



**September 2, 2026
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.	Welcome	Marcus Rowe
	Chair Report Approval of June 24, 2026, Minutes	Marcus Rowe
11:40 a.m. – 12:00 p.m.	CEO Report 1. DEL Chancellor 2. SR Funding 3. Read Jax 4. VPK Provider Performance Metrics 5. Staff Highlights	Angel Carro
12:00 p.m. – 12:30 p.m.	Committee/Workgroup Updates Finance Committee Appeals Committee DELDN	Melanie Patz Sarah Hulsberg Carla Whiteside
12:30 p.m. – 1:15 p.m.	Task Force Report & Strategic Plan Update	Angel Carro
1:15 p.m. – 1:30 p.m.	Public Comment/Other Business/ Announcements Next Meeting – October 28, 2026	



Wednesday June 24,2026

In-Person/Zoom Board Meeting 11:30 am

Quorum met 21 of 22 members present

Board Members Present: Marcus Rowe, Melanie Patz, Carlos Esquivia-Lee, Sarah Hulsberg, Jason Roth, Letisha Jefferson, Dr. Tara Haley, LaTanya Wynn-Hall, Maria McNair, Carla Whiteside, Marian Wilcher, Christy Gillis, Karen Feagins, Fionnuala Geoghan, Cheryl Taylor, Carl Smith, Dana Kriznar, Chelsea Harris, Maribel Monsalve, Dr. Vicki Waytowich

Non-Voting Board Member Present: Amber Holley

Board Members Absent: Christopher Bernier-excused

Guest: Jen Dews (ECS), Gabriela Silva (Reach out and read), Lucinda Hightower (Provider), Katara Buckman (Provider)

ELC Staff Present: Angel Carro, Lashonda Hicks, Cheryl Benveniste, Lisa Zenoz, Heather Mooney, Kathy Wentworth, Sheila Mackey, Cathie Odom, Katy Droubie, Catrina Patrick, Charlene Gross, Tinesha Byrd, Bobby Steely, Danielle DeCastro, Adriana Bonilla, Lori Ryals, Monique Graham, Rosa Fucci, Lizaida Soto, Heather Hauser, Shaticia Reid, Erin Jennings, Kim Randolph, Dyneshia Lee, Catina Jones, Kiara Estrada

Marcus Rowe began the meeting by welcoming everyone.

The April 29, 2026, meeting minutes were reviewed and Marcus Rowe called for a motion to approve the minutes. Jason Roth made a motion to approve the meeting minutes.

MOTION: TO APPROVE APRIL 29,2026, MEETING MINUTES

Dr. Tara Haley second, approved by all voting members

The motion to approve the 2026-2027 Guiding Stars of Duval Professional Development Wage Incentive Program was presented to the Board from the Executive Committee.

MOTION: TO APPROVE 2026-27 GUIDING STARS WAGE INCENTIVES

Maria McNair seconded, and approved by all voting members

Angel Carro presented the CEO report as follows:

- SR State Funding
- Mayor's Task Force
- Rule 6M-4.500
- 26-27 Calendar



- Staff Highlights

Marcus Rowe presented the 26-27 Slate of Officers & Committees.

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

Nominating Committee submitted two applicants for board approval. Theresa Little for Religious Provider Representative. Jason Roth made a motion to approve.

MOTION: TO APPROVE THERESA LITTLE FOR RELIGIOUS PROVIDER

Dr. Tara Haley seconded and approved by all voting members

Katarwa Buckman for Profit Provider Representative. Dr. Vicki Waytowich made a motion to approve.

MOTION: TO APPROVE KATARWA BUCKMAN FOR PROFIT PROVIDER

LaTanya Wynn-Hall seconded and approved by all voting members

Dr. Tara Haley discussed updates from the Personnel committee.

Carla Whiteside shared DELDN will have virtual meetings and to save the date for the Fall conference Little Learner Big Waves on September 19, 2026.

Melanie Patz communicated the following financials:

- We are currently serving 9639 children in SR
- We are currently serving 98 children in VPK
- We have 23 children on the waiting list and pulling weekly
- Financial data charts were reviewed
- The state's Fiscal Monitoring Report for 2024-2025 was issued

Melanie Patz shared the Coalition requested Action item #1 Approval of the updated Accounting & Financial Policies and Procedures.

Finance committee made a motion to approve the Accounting & financial Policies and Procedures Manual updates.

MOTION: TO APPROVE ACTION ITEM # 1 ACCOUNTING & FINANCIAL UPDATES

Maria McNair seconded, and approved by all voting members

Action item #2 2026-2027 Budget was shared and a motion made by Finance Committee to approve the Budget.

MOTION: APPROVE ACTION ITEM#2 2026-2027 BUDGET

Sarah Hulsberg seconded, and approved by all voting members



Action item #3 Contract over \$65K with Family Learning Partnership for the Reach Out and Read program in. The Finance committee made a motion

MOTION: TO APPROVE ACTION ITEM # 3 2025-2026 Family Learning Partnership

Maribel Monsalve seconded, approved by all voting members

The Board discussed the TORSH program and decided to continue with it for another year.

Action Item # 4 Contract over \$65K Growing Great Classrooms-Coaching partnership with UNF-FIE. Melanie called for a motion. Sarah Hulsberg made a motion.

MOTION: TO APPROVE ACTION ITEM #4 CONTRACT WITH UNF-FIE

Melanie Patz seconded, approved by all voting members

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

Respectfully Submitted,

Tinesha Byrd



CEO Report – September 2, 2026

DEL Chancellor

Cari Miller resigned in August. Katerina Maroney has been named the new Chancellor of DEL.

School Readiness Funding

We are receiving around \$2.2 million in extra School Readiness funds from the roll over dollars not spent by other coalitions during the 25-26 year. We spent our entire School Readiness 25-26 grant.

Read Jax

Read Jax has started once again with Community Foundation being the administrative agency. A lot of the current discussion has been around kindergarten readiness rates and data around 0 to 5 children. I am part of the data sub-group and hope that we can connect with DCPS to get some data for our children after VPK.

VPK Provider Performance Metrics

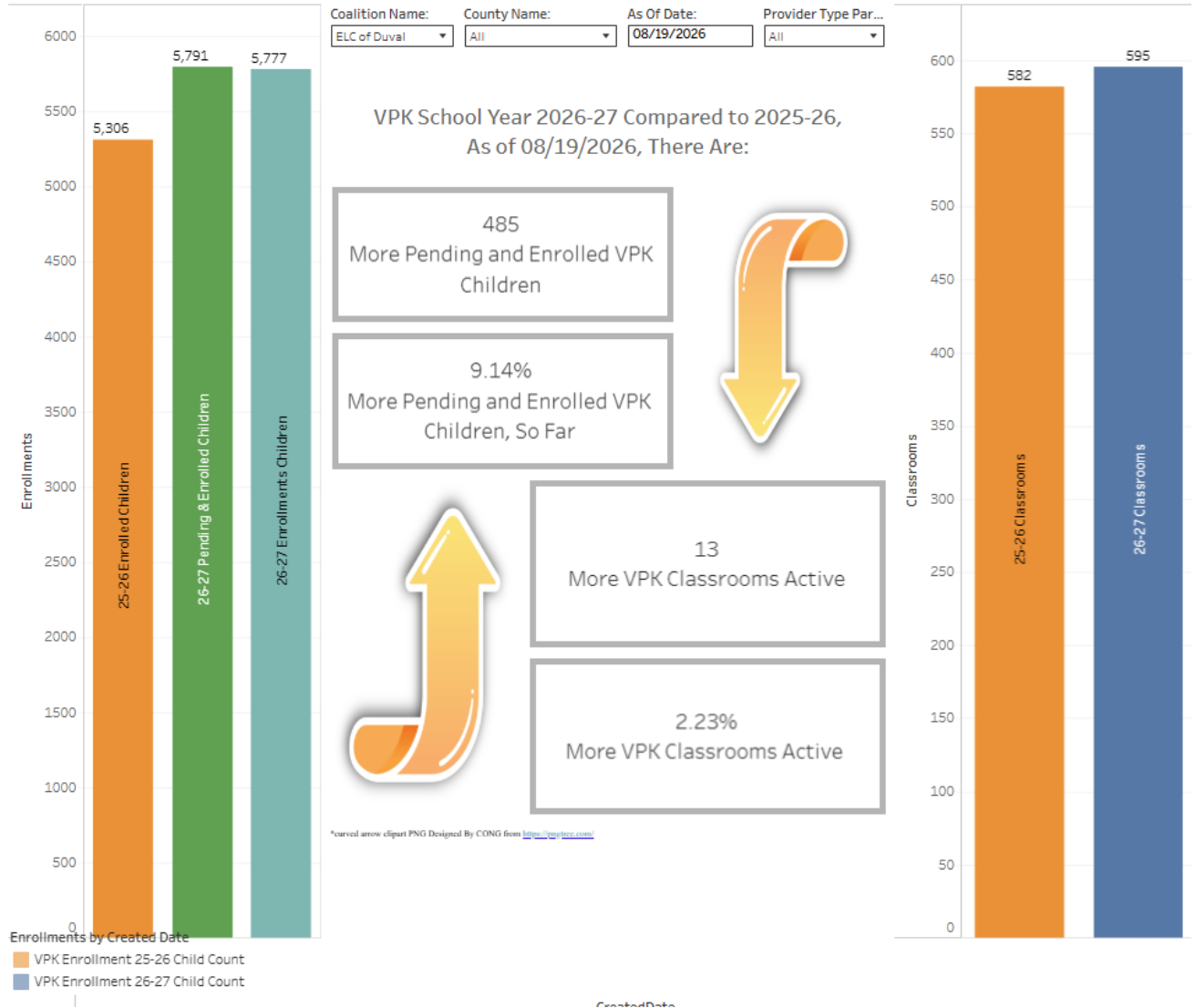
The Fall 25-26 VPK accountability scores have been released. The did drop in the number of providers on probation. See table below:

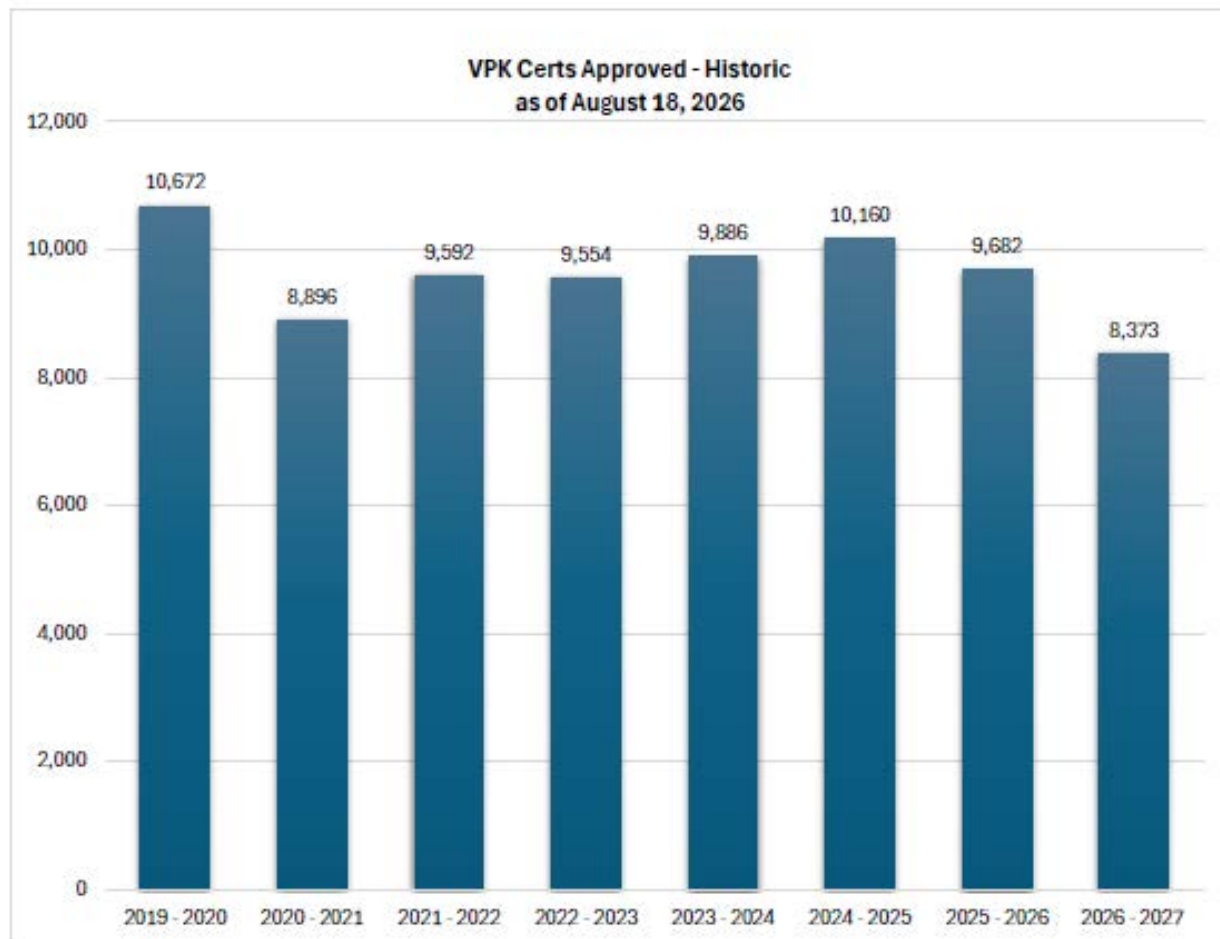
Category	25-26	%	24-25	%
Passed	271	78.55%	290	78.80%
Probation	35	10.14%	55	14.95%
No Score	39	11.30%	23	6.25%
	345		368	

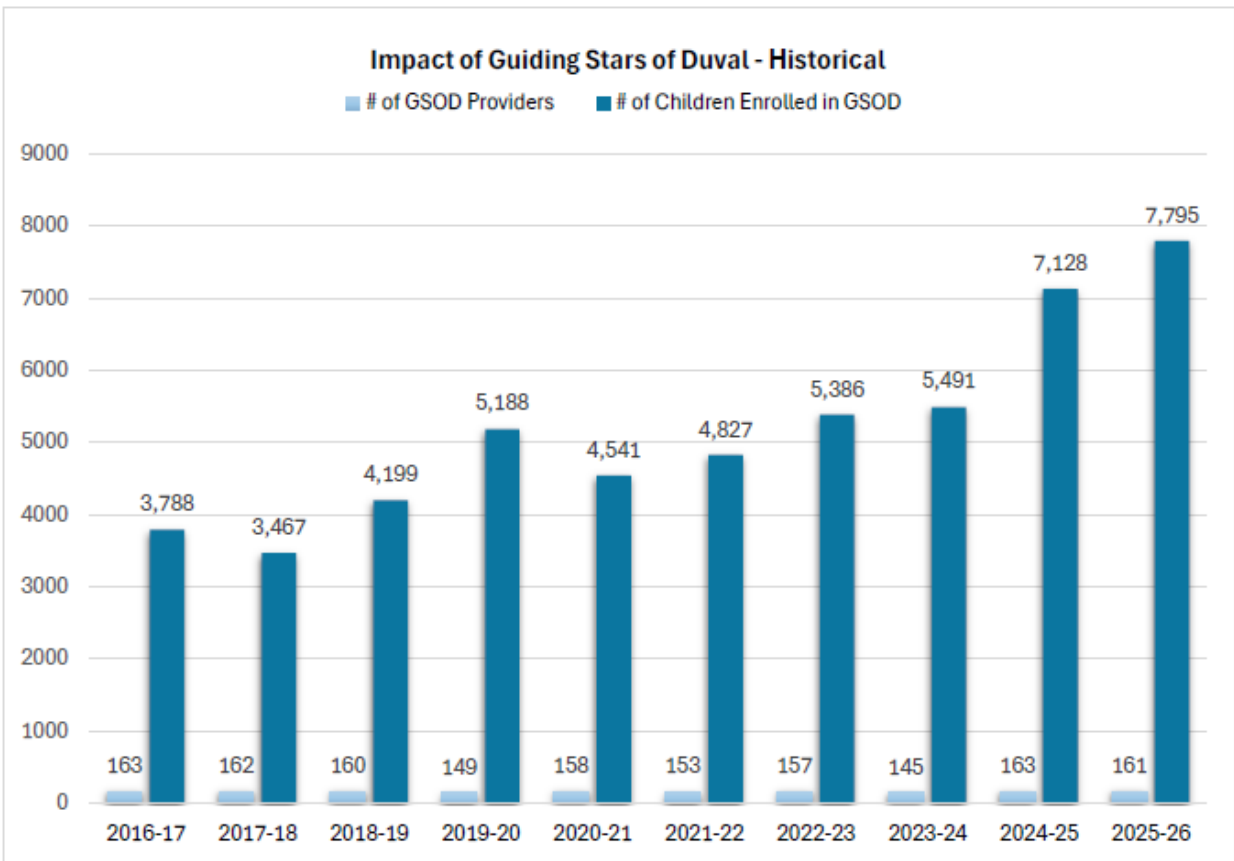
Staff Highlights

- For the first week of school, we had 1,983 calls and 199 lobby visits.
- Ann Thompson had two interviews on The Morning Show (Channel 4 WJXT) to discuss the importance of VPK.
- Wage Incentives were given to 706 teachers with an average check of \$4,500.
- Help Me Grow team had a successful launch of Kaleidoscope Playgroups this program year. Through 39 weekly playgroups, they served over 1,400 parents, caregivers, and children.

ELC Dashboard









Early Learning Coalition of Duval **Finance Summary** **August 2026**

Child Care:

Children Served	July 2026	July 2025	% Change
School Readiness with Match	9,363	8,396	11.5% ↑
SR Plus	33	18	83.3% ↑
VPK	133	84	58.3% ↑

School Readiness	August 2026	June 2026	August 2025	% Change from PY
Wait List – Birth through 5	593	23	1,346	-56% ↓
Wait List – School Age	495	106	761	-35% ↓
Wait List – Total	1,088	129	2,107	-48% ↓

School Readiness	Returned	Approved	% Change
New Enrollments July (977)	93%	58%	N/A
Redeterminations July (451)	73%	65%	N/A

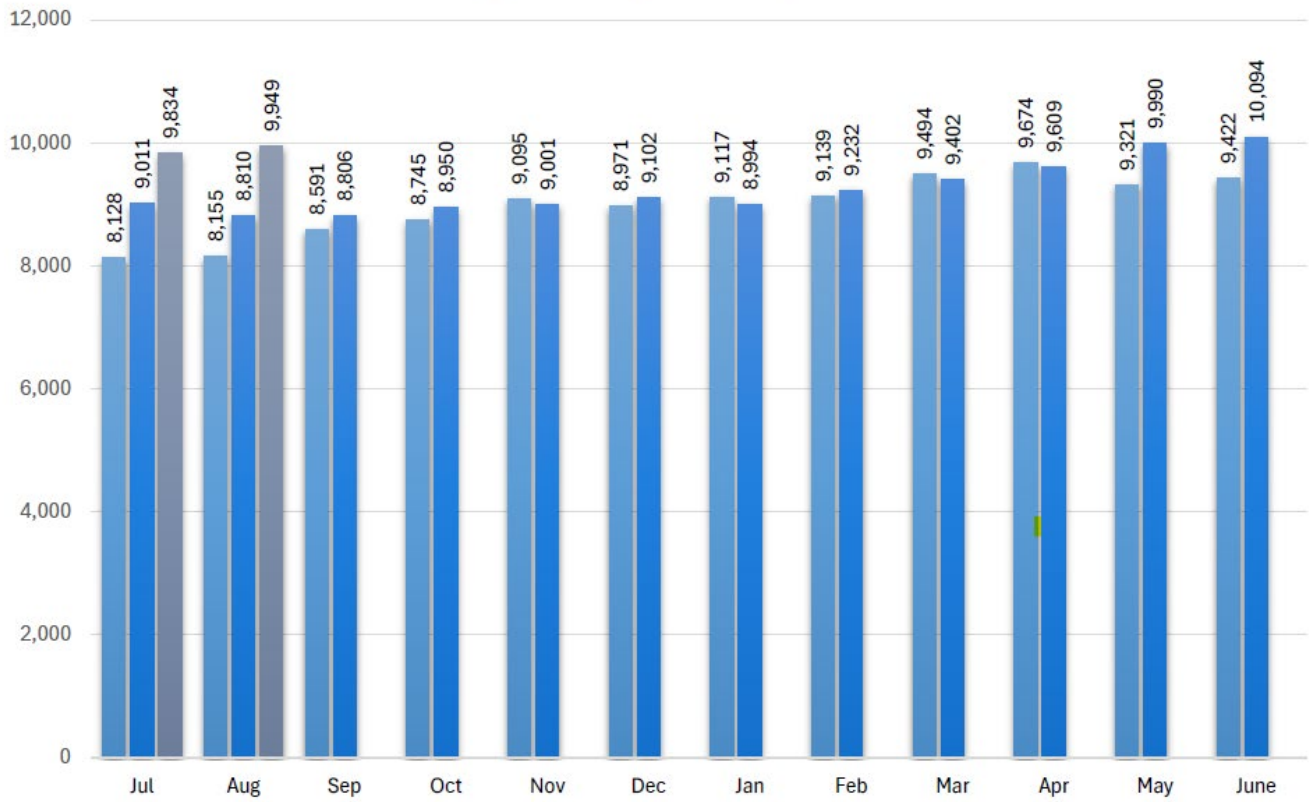
VPK	August 2026	August 2025	% Change
VPK Enrollments	5,078	4,122	23.2% ↑

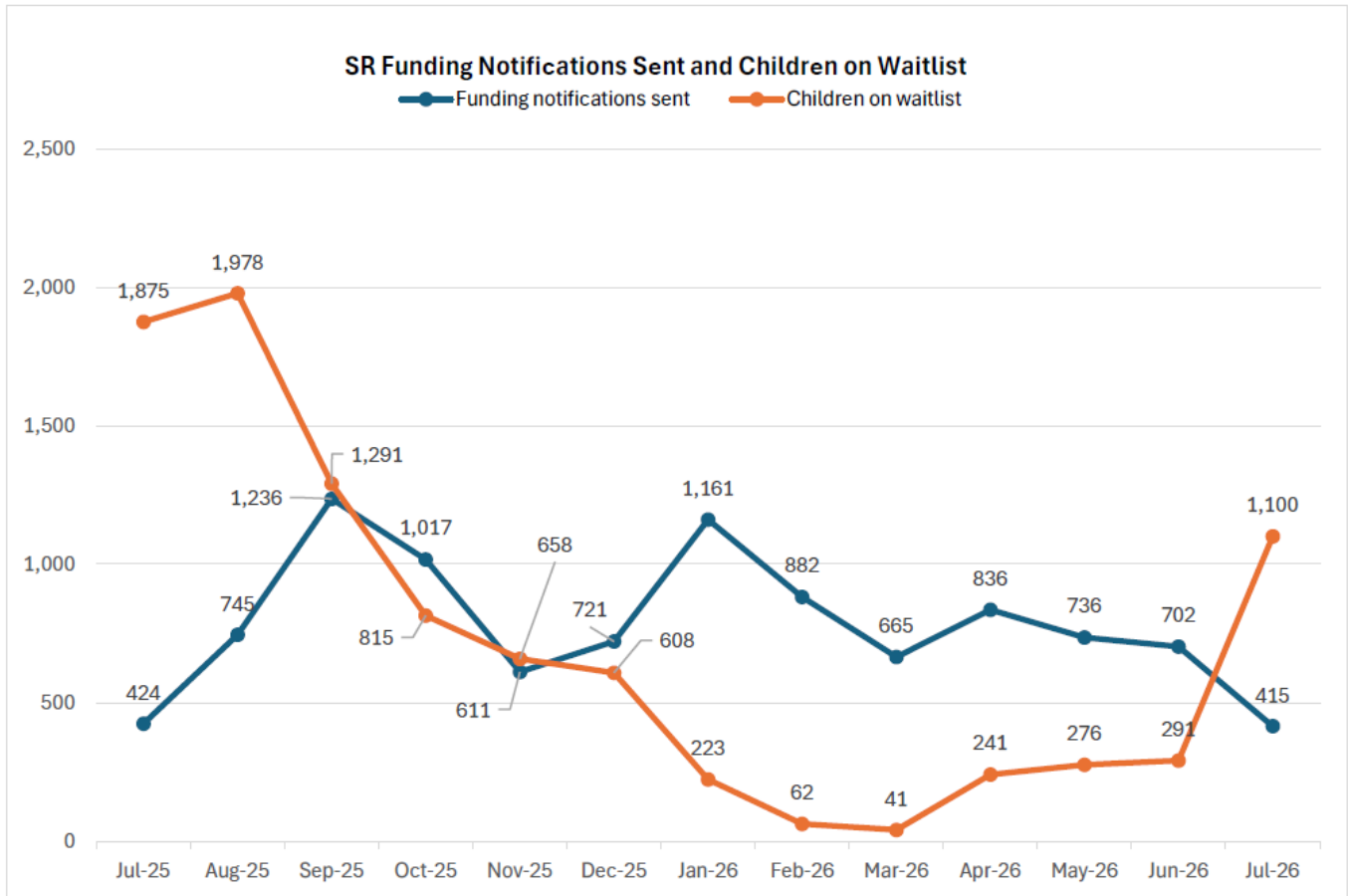
- VPK enrollments are through August 17, 2026, and families are continuing to enroll throughout the month. We have approved 8,373 certificates as of August 18, 2026.
- We are currently sending enrollment packets weekly. We are currently sending packets to families through the following application dates:
 - Children *Birth through Five Economically Disadvantaged (BG8 Priority 3)*: 7/29/2026
 - Children *Over Age Nine At Risk DCF Referrals (BG1 Priority 5)*: 6/24/2026
 - Children *School Age Economically Disadvantaged (BG8 Priority 6)*: 5/29/2026
- In July we distributed 705 Wage Incentive checks to our eligible Guiding Stars of Duval teachers totaling \$3.2 million.
- The total statewide SR carryforward balance from 2025-2026 to 2026-2027 is not yet available to ELCs.

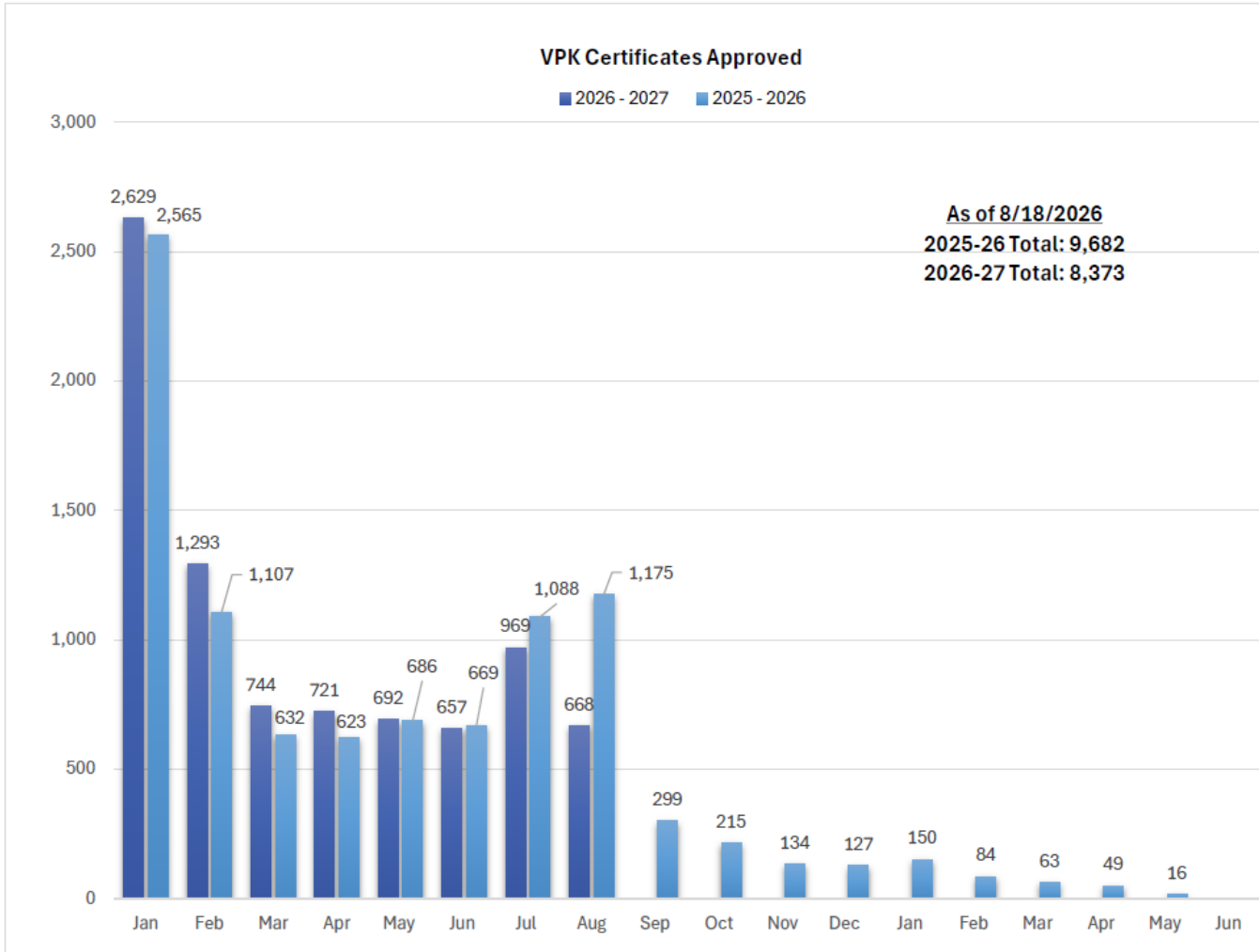
Key	
DEL	Division of Early Learning
SR	School Readiness – Program funded through DEL with Federal and State Dollars
SR Plus	School Readiness Plus Program funded through State of Florida general revenue to extend child care services for families that have exited the SR Program
VPK	Voluntary Prekindergarten – 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.

Children Enrolled in School Readiness

2024 - 2025 2025 - 2026 2026 - 2027







ELC OF DUVAL 2026-2027: School Readiness Slots

19-Aug-26

	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	9,639	(276)	9,363	23	25.72	591.59	5,488,078	5,539,034	50,956
	AUG	9,363	420	9,783	21	21.91	460.10	0	4,501,158	4,501,158
	SEP	9,783	-476	9,307	22	23.03	506.59	0	4,714,772	4,714,772
	OCT	9,307	-54	9,253	22	23.09	508.08	0	4,701,049	4,701,049
	NOV	9,253	-157	9,095	21	23.77	499.23	0	4,540,608	4,540,608
	DEC	9,095	-53	9,042	23	22.91	526.95	0	4,764,655	4,764,655
	JAN	9,042	-181	8,861	21	23.75	498.78	0	4,419,771	4,419,771
	FEB	8,861	-119	8,742	20	23.78	475.60	0	4,157,682	4,157,682
	MAR	8,742	-220	8,522	23	23.16	532.73	0	4,539,768	4,539,768
	APR	8,522	-208	8,313	22	23.46	516.23	0	4,291,610	4,291,610
	MAY	8,313	-167	8,146	21	24.08	505.78	0	4,120,231	4,120,231
	JUN	8,146	-117	8,029	22	24.39	536.68	0	4,309,122	4,309,122
TOTALS		108,066	(1,610)	106,457	261		512.88	5,488,078	54,599,461	49,111,383

Average # Children / Month	8,871
Total Annual Forecasted Cost	54,548,505
Avg Annual Cost Per Child	6,149

BUDGET *	53,631,562
FORECAST COSTS *	54,548,505
SURPLUS / (DEFICIT)	(916,943)

State Grant	✓	65,513,544.00
Local SR Match	✓	3,015,379.00
Total	✓	68,528,923.00
78% Minimum Required	✓	53,452,559.94
Current Slot Projection	✓	54,548,504.82
Estimated Match towards 78%	✓	1,402,293.00
Total Direct Services	✓	55,950,797.82
Target Met (YES / NO)	YES	

Direct Slot Match	1,401,812	
Total Direct Forecast Costs	55,950,317	81.6%
Total Direct Budget	55,033,374	80.3%

QPI Deficit	(785,462)
Adjusted Surplus / Deficit	(1,702,405)

Forecasted Direct % Based on Total Grant Spending	79.7%
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Early Learning Coalition of Duval School Readiness 2026-2027 Enrollment Plan

Month	Children	Month	Children
Aug-26	200	Feb-27	100
Sep-26	200	Mar-27	100
Oct-26	200	Apr-27	100
Nov-26	200	May-27	100
Dec-26	100	Jun-27	100
Jan-27	100		

Fiscal Year 2026-2027 Non-Child Care Budget vs. Year-To-Date (YTD) Expenditures As of July 2026

	Annual Budget	YTD Expended	YTD % Expended
SR	\$11,881,982	\$480,662	4.05%
SR Plus	\$0	\$0	0.00%
VPK	\$1,072,431	\$71,834	6.70%

ACH Wires released in June & July 2026

Description	Date	Amount
June 26 Rents	6/1/2026	\$ 20,373.87
Invoices - Eastbound June 25 & OpenVPN	6/3/2026	\$ 11,675.20
SR - Termed Providers	6/3/2026	\$ 7,577.80
June 26 Health Insurance	6/3/2026	\$ 148,512.47
SR - Termed Provider	6/12/2026	\$ 129.10
Invoices - Adobe Inc & Amazon	6/12/2026	\$ 16,086.42
SR, BOPT, FFY May 26	6/18/2026	\$ 4,948,444.65
BLI May 26	6/18/2026	\$ 19,105.38
SB6 June 26	6/18/2026	\$ 1,368.16
Journey May 26	6/18/2026	\$ 32,332.33
May 26 Out of Cycle SR, FFY	6/18/2026	\$ 11,566.13
SR May 26 - Westside Christian - termed payment	6/19/2026	\$ 19,801.22
SR May 26 - Termed provider - Future Duck	6/23/2026	\$ 10,017.10
VPK May 26 Actual	6/29/2026	\$ 1,326,926.86
VPK July 26 Advance	6/29/2026	\$ 33,919.96
SR and VPK May 26 - Hogan Lane - Termed payment	6/30/2026	\$ 10,171.66
July 26 Rents	7/1/2026	\$ 27,980.34
July 26 Insurance	7/1/2026	\$ 146,251.39
Alexander	7/2/2026	\$ 4,113.50
Amazon	7/2/2026	\$ 633.39
Eastbound	7/2/2026	\$ 1,738.00
JTC	7/2/2026	\$ 6,786.99
Miami-Dade Family	7/2/2026	\$ 25,000.00
SR, BOPT, FFY May 26	7/20/2026	\$ 5,613,055.85
Eastbound July 26	7/23/2026	\$ 1,738.00
Workforce Development Apr - June	7/23/2026	\$ 486,130.03
Journey June 26	7/23/2026	\$ 34,159.88
BLI June 26	7/23/2026	\$ 23,295.50
SB6 July 26	7/23/2026	\$ 1,380.35
VPK June 26 Act Aug 26 Adv	7/29/2026	\$ 466,260.29
Eastbound 3cx	7/29/2026	\$ 3,326.00



Action Item

Action Item #1: 2026-2027 School Readiness Budget Adjustment

The General Appropriations Act (GAA) authorized the remaining balances of School Readiness Child Care and Development Block Grant funds from fiscal year 2025-2026 to be carried forwarded to fiscal year 2026-2027 for the same purposes. The state will use a funding allocation to distribute these funds to the Early Learning Coalitions. The ELC of Duval anticipates receiving additional funds; the amount is not yet known. In preparation for the additional anticipated funds, the ELC of Duval proposes to use any of these additional funds if received for the following purposes which align with our strategic plan:

- Prioritize child care direct service slots (80%)
- Quality and administrative activities to support providers and staff (20%) - Supports to child care providers including professional development grants, curriculum for VPK providers on probation, provider materials, technology supports through WebAuthor, program outreach activities and staff training to better support providers, family and customers.

Additionally, the SR Match allocation awarded to the ELC was higher than anticipated. The ELC was awarded \$3,015,379, an increase of \$179,781 from prior year amount included in the initial approved budget for 2026-2027. The ELC proposes amending the budget to align with the award amount.

Requested Action: The coalition is seeking finance committee approval 1) to utilize any additional carryforward funds received for the purposes outlined above and 2) to increase SR Match budget based on increase in funds received from the state.

**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
Kid City USA - Oakleaf	NO	7/31/2026-1/31/2027	5	0	7	12
KinderCare Education- Arlington	NO	7/31/2026-1/31/2027	6	0	7	42
KinderCare Education - Southside	NO	7/31/2026-1/31/2027	8	1	14	40
KinderCare - 301959 (out of county)	N/A	7/31/2026-1/31/2027	3	0	7	20
Smith, Reazonda FDCH	NO	7/31/2026-1/31/2027	3	0	6	7

School Readiness/VPK Contract Terminations within the past 2 years

Gate Parkway KinderCare contracts terminated on 1/14/2026. Not Eligible for 26-27 contracts due to DCF license status of Probation

ELC Strategic Plan 2024-2029

Strategic Direction	Objectives	Assigned Staff	Timelines	2 year update
1.Further Support Families to Grow Early Learning Opportunities in	1.Create pathways for families unable to access school readiness funds			
	· Identify and pursue additional resources to fund families currently not-eligible	Angel	2024 - 2029	As of 7/27/2026 we have 30 SR plus children enrolled.
	2.Grow partnerships to facilitate transportation and address other basic needs			
	· Establish a relationship with JTA and determine available resources	Angel	Spring 2025	Based on information from DEL, JTA is not allowed to be on our board as a voting member
	· Identify additional resources based on family needs assessment	Rosa	Spring 2025	9,743 resources were provided to families for the 2025-2026 year.
	· Identify partners that can assist with case management and helping families connect with needed resources	Danielle	Ongoing	Over the past two years, we have significantly expanded our network of community partners to strengthen care coordination, improve referral pathways, and help families connect with the resources they need. Through strategic relationship-building and collaborative outreach efforts, we have increased access to services that support child development, family well-being, literacy, and community engagement. Key Highlights: Our partnership with the Duval County Library system has been instrumental in connecting families to community resources in trusted, accessible settings. Together, we have expanded outreach opportunities, promoted early literacy, and provided direct connections to support services. A major accomplishment has been the successful implementation of the Kaleidoscope Play & Learn (KPL) Play Group at Southwest Regional Library, which has engaged Family, Friend, and Neighbor caregivers while increasing awareness of available community resources. Building on this success, we are launching a new KPL Play Group this fiscal year at Charles Webb Wesconnett Regional Library to further expand family support, strengthen community connections, and increase access to resources for families across additional ZIP codes throughout Duval County We continue strengthen our relationships with key partners, including the UF New Worlds Reading Initiative and Dr. Ravago, creating opportunities to connect families with literacy resources, educational supports, and additional community-based services that promote positive child and family outcomes. Over the past two years, we have hosted multiple developmental screening and community engagement events that serve as valuable entry points for families seeking support. These events provide direct access to information, referrals, and connections to community resources, helping families navigate available services more effectively. We have developed and continuously updated a comprehensive resource directory and referral process to improve coordination among service providers. These efforts have streamlined family access to community resources and strengthened our ability to make timely and appropriate referrals. A new partnership with Children's Home Society has expanded our referral network and enhanced our capacity to connect families with case management, family support services, and additional community resources. This collaboration strengthens service coordination and provides families with more comprehensive support options. Overall Impact: Through these partnerships and collaborative efforts, we have built stronger referral networks, increased resource accessibility, and enhanced our ability to connect families with the services and supports needed to promote healthy child development and family well-being throughout the community.
	3.Help families navigate the application and enrollment processes through educational materials and a greater community presence			Key Highlights:
	· Support portal navigation through tutorial creation	Ann	7/1/2025	A wide variety of video tutorials have been created and are located on ELC's YouTube channel. Videos and tutorials include: How to Apply for VPK, How to Apply for the SR Waitlist, How to Transfer Your Child, How to Find a Child Care Providers using DCF Search, Benefits of VPK, etc. Several tutorials are bi-lingual. Additional tutorials are underway.
	· Be out in the community more assisting with family enrollment	Lisa T	September 2024 through January 2025	N/A. Will focus on NS office and outreach events.
	· Consider relinquishing Northside office and moving to community-based outreach	Cheryl	10/31/2024	NA already completed
	4.Increase VPK & SR enrollment			
	· Reach out to those eligible but not accessing services	Lisa T	ongoing weekly	We continue to make additional calls as time permits. This is an ongoing process.

ELC Strategic Plan 2024-2029

· Explore how to target and identify families not currently using VPK as a starting point	Angel	Fall 24	We continue to do outreach to try and get VPK information out to families. Includes billboards, TV and Radio interviews, radioa ads.
· Use city mapping to target outreach	Ann	Fall 24	Our efforts to increase enrollment have succeeded. We are serving more SR children then ever before and our VPK numbers are increasing. We will continue to focus on outreach for Duval through TV, Radio, News and social media outlets.
· Encourage and support more providers to accept VPK & SR	Sheila	Fall 24 and ongoing	In 25-26 Provider Services implemented 'VPK Connection Corner'. 6 chat meetings were included on our training calendar and open to all providers. We will continue these meetings in the 26-27 program year and encourage our SR only providers to attend so they gain knowledge of VPK requirements. All VPK providers who were considered a Provider on Probation (POP) previous to the release of the 24-25 Performance Metrics on August 14, 2025, are no longer considered a POP per the new DEL rules unless their new 24-25 designation was below expectations. One provider who dropped out of VPK due to previous POP status has now contracted with us for 26-27. An additional 4 providers who were designated POPs previous to 24-25 and who dropped out of VPK, have been provided with new VPK information but have not contracted yet for 26-27. We will continue to share VPK information with our SR only providers during the 26-27 program year. VPK classes can start as late as February and still offer 540 hours of VPK instruction.
5.Explore supporting school aged programs			
· Identify local need for services for school aged students	Rosa	ongoing	We currently have as of 7/30/2026 - 330 school-age children actively waiting for School Readiness services until we receive funding authorization. The current waitlist date for school-agers is May 29, 2026.
· Determine if moving resources from KHA to ELC would be of benefit to our families	Angel	Spring 25	Follow up data from KHA was not received, and our focus remians on birth to five.

ELC Strategic Plan 2024-2029

Strategic Direction	Objectives	Assigned Staff	Timelines	2 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	Angel	Ongoing	Continue to offer small group meetings with providers and provide town halls as needed.
	· Increase opportunities for providers to provide input to ELC through surveys, etc.	Cheryl	Ongoing	DELDN Meetings: August 21, 2025 - Parent Talk by Juliette Reynolds September 13, 2025 - Conference October 23, 2025 - Provider Services- Updates and Rules January 22, 2026- Round Table Networking February 26, 2026 - CCR&R- ELC Resources March 26, 2026 - Updates from Department of Children and Families April 23, 2026 - Round Table Networking Group Provider meetings: October 22,2025 & October 29,2025 Town Halls: October 15,2025. Small Provider
	2.Provide additional education and supports for providers			
	· Offer programs around business best practices, leadership, and contract performance	Heather M	Spring 2025 and ongoing	Based on the needs assessment gathered from January 1 - March 31, 2026, there was a 33% response of interest in center/management/leadership topics. Building a Professional Learning Community was offered on April 11, 2026; it will be offered again during the 2026-2027 program year. A date hasn't been set yet. Our Professionalism webinar is available in our Webinar Academy and additionally we will be offering a webinar on September 15, 2026 called How to Improve your Teaching Practice. Finally, a webinar is being created called Being a Joyful Leader - this will be offered in Spring of 2027.

ELC Strategic Plan 2024-2029

Work together with providers to understand how to prevent/reduce expulsions and share that information broadly	Danielle	Ongoing	Over the past two years, we have partnered with early learning providers to strengthen classroom management practices, support children's social-emotional development, and reduce the risk of suspension and expulsion through training, coaching, and resource sharing. Key Highlights: Customized Provider Training: Delivered two personalized trainings tailored to providers' specific classroom and behavior management needs. One training was conducted onsite in both English and Spanish to support center staff, while the second was provided virtually. Due to positive feedback and demand, we will expand these opportunities to monthly trainings. Safe Space Project Results: The Safe Space Project has demonstrated significant positive outcomes for both children and providers. Participating providers reported: -Over 50% reductions in challenging behaviors, behavior intensity, and classroom removals. -Significant improvements in children's self-regulation, emotional identification, coping skills, and independent calming. -Improved classroom functioning, with children returning to learning activities more quickly and with fewer disruptions. -100% of participating providers would recommend the program, and nearly all reported meaningful improvements in children's behavior and emotional regulation. CLASS Alignment: 92% of providers reported that Safe Space strategies strengthened both CLASS Emotional Support and Classroom Organization,
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ELC Strategic Plan 2024-2029

Identify and communicate available resources for children with special needs (beyond Child Find and Early Steps)	Danielle	Ongoing	Over the past two years, we have expanded our efforts to identify and share resources that support children with special needs and their families, improving access to developmental screening, evaluation, and intervention services. Key Highlights: Partnered with Hope Haven to promote access to free autism screenings for children 35 months and younger, helping families access developmental support as early as possible. Identified the Florida Elks Children's Therapy Services and Autism Program as an additional community resource offering free autism evaluations and related services for children and youth ages 18 and under. We will begin incorporating referrals to Florida Elks into our resource and referral process to expand service options for families. Partnered with Project Launch to strengthen connections between families and developmental, behavioral health, and early childhood support services. Continued sharing information with families, providers, and community partners about available special needs resources beyond Child Find and Early Steps to increase awareness and access to services. Impact: Through expanded partnerships and resource identification efforts, we have increased the number of referral options available to families and strengthened access to developmental screening, evaluation, and support services for children with special needs.
3.Explore ways to assist in recruiting and retaining qualified teachers			
Identify workforce investment grants	Lisa Z	Jun-29	In 2025-2026, Professional Learning STEAM Grants were issued to 49 providers (15 family childcare homes and 34 childcare centers) totaling \$442, 421.50. Due to SR Funding reduction for FY 2026-2027, the initial budget did not include funding for these initiatives. We anticipate additional funds from the state that can be allocated to workforce grants.

ELC Strategic Plan 2024-2029

· Deliver additional classroom support for new teachers	Katy	Complete by Fall 2025 and ongoing	Technical assistance was provided to 7 Spanish-speaking educators to support completion of their CDA portfolio requirements, resulting in 2 educators earning their CDA credential. Technical assistance was also provided to 25 providers, supporting a total of 77 classrooms. Additionally, 14 providers transitioning from exempt status received two to three technical assistance visits in preparation for their state program assessments, benefitting 28 classrooms. These providers received an average program assessment score of 5.07. To further promote available supports, a technical assistance flyer was developed and shared with ELC departments.
· Offer ongoing professional development for more seasoned teachers related to credentialing (new requirements) one-to-one or in small groups	Heather M	Spring 2025 and ongoing	The professional development department continues to offer a wide range of trainings and webinars focused on the needs of teachers in the classroom. A training surrounding teaching portfolios was created to supplement the needs of teachers pursuing the CDAs. This training was offered in fall 2025 and again in fall 2026; additionally, this training was offered in Spanish in Spring 2026. Our team continues to work with ECS and KHA to support their credentialing process and provides flyers and contact information to teachers seeking additional credentials. Our PD coordinator has been working side by side with our PQS team to help them with Spanish translations for CDA applicants.
· Work with local partners to identify pipelines and resources for new teachers	Lashonda	Fall 2024 and ongoing	A total of 42 educators completed CDA coursework with ECS. Of those, 15 have earned their CDA credential, while 27 applications remain pending. ECS has also continued its partnership with Literacy Alliance for North Florida, with 11 educators currently enrolled in the program to earn their high school equivalency diploma. Additionally, 9 educators completed the CDA coursework through KHA, and 18 are actively working toward completing the CDA coursework requirements.
· Support directors in managing their child care team	Charlene	Winter 2024 and Fall 2025.	On 3/11/26 we had a panel discussion consisting of 4 seasoned directors (3 center based, and 1 fcch) on staff management. Discussion included job descriptions, written procedures, staff morale, staff communication, and hiring practices. 14 Directors plus the panel, attended. The FE department is restructuring in 26-27 and will not have a Mentorship program. There will not be an audience for Staff Management in the scope of the department, It is suggested that this objective move to the Professional Development department or to DELDN. Charlene may still be interested though, in developing a PD pilot on this topic.

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· Calculate the true cost of maintaining a stable quality work force and inform funding decision-makers	Lisa Z	Summer 2025	We have received several tools that are available for providers to use to calculate the true costs of care. While the cost varies by provider, the data shows that the true cost of care is much higher then the subsidized child care funding.
4. Use 4-year old's data to compare programs and determine most effective			
· Consider a partnership with a research agent and creating a board/staff work group	Angel	Fall 2024	Continuing communication with JCC on efforts to bring more funding to early learning. Worked with Mayor's task force during the 25-26 year.
· Support most effective model, including possibility for full day pre-school	Lashonda	Fall 2024 and ongoing	Look at VPK PM3 and readiness scores to help providers who seem to be struggling
· Explore ways to encourage more centers to participate in Guiding Stars of Duval	Katy	Ongoing	During May and June 2026, 5 virtual interest meetings were held, with 34 providers in attendance. A total of 25 applications were received, and all 25 applicants were accepted into the 2026-2027 program year. In June 2026, 161 providers were validated and awarded Star ratings. The Director of Communications shared the final Star Ratings through both the Provider Eblast and Family Eblast. A social media toolkit was distributed to all GSOD providers, and the ELC website was updated with current GSOD manual and wage incentive letter.

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Strategic Direction	Objectives	Assigned Staff	Timelines	2 year update
3. Maintain a Work Environment Focused on Customer Service, Professional Growth, and Satisfaction	1.Build well-rounded knowledge of ELC operations			
	· Create opportunities for staff to visit providers	Ann	Ongoing	ELC staff continue to participate in events at provider locations, including reading to the children and attending VPK graduations.
	· Offer lunch and learns for staff from different departments to better understand each other's work	Kathleen	Completed by August 2025	Lunch and Learns for all departments were completed in April 2026. Lunch-n-Learns directed by in-house experts will continue as needed on various topics including using Paylocity Learning and Excel as well as other topics as needed. A Training Staff Survey was distributed on February 5, 2025, and again in May 2026 to gather feedback on staff training needs and interests. In response to the input received, additional online classes are being developed, and external speakers are being identified to provide relevant training opportunities while remaining within the available budget.
	· Offer external professional development and internal mentoring	Kathleen	Ongoing	Due to budgetary constraints, external training opportunities were limited to those required to maintain professional certifications. However, Lunch-and-Learn sessions will continue to be facilitated by in-house experts on a variety of topics, including Paylocity Learning, Excel, and other relevant subject areas identified based on staff needs. Mentoring is encouraged by senior staff with new hires on an informal basis.
	2.Enhance internal relationships throughout ELC – leadership, peers, supervisors, and direct reports			
	· Bring staff to children's week in Tallahassee	Cheryl	Spring 2025	2026- a small group went to Tallahassee with Angel and met with Leaders on early learning issues.

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	· Re-establish lunches with the CEO	Tinesha	Ongoing quarterly	All staff meeting was held May 2026
	· Enable and support outside team building	Tinesha	Ongoing every other month	Hosted 2025 Food Drive and 2025 Joy Donation with 59 children receiving gifts.
	3. Increase community awareness of the ELC as the leading advocate and policy expert for early learning	Angel	Ongoing	Participated in Mayor's taskforce and being a part of the re-launch of Read Jax. Continue to due interviews with TV and radio, utilizing staff who can bring their expertise.

	25-26
1. Further Support Families to Grow Early Learning Opportunities in Duval	
Average number of SR children served	9176
# of unduplicated 4 YOs attending VPK	8062
# of SR providers	548
# of VPK provider	346
2. Partner with Providers in Delivering Quality Early Learning and Supporting Families	
# of training sessions held annually for Center directors and staff	72
# Center directors and staff attending training annually	1570
# Centers participating in Guiding Stars	161 providers
Workforce funding	In 2025-2026, Professional Learning STEAM Grants were issued to 49 providers (15 family childcare homes and 34 childcare centers) totaling \$442, 421.50
3. Maintain a Work Environment Focused on Customer Service, Professional Growth, and Satisfaction	
# of professional development trainings for staff	Leadership Courses 1 Safety Training: 4 Dept Lunch-n-Learns: 5 Compliance Training: 5 Additional Online 38