bright futures. Duval VPK.

Enroll your four-year-old in FREE VPK today



# ELC of Duval's Analytics *as of 8/20/2025*

Variety of Platforms <small>(social media, radio, e-newsletters, etc.)</small>	By the Numbers
Reached	509,158
Engagement	76,681

## Rule Update

SBOE adopted changes to VPK Program Assessment Rule 6M-8.621 on Wednesday, 8/20/25. Changes include criteria for reentry to the VPK program if a contract has been lost due to failure to meet the VPK contract threshold.

## DOE Funding Request

Yesterday, 8/21/25, the State Board of Education approved FDOE's Legislative Budget Request for this upcoming session (2026-2027 fiscal year). Highlights include:

- Increase of \$29M to VPK for projected enrollment increase
- Enhancement of \$22.9M to increase the VPK Base Student Allocation from \$3029 to \$3180 for school-year program and from \$2586 to \$2715 for summer program.
- Requested increases to the SR Match (\$10M), Gold Seal (\$5M) and QPI (\$5M)
- Requested level recurring funding for School Readiness base funding
- Requested \$5.3M recurring general revenue for SR Plus Program

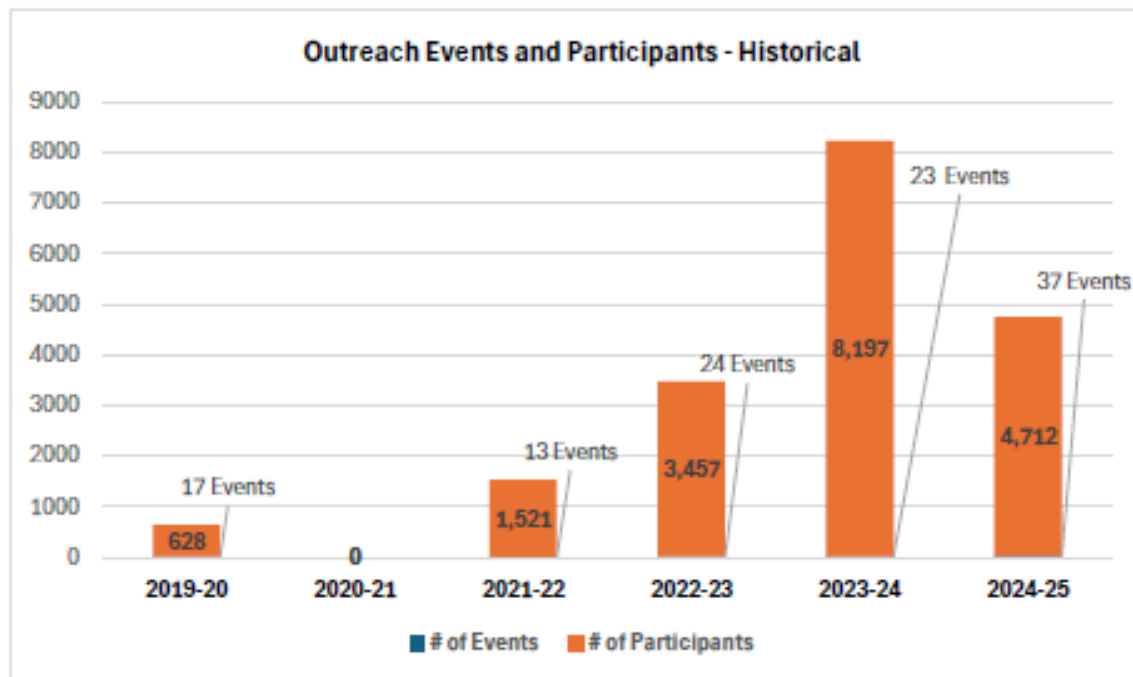
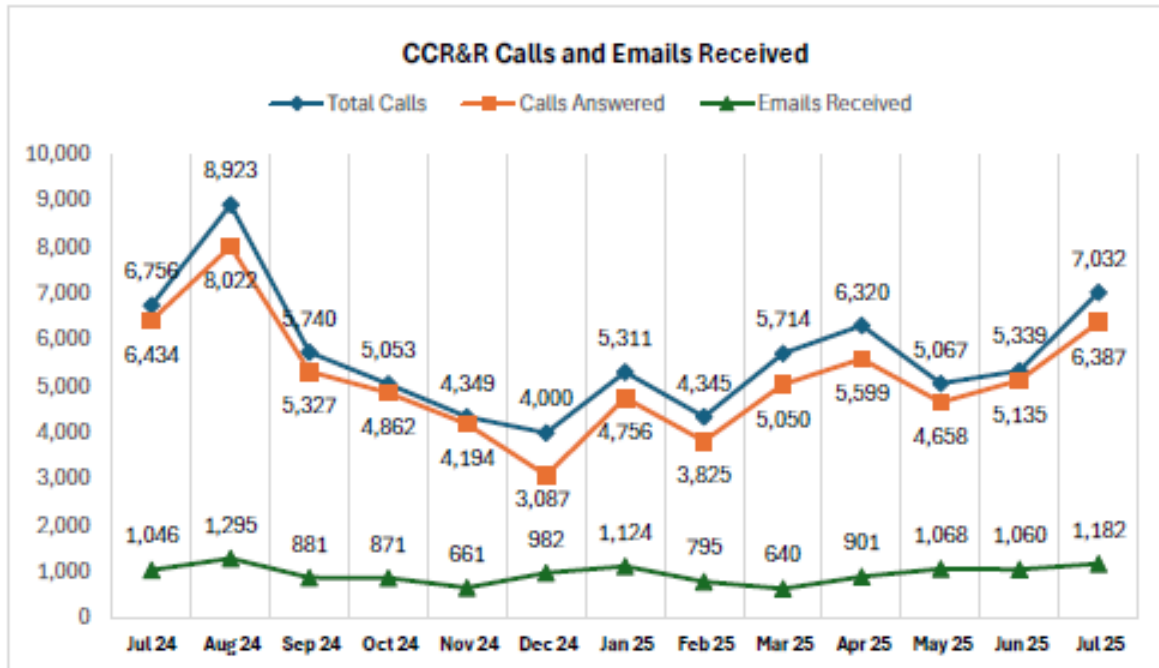
## Background screening update

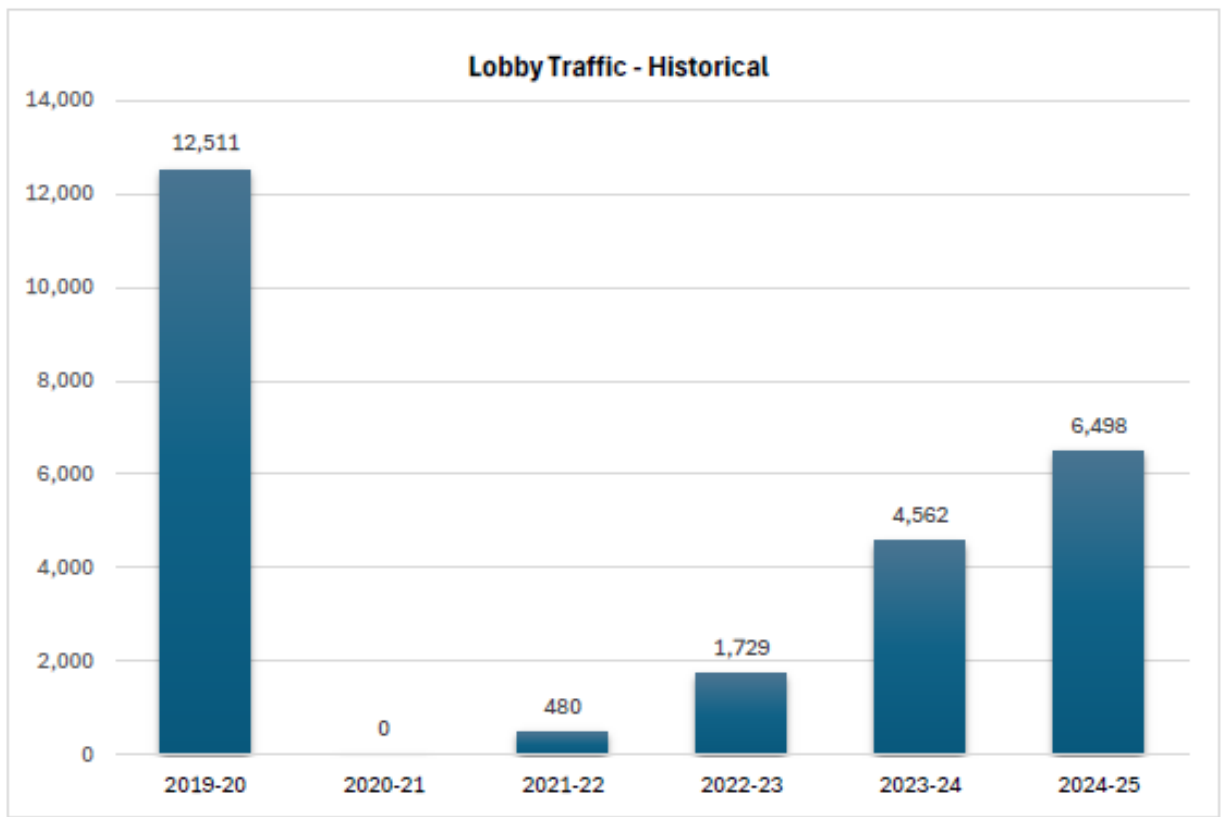
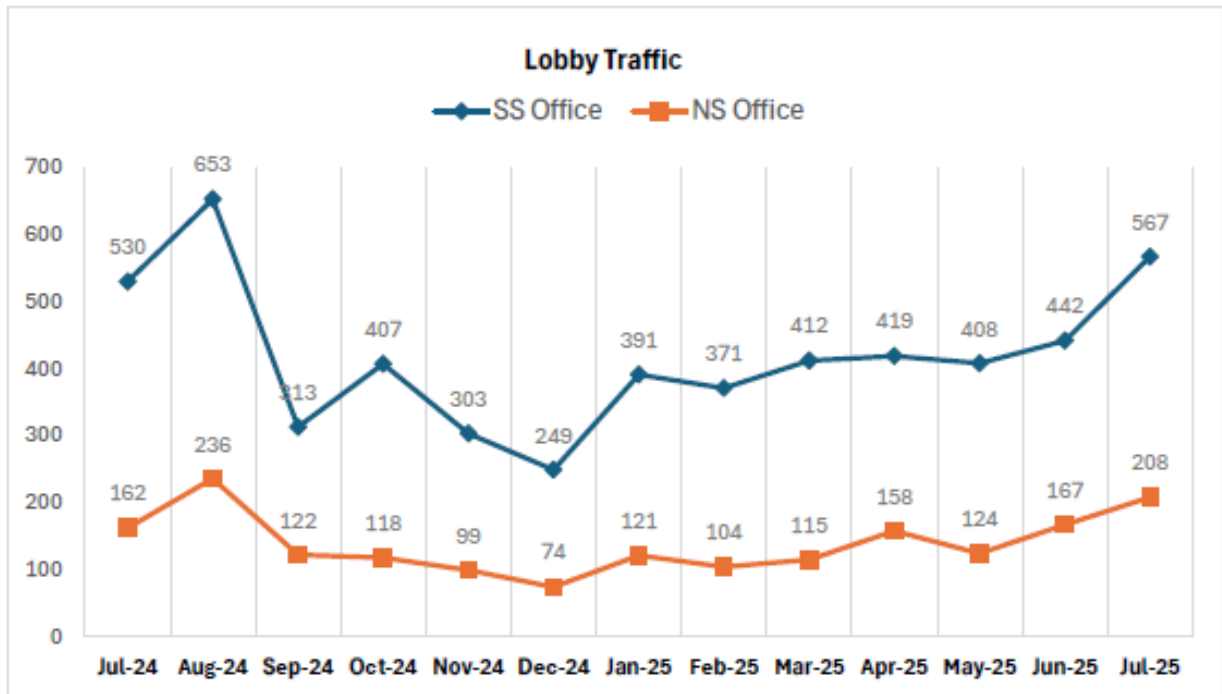
We updated our staff background screening policy to match requirements from the state.

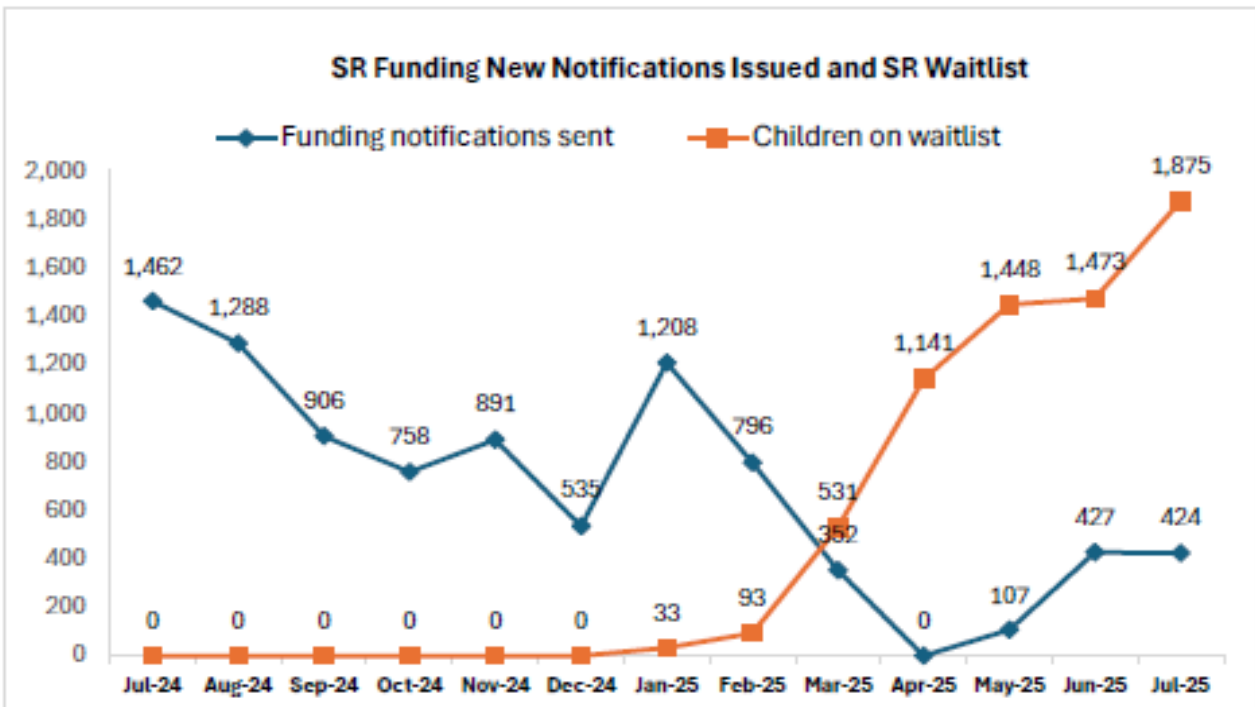
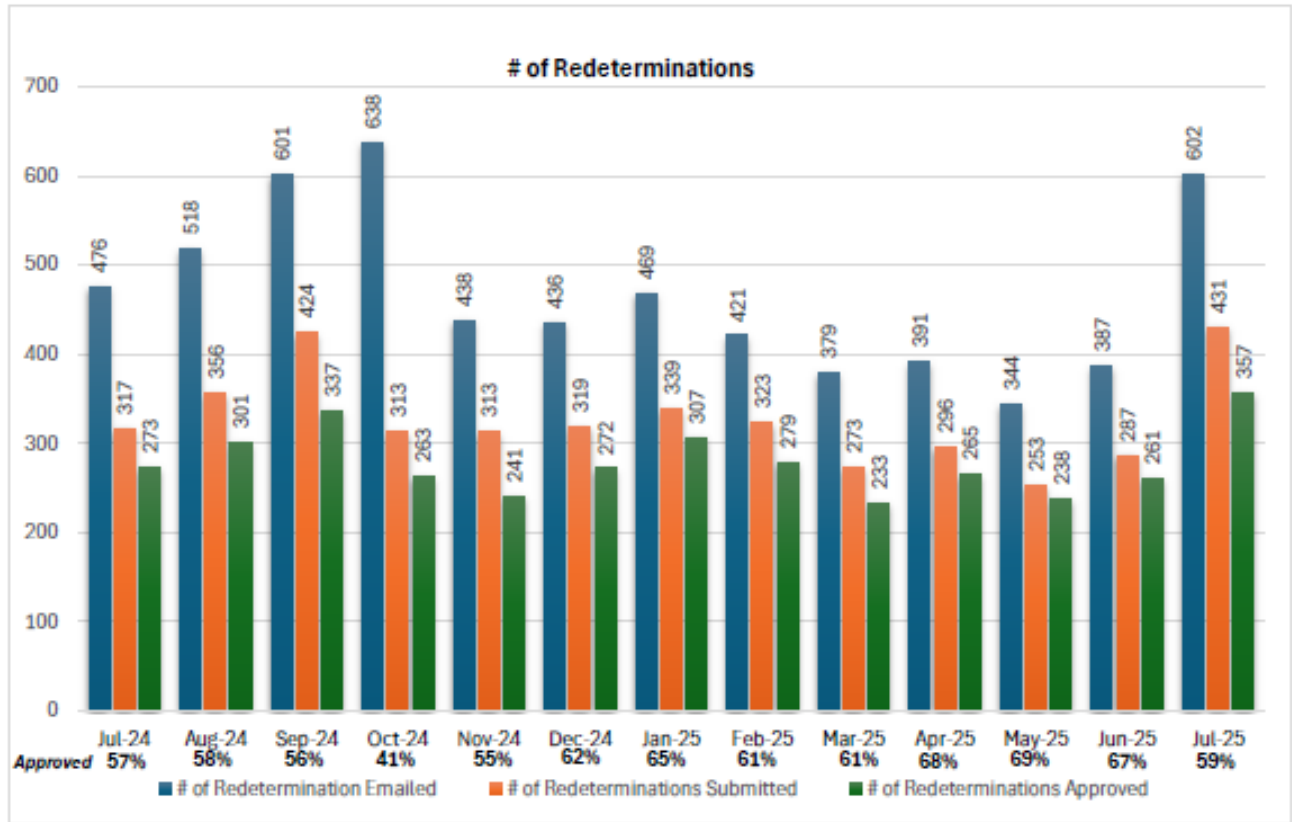
## Staff Highlights for the last two months

- Back to school brought lots of families to our office. For the first two weeks of August we saw 667 visitors in our lobbies.
- We have received over 13,000 calls for the months of July and August.
- We issued wage incentives checks to 670 teachers. The average wage incentive was for \$3,603.
- The LENA grow 24-25 program concluded with 142 teachers and directors successfully completing the program. The program served 23 centers and family child care homes and 88% of the Guiding Stars of Duval centers that participated in the LENA Grow program either maintained or improved their star rating for the 2025-26 program year.

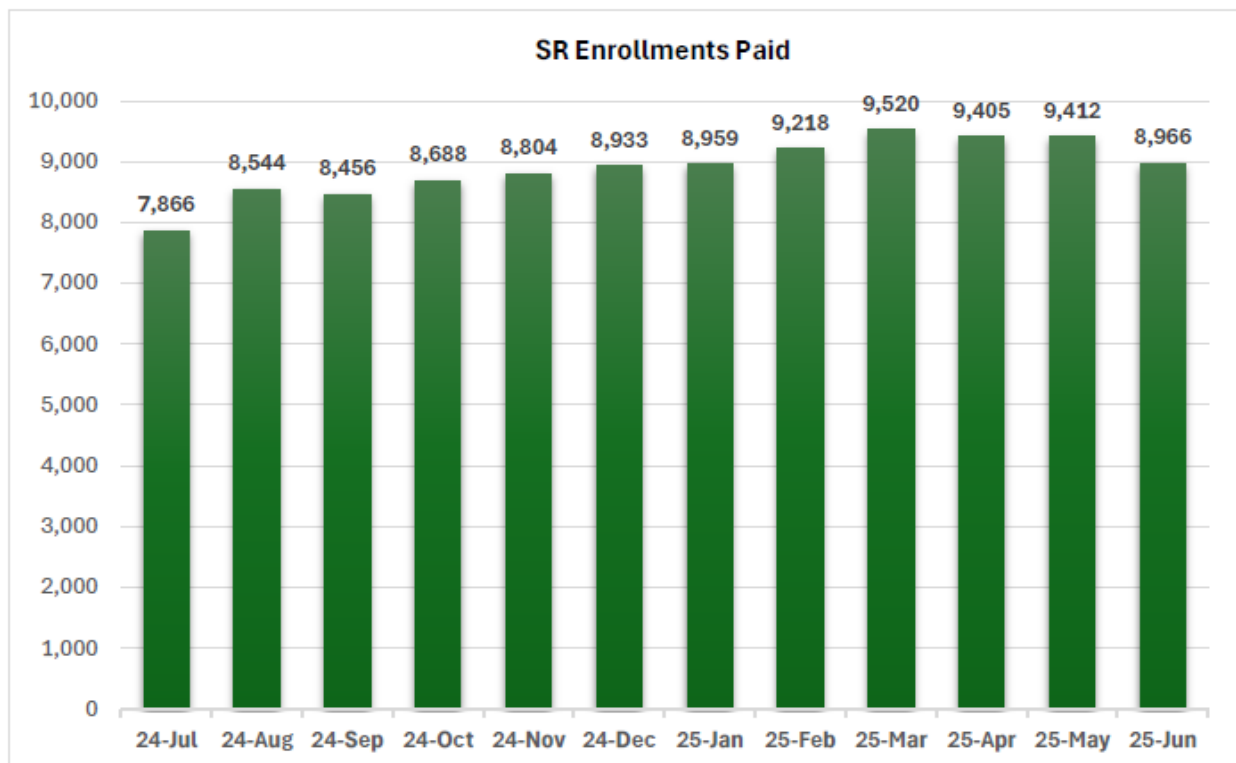
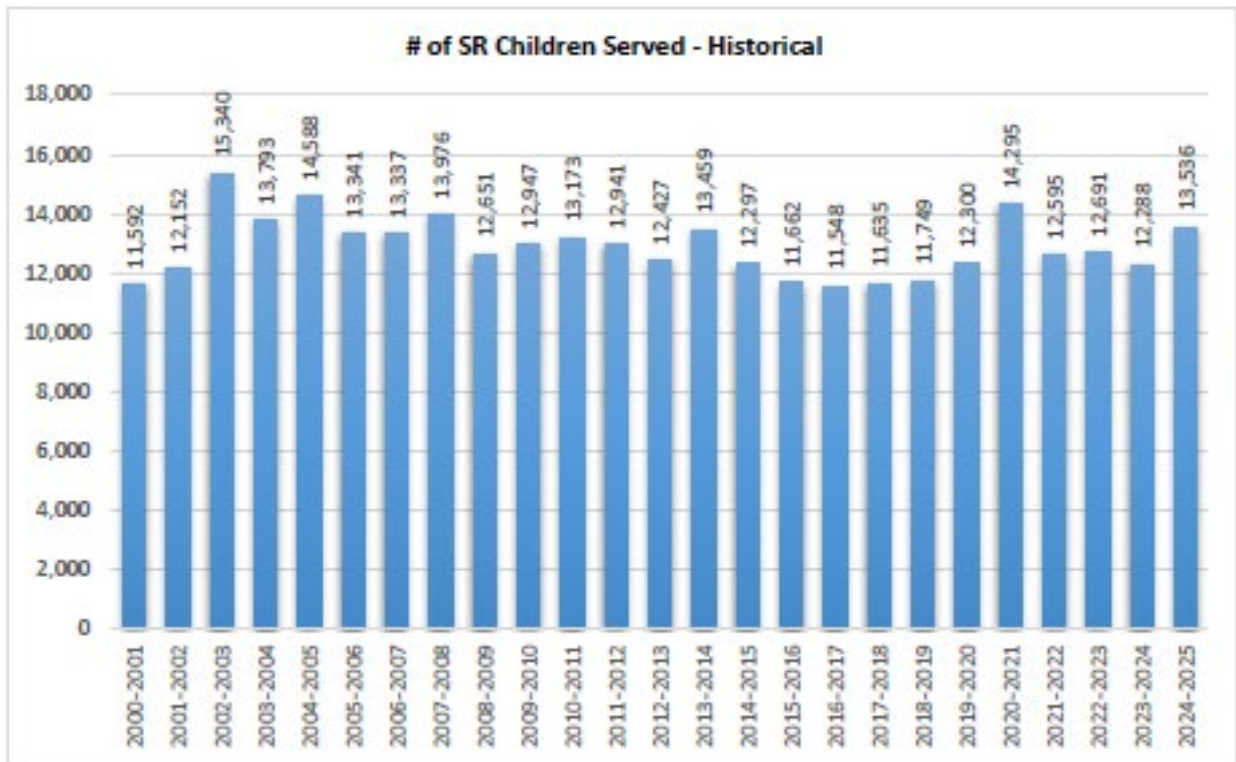
## ELC Dashboard

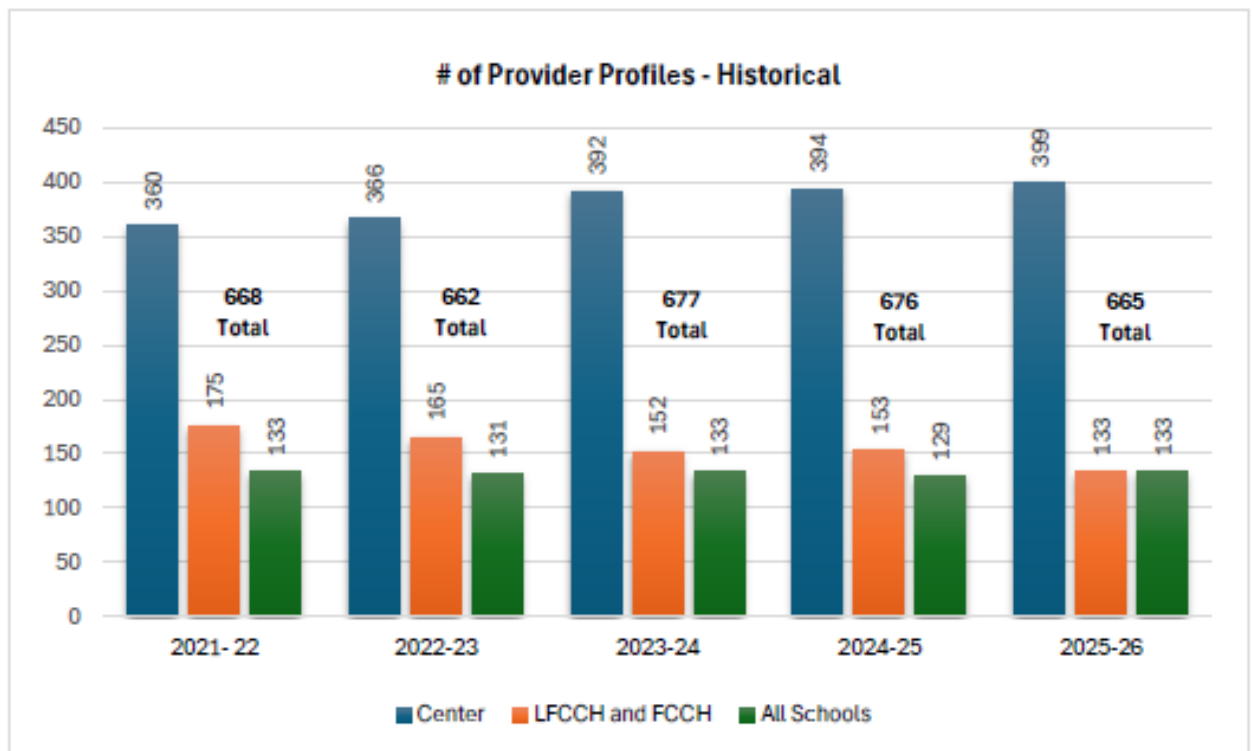
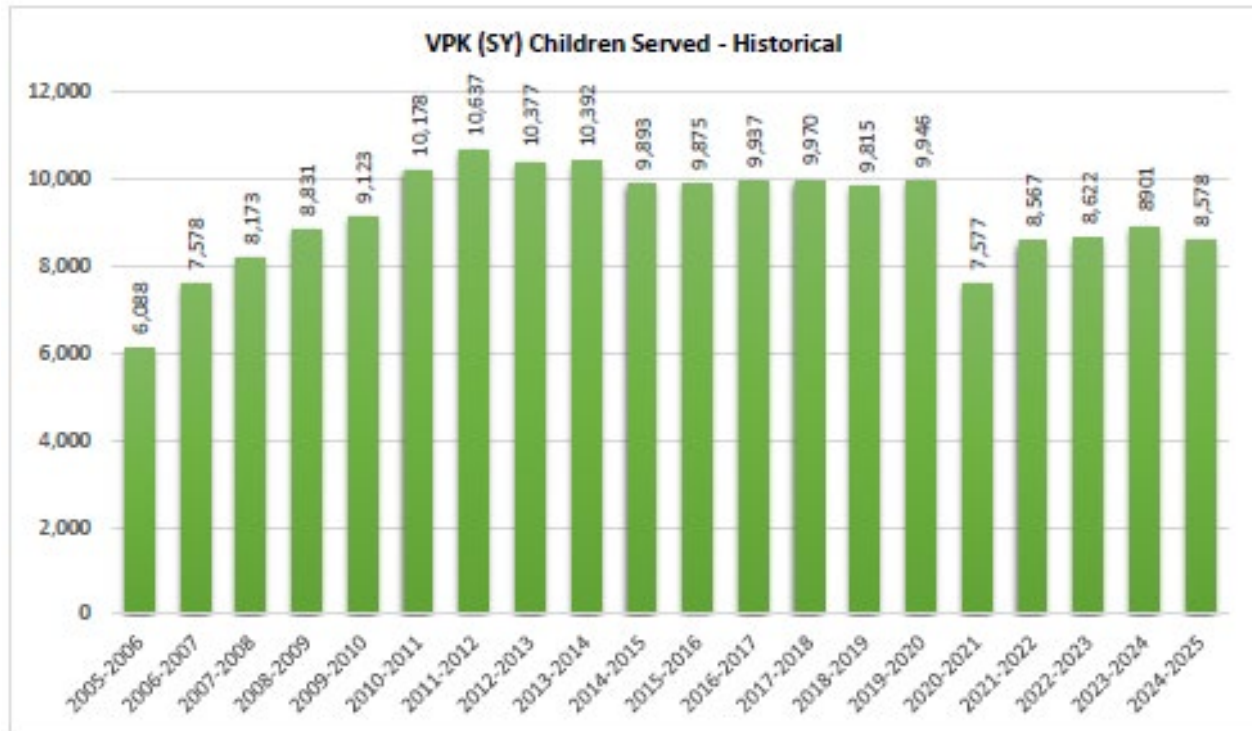


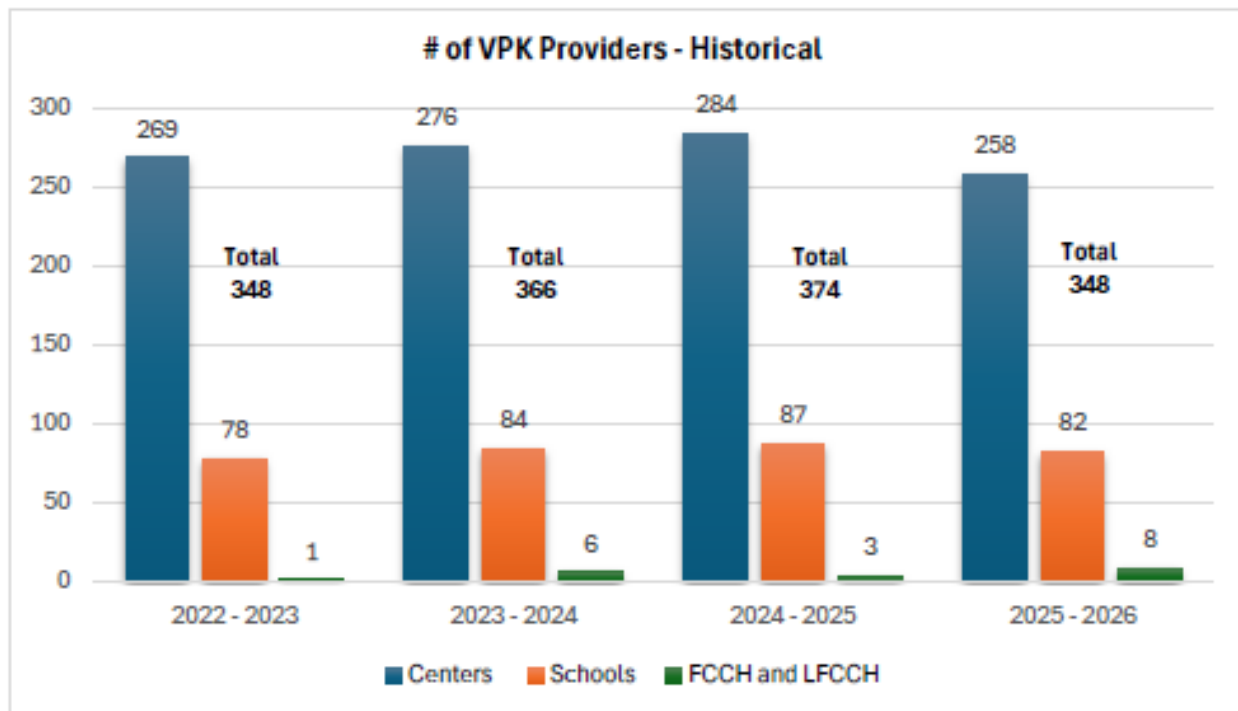
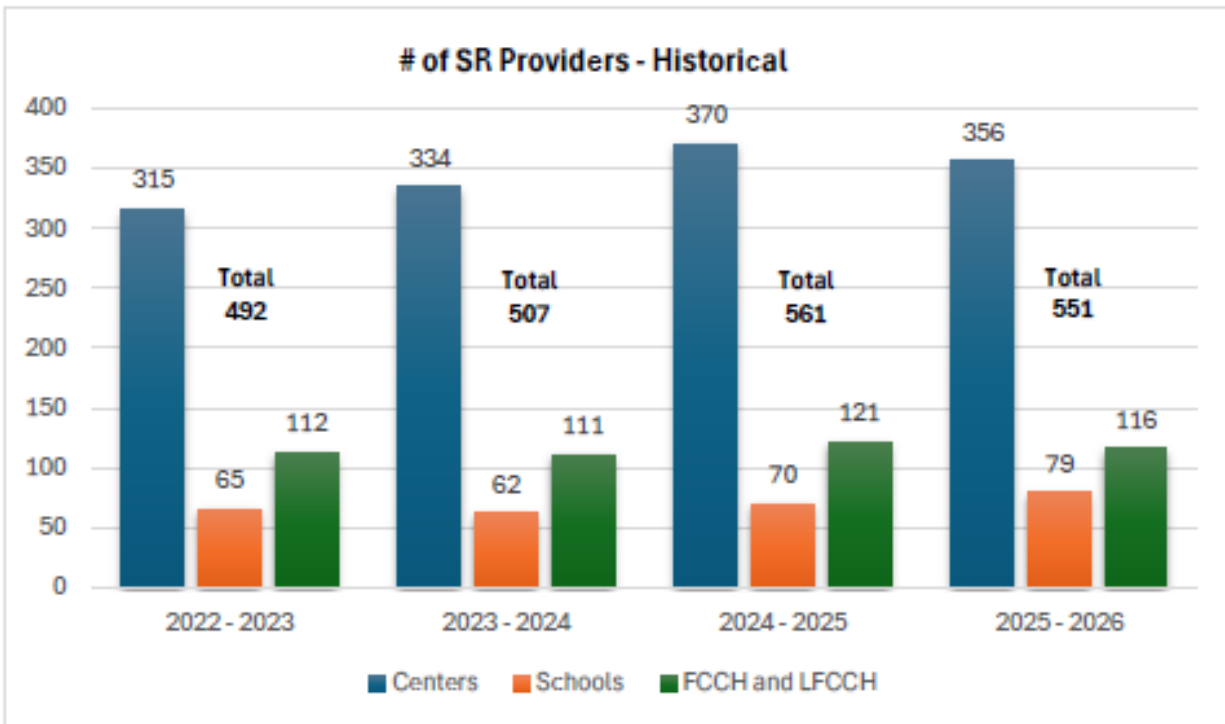


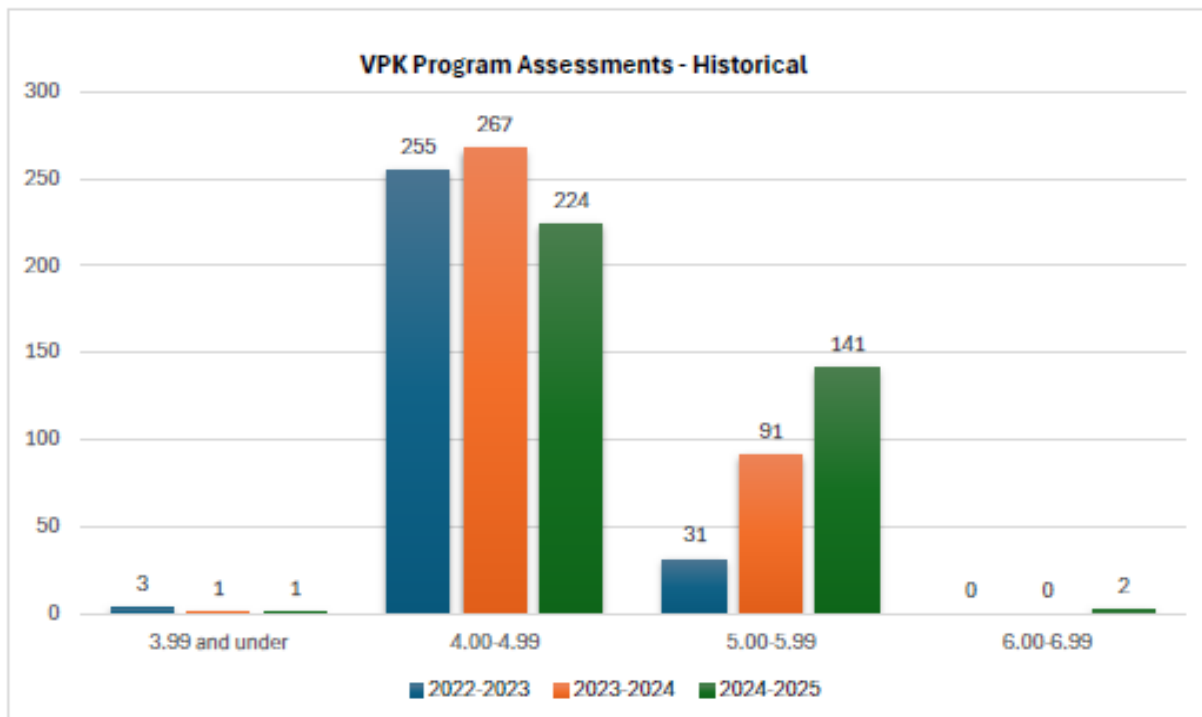
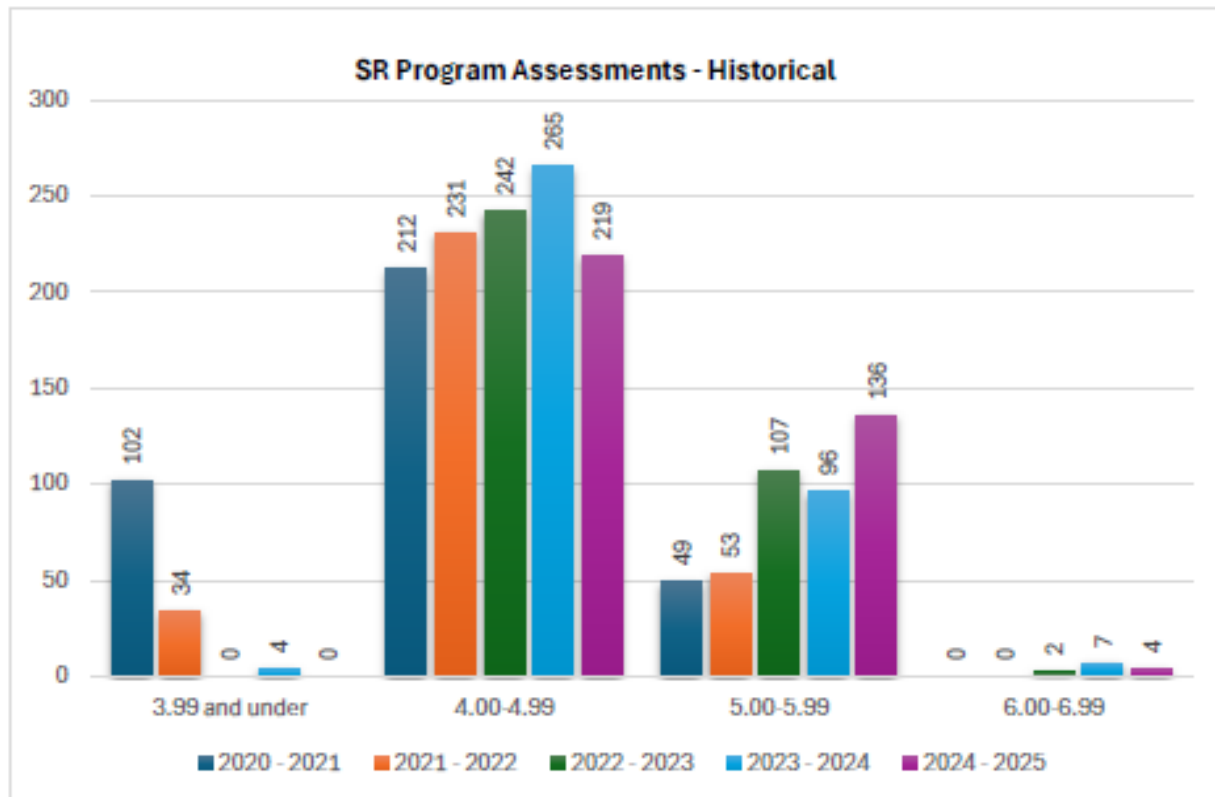


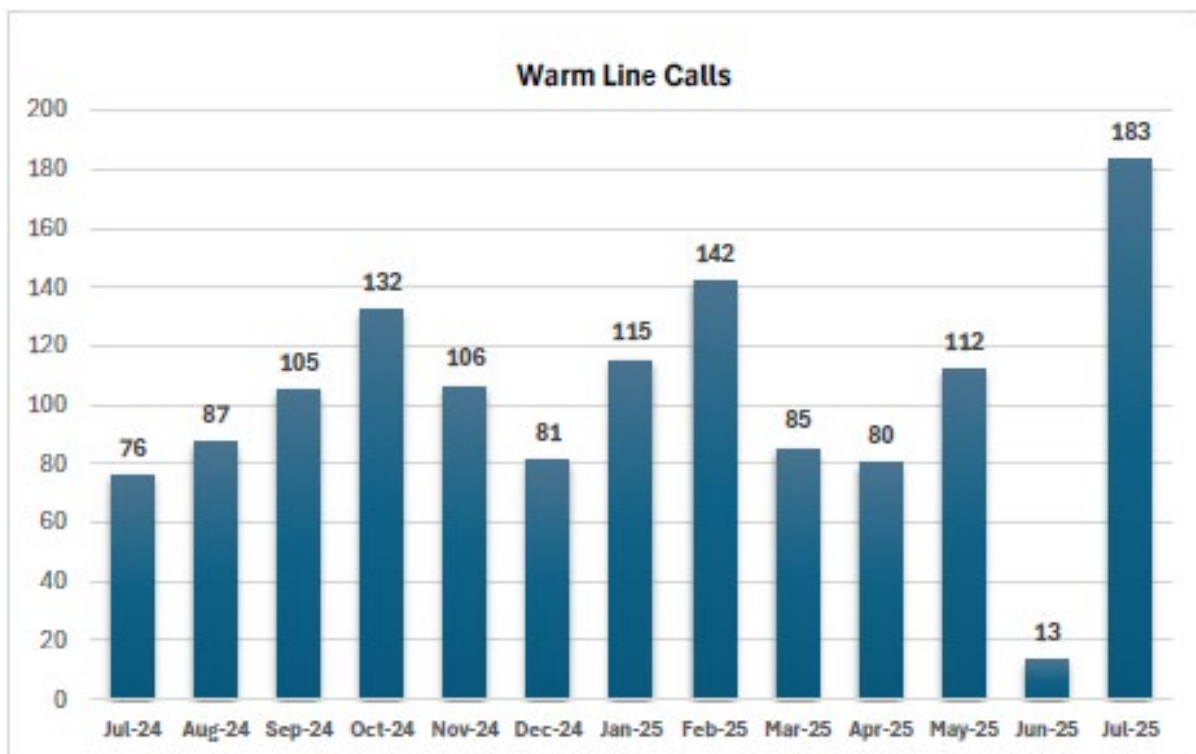
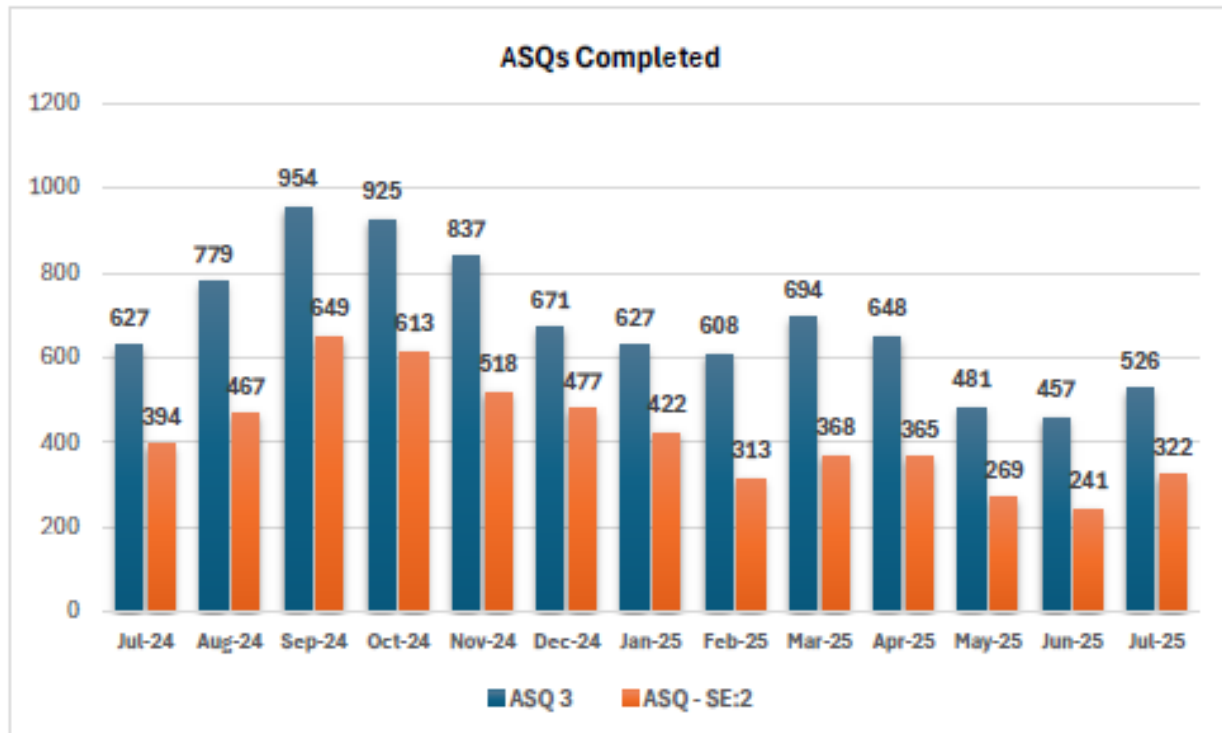














# Early Learning Coalition of Duval Finance Summary July 2025

## Child Care:

Children Served	July 2025	July 2024	% Change
School Readiness with Match	8,396	7,866	6.7% ↑
SR Plus	18	N/A	N/A
VPK	84	73	15.1% ↑

School Readiness	August 2025	Prior Month	August 2024	% Change from PY
Wait List – Birth through 5	1,346	884	182	640% ↑
Wait List – School Age	761	450	332	129% ↑
Wait List – Total	2,107	1,334	514	310% ↑

School Readiness	Returned	Approved	% Change
New Enrollments July (569)	95%	51%	N/A
Redeterminations July (602)	69%	59%	N/A

VPK	August 2025	August 2024	% Change
VPK Enrollments	6,290	7,428	-15% ↓

- VPK enrollments are through August 25, 2025, and families are continuing to enroll throughout the month. We have approved 8,367 certificates as of August 23, 2025.
- We are currently sending enrollment packets weekly. We are currently sending packets to families through the following application dates:
  - Children *Birth through Five Economically Disadvantaged (BG8 Priority 3)*: 05/24/2025
  - Children *Over Age Nine At Risk DCF Referrals (BG1 Priority 5)*: 03/13/2025
  - Children *School Age Economically Disadvantaged (BG8 Priority 6)*: 03/13/2025
- In July we sent 669 Wage Incentive checks to our eligible Guiding Stars of Duval teachers totaling \$2,410,365.
- The state held VPK and SR Estimating Conferences on August 7, 2025. FY 2025-2026 VPK estimated **FTE enrollments** for Duval were 7,640.20, up 1.6% from the March estimating conference. FY 2025-2026 SR estimated **FTE enrollments** for Duval are 6,985.60, up 6.9% from the March estimating conference.
- DEL awarded ELC of Duval an additional \$5,467,566 in SR carryforward balance from 2024-2025 to 2025-2026 on August 25, 2025.

Key	
DEL	Division of Early Learning
SR	School Readiness – Program funded through DEL with Federal and State Dollars
SR Plus	School Readiness Plus Program funded through State of Florida general revenue to extend child care services for families that have exited the SR Program
VPK	Voluntary Prekindergarten – Program funded through DEL with state of Florida general revenue
New Enrollment	Families who are on our waitlist and we are trying to enroll into SR
Redetermination	Current family in SR that is trying to renew their eligibility
Packet	Application sent to SR family to enroll or renew their SR eligibility. May include more than 1 child.

# ELC OF DUVAL 2025-2026: School Readiness Slots

18-Aug-25

	Month	Beginning Census	Actual Increase (Decrease)	Ending Census	Care Days In Month	Daily Unit Cost	Avg. Monthly Cost	MONTHLY COST *		Diff
								ACTUAL	PROJECTED	
Actual	JUL	8,966	-575	8,391	23	26.41	607.41	4,978,573	5,096,751	118,179
	AUG	8,391	275	8,666	21	21.86	459.10	0	3,978,593	3,978,593
	SEP	8,667	-35	8,632	22	22.76	500.64	0	4,321,428	4,321,428
	OCT	8,632	43	8,675	23	22.70	522.18	0	4,529,896	4,529,896
	NOV	8,675	-89	8,586	20	23.87	477.42	0	4,099,121	4,099,121
	DEC	8,586	-116	8,470	23	22.60	519.88	0	4,403,393	4,403,393
	JAN	8,470	-250	8,220	22	23.71	521.61	0	4,287,596	4,287,596
	FEB	8,220	-201	8,019	20	23.96	479.22	0	3,842,889	3,842,889
	MAR	8,019	0	8,019	22	23.37	514.05	0	4,122,152	4,122,152
	APR	8,019	-95	7,924	22	23.35	513.60	0	4,069,735	4,069,735
	MAY	7,924	-36	7,888	21	24.51	514.63	0	4,059,366	4,059,366
	JUN	7,888	-82	7,806	22	24.53	539.74	0	4,213,198	4,213,198
	TOTALS	100,457	(1,161)	99,296	261		513.86	4,978,573	51,024,119	46,045,546

Average # Children / Month	8,275
Total Annual Forecasted Cost	50,896,541
Avg Annual Cost Per Child	6,151

BUDGET *	50,823,516
FORECAST COSTS *	50,896,541
<b>SURPLUS / (DEFICIT)</b>	<b>(73,025)</b>

State Grant	59,423,547.00
Local SR Match	2,818,893.00
<b>Total</b>	<b>62,242,440.00</b>
78% Minimum Required	48,549,103.20
Current Slot Projection	50,896,540.83
Estimated Match towards 78%	956,340.48
<b>Total Direct Services</b>	<b>51,852,881.31</b>
Target Met (YES / NO)	<b>YES</b>

Direct Slot Match	956,340	
Total Direct Forecast Costs	51,852,881	83.3%
Total Direct Budget	51,779,856	83.2%

QPI Deficit	(496,460)
<b>Adjusted Surplus / Deficit**</b>	<b>(569,485)</b>

Forecasted Direct % Based on Total Grant Spending	82.6%
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Under / (Over) Slot Requirement (3,303,778)

\*Includes Special Needs and Gold Seal

\*\*To be determined whether additional funds will be provided or if SR will need to cover

## Early Learning Coalition of Duval School Readiness 2025-2026 Enrollment Plan

Month	Children	Month	Children
Jul-25	100	Jan-26	100
Aug-25	300	Feb-26	200
Sep-25	400	Mar-26	200
Oct-25	400	Apr-26	100
Nov-25	300	May-26	100
Dec-25	200	Jun-26	100

### **ACH Wires released in June 2025**

<b>Description</b>	<b>Date</b>	<b>Amount</b>
June 25 Insurance	6/3/2025	\$ 138,577.40
June 24 Rents	6/4/2025	\$ 19,728.15
CDWG Invoice	6/18/2025	\$ 5,538.18
SR, FFY, KHA, REF May 25	6/20/2025	\$ 5,322,285.78
SR May 25 Late Rosters	6/20/2025	\$ 9,836.54
May 25 Journey	6/23/2025	\$ 43,069.17
SB6 June 25	6/23/2025	\$ 10,498.99
SR May 25 Late Roster	6/23/2025	\$ 1,506.60
VPK May 25 Act Jul 25 Adv	6/27/2025	\$ 1,561,656.40
SR May 25 Termed Provider	6/27/2025	\$ 3,086.16

### **ACH Wires released in July 2025**

<b>Description</b>	<b>Date</b>	<b>Amount</b>
July Rent	7/2/2025	\$ 19,522.40
July Insurance	7/2/2025	\$ 137,373.89
CPatane Payment	7/8/2025	\$ 700.00
Iron Mountain Inv	7/18/2025	\$ 20,519.02
Miami Dade Family Partnership (ROR)	7/21/2025	\$ 41,290.00
SR, FFY, BOPT, REF June 25	7/21/2025	\$ 5,032,666.52
BLI - May & June 25	7/22/2025	\$ 82,305.85
Workforce Development Apr - June	7/23/2025	\$ 431,788.00
Journey June 25	7/23/2025	\$ 41,993.48
VPK June 25 Act Aug 25 Adv	7/29/2025	\$ 306,202.77
SB6 July 25	7/30/2025	\$ 10,956.73



**Action Item #1: Contract over \$65K - Audit Services**

The coalition desires to renew the current contract for Audit Services with Moss Krusik and Associates (MKA), utilizing the renewal terms within the existing contract. MKA provided the following renewal pricing for 2025-2027, all net of a yearly \$7,500 in-kind contribution:

- 2025 - \$29,000
- 2026 - \$29,500
- 2027 - \$30,000

Total Renewal Amount: \$88,500

**Requested Action:** The coalition is seeking the board to approve the three-year renewal contract with MKA totaling \$88,500.

## **Action Item #2: Contract over \$65K– TORSH**

KHA has agreed to provide the ELC of Duval funds for one year of Torsch services. TORSH Talent is a comprehensive online platform for coaching and professional learning needs. See full vendor proposal. The vendor proposal includes a one year option (which would be funded from KHA) or a three year option (where year 1 would be funded by KHA and years 2-3 would be funded from SR quality). This would be a Single Source procurement requiring approval from DEL.

**PROPOSAL ANALYSIS**

**TORSH Talent is the essential tool your organization needs to revolutionize and simplify personal learning and mentoring, empowering your team to focus on growth and development. This customized proposal has been developed to help you and your team surpass your goals effortlessly.**

**With this proposal, your organization will unlock a wealth of benefits, including:**

- **24/7** access for up to **500** user subscription licenses, including:
  - Teachers, Specialists, Providers, Coaches, Trainers, Staff, etc
- All **Features, Benefits, and the Scope of Work** within this Proposal
- **Personalized Onboarding** Training for all User Roles
- **Tailored Implementation**, Planning, and Set-Up
- **1:1 Customer Success Manager** with Platform Administrators
- **Consultative Services** with a full scope partnership to architect and operationalize your coaching system with confidence & clarity
- **3 Dedicated Teams of Support** (Executive, Customer Success, & Tech)
- **Research-Based Sustainability and Investment**, including:
  - More **Capacity and Reach** of Staff
  - **Increased Quantity and Quality** of Support, Coaching, Training, and Learning for Teachers, Specialists, Providers, Coaches, Trainers, Staff, etc
  - Ensure More **Efficiency and Equitable Access** to Support and Resources
  - Enhanced Implementation **Consistency and Fidelity**
  - **Less Attrition and Improved Practices**

Additionally, your organization will also unlock significant **Time and Cost Savings**, especially with our **3 year outlay**.

<p><b>For \$236,600</b> (\$86,200 due Yr 1, \$73,700 due Yrs 2-3), <b>you gain access for 3 Years, and:</b></p> <ul style="list-style-type: none"> <li>• <b>\$31,050 Overall</b> Savings</li> <li>• <b>\$10,350 Annual</b> Savings</li> <li>• <b>\$51.00 Per User License</b> Savings</li> <li>• <b>30% Discounts</b> Savings</li> </ul>	<p><b>For \$96,550</b> (due upfront Yr 1), <b>you gain access for 1 Year, and:</b></p> <ul style="list-style-type: none"> <li>• <b>\$20,700 Overall</b> Savings</li> <li>• <b>\$20,700 Annual</b> Savings</li> <li>• <b>\$34.00 Per User License</b> Savings</li> <li>• <b>20% Discounts</b> Savings</li> </ul>
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**torsh** torsh.co
24

**Requested Action:** The coalition is seeking the board to approve one of two options for contracting with Torsh.

**Option 1:** One year contract in the amount of \$96,500 funded by KHA.

**Option 2:** Three year contract in the amount of \$236,600 with year 1 totaling \$86,200 funded by KHA, and years 2-3 totaling \$73,700 each funded through SR quality.

**School Readiness Providers Currently on ELC Probation  
Probation and SR/DCF Violations within the past 2 years**

PROVIDER NAME	GSOD	PROBATION PERIOD	CAP(s)	CLASS 1 VIOLATIONS	CLASS 2 VIOLATIONS	CLASS 3 VIOLATIONS
Aunt Barbara's at King Academy	Yes	7/28/2025 - 1/28/2025	0	1	1	2
Boys and Girls Club of Northeast Florida-Baxter E. Luther	No	4/8/2025 - 10/8/2025	1	1	1	2
Childtime Learning Center 318	Yes	3/6/2025 - 9/6/2025	1	1	0	1
Childtime Learning Center 317	Yes	6/9/2025 - 12/9/2025	4	0	5	9
Gate Parkway Kindercare	No	1/29/2025 - 7/29/2025 7/30/2025 - 1/30/2026	8	0	13	18
Just 4 Kids Learning Academy of Jax, Inc.	Yes	3/6/2025 - 9/6/2025	1	0	7	7
Kid City USA Durbin (Hive and Honey LLC)	No	4/29/2025 - 10/29/2025	1	1	2	5
Montessori Kids Universe of Baymeadows (no SR in 25-26)	No	5/16/2025 - 11/16/2025	5	0	6	19
Southside KinderCare	No	4/29/2025 - 10/29/2025	5	1	10	15
Wayman Early Learning Academy Westside	No	7/24/2025 - 12/24/2025	1	1	1	5
WMS Learning Academy	No	4/22/2025 - 10/22/2025	1	2	0	1

**School Readiness/VPK Contract Terminations within the past 2 years  
Not Eligible for 25-26 contracts due to DCF license status of Probation:**  
Arlington KinderCare  
La Petite St Johns Bluff



# Strategic Plan Updates

## 2024-2025

Strategic Direction	Objectives	Timelines	Notes	6-month update	1 year update
	1.Create pathways for families unable to access school readiness funds				
1.Further Support Families to Grow Early Learning Opportunities in Duval	· Identify and pursue additional resources to fund families currently not-eligible	2024 - 2029	State SR Plus program starts in Fall 2024	SR Plus started September 24,2024	SR Plus is currently in place. As of 8/12/2025 we have 16 Enrolled
	2.Grow partnerships to facilitate transportation and address other basic needs				
	· Establish a relationship with JTA and determine available resources	Spring 2025	Set up a meeting with JTA		This will be a goal for 25-26
	· Identify additional resources based on family needs assessment	Spring 2025	Use family needs surveys and phone inquiry data to compile resources	Survey will be going out in the Spring 2025	9,699 resources were provided to families for the 2024-2025 year. (see next slide)
	· Identify partners that can assist with case management and helping families connect with needed resources	Ongoing	ELC Help Me Grow is a care coordination program that we currently incorporate into our ASQ and Inclusion services. We are seeking a partnership with the Duval County Healthy Start program, which provides care coordination for children aged 0-3, as well as with the Duval County Department of Health	Staff presented to Healthy Start on ELC Inclusion and HMG services and established a partnership. We have since established a referral system with them and provided HMG materials. We met with Dr. Maribel Monsalve and talked about HMG services. Also discussed about the possibility of her becoming a Physician Champion and using HMG tablets to complete screenings for us.	<ul style="list-style-type: none"> <li>Duval County Library Partnership: Our collaboration with Duval County Library has been a cornerstone of our outreach efforts..</li> <li>Emerging Collaborations: We're actively developing partnerships with the UF New Work Reading Program and Dr. Ravago.</li> <li>Community Screening Events: We've hosted a series of screening events designed to raise awareness, foster dialogue, and connect families with services in real time. These events have become powerful tools for outreach and engagement, often serving as the first step in a family's journey toward stability.</li> <li>Resource Mapping &amp; Referral Systems: We've built a dynamic resource directory and streamlined referral process to ensure families are connected quickly and effectively to the services they need.</li> </ul>

## Contacts & Casenotes: Counts of Services

Coalition Name Choose Your Date Range

ELC of Duval Previous year

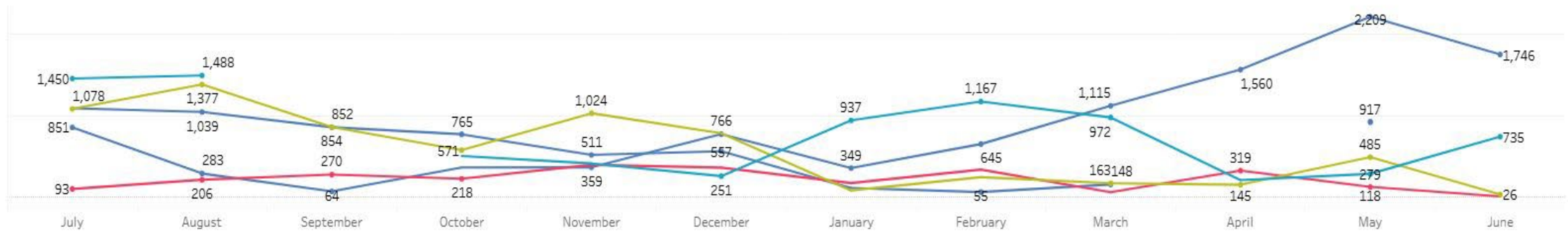
Coalition Name	Action Category	Reason	July 2024	August 2024	September 2024	October 2024	November 2024	December 2024	January 2025	February 2025	March 2025	April 2025	May 2025	June 2025	Grand Total
ELC of Duval	Contact; W/Note	Consumer Education	62	59	45	70	26	40	29	42	47	13	19	27	479
		Child Care Listing	408	418	292	165	241	258	358	267	250	224	280	259	3,420
		Financial Assistance	229	335	250	185	169	125	180	143	124	181	195	228	2,344
		Community Resources	266	348	297	430	258	249	211	287	194	246	209	261	3,256
		Miscellaneous	44	50	27	2	1	4		2	3	1	1	1	136
	Contact; No Note	Null	8	3	5		3	2	3		6	19	11	4	64
Grand Total			1,017	1,213	916	852	698	678	781	741	624	684	715	780	9,699

# School Readiness Wait List

School Readiness Program  
Waiting List History

	20-21	21-22	22-23	23-24	24-25
July	1,450	1,078	93	851	1,085
August	1,488	1,377	206	283	1,039
September		854	270	64	852
October	498	571	218	357	765
November	406	1,024	389	359	511
December	251	778	355	766	557
January	937	75	165	349	105
February	1,167	237	331	645	55
March	972	163	54	1,115	148
April	202	145	319	1,560	
May	279	485	118	2,209	917
June	735	26	2	1,746	
Avg. Monthly Average	11,974	7,914	4,266	11,580	13,611
Monthly Maximum	18,347	13,097	7,374	16,031	15,816
Monthly Minimum	6,712	4,063	1,700	7,495	11,213

School Readiness Wait List Year Over Year





Strategic Direction	Objectives	Timelines	Notes	6-month update	1 year update
1.Further Support Families to Grow Early Learning Opportunities in Duval	3.Help families navigate the application and enrollment processes through educational materials and a greater community presence				
	• Support portal navigation through tutorial creation	7/1/2025	Create and/or update video and written tutorials in English and Spanish on how to navigate the waitlist, application and transfer.	Currently updating older video tutorials. On track to complete English and Spanish video tutorials by Summer 2025.	Videos and tutorials are still in progress and should be completed late Fall. We have some tutorials finished and uploaded to our website and YouTube channel.
	• Be out in the community more assisting with family enrollment	September 2024 through January 2025	Trial run for designated local community partners in key locations/zip codes	N/A. Will focus on NS office and outreach events.	Completed
	• Consider relinquishing Northside office and moving to community-based outreach	10/31/2024	Lease expires May 11, 2025. We will need to renew or provide notice to vacate by November 11, 2024	Board Approved maintaining NS office additional lease. November 2024	Completed



Strategic Direction	Objectives	Timelines	Notes	6-month update	1 year update
1.Further Support Families to Grow Early Learning Opportunities in Duval	4.Increase VPK & SR enrollment				
	<ul style="list-style-type: none"> <li>Reach out to those eligible but not accessing services</li> <li>Explore how to target and identify families not currently using VPK as a starting point</li> </ul>	ongoing weekly	Run reports weekly and make calls based off the reports	Calls are being made weekly as time permits ( Rosa's Team)	Calls are being made weekly as time permits by both CCR&R and Eligibility Staff (See next slide)
		Fall 24		Surveys completed Nov 2024. Calls to families began December 4,2024 ( Rosa's Team)	<ul style="list-style-type: none"> <li>Calls will begin in September to all families with a certificate not being used for VPK.</li> <li>Epic Jax city wide campaign was used to target families who are not using VPK.</li> </ul> Epic Jax Assets: <a href="https://www.elcduval.org/duval-vpk/">https://www.elcduval.org/duval-vpk/</a>
	<ul style="list-style-type: none"> <li>Use city mapping to target outreach</li> </ul>	Fall 24	Compare census data to VPK enrollment data and target neighborhoods with historically low VPK enrollment	Can't find a correlation between 2020 Census mapping information and low VPK enrollment. Shifting direction by comparing six years of historical VPK enrollment data.	<ul style="list-style-type: none"> <li>Partnered with ruckus a marketing firm to ensure we are reaching all families in Duval.</li> <li>Action items are being discussed and implemented in the 2025-2026 year.</li> </ul>
	<ul style="list-style-type: none"> <li>Encourage and support more providers to accept VPK &amp; SR</li> </ul>	Fall 24 and ongoing	Informational meetings. Online scheduled 'chats' with current providers to address their needs. Coordinate with other ELC departments with mentoring programs	Will be sending out a survey to SR only providers to gauge interest in offering VPK and to find out if the coalition can assist with any barriers to offering VPK.	In 24-25 Provider Services scheduled an additional 6 VPK Performance Metric trainings and 6 new VPK APP trainings We will move the informal chats to 25-26 program year.  Provider Services will contact previous VPK providers and let them know they are eligible to contract for VPK as they are no longer considered Providers on Probation. We will also reach out (either by survey or phone calls) to SR only providers to provide information on VPK.



# Marketing Analysis

ruckus advertising

# Discovery & Interviews

- ▶ Evaluated current marketing and communication approaches.
- ▶ Identified **strengths**, **challenges**, and **successes** in current practices.
- ▶ Gathered insights to provide recommendations.
  - ❖ *Conducted interviews with board members, community partners, child care providers, ELC leadership, and volunteers.*
  - ❖ *Audited print material, digital presence, media outreach, and advertising efforts.*
  - ❖ *Reviewed “like” organizations and their digital presence for benchmarking.*

# Audit of Print Materials, Website, and Social Media Presence

## Print Materials

- ▶ Strengths include a **friendly tone**, **engaging annual reports**, and **easy-to-read flyers and rack cards**
- ▶ Recommend **highlighting family success stories**

## Website and Social Media

- ▶ Strengths include **clean design**, **accessibility features**, **regular updates**, and **multilingual options** on the website
- ▶ Recommend making donation button more accessible and incorporating testimonials

# Recommendations for Communication Strategy

The goal is to enhance ELC's visibility and stakeholder engagement through targeted communication efforts

- **Short-term objective** - Increase awareness of ELC's programs among families
- **Long-term objective** - Establish ELC of Duval as a leader in early childhood education

# Next Steps for ELC of Duval

Maintain our current strategy

- ▶ Strong social media presence
- ▶ Continue to use community partners to share our message
- ▶ Enhance ELC of Duval's presence on YouTube by creating :30 to : 60-second videos that align with our mission and strategic plan

# Insights from Interviews

ELC of Duval's strengths include **commitment to quality**, **strong provider relationships and support**, **inclusivity**, **dedicated volunteers**, and **an experienced CEO**.

Challenges include **brand awareness**, **funding issues**, and **confusion with “like” organizations**.

Recommendations include raising our community profile through **storytelling** and **increased visibility at events**.

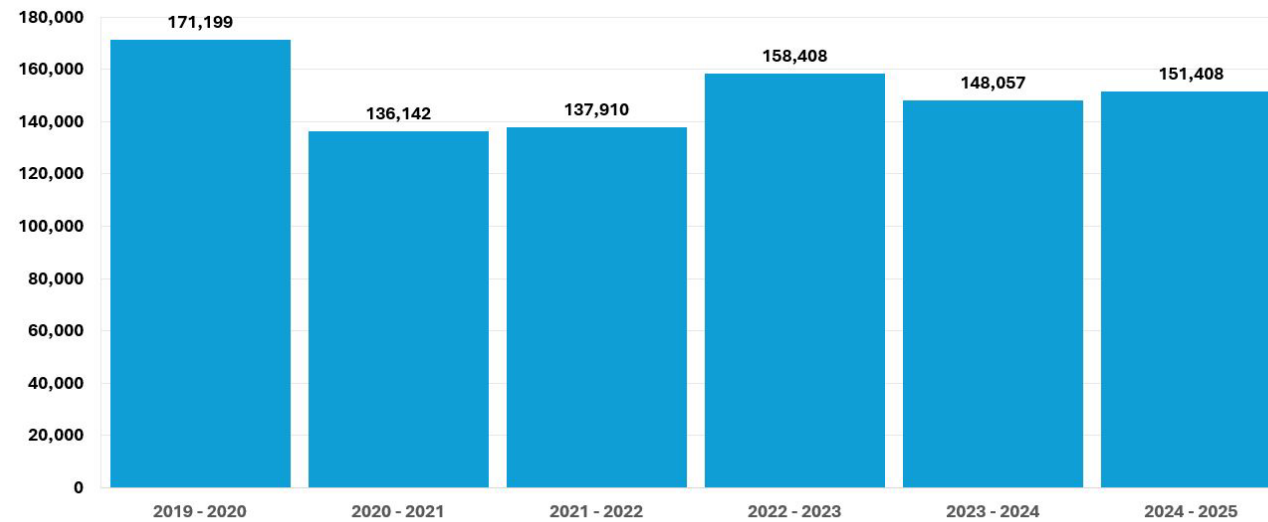
VPK Families With Certificate But Not Enrolled 2024-2025	
Type	Number
Could Not Reach	541
Private School/Non VPK Provider/IEP	48
Program Full/Can't Find Provider	54
Enrolled	195
Home School /Not Using	11
Needs FT Care	9
Moved Out of State	22
Transportation Issues	7
Total	887

VPK Provider 2024-2025 (Late start date)	Start Date	End Date
A Gift From God	12/9/2024	5/30/2025
Aunt Barbara's At King Academy	1/7/2025	5/23/2025
Juzt Kidz Learning Center	12/10/2024	5/30/2025
Young Kids In Motions	1/13/2025	5/29/2025

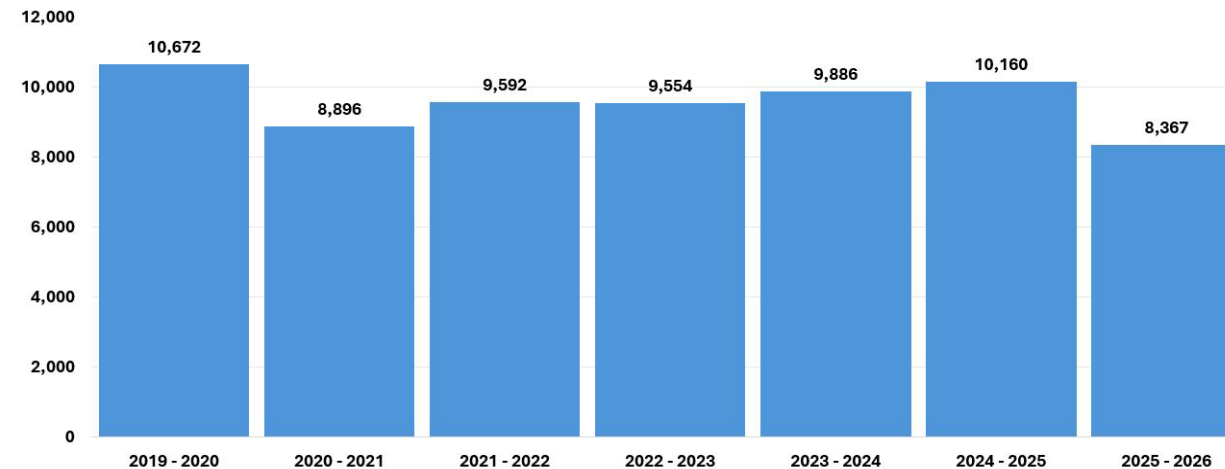


# VPK Data

## VPK Children Enrolled - **Statewide**



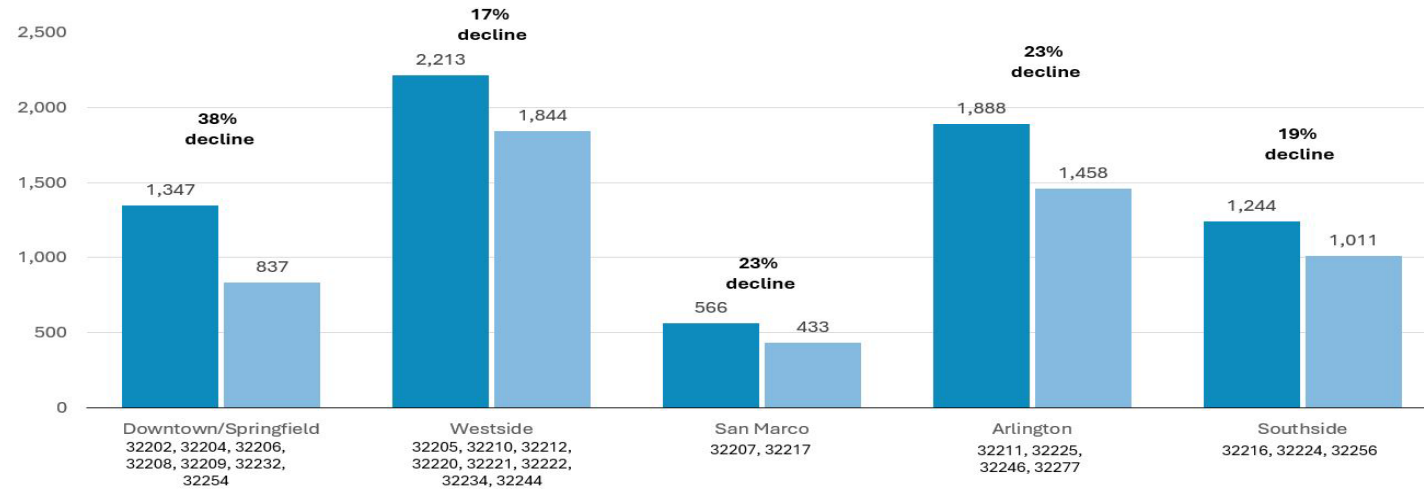
## VPK Certificates Approved - **Duval County**



# VPK Data

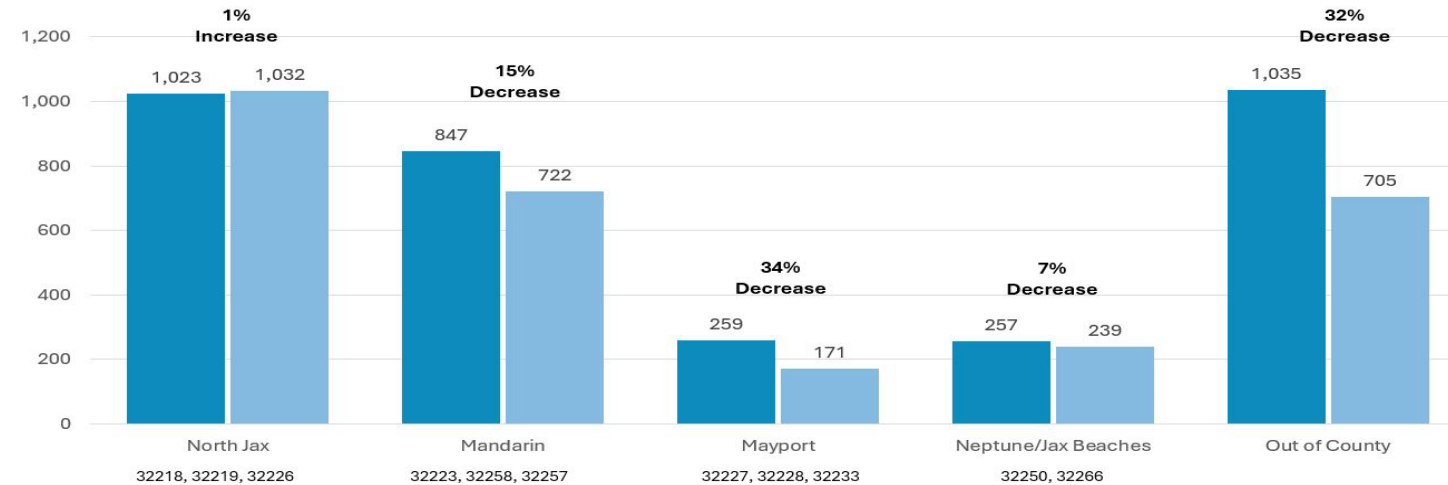
## VPK Certs Approved

2019-2020 compared to 2025-2026



## VPK Certs Approved

2019-2020 compared to 2025-2026



Strategic Direction	Objectives	Timelines	Notes	6-month update	1 year update
1.Further Support Families to Grow Early Learning Opportunities in Duval	5.Explore supporting school aged programs				
	<ul style="list-style-type: none"> <li>Identify local need for services for school aged students</li> </ul>	ongoing	Tie in with community needs assessment and monthly data collected from calls and inquiries	Will add School Age tracking from wait list	<p>We currently have as of 8/18/2025 - 913 school-age children actively waiting for School Readiness services until we receive funding authorization.</p> <p>The current waitlist date for school-agers is March 13, 2025.</p>
	<ul style="list-style-type: none"> <li>Determine if moving resources from KHA to ELC would be of benefit to our families</li> </ul>	Spring 25			ELC will have follow up discussion with KHA.

Strategic Direction	Objectives	Timelines	Notes	6-month update	1 year update
2. Partner with Providers in Delivering Quality Early Learning and Supporting Families	1. Expand opportunities for meaningful communication with providers				
	· Offer ongoing small group meetings with providers - learning from peers and coalition staff	Ongoing	Yearly meetings in the fall 2024 to go over thoughts and concerns of providers	October 30, 2024 & October 16, 2024	Additional small group meetings are being planned for late September and early October 2025.
	· Increase opportunities for providers to provide input to ELC through surveys, etc.	Ongoing	Provider Town Halls, biannual surveys and monthly DELDN meeting feedback cards	VPK Provider Surveys October 2024 DELDN Meetings - August 22, September 14 (conference), October 17, 2024 Small group meeting with CEO October 16 & October 30, 2024	<ul style="list-style-type: none"> <li>DELDN Meetings were held on January 23, 2025, February 20, 2025, March 20, 2025, and April 24, 2025.</li> <li>Future DELDN meetings are scheduled for August 21, 2025, September 13, 2025, October 23, 2025, January 22, 2026, February 26, 2026, March 26, 2026 and April 23, 2026.</li> <li>We will host at least two townhalls this fiscal year (Fall 2025/Spring 2026).</li> </ul>

Strategic Direction	Objectives	Timelines	Notes	6-month update	1 year update
	2.Provide additional education and supports for providers				
	2. Partner with Providers in Delivering Quality Early Learning and Supporting Families				
	<ul style="list-style-type: none"> <li>Offer programs around business best practices, leadership, and contract performance</li> </ul>	Spring 2025 and ongoing	Coordinate with various ELC department directors to offer and/or provide scholarships for providers for programs on business practices and leadership	Needs assessment will be going out to staff January 2025.	Based on the needs assessment gathered from January 1-February 28, 2025, there was a 45% response of interest in center management/leadership topics; We offered Building a Professional Learning Community on April 12, 2025, and working on a webinar to be offered in September 2025 related to Professionalism in ECE Settings (This topic will also be offered at the DELDN Conference in September)
	<ul style="list-style-type: none"> <li>Work together with providers to understand how to prevent/reduce expulsions and share that information broadly</li> </ul>	Ongoing	We currently offer inclusion chats that cover a range of topics, including preventing expulsion. We recently met with providers to obtain feedback on our current inclusion services and how we can improve them. We are developing new trainings focused on behavior intervention to help reduce expulsions. We have partnered with Early Steps to provide training to centers during our inclusion chats on various topics, including IFSP, speech strategies, and behavior strategies. In the upcoming fiscal year, we will implement a quarterly Inclusion Newsletter.	Coalition staff has been providing monthly inclusion chats and will be sending out a quarterly newsletter starting in Spring 2025	<ul style="list-style-type: none"> <li>Lunch &amp; Learns now offered in Spanish</li> <li>CEU-Eligible behavior training in development</li> <li>Guest Speakers still going strong for our Lunch &amp; Learns</li> <li>We've launched a pilot Safe Space Program with 11 centers currently participating. Each center received tailored materials, and we host monthly Lunch &amp; Learns to guide them on how to effectively implement and utilize the resources.</li> <li>We're in the process of launching a quarterly newsletter that will focus on developmental milestones, social-emotional learning, and practical tips for providers.</li> <li>Partnering with Hope &amp; Healing Jax and Partnership for Child Health to provide training to providers</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and communicate available resources for children with special needs (beyond Child Find and Early Steps)</li> </ul>	Ongoing	We have identified an agency, As We Are, that currently has no wait for autism screenings. Hope Haven has been identified as an agency that provides financial aid scholarships for children who need an autism screening. Additionally, Angel Kids Pediatrics is now offering developmental testing. We will continue to update our list of agencies as new resources are identified.	Hope Haven, As We Are, and Angel Kids Pediatrics are the agencies currently offering the autism screenings. As of now Child Find and Early Steps are the only organizations identified that would serve children through Medicaid. Other organizations require private insurance.	Hope Haven, As We Are, and Angel Kids Pediatrics are the agencies currently offering the autism screenings. As of now Child Find and Early Steps are the only organizations identified that would serve children through Medicaid. Other organizations require private insurance.

Strategic Direction	Objectives	Timelines	Notes	6-month update	1 year update
	3.Explore ways to assist in recruiting and retaining qualified teachers				
2. Partner with Providers in Delivering Quality Early Learning and Supporting Families	· Identify workforce investment grants	Jun-29	Use SR for workforce grants and target other funding for Workforce Development	We have identified the allowable items for workforce grants using School Readiness funds. We have developed the grant application and are starting to do information sessions for providers in December.	In 2024-2025, Professional Learning Training Grants were issued to 44 providers totaling \$354,644.
	· Deliver additional classroom support for new teachers	Complete by Fall 2025 and ongoing	Recruitment of teachers to participate in a CDA Pathway in Spanish through University of Florida's Lastinger Center; Work with Provider Services Dept to identify new providers and/or teachers; Coordinate with other ELC directors to provide any supports that could be shared during on-site visits; Provide opportunities for targeted classroom technical assistance support	We have 13 teachers that are enrolled in CDA Spanish pathway. Provided technical assistance support to 24 teachers and 4 directors from new providers. Provided technical assistance to 4 directors and 10 teachers from new VPK only centers.	11 teachers completed the UF Lastinger CDA Spanish pathway coursework; provided technical assistance support to 24 center based programs and 4 family child care homes which includes 73 classrooms; collaborated with ELC departments to gather relevant resources to share with directors and teachers during technical assistance visits; Technical Assistance informational slide was added to SR and VPK new provider orientation and professional development trainings
	· Offer ongoing professional development for more seasoned teachers related to credentialing (new requirements) one-to-one or in small groups	Spring 2025 and ongoing	We will identify the new requirements related to teacher credentialing and create relevant trainings/workshops that support teachers with their professional advancement	1) Currently working on developing webinars and other training opportunities that will help supplement requirements related to credentials. Target for webinars would be Summer 2025. 2) Met with ECS and KHA to help refer any providers that needed help with CDA credentials.	1) An introduction to childcare webinar was offered in July 2025; our staff is creating additional webinars and trainings related to requirements 2) Our staff continues to refer questions about CDA and credentials to ECS's Danesha Davis. 3) Added funding in ECS contract to offer more CDA trainings.
	· Work with local partners to identify pipelines and resources for new teachers	Fall 2024 and ongoing	Work with Dept. of Program Quality and Support to identify key needs and supports for new teachers; Will connect with other ELC staff to create a list of partners we currently work with; Identify what resources are available and work with Dept. of Program Quality and Support to ensure new teachers are connected	KHA and ECS provide CDA trainings. ECS and ELC also provide monthly professional trainings that are open to all Duval county early learning staff. ECS partners with Literacy Alliance to provide High School diploma support.	Of the 53 educators who completed CDA coursework through ECS, 43 have earned their CDA credential; 2 educators earned their GED through the Literacy Alliance of Northeast Florida
	· Support directors in managing their child care team	Winter 2024 and Fall 2025	2024- Survey Directors in the Mentorship program to determine their management needs. 2025 - Add a module to online Mentor training and add management topics to Community of Practice groups and to Mentor/Mentee discussions.	Completed survey on 12/4/24. Will use results to determine the needs for the training module.	Staff Management will be included on the agenda for the 3/11/26 Mentorship Community of Practice Meeting. We plan to have a guest speaker. A pilot Professional Development training will be developed in 2026 on Staff Management.
	· Calculate the true cost of maintaining a stable quality work force and inform funding decision-makers	Summer 2025	Use state data and providers surveys to come up with true cost.	Met with Hope Haven who has developed a cost of care tool.	Researching other developed tools such as Prenatal to Five Fiscal Strategies 50 State Child Care Cost Model. <a href="https://www.prenatal5fiscal.org/50_state_cost_model">https://www.prenatal5fiscal.org/50_state_cost_model</a>

Strategic Direction	Objectives	Timelines	Notes	6 month update	1 year update
2. Partner with Providers in Delivering Quality Early Learning and Supporting Families	4. Use 4-year old's data to compare programs and determine most effective				
	<ul style="list-style-type: none"> <li>Consider a partnership with a research agent and creating a board/staff work group</li> </ul>	Fall 2024	Contract with a research agency to analyze data and guide workgroup	PreK workgroup decided to have ELC staff send out surveys to parents and providers.	ELC staff and partners joined the Civic Council PreK group which created the VPK city wide campaign.
	<ul style="list-style-type: none"> <li>Support most effective model, including possibility for full day pre-school</li> </ul>	Fall 2024 and ongoing	Staff & Board Workgroup; Research other states that offer full day preschool; Collect data and trends to share with ELC Staff and Board Workgroup	ELC workgroup has combined with Jacksonville Civic Council to look into Full Day Prek.	Need follow up to determine if we want to come back to just an ELC workgroup and relook at other states preschool data.
	<ul style="list-style-type: none"> <li>Explore ways to encourage more centers to participate in Guiding Stars of Duval</li> </ul>	Ongoing	Continue to host informational sessions for potential providers; Collaborate with the Communications Department to customize GSOD promotional information to be shared out via email, social media, flyers and other forms as needed; Update GSOD information on the ELC Duval website with any related resource guides, manuals or toolkits; Target new providers during visits and share correspondence related to GSOD; Coordinate with Prov Services Dept. to add a slide about GSOD during new SR orientations	20 new centers will be validated in Spring of 2025 and 14 are on a waitlist for 2026.	May/ June 2024- 2025- Virtual Interest Meetings Held: 4 ; Providers Attended: 39; Applications Received: 22; New Providers Accepted: 20 ; June 2025- 2026- Virtual Interest Meetings Held: 4; Providers Attended 26; Applications Received: 19; New Providers Accepted: 18; The GSOD interest list for 2026-2027 program year includes 7 providers; Collaborated with Director of Communications, and a social media toolkit was created and shared with all GSOD providers; A flyer for GSOD was created to share during ELC visibility events; updated GSOD manual (English and Spanish) now available on ELC website



Strategic Direction	Objectives	Timelines	Notes	6-month update	1 year update																																													
3. Maintain a Work Environment Focused on Customer Service, Professional Growth, and Satisfaction	1.Build well-rounded knowledge of ELC operations to best assist families, teachers, and providers																																																	
	<ul style="list-style-type: none"><li>Create opportunities for staff to visit providers</li></ul>	Ongoing	Identify opportunities for staff such as VPK graduations, Literacy Week, special events, etc.	On track for staff to participate in annual Celebrate Literacy Week and VPK graduation ceremonies.	ELC staff participated in Celebrate Literacy Week in January 2025. Staff read to children and distributed children's books to every child in the class. ELC staff attended VPK graduation ceremonies across Duval County in May 2025																																													
	<ul style="list-style-type: none"><li>Offer lunch and learns for staff from different departments to better understand each other's work</li></ul>	Completed by August 2025	Host 45 minute monthly lunch-n-learn for each department which includes question and answer sessions	<table><tr><th>Department</th><th>Date (2<sup>nd</sup> Tuesday of Month)</th></tr><tr><td>Communications</td><td>July 2024</td></tr><tr><td>Professional Development</td><td>Rescheduled due to Director position change</td></tr><tr><td>Eligibility</td><td>Rescheduled</td></tr><tr><td>Eligibility</td><td>October 2024</td></tr><tr><td>Family Engagement</td><td>November 2024</td></tr><tr><td>Program Quality &amp; Assessment</td><td>January 2025</td></tr><tr><td>Provider Services</td><td>February 2025</td></tr><tr><td>Workforce Development</td><td>March 2025</td></tr><tr><td>CCR&amp;R</td><td>April 2025</td></tr><tr><td>Developmental Health &amp; Inclusion</td><td>May 2025</td></tr><tr><td>IT</td><td>June 2025</td></tr><tr><td>Compliance</td><td>July 2025</td></tr><tr><td>HR</td><td>August 2025</td></tr><tr><td>Professional Development</td><td>September 2025</td></tr><tr><td>Finance</td><td>October 2025</td></tr></table>	Department	Date (2 <sup>nd</sup> Tuesday of Month)	Communications	July 2024	Professional Development	Rescheduled due to Director position change	Eligibility	Rescheduled	Eligibility	October 2024	Family Engagement	November 2024	Program Quality & Assessment	January 2025	Provider Services	February 2025	Workforce Development	March 2025	CCR&R	April 2025	Developmental Health & Inclusion	May 2025	IT	June 2025	Compliance	July 2025	HR	August 2025	Professional Development	September 2025	Finance	October 2025	Lunch and Learns for all deparments will be completed by October 2025. A Staff Survey was sent on 2/5/2025 to create future trainings based off needs and interests.													
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<ul style="list-style-type: none"><li>Offer external professional development and internal mentoring</li></ul>	Ongoing	<ul style="list-style-type: none"><li>Offering professional training through various venues</li><li>Survey all employees asking for interest in mentoring program</li></ul>	Waiting until 2025 first quarter to implement.	<table><tr><th>Training Course</th><th>Posting Date</th></tr><tr><td>Email Etiquette</td><td>2/28/2025</td></tr><tr><td>Excel</td><td>2/21/25 &amp; 3/17/25</td></tr><tr><td>Multicultural Conflict Resolution</td><td>2/24/25 &amp; 3/12/25</td></tr><tr><td>Mindfulness &amp; Managing Stress</td><td>2/26/2025</td></tr><tr><td>Email Etiquette</td><td>2/28/2025</td></tr><tr><td>Microsoft Apps</td><td>3/4/2025</td></tr><tr><td>Working Remotely</td><td>3/12/2025</td></tr><tr><td>Time Management</td><td>3/12/2025</td></tr><tr><td>W4 form</td><td>3/17/2025</td></tr><tr><td>Upgrading Your Business Writing Skills</td><td>4/8/2025</td></tr><tr><td>Use Microsoft Outlook to Keep You Organized and Successful</td><td>4/29/2025</td></tr><tr><td>Bystander Harassment Training</td><td>5/1/2025</td></tr><tr><td>Mental Well-Being (Employees), Course</td><td>5/12/2025</td></tr><tr><td>How to handle coworker conflict with BIFF</td><td>6/16/2025</td></tr><tr><td>Using Negative Feedback for Success</td><td>8/6/2025</td></tr><tr><td>Child Abuse Mandatory Reporting</td><td>8/5/2025</td></tr><tr><td> </td><td> </td></tr><tr><td>Appreciating the Many Forms of Diversity</td><td>8/18/2025</td></tr><tr><td>Adobe Skill Builder Series</td><td>9/15/2025</td></tr><tr><td>Updated Microsoft Teams 2024</td><td>9/2/2025</td></tr><tr><td>Excelling through change</td><td>9/29/2025</td></tr><tr><td>Resiliency in the Workplace for Employees</td><td>10/13/2025</td></tr></table>	Training Course	Posting Date	Email Etiquette	2/28/2025	Excel	2/21/25 & 3/17/25	Multicultural Conflict Resolution	2/24/25 & 3/12/25	Mindfulness & Managing Stress	2/26/2025	Email Etiquette	2/28/2025	Microsoft Apps	3/4/2025	Working Remotely	3/12/2025	Time Management	3/12/2025	W4 form	3/17/2025	Upgrading Your Business Writing Skills	4/8/2025	Use Microsoft Outlook to Keep You Organized and Successful	4/29/2025	Bystander Harassment Training	5/1/2025	Mental Well-Being (Employees), Course	5/12/2025	How to handle coworker conflict with BIFF	6/16/2025	Using Negative Feedback for Success	8/6/2025	Child Abuse Mandatory Reporting	8/5/2025			Appreciating the Many Forms of Diversity	8/18/2025	Adobe Skill Builder Series	9/15/2025	Updated Microsoft Teams 2024	9/2/2025	Excelling through change	9/29/2025	Resiliency in the Workplace for Employees	10/13/2025
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Updated Microsoft Teams 2024	9/2/2025																																																	
Excelling through change	9/29/2025																																																	
Resiliency in the Workplace for Employees	10/13/2025																																																	



Strategic Direction	Objectives	Timelines	Notes	6-month update	1 year update
3. Maintain a Work Environment Focused on Customer Service, Professional Growth, and Satisfaction	2.Enhance internal relationships throughout ELC – leadership, peers, supervisors, and direct reports				
	· Bring staff to children's week in Tallahassee	Spring 2025	Bus for staff, Board members and DELDN	Getting bus quotes December 2024	Two cars were taken to Tallahassee with 11 providers and three staff who met with legislators on early learning issues. A second trip is in the planning process for January 2026.
	· Re-establish lunches with the CEO	Ongoing quarterly	Core Values and other meetings	New Employee luncheons quarterly and Core Values biannually.	<ul style="list-style-type: none"> <li>• All Staff Meeting held 9/2024</li> <li>• New employee lunch 11/2024</li> <li>• Upcoming Core Values on 9/12/2025</li> <li>• New employee lunch Fall 2025</li> </ul>
	· Enable and support outside team building	Ongoing every other month	ELC Engagement Team to host online and in person activities	Team meets every other month. Hosted food and toy drive. January 2025 all staff meeting planned.	Staff Picnic Fun day 6/2025, Gift of Joy donation held Nov-December 2024, Food Drive November 2024
	3. Increase community awareness of the ELC as the leading advocate and policy expert for early learning				
		Ongoing			Partnership with civic council/participating in Epic Jax. Interviewed with local news stations and WJCT. Presenting at Florida Chamber event on our VPK efforts.

# Strategic Plan Tracking

	Baseline Numbers 23-24	24-25
1. Further Support Families to Grow Early Learning Opportunities in Duval		
Average number of SR children served	8459 - 15% of 150% population	8918 - 16% of 150% population
# of unduplicated 4 YOs attending VPK	8901 - 74% of PreK population	8578 - 71% of PreK population
# of SR providers	507 - 75% of providers	561 - 83% of providers
# of VPK provider	366 - 54% of providers	374 - 55% of providers
2. Partner with Providers in Delivering Quality Early Learning and Supporting Families		
# of training sessions held annually for Center directors and staff	71	63
# Center directors and staff attending training annually	1375	1634
# Centers participating in Guiding Stars	146 - 29% of School Readiness providers	163 - 29% of School Readiness providers
Workforce funding	\$0.00	\$354,644.00
3. Maintain a Work Environment Focused on Customer Service, Professional Growth, and Satisfaction		
# of professional development trainings for staff	16 Trainings	Leadership Courses 3 Safety Training: 4 Dept Lunch-n-Learns: 10 Compliance Training: 2



## **2025-2026 School Readiness Budget Adjustment**

### **Action Item**

The State allocated the previous years School Readiness unspent funds.  
ELC of Duval was awarded an additional \$5.4 million.

Our three strategic goals are:

- 1) Further Support Families to Grow Early Learning Opportunities in Duval
- 2) Partner with Providers in Delivering Quality Early Learning and Supporting Families
- 3) Maintain a Work Environment Focused on Customer Service, Professional Growth, and Satisfaction

The proposed adjustments below are tied to our three strategic goals.

- 1) Childcare slots to decrease the wait list and keep enrollments as high as possible.
- 2) Quality support for childcare providers. Detail of activities will be brought to the Finance Committee in September.
- 3) Three percent staff cost of living and incentive adjustments.

Childcare Slots	\$ 4,427,566	81%
Quality Support	\$ 800,000	15%
Staff	\$ 240,000	4%
Total	<u>\$ 5,467,566</u>	

# Questions?