



**Early Learning Coalition of Broward County, Inc.**

**Board Meeting Agenda**

1475 W. Cypress Creek Rd., Ft. Lauderdale, FL 33309, **February 13, 2020 – 8:30 am**

**Meeting Call-In Number: 1 (669) 224-3412 Access Code: 924-261-285**

Join the meeting from your computer, tablet or smartphone.

<https://global.gotomeeting.com/join/924261285>

*Members are reminded of conflict of interest provisions. In declaring a conflict, please refrain from voting or discussion and declare the following information: 1) Your name and position on the Board, 2) The nature of the conflict and 3) Who will gain or lose as a result of the conflict. Please also fill out form 8B prior to the meeting.*

PAGE			
<b>I.</b>	<b>Call to Order</b>		Laurie Sallarulo, Chair
<b>II.</b>	<b>Roll Call</b>		Elsy Silvestre, Executive Assistant
<b>III.</b>	<b>Chair Report</b>		Laurie Sallarulo, Chair
<b>IV.</b>	<b>ELC IMPACT Moment</b>		
<b>V.</b>	<b>Pillar 3 Spotlight – Advocate for Early Care and Education System</b>		Pablo Calvo, Director, Community Engagement; Renee Jaffe, CEO
<b>VI.</b>	<b>CEO Report</b>	1	Renee Jaffe, CEO
<b>VII.</b>	<b>Consent Agenda</b> a. Approve December 19, 2019 Meeting minutes	4	Laurie Sallarulo, Chair
<b>VIII.</b>	<b>Regular Business</b> a. B204RB1 – Approve Legal Services Contract Renewal and Legal Counsel Board attendance b. B204RB2 - Approve Ad Hoc Fundraising Committee c. B204RB3 – Quarter 2 Strategic Plan Update d. B204RB4 – Governance Committee to address Board Composition, Needs & Criteria; Nominating Committee to Update Private Sector Board Application Process	9 14 17 22	Renee Jaffe, CEO  Perry Borman, COO
<b>IX.</b>	<b>Finance Committee</b> a. B204FIN1 – Approve Interim Financial Statements b. B204FIN2 – Approve Budget Amendment #4	23 34	Nicholas Kaniaris, Finance Chair Christine Klima, CAO
<b>X.</b>	<b>Audit Committee</b> a. B204AUD1 - Approve Draft FY18-19 Audit Report b. B204AUD2 – Approve Form 990 FY 2018-2019 c. B204AUD3 – Approve Updated OEL Statement of Responsibility in Management Response Letter c. B204AUD4 – Approve Auditor Selection	38   40	Rich Campillo, Audit Committee Chair Christine Klima, CAO
<b>XI.</b>	<b>Nominating Committee</b> a. B204NOM1 – Approve Zachary Talbot to ELC Board of Directors b. B204NOM2 – Officer Election Process Update	41 52	Ellie Schrot, Nominating Committee Chair Perry Borman, COO

<b>XIV.</b>	<b>Provider Representative Update</b>		Cara Cerchione; Beverley Batson
<b>XV.</b>	<b>FYI Items</b> <ul style="list-style-type: none"> <li>• Annual Conferences and Events <b>(NEW)</b></li> <li>• Legislative Priorities</li> <li>• Strategic Plan Executive Summary - FY19/20</li> <li>• Wait List Report</li> <li>• ELC Contracts FY 19/20</li> <li>• Cash Disbursements</li> <li>• ELC Match Funding Chart FY 19/20</li> <li>• Education and Quality Training Calendar FY 19/20</li> <li>• Community Events attended FY 19/20</li> <li>• Board Calendar FY 19/20</li> <li>• Board Committee Member List FY 19/20</li> <li>• Board Meeting Attendance FY 19/20</li> <li>• Glossary of Terms</li> </ul>	58 61 62 66 67 68 70 71 73 74 75 76 78	
<b>XVI.</b>	<b>Unfinished Business</b> <b>New Business</b> <b>Matters from the Board</b> <b>Matters from the CEO</b> <b>Matters from our Partners</b> <b>Public Comment</b> <a href="#">Next ELC Board Meeting: April 29, 2020, 2:00 pm</a> <b>Adjourn</b>		

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

## CEO Report – Board Meeting – February 13, 2020

### **Broward Early Childhood Education Conference (BECEC) - RECAP**

The ELC's Broward Early Childhood Education Conference held on Saturday, February 1, 2020 at Broward College North Campus was a huge success. More than 900 attendees enjoyed a keynote speech by world record-setting pilot, Captain Barrington Irving, and participated in two of the over 45 educational sessions offered. Thank you to those board members who were able to attend.

### **DCF Contract – Refugee Services**

On January 27, 2020, ELC received formal notice that the Florida Department of Children and Families (DCF) has terminated its contract with ELC to provide child care services to the refugee population in Broward County. We had been anticipating this change over the past few months as DCF has continued to streamline its contracting process. DCF has awarded a contract to Church World Services to provide comprehensive refugee services in Broward County with a new contract to commence on March 1, 2020. The contract covers employment, adult education, legal, youth and child care services. ELC staff is working with DCF and Church World Services to ensure there is no break in child care services through the contract transition.

### **Legislative/Advocacy Update**

The Florida State Legislature's 2020 Session began on January 14 and will continue through March 13<sup>th</sup>. Currently, there is one early learning bill, HB 1013 proposed by Representative Grall and a companion Senate bill submitted by Senator Harrel. The bill is extremely comprehensive and includes (but is not limited to) the following VPK related components:

- Coordinated Screenings:
  - All children in VPK will participate in coordinated screenings and assessments
  - Student's performance results to be shared with parents within seven days of completing the assessment
  - Children not found to be ready for Kindergarten by the end of the VPK year will be referred for appropriate services
  - Implementation of a new coordinated screening and assessment program from preK – grade 3
- VPK Accountability:
  - VPK Providers will participate in a program assessment
  - VPK performance metrics includes pre and post assessments (learning gains), an emotional and behavioral assessment component, an assessment of teacher child interactions (which includes the same domains as the tool used to assess SR providers), and an assessment tool that includes math domains
  - Specialized training and professional development will be required for VPK directors and educators to ensure they are equipped with the necessary knowledge, skills and abilities to support child outcomes
  - Creation of an A-F program grading system for VPK providers
- Gold seal
  - Increased rate differentials based on VPK performance – minimum of 20% up to a maximum of 40% for all providers who demonstrate increased quality through lower group sizes and ratios (currently no differential for VPK)

Other items in the bill include the transition of OEL to the Department of Education and the elimination of ELAC (the Early Learning Advisory Council), which is the board of ELC board chairs. An increase in the VPK Base Student Allocation (BSA) has also been proposed as well as limiting ELC boards to 13-15 members.

ELC has been actively meeting with local legislators as well as those from throughout the state. Additionally, ELC Broward was an active participant of Broward Days, a nonprofit group advocating for the needs and concerns of residents of

Broward County. The ELC joined the Broward County Board of Commissioners, the League of Cities, business community, and other non-profit service leaders to meet with the Florida Legislature in Tallahassee on January 21<sup>st</sup> and 22<sup>nd</sup>.

To date, this bill has passed through two committees (one in the Senate and one in the House). ELC staff will continue to provide updates as the status and/or content of the bill changes. Staff will be providing a Lunch and Learn for Board members and staff on this bill in the near future.

### **Cost of Quality – Michelle Watson, University of Florida**

Cindy Arenberg-Seltzer of the CSC hosted a presentation with Michelle Watson of the University of Florida Lastinger Center, on the cost of quality child care. The study, funded by the Dept. of Education/Office of Early Learning through the federal Preschool Development Grant, includes a detailed calculator that models costs of doing business vs. cost of quality for child care providers. This calculator combines a county by county assessment of capacity, enrollment, and payment rates.

The presentation attended by a few CSC and ELC staff, as well as Commissioner Furr and his staff, provides an eye opening view of how different indicators of quality and enrollment (high CLASS score, Gold Seal designation, etc.) can potentially be detrimental to a child care business' bottom line. We have invited Michelle to present to either the Program Review Committee, or the full ELC board. As soon as we have confirmation and/or dates, we will share with the board.

### **Lunch and Learn Series**

ELC will be coordinating lunch and learn series for board members, providers and staff. The goal of these sessions is to provide a more detailed overview of important aspects of ELC business (i.e. legislation, education, etc.) The first lunch and learn session is targeted for the end of February. We will communicate dates as details are confirmed.

### **Supporting New Early Learning Educators**

On February 6, the ELC hosted a meeting with the Associate Dean for Education Pathways at Broward College (BC) along with other BC early education professors, including Layne Polakoff from Broward County Public Schools. Also in attendance were ELC staff and ELC board members Cara Cerchione and Angela Iudica. The meeting was convened to initiate conversations about how to better help providers recruit qualified educators and then support them in the classroom. The group identified the major areas where additional supports and/or education or trainings are needed and came up with ideas to gather facts and data to better understand the needs in our community. The group all agreed we need other local colleges and technical programs providing early learning courses etc. at the table as well as a broader cross section of early learning providers. The group will meet again in March. Other topics this group will discuss are professional pathways and options, early educator retention, how to attract and retain talent to the early learning field.

### **Provider Tours**

As a follow-up to an item that surfaced at the Board retreat, ELC staff have arranged 4 tours of local childcare providers. The first tour occurred on January 29<sup>th</sup> at ABC Workshop of Coral Springs. Board members Renee Podolsky and Dawn Liberta joined ELC staff on the tour with Nancy Dakdouk, the Center Director, and her husband, Neil. ABC Workshop is a former Performance Funding Pilot participant, and has 37 School Readiness children enrolled.

There are three other possible tour dates this fiscal year:

2/27/2020 – Oakland Academy, 8250 W. Oakland Park Blvd., Sunrise, FL

4/14/2020 – South Broward (exact site TBD)

5/6/2020 – North Broward (exact site TBD)

Specific names of the Provider locations and how to register for the tour will be communicated at a later date. These tours are a great way for board members to learn more about the work of our providers and also demonstrate support for their hard work. Please email Perry Borman ([pborman@elcbroward.org](mailto:pborman@elcbroward.org)) to RSVP.

### **Yes You Can! Update**

The 2019-2020 ELC of Broward Quality initiative, “*Yes, You Can*” is completed with recruitment and has 77 participating schools. The coaches have created individualized Success Plans with each provider and are building relationships with the teachers in order to increase high quality interactions with children while promoting professional development with individualized trainings to meet their specific wants and needs. In VPK classrooms, coaches are working with the providers to comprehend the Four Year Standards and use this increased knowledge and understanding to lesson plan, increase understanding of developmental expectations and progress monitoring. Due to the support of a coach, one of the programs started to implement family conferences using the VPK Assessment tool report for children who fell below expectations. This was a new practice for this school.

#### **Cyber Risk Insurance Update**

Based on a recommendation from the ELC risk management broker, ELC has recently invested in a CyberRisk insurance policy from Travelers related to data privacy and security. The policy addresses liability, breach response, cyber-crime and business loss and covers specific areas such as unauthorized access, data breach, cyber extortion, computer fraud, and social engineering fraud). The investment in the coverage is approximately \$7,300 annually. If you are interested in more detail of the coverage please let us know.

#### **EFS Update**

OEL is working with all coalitions on a three-phased project to fix reimbursement issues with the EFS Modernization system. Phase 1 which addressed minor calculation errors for fiscal years 2018-2019 and 2019-2020 School Readiness reimbursements was completed mid-December. Phases 2 and 3 which include, but are not limited to, additional rate fixes, incorrect gold seal payments, and duplicate payments are targeted for completion by the end of February, 2020. Unfortunately, the dollar impact of these three fixes is small. ELC staff continue to await OEL’s deployment of an adjustment payment tool that is expected to result in much larger, more material corrections in the near future.

OEL awarded a contract to Ernst & Young (EY) to conduct a third party risk assessment on EFS Mod. OEL kicked off the project (which includes stakeholder interviews including ELC staff) in late January, 2020. The final risk assessment report is due by March 31, 2020.



Early Learning Coalition of Broward County, Inc.

**Board Meeting Minutes**

**December 19, 2019 – 2:00 PM**

1475 W. Cypress Creek Road, Suite 301, Fort Lauderdale, FL 33309

Members in Attendance	Laurie Sallarulo, Mason Jackson; Michael Asseff; Cindy Arenberg-Seltzer; Ellie Schrot; Khalil Zeinieh, via phone; Monica King; Richard Campillo; Amoy Reid; Beverley Batson; Cara Cerchione; William Karp; Renee Podolsky; Dawn Liberta;
Members Absent	Laurie Rich Levinson; Angela Iudica, Twan Russell; Nicholas Kaniaris
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Perry Borman, COO; Keisha Dunn-Pettis, Director of Family Services; Ely Silvestre, Executive Assistant
Others in Attendance	Jacob Jackson, General Counsel (on the phone)

Item	Action/Discussion
Welcome & Call to Order	Board Chair announced that Cara Cerchione has been appointed to the Program Review Committee.
ELC Impact Moment	A family impacted by Hurricane Dorian in the Bahamas provided an overview of how the ELC assisted them with access to VPK and childcare after they arrived in Broward County.
Pillar 1 Spotlight - Eligibility	<p>Keisha Dunn-Pettis, ELC Director of Family Services, presented on the School Readiness redetermination process (ELC staff reestablishes whether families are eligible for services). ELC staff members Yanique Lyons and Amy Moore presented a more specific overview of this process and highlighted 3 possible outcomes (Successful Redetermination; Unsuccessful Redetermination and 90-Day Reestablish Period).</p> <p>There is now a form that is distributed to parents and providers via the portal and it states what is needed specifically for the child to be successfully redetermined.</p>
CEO Report	<p>BECEC is on February 1. An Outlook calendar invite was sent out to all ELC Board Members. We are hoping for close to 800 registered attendees.</p> <p>ELC has been actively involved in the legislative process. Staff has met with Senators and Representatives in Broward and Tallahassee regarding an increase in the Base Student Allocation for VPK, and the importance of incorporating a social-emotional development assessment tool and learning gains when measuring Kindergarten readiness.</p> <p>Thanks to ELC board members Michael Asseff and Twan Russell for their participation in the CRM vendor selection process.</p> <p>Jump Start has recognized Broward County nationally as Read for Record District of the Year. The county has embraced the event (with more than 1,000 volunteers involved this year). ELC hosted its own Read for the Record event with guest readers Senator Nan Rich and her daughter and ELC board member, Laurie Rich Levinson.</p>

## CONSENT AGENDA

- a. Approve October 3, 2019 Meeting minutes
- b. B203CA1 – Approve Board Committee additions
- c. B203CA2 – Approve Background Screening Policy
- d. B203CA3 – Approve Self-Reporting Policy
- e. B203CA4 – Approve Incident Reporting Policy
- f. B203CA5 – Approve ELC Bylaws Changes
- g. B203CA6 – Approve Business Development Vendor selection
- h. B203CA7 – Approve 2019 Financials YTD
- i. B203CA8 – Approve Budget Amendment
- j. B203CA9 – Approve Bank of America Purchasing Card Primary Contact
- k. B203CA10 – Approve RFP for Audit Services
  
- f. B203CA5 – Approve ELC Bylaws Changes

Board Chair had some questions regarding items on the Consent Agenda and asked to pull the financials because she felt that it was not appropriate to have financials on a consent agenda.

A **Motion was made by** Cindy Arenberg-Seltzer to approve the Consent Agenda excluding items F, H and J. **Seconded** by Dawn Liberta. **Unanimously approved.**

Item F: There was a suggested change in the phrasing of the item change to Bylaws page 15, section 5.6 recommendation from Cindy Arenberg-Seltzer (listed below).

“While physical attendance at meetings of the board of directors is an expectation of membership, the ELC may use any method of telecommunications to conduct committee or Board meetings...”

There was a discussion about the responsibility of a Board member to attend meetings in person and the importance of members interacting with each other. ELC staff stated they will be regularly monitoring board member attendance and will share the data with the board (to see if attendance is affected as a result of this policy change).

A **Motion was made by** Michael Asseff to approve the ELC Bylaws Changes with the change requested on page 15. **Seconded** by Cindy Arenberg-Seltzer. **Unanimously approved.**

**Guest Speaker:**

Shan Goff, Executive Director,  
OEL and staff

[Consent agenda item discussion interrupted in order for guest speaker to begin]

Shan Goff, Executive Director of OEL and some of her leadership team dialed in for a Q&A Session on EFS Modernization and Reconciliation.

OEL has been attempting to provide appropriate support to all Coalitions regarding EFS Mod. OEL has employed internal technology resources for payment and attendance processes and is in the midst of system wide data fixes. There are 3 phases designed to make system wide changes on a micro level. OEL is funding temporary staff at coalitions to assist with the reconciliation process. Statewide there have been providers that have been overpaid and others that were underpaid. There have been a series of trainings for coalition Auditors and 3 webinars.

Mason Jackson asked if there a timeline that can be provided to Providers on when all these issues will be fixed and how this will be communicated. Ms. Goff stated that a majority of issues will be smoothed out in early 2020. Ms. Goff has offered to visit Broward in early January if requested. OEL will create some messaging and admitted that the “overwhelming majority of this is a state agency error.”

OEL has a request for quote for a 3<sup>rd</sup> party to come in and conduct a risk assessment on EFS Mod.

Richard Campillo stated that this whole process has damaged our reputation in the community. Richard asked, “What are you doing to help improve our reputation in the community?” Ms. Goff suggested that when asked by the ELC ED, OEL will interact with local Children’s Services Council, and is drafting a letter that coalitions can send to community partners. She said that OEL is willing to help in anyway where they can offer “cover” to the coalition.

Richard Campillo suggested the “3A Plan”: 1) That Ms. Goff attend the ELC of Broward annual conference; 2) That an apology be issued from OEL to the coalition and providers and 3) An action plan be developed with names, dates and numbers on items that are important to the provider community.

Cindy Arenberg-Seltzer asked if there is any thought on making coalitions “whole” as it relates to administrative burden (costs) associated with working on EFS Mod system issues. Ms. Goff offered a number of options that these issues and the costs do not negatively affect services to children.

Board chair Laurie Sallarullo expressed her disappointment and reiterated the need for a specific timeline for system fixes. Ms. Goff stated that by early 2020 there should be a timeline to get outstanding issues fixed. OEL is drafting very detailed descriptive processes on how to close FY 18/19. Documents should be going out at the end of December.

Cara Cerchione asked about the business expenses that have had to bring in additional accounting services and whether those will be reimbursed. Ms. Goff







<b>ITEM/MEETING</b>	B204RB1/BOARD
<b>DATE:</b>	2/13/20
<b>SUBJECT:</b>	Legal Services
<b>TIES TO PILLAR</b>	Strengthen and Develop the ELC staff and Organization
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTIONS:</b>	<b>1) Approve Legal Services Contract Renewal</b> <b>2) Approve Recommendation for Legal Counsel meeting attendance</b>
<b>AS RECOMMENDED BY</b>	Executive Committee – January 30, 2020
<b>FINANCIAL IMPACT:</b>	FY19/20: \$22,500 FY 20/21: \$67,500
<b>ELC STAFF LEAD</b>	R. Jaffe

**Item #1: Background/History – Legal Services Contract**

The Law Offices of Jacob C. Jackson, P.A. was awarded a contract with ELC for Legal Services in 2012 (after being selected from a pool of six firms that responded to an RFQ in late 2011). The contract was renewed on 5/31/17. The current contract is from March 9, 2017 until March 31, 2020 with two (2) one-year renewals. Any renewal of the agreement is done at the sole discretion of the ELC.

**Current Status**

Mr. Jackson’s contract term ends on March 31, 2020 with the option for two (2) one-year renewals. In mid-December 2019, the ELC CEO sent the ELC Executive Committee an update on the status of the current legal services contract along with a series of next step options and proposed staff recommendations in order to provide committee members an opportunity to ask questions and provide feedback in advance of the January 30, 2020 Executive Committee meeting.

**Recommendation for Legal Services Contract**

Based on legal counsel’s extensive knowledge and experience with the OEL grant agreement, Robert’s Rules, ELC by-laws, history of the ELC, and the good relationship between Mr. Jackson and ELC staff, **the Executive Committee proposes the Board approve the following:**

- 1) Exercise the 1<sup>st</sup> one-year contract renewal option between the ELC and the Law Offices of Jacob Jackson, P.A. The new contract renewal period would be from April 1, 2020 to March 31, 2021. Renewing the contract enables ELC to maintain operational stability and focus on the organization’s priorities.
  - a. Some additional minor changes are needed for the contract renewal which are identified in the addendum (i.e. updating ELC address, mission statement and term dates of the contract)

During discussions at the committee meeting members acknowledged the intent to honor the 2<sup>nd</sup> one-year renewal option (for the period of April 1, 2021 to March 31, 2022) understanding that this would require the committee and board to approve.

- 2) By the end of October 2020, the Executive Committee will discuss and recommend the next action for the Legal Services Contract. Potential options for discussion may include, but not be limited to the following:
  - a. Renew for the 2<sup>nd</sup> one-year renewal\* (as per the current contract) **OR**
  - b. Renegotiate a new contract with the Law Offices of Jacob Jackson **OR**
  - c. Issue an RFQ for Legal Services.

*\*After a 2<sup>nd</sup> one-year renewal, ELC could either:*

- a. Renegotiate a new contract with the Law Offices of Jacob Jackson **or***
- b. Decide to issue an RFQ*

Additional options, considered by the Executive Committee, are listed in the addendum in this document.

### **Item #2 - Background/History - Legal Counsel attendance at Meetings**

In 2012, the ELC board approved a motion to have legal counsel attend all board and standing committee meetings. Currently, no other ELC in Florida has legal counsel attend every board committee meeting. The Executive Committee, at their January 30, 2020 meeting, discussed the value of having legal counsel at every board and committee meeting. It was determined that the presence of legal counsel for certain meetings should be mandatory and other meetings are optional at the discretion of the respective Committee chair.

### **Recommendation on Board meeting attendance**

**The Executive Committee propose the Board approve the following:**

- 1) Legal Counsel attend all Board of Director meetings, Executive Committee and Governance Committee meetings.
- 2) Legal Counsel attendance at other Committee meetings (i.e. Audit, Program Review, Nominating, and Finance) is discretionary based on the will of the Committee chair.

### **Supporting Documentation**

- Addendum
  - Recommended changes to Current Legal Services Contract and crosswalk of changes
  - Additional background and information
  - Fees & Hours by category over previous 3 fiscal years
  - Survey of Finance Directors of other ELCs
- Current Legal Services contract – separate link

# Addendum - Changes in Legal Services Contract for 1-year renewal

Current language from contract is in italics. Suggested changes are struck through or **bolded and underlined**

## Page 1

Change the mission of the organization within 2<sup>nd</sup> paragraph to the ELC current mission statement:

*“with a mission to provide the resources, advocacy, leadership, coordination and oversight for early care and education from birth to school-age and to support access to school-age care to ensure children’s success in school” to*

Replace the above older mission statement with the current mission:

**“with a mission to lead and support the early learning community to deliver high quality early learning experiences to young children and their families.”**

## Page 2

### Section III – Service Location

Those services requiring the Firm’s presence shall be rendered primarily at the ELC office location on-site at ~~6301 N.W. 5<sup>th</sup> Way, Suite 3400,~~ **1475 W. Cypress Creek Rd., Suite 301**, Fort Lauderdale, Florida 33309.

## Page 2

### Section IV – Term

The agreement shall begin on ~~March 9, 2017~~ **April 1, 2020** and end on ~~March 31, 2020~~ **March 31, 2021** with two (2) ~~one~~ **(1) one-year** renewal.

## Crosswalk of Legal Services Contract Renewal changes

Current Legal Services Contract	Proposed changes
Page 1 - 2 <sup>nd</sup> paragraph: <i>WHEREAS, Client is governed by an approved Board from diverse areas, operating under F.S. 1002 et seq., with a mission to provide the resources, advocacy, leadership, coordination and oversight for early care and education from birth to school-age and to support access to school-age care to ensure children’s success in school”; and</i>	<i>WHEREAS, Client is governed by an approved Board from diverse areas, operating under F.S. 1002 et seq., “with a mission <b>to lead and support the early learning community to deliver high quality early learning experiences to young children and their families”;</b> and</i>
Page 2 - Section III – Service Location <i>Those services requiring the Firm’s presence shall be rendered primarily at the ELC office location on-site at 6301 N.W. 5<sup>th</sup> Way, Suite 3400, Fort Lauderdale, Florida 33309.</i>	<i>Those services requiring the Firm’s presence shall be rendered primarily at the ELC office location on-site at, <b><u>1475 W. Cypress Creek Rd., Suite 301</u></b>, Fort Lauderdale, Florida 33309.</i>
Page 2 - Section IV – Term <i>The agreement shall begin on <u>March 9, 2017</u> and end on <u>March 31, 2020</u> with two (2) one year renewals.</i>	<i>The agreement shall begin on <b><u>April 1, 2020</u></b> and end on <b><u>March 31, 2021</u></b> with one (1) one-year renewal.</i>

## ADDENDUM – Fees and Category of Hours

### Total Annual Legal Fees since 2016

Year	ELC Legal Fees
FY 06/07	\$85,730.03
FY 07/08	\$38,378.73
FY 08/09	\$54,171.93
FY 09/10	\$91,628.97
FY 10/11	\$73,011.72
FY 11/12	\$88,053.13
FY 12/13	\$43,339.60
FY 13/14	\$65,265.00
FY 14/15	\$78,641.25
FY 15/16	\$68,262.50
FY 16/17	\$81,174.50
FY 17/18	\$100,111.50
FY 18/19	\$71,915.50

### Law Offices of Jacob Jackson, P.A. Hours by category over previous 3 fiscal years

		FY 16-17	F17-18	FY18-19	TOTAL	
						% of total
Matter Codes & Descriptions		Hours	Hours	Hours	Hours	
<i>LE</i>	Labor & Employment	57.3	20.0	7.6	84.9	6%
<i>AGT</i>	Contracts & Agreements	211.4	213.3	124.2	548.9	<b>38%</b>
<i>RISK</i>	Risk Management/Claims	11.7	40.6	6.7	59.0	4%
<i>PP</i>	Policies & Procedures	52.5	14.0	30.1	96.6	7%
<i>ETH</i>	Ethics and Governance	3.4	6.9	1.0	11.3	1%
<i>MTG</i>	Meeting Attendance	102.4	85.4	83.8	271.6	<b>19%</b>
<i>PR</i>	Public Records	21.2	2.6	0.0	23.8	2%
<i>REG</i>	Regulations	12.8	3.2	0.0	16.0	1%
<i>LIC</i>	Licensing	7.6	11.1	0.0	18.7	1%
<i>ORG</i>	Organizational Structure (By-Laws)	67.9	62.3	34.7	164.9	<b>11%</b>
<i>LR</i>	Legal Research	42	32.1	23.0	97.1	7%
<i>PRO</i>	Procurement	5.3	0.0	45.4	50.7	3%
<i>LIT</i>	Litigation	0	3.1	13.3	16.4	1%
<b>Total Billable Hours:</b>		<b>595.5</b>	<b>494.6</b>	<b>369.8</b>	<b>1,459.9</b>	100%

## Survey of Finance Directors re. Legal Services

Coalition	Has Contract for Legal	Annual Cost					Frequency of Board Attendance				Contract Reviews			Rate
		0-\$5K	\$5-25K	\$25-50K	\$50-100K	Over \$100K	All Board	All Committee	Board Upon Request	Committee Upon Request	Never	All Contracts	Above a Set \$\$ Amount	Non-Boilerplate or Concern Only
Broward	X				X		X	X				X	X	\$190
Miami <sup>1</sup>	X					X	X		X				X	\$225/hr
Palm Beach <sup>2</sup>	X			X				X					X	\$150-\$200
Hillsborough <sup>3</sup>		X								X			X	Pro Bono
Orange	X	X								X			X	\$125
Duval <sup>4</sup>	X	X								X			X	\$125
Southwest Florida	X	X								X			X	\$275
Flagler & Volusia <sup>5</sup>	X	X							X				X	\$75-\$150
Marion	X	X						X					X	\$125
Escambia <sup>6</sup>		X												\$0
Florida's Heartland	X	X						X					X	\$250
Seminole	X	X						X					X	\$150
IRMO <sup>7</sup>		X								X			X	Varies
Left Blank	X	X						X				X	X	\$125
<b>Total Count</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>2</b>	<b>13</b>

**Notes**

<sup>1</sup> Miami Attorney attends Board meetings when there are provider grievances or appeals (which are frequent). Contracts are reviewed only when they stray from the boilerplate or there is a concern. Attorney is referee for all procurements. Attorney is paid \$225/hour

<sup>2</sup> Palm Beach uses multiple attorneys depending on the agency need. Mixture of fixed fee & hourly. Rates vary by service type.

<sup>3</sup> Hillsborough is considering contracting with an attorney in the future.

<sup>4</sup> Duval's need for legal services dropped sharply after services were brought in-house. A Board member attorney provides governance counsel at Board meetings

<sup>5</sup> Flagler Volusia uses two attorneys: One for Management Training and Annual HR File Audits (Flat Fee); One for all other matters including HR, provider grievances and contracts (Hrly).

<sup>6</sup> Escambia has never found the need for an attorney. Although they did have a lawyer on our board for a short time who did offer to volunteer their services if needed

<sup>7</sup> IRMO only hires an attorney as needed and may not have legal expenses for some years.

<b>ITEM/MEETING</b>	B204RB2/BOARD
<b>DATE:</b>	2/13/20
<b>SUBJECT:</b>	Diversification of Funding Streams
<b>TIES TO PILLAR</b>	Strengthen and Develop the ELC staff and Organization
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Approve Ad Hoc Fundraising Committee</b>
<b>FINANCIAL IMPACT:</b>	None
<b>AS RECOMMENDED BY:</b>	Executive Committee – January 30, 2020
<b>ELC STAFF LEAD</b>	R. Jaffe

**Background**

Like all nonprofits, ELC needs a stable financial base of accessible, relatively liquid resources that can be tapped as needed for meeting day-to-day cash needs, weathering financial downturns, and investing in new opportunities. However, because ELC was created by statute to primarily administer government programs, there has been little to no opportunity for setting aside reserve funds due to the restrictions on the use of State and Federal funds. ELC is unable to pass a fiscal viability test due to a lack of capital depth.

ELC has very narrow financial margins despite large revenue contracts. In FY 18/19, ELC received \$0 in unrestricted revenue and \$15,000 in FY 19/20 (YTD). The lack of unrestricted funding prevents ELC from investing in activities and infrastructure.

Unallowable expenses (with OEL funding) include, but are not limited to:

- Employee development (i.e. professional certifications, continuing education credits, tuition reimbursement, etc.)
- Future infrastructure needs for employee morale and well-being (i.e. breakroom expenses)
- Consumables (i.e. food)
- Investments in potential Child Care Provider development and recognition (i.e. provider certification, CEUs, “Provider of the Year” recognition, etc.)
- Costs associated with fundraising

An unrestricted funding reserve would also help us with cash management as well as offset any potential compliance errors. Up until now, ELC has leveraged funds from the employee fund or by deficit spending. Additionally, the committee should discuss fundraising for additional quality initiatives that would benefit the children enrolled in SR and VPK and their families.

**Current Status**

In October 2019, ELC of Broward conducted a survey of other coalitions to inquire about their fundraising efforts. Of the ten Coalitions that responded, three suggested they place more effort into diversifying their revenue beyond traditional government revenue or quasi-governmental sources. As a follow-up, ELC staff reviewed the websites of all ELC’s in the state for any evidence of focus on fundraising, etc. While the majority of other ELC’s offer passive fundraising (i.e. donate button on website) at least 10 Coalitions have examples of fundraising events (with sponsorship opportunities). Those highlights are listed in the Addendum.

ELC Broward has had success in securing funds for the annual Education conference from organizations such as Wells Fargo, PNC, Brown and Brown and others.



### **Recommendation**

The Executive Committee discussed this item at their January 30, 2020 meeting. As a result, the Committee **recommends that the board approve the creation of an Ad hoc Fundraising committee.**

The purpose and initial activity of the Committee may include:

- a. Establishing an initial fundraising strategy
- b. Refine an initial fundraising target and develop an action plan.
- c. Decide/recommend the specific role of Committee members (and board members) in fundraising
- d. Explore the long-term viability of an external focus on fundraising.

This initiative will be launched with current resources and ELC has no plans to add any new staff for this effort.

### **Next Steps**

Per the Bylaws, the Ad Hoc Fundraising Committee (“Committee”) will report to the Executive Committee and members of the Committee will be appointed by the Chair. The Committee would serve in this capacity for at least 12 months and then a decision can be made about disbanding the Committee or establishing a Standing Committee.

**Please let the Board chair know if you are interested in serving on the Ad Hoc Fundraising Committee.**

### **Supporting Documentation**

- o Addendum

## ADDENDUM

### Fundraising information on the websites of other Early Learning Coalitions

ELC	Events to raise money (from website review)
<b>Flagler and Volusia</b>	Duck Race; Change the First Five Dinner (sponsorships offered)
<b>IRMO</b>	Touch a Truck Family Festival (sponsorships offered)
<b>Marion</b>	Good Beginning for Children Breakfast (sponsorships offered)
<b>Northwest Florida</b>	ArkidDoo event (sponsorships offered)
<b>Orange</b>	First Five Years Gala (sponsorships; online donation option.
<b>Pasco and Hernando</b>	Storybook Forest event (sponsorships)
<b>Polk</b>	3 <sup>rd</sup> annual fundraising Gala (sponsorships); Pancake breakfast
<b>RCMA</b>	21 <sup>st</sup> annual Golf Tournament (sponsorships)
<b>Sarasota</b>	Tea Time for Tots golf tournament; business breakfast
<b>St. Lucie</b>	various events w/sponsorships – Run for the Donuts 2 mile fun run; Family Fun Fair; Chamber Early Childhood Business Symposium

ITEM/MEETING	B204RB3/BOARD
DATE:	2/13/20
SUBJECT:	<b>FY 19/20 Strategic Plan Quarter 2 Progress Summary</b>
TIES TO PILLAR	Strengthen and Develop the ELC staff and Organization
FOR ACTION:	No
RECOMMENDED ACTION:	NA
FINANCIAL IMPACT:	None
REVIEWED BY:	Executive Committee – January 30, 2020
ELC STAFF LEAD	P. Borman

### **Background**

At the September 12, 2019 meeting, the ELC Board approved updates to the ELC strategic plan for FY 20.

### **Current Status**

ELC is on track in all five pillars of the strategic plan. The detailed scorecard with specific results can be found after this summary. Some of the highlights from **Quarter 2 and Fiscal Year to Date** (thru Quarter2) include:

<i><b>FY 19-20 High-level target outcomes</b></i>		
<b>Annual Goal</b>	<b>Q2 results</b>	<b>Fiscal YTD (thru Q2)</b>
Achieve at least 82% contract utilization for slots	<i>See next column</i>	85.7%
ELC will serve 77% of Broward 4 yr. olds in VPK (target=16,975)	Enrolled 898	Enrolled 15,326 (90% toward target)
<i><b>Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services</b></i>		
Minimum of 85% of parents will respond “satisfied” or “very satisfied” with services	99%	99%
Answer 85% of calls	88.5%	79.1%
Add 2-3 out-posted sites	1 site added at DCF	Met annual goal
<i><b>Pillar 2: Provide Early Care Opportunities</b></i>		
Implement 45 tiered training modules for early educators	56 training modules developed	Exceeded annual goal (91 modules developed)
Develop and launch a minimum of 4 classes in VPK training series	3 classes developed & launched	Met annual goal
80% of providers in tiered training programs will show mastery of subject based on pre- and post-testing	95%	95%
<i><b>Pillar 3: Advocate for Early Care and Education System</b></i>		
Meet with/present to 15 of 18 state legislators	13 legislators over 26 meetings	Met Goal: 15 legislators over 32 meetings
Meet with/present to 25 of 31 municipalities	4	13 (52% toward target)
<i><b>Pillar 4: Forge Strong and Strategic Partnerships</b></i>		
Identify and form two new strategic partnerships	Broward Library system	Exceeded annual goal
Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	15	Exceeded annual goal
<i><b>Pillar 5: Strengthen and Develop the ELC Broward Organization</b></i>		
Launch CRM to improve organizational effectiveness and efficiency	CRM vendor selected	Finalizing CRM contract
Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity	Secured funding from Wells Fargo, PNC	Exceeded annual goal

### **Supporting Documentation**

- FY 19/20 Strategic Plan Scorecard- Q2 update
- Strategic Plan Executive Summary Overview (in FYI section)

FY 19-20 High Level Targeted Outcomes - Quarter 2 - PAGE 1		Quarter 2 (October - December 2019) comments		
	Q1 Results	Q2	Q2 Results	Quarter 2 and YTD comments
Achieve at least 82% contract utilization for slots	85.26%	●	85.7%	
ELC will serve at least 77% of Broward 4 yr. olds in VPK	84.6% toward goal	●	90% toward annual goal	Served 15,326 YTD. 90% toward annual target (which is 16,975)
75% of providers who score less than 4.0 and participate in Yes You Can will increase their CLASS score				Summarized in Q4
At least 80% of observed SR providers will score at least 4.0 in their CLASS composite				Summarized in Q4
ELC will meet with at least 80% of legislators and municipalities and increase outreach events by 25%	Initiated		In process - on track	YTD: Met with 78% of legislators and 13 (52%) of municipalities; participated in 34 outreach events
85% of staff will respond as "satisfied" or "very satisfied" via annual staff survey				Survey will be administered in Q4
<b>FY 19-20 ELC Strategic Plan Scorecard</b>				
<b>Pillar 1-Deliver Outstanding Eligibility, Enrollment and Payment Services</b>				
A minimum of 85% of parents will respond "satisfied" or "very satisfied" with ELC services on client satisfaction	98%	●	99%	
Answer 85% of Call Center calls	68%	●	88.5%	YTD answered call percentage is 79.1%
Develop and implement orientation and training curriculum and QA plans for eligibility, enrollment, customer service and payment teams	Initiated		In process - on track	3-week eligibility training attended by 19 staff. Average post training assessment score of 85% (avg. 20% increase from pre-training assessment); 4 sessions of Customer service trainings attended by 35 staff
Develop QA baseline error rate for eligibility, identify error reduction target and implement strategy to reduce errors	Initiated		In process - on track	QA composite of 80% for Q2. Ongoing meetings with QA and Family Services management
Implement and evaluate alternative communication vehicles (i.e. web-based chat functionality)				Q3 - Q4 initiative
Develop 4 additional web-based instructional training videos for parents, staff and providers			In process - on track	Instructional recordings have been completed for VPK initial application, VPK postponement and SR Waitlist. All are in post-production for editing and slated for release in 3rd quarter.
Add 2-3 out posted sites	added 2	●	Completed - Met annual goal	Negotiated 1 site at DCF in Q2; Paul Hughes and Women in Distress added in Q1
Increase awareness of out-posted sites and services, analyze client traffic patterns quarterly and adjust staffing/services based on analysis	Initiated		In process - on track	Redetermination letter updated in 3 languages to show satellite offices
<b>Pillar 2 -Provide Quality Early Care Opportunities</b>				
Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators		●	Completed - met annual goal	629 participants in 56 trainings delivered for Q2. YTD: 1,023 participants in 91 trainings; Next 6 months focused on developing more intermediate and advanced level
Develop and launch a minimum of 4 classes in VPK training series	Initiated	●	Completed - met annual goal	4 classes have been completed. <i>VPK Einsteins: Learn about the Scientific Method; Creating Critical Thinkers in the VPK classroom; Math All Around Us in VPK; The First Chapter: Emergent Reading in VPK</i>
80% of training participants in VPK training series will show mastery of subject based on pre and post testing	95%	●	95%	Showed mastery based on pre/post testing
100% of providers participating in ELC's new quality initiative will have a developed Success Plan	100% of goal	●	Completed - Met Goal	
80% of providers in tiered training programs will show mastery of subject based on pre- and post-testing	94%	●	95%	Showed mastery based on pre/post testing
<b>Pillar 3 -Advocate for the Early Care and Education System</b>				
Reach out to 100% of Broward's delegation	Initiated	●	Completed	
Meet with/present to 15 of 18 state legislators	Initiated		In process- on track	13 legislators over 26 legislative meetings in Q2
Meet with/present to 25 of 31 municipalities	Initiated		In process- on track	Presentations to 4 municipalities in Q2; 13 presentations YTD
Develop and distribute ELC annual report to key stakeholders	Initiated		In process- on track	Finalized. Distribution to begin February 2020
Develop at least 3 media opportunities (articles, letters to editor, etc.)	Initiated		In process- on track	Q1: 1 article in 2019-2020 Family Resource Guide

- Positive
- A Developmental Opportunity

FY 19-20 ELC Strategic Plan Scorecard - Quarter 2 - PAGE 2				
	Q1 Results	Q2	Q2 Results	Quarter 2 (October - December 2019)
<b>Pillar 4 -Forge Strong and Strategic Partnerships</b>				
Meet Semi-annually ( with mandatory referral agencies to ensure excellent client coordination)	<i>Initiated</i>		In process-on track	Managers ongoing meeting with BSO, Childnet and Career Source
At least 85% respond as “satisfied” or “very satisfied” on annual survey with key partners (remote eligibility services at Broward community sites)				Survey will be administered in Q4
Identify and form two new strategic partnerships	<i>Initiated</i>	●	Completed- met goal	Broward County Library system (from Q1: Broward Behavioral Health Coalition; Census 2020 Community Partner; Beginning with Center for Hearing and Communication)
Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	<i>Participation in 14 groups</i>	●	Participation in 15 groups	Broward Healthy Start Coalition; Broward Early Childhood Education Committee; CSC Baby SNAC Program and Parent Support Committee; CSC Baby SNAC Policy and Systems; Broward Census 2020 – Diversity and Hard to Enumerate Subcommittees; United Way - Public Policy Advisory Committee; Children’s Services Board - Advocacy Committee; Coordinating Council of Broward; Broward League of Cities; Broward Homeless Continuum of Care Board; Homeless Providers and Stakeholders Council; Funders Forum; Broward College – The Village Square; Broward College Education Pathways Early Childhood Subcommittee; Broward Reads
<b>Pillar 5 -Strengthen and Develop the ELC Broward Organization</b>				
ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions)	92%	●	95%	of positions are filled
Create baseline of key recruitment metrics, identify a target reduction percentage & initial improvement strategy	<i>Initiated</i>		In process - on track	Baseline metrics being tracked; HR Specialist added to team
Implement core management and staff development/training program			Initiated	Executive coach is engaged; Researched external management dev/training
Launch CRM to improve organizational effectiveness and efficiency	<i>Initiated</i>		In process-on track	Vendor selected; Contract signed in Q3
Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity	<i>Initiated</i>	●	Completed- met goal	Secured funding from Wells Fargo and PNC

- Positive
- A Developmental Opportunity

District	District Area	STATE REPRESENTATIVES	Present at Delegation Hearing on 10/8/19	Total in person meetings <i>(not including hearings or presentations)</i>	Date(s) of meetings
92	Deerfield, Pompano Beach, Oakland Park, Ft. Lauderdale	Patricia Hawkins-Williams (D)	Yes	3	1/22/19; 11/13/19; 12/20/19
93	Lighthouse Point, Sea Ranch Lakes, Lauderdale by the Sea, Wilton Manors, Ft. Lauderdale	Chip LaMarca - R	Yes	2	11/13/19
94	Ft. Lauderdale, Plantation, Lauderhill	Bobby B. Dubose (D)	Yes	1	9/4/19
95	Sunrise, North Lauderdale, Lauderhill	Anika Tene Omphroy (D)	Yes	2	11/13/19; 1/21/20
96	Parkland, Coral Springs, Margate, Coconut Creek	Kristin Diane Jacobs (D)			
97	Coral Springs, Tamarac, Sunrise, Everglades	Dan Daley (D)	Yes	3	10/22/19; 11/13/19; 1/22/20
98	Sunrise, Plantation, Davie	Michael Gottlieb (D)		1	11/13/19
99	SW Ranches, Cooper City, Davie, Dania Beach, Seminole	Evan Jenne (D)	Yes		
100	Dania Beach, Hollywood, Hallandale Beach	Joseph Geller (D)		1	1/22/20
101	Hollywood, West Park, Pembroke Park, Hallandale Beach	Shevrin D. Jones (D)	Yes	2	9/4/19; 1/22/20
102	Pembroke Pines, Miramar, Miami Gardens	Sharon Pritchett (D)	Yes		
103	Miramar, Medley, Hialeah Gardens	Cindy Polo (D)	Yes	1	9/4/19
104	Weston, Southwest Ranches, Pembroke Pines	Richard Stark (D)	Yes	1	9/19/19
105	Doral, Miramar	Ana Maria Rodriguez - R	Yes		
54	Indian River, St. Lucie	Erin Grall - R		1	10/22/19
67	Part of Pinellas	Chris Latvala- R		1	10/22/19
115	Miami Dade	Vance Aloupis - R		3	10/22/19; 11/13/19; 11/18/19
<b>STATE SENATORS</b>					
29	Coral Springs, Parkland, Coconut Creek, Palm Beach	Kevin Rader		1	10/22/19
32	Sunrise, Plantation, Southwest Ranches, Davie	Lauren Frances Book	Yes		
33	Tamarac, North Lauderdale, Lauderhill, Lauderdale Lakes, Ft. Lauderdale, Oakland Park, Pompano Beach	Perry E. Thurston, Jr.		1	11/13/19
34	Eastern Shore, Deerfield down to Hallandale	Gary M. Farmer, Jr.	Yes	2	9/19/19; 11/13/19
35	Miramar, West Park, Pembroke Park, Miami Gardens, Opa Locka	Oscar Braynon	Yes		
31	Palm Beach County	Lori Berman (D)	Yes		
<b>Total Legislative Contacts (with duplication)</b>			<b>15</b>	<b>26</b>	

<b>ITEM #/MEETING:</b>	B204RB4/BOARD
<b>MEETING DATE:</b>	February 13, 2020
<b>SUBJECT:</b>	Governance Committee to address Board Composition, Needs & Criteria; Nominating Committee to Update Private Sector Board Application Process
<b>FOR ACTION:</b>	No
<b>FINANCIAL IMPACT:</b>	None
<b>AS RECOMMENDED BY:</b>	Executive Committee – 1/30/20
<b>ELC STAFF LEAD</b>	P. Borman

**Background**

During the October 3, 2019 ELC board retreat, the subgroup on Board Development/Administration recommended that additional work be completed to analyze the composition and strengths of the current board members as part of an exercise to identify:

- a) how we might better leverage those strengths as well as
- b) identify the skillsets and experience needed in new prospective board members.

This suggestion was further articulated during a January 17, 2020 meeting of the Nominating Committee during a discussion about the nomination of Zach Talbot to the board. In addition, the suggestion was made to:

- a) Review the current private sector board applicant process
- b) Develop an overview of board member roles and responsibilities

Members of the Nominating Committee, during their January 17, 2020 made a motion that the decision as to which committee(s) should address these issues be made at the Executive Committee (at their meeting on January 30, 2020).

**Recommendation**

**Following the discussion by Executive Committee members on January 30, 2020 the committee recommended that:**

- 1) The Governance Committee address:
  - a. Current board composition analysis (current board skillsets and experience)
  - b. Creation of an overview document of board member responsibilities, expectations
  - c. Suggested skillsets/background and criteria that would be valuable in new members (i.e. what types of individuals would be advantageous to have on the ELC Board)

Other options that were considered included having either the Executive Committee or the dormant Ad Hoc Strategic Committee address the above items.

- 2) The Nominating Committee address
  - a. Recommendations to enhance the private sector board member application process

**Next Steps**

These issues will be addressed at the next Governance and Nominating Committee meetings. The next Governance Committee meeting is scheduled for March 31, 2020. The next Nominating Committee meeting has not yet been scheduled but ELC staff will work with the committee’s chair to schedule something in the near future.

**Supporting Documents:** NA



ITEM#/MEETING	B204FIN1/BOARD
MEETING DATE:	1/30/20
SUBJECT:	Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve December 2019 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant</b>
AS RECOMMENDED BY	Finance Committee – January 30, 2020
FINANCIAL IMPACT:	None
ELC STAFF LEAD	C. Klima

**Background Information:**

The Interim Financial Statements for the four-month period ending December 31, 2019 are attached for review.

**Current Status:**

Financial Highlights for the period are as follows:

**1. Overall**

After the first six months of fiscal year 2019-20, ELC is on track to continue the current pace of open enrollment for School Readiness services and to fully utilize all of its contract dollars by year end. ELC also continues to make progress toward becoming fully staffed by June 30, 2020. 149 out of a target 151 employees (FTE) were on board as of December 31. Year to date expenditures for slots and overall expenditures are 50% and 49% respectively, as expected.

**2. Contract Utilization**

School Readiness:

The School Readiness Program is currently fully enrolled for the fiscal year, but continues to conduct limited open enrollment from the waitlist (approximately 50 new children each month) to replace children who discontinue services during the peak months for income-eligible re-determinations October 2019 through January 2020. The current “slow but steady” open enrollment pace keeps ELC fully enrolled and within a 1.5% (\$850K) margin of error at year-end. The current expenditure plan sets aside approximately \$750K in the “unallocated” line item to pay provider registration fees as soon as the functionality becomes available in EFS. It also includes an \$850K contingency for a provider rate increase that would be similar to the prior year.

When fully enrolled, ELC is primed to take advantage of possible OEL funding increases that allow ELC to serve more children including:

- An increase to Broward’s Match funding allocation that OEL has indicated may become available on short notice in the third or fourth quarters of the fiscal year.
- Funding to bring all Coalitions reimbursement rates up to the federally recommended 75<sup>th</sup> percentile of the market, which would allow ELC to redirect the \$850K rate increase noted above to serve more children. (Broward is currently at the 60<sup>th</sup> percentile)

If new funding does not materialize or higher than anticipated costs occur, ELC still has the option to slow enrollments to slow spending during the third and fourth quarters, or to draw from CSC, Broward County or OEL FY21 funds to avoid a year end overage, without affecting FY21 enrollment.

VPK:

Enrollments for the Voluntary Pre-Kindergarten Program continue to ramp up in alignment with the seasonal pattern that is typical for each year and ELC expects to fully utilize the funding allocation.

### **3. Operating Expenditures**

ELC added 10 staff over the first six months of the year and is the process of hiring 2 additional FTEs for the year, so expenditures for staff are approximately 5% below target as of December. Internal staff promotions filled many of the newly created positions in Family Services, IT and Quality Assurance, and the time required to backfill the resulting entry level openings left a portion of the staffing budget untapped during the recruitment period. Funds that remain unspent have been re-assigned to the unallocated line item and they will be re-directed into child care slots in fourth quarter.

Consulting expenses are expected to increase over the third and fourth quarters as Independent Contractor CLASS observers conduct approximately 438 observations starting January and planning activities for the recently procured Professional Business Development Training Workshop series get underway starting February 1<sup>st</sup>.

Monthly expenses for rent and electricity are also expected to increase by approximately \$29,669 for the remainder of the year after building shared costs and electricity usage were recently recalibrated for the new office space and the rental cost for the OMNI center at Broward College was finalized for the BECE Conference.

#### **Summary**

The Finance Committee recommends that the Board approve the December 2019 Interim Financials.

#### **Supporting Documents**

- December 2019 Interim Financial Statements and December 2019 Utilization Projection



# **Early Learning Coalition of Broward County, Inc.**

## **INTERIM FINANCIAL STATEMENTS**

### **FISCAL YEAR 2019-2020**

#### **For the Six Months Ended December 31, 2019**

**Submitted to the Board Meeting February 13, 2020**

**as recommended by the Finance Committee January 30, 2020**

**Early Learning Coalition of Broward County, Inc.**  
**FY 2019-2020 Statement of Financial Position**  
**As of December 31, 2019**

	<b>December 31, 2019</b>	<b>December 31, 2018</b>
<b>Assets:</b>		
Cash	\$ 10,559,039	\$ 11,167,003
Grants Receivable	10,046,513	8,947,042
Accounts Receivable	1,283,772	84,845
Prepaid Expense	230,184	193,840
Fixed Assets	21,094	19,257
<b>Total Assets</b>	<b>\$ 22,140,601</b>	<b>\$ 20,411,986</b>
 <b>Liabilities:</b>		
Accounts Payable	\$ 193,586	\$ 112,677
Salary & Benefits Payable	289,922	217,847
Compensated Absences	201,522	99,493
Rent Abatement	107,309	0
Due to Providers	8,159,645	6,651,533
Due to 211-Broward	33,624	108,985
Due to Children's Forum	0	100,920
Due to Other Agencies	12,067	27,735
Deferred Revenue	12,871,377	12,794,326
<b>Total Liabilities</b>	<b>\$ 21,869,053</b>	<b>\$ 20,113,516</b>
 <b>Net Assets</b>		
Unrestricted	271,549	298,471
<b>Total Net Assets</b>	<b>271,549</b>	<b>298,471</b>
 <b>Total Liabilities and Net Assets</b>	 <b>\$ 22,140,601</b>	 <b>\$ 20,411,986</b>

**Early Learning Coalition of Broward County, Inc.**  
**FY 2019-2020 Statement of Activities**  
**For The Month Ending December 31, 2019**

	December 2019 Actual	FY 2020 YTD Actual	FY 2019 YTD Actual
<b>Revenue</b>			
OEL School Readiness	\$ 4,019,005	\$ 26,145,408	\$ 23,779,083
OEL CCEP/OEL SR Match	779,719	2,668,619	1,718,705
OEL Preschool Development Grant	44,573	227,099	-
OEL - SR Program Assessments	16,169	66,646	-
OEL - Voluntary Pre-K	3,130,642	18,200,761	18,546,990
OEL - VPK Monitoring & Outreach	11,228	46,126	26,562
CSC - Income Eligible	371,204	3,337,368	2,459,914
CSC - Vulnerable Populations	295,880	2,138,586	1,106,896
Broward County- Match	155,162	1,227,210	392,175
Broward County - Special Needs	36,530	298,374	303,271
DCF Entrant	17,030	153,366	48,512
Univ of Florida Lastinger Ctr	9,620	11,230	31,850
Municipalities-SR Local Match	67,814	261,569	272,716
BECE Conf & Miscellaneous	7,094	47,808	15,557
<b>Total Revenue</b>	<b>\$ 8,961,670</b>	<b>\$ 54,830,170</b>	<b>\$ 48,702,230</b>
<b>Expenses</b>			
<b>Child Care Slots and Incentives:</b>			
OEL School Readiness	\$ 3,382,616	\$ 22,020,289	\$ 20,327,420
OEL CCEP/OEL SR Match	780,046	2,668,946	1,578,738
OEL - Voluntary Pre-K	3,017,516	17,664,075	17,881,260
CSC - Income Eligible	349,337	2,987,493	2,238,381
CSC - Vulnerable Populations	272,779	1,981,807	1,051,681
Broward County- Match	137,922	1,113,055	348,600
Broward County - Special Needs	32,471	294,748	280,413
DCF Entrant	14,102	138,401	112,065
Univ of Florida Lastinger Ctr	6,750	8,625	-
Municipalities-SR Local Match	57,742	234,438	-
<b>Total Child Care Slots and Incentives</b>	<b>\$ 8,061,183</b>	<b>\$ 49,121,779</b>	<b>\$ 43,818,558</b>
<b>Sub Recipient Expense</b>			
School Board of Broward County	\$ -	\$ -	\$ -
Family Central	-	-	99,433
Nova Southeastern University	-	-	97,423
Children's Forum	37,824	218,093	125,498
211 Broward	33,624	181,745	344,578
<b>Total Sub Recipient Expense</b>	<b>\$ 71,448</b>	<b>\$ 399,838</b>	<b>\$ 666,931</b>
<b>ELC Expense</b>			
Salaries & Benefits	\$ 732,236	\$ 4,543,331	\$ 3,344,290
Attorneys	3,800	35,492	30,280
Auditors	-	31,380	16,000
Temporary Staff	1,161	1,161	181,719
Consultants	3,106	54,861	22,706
Staff & Board Travel	2,721	50,953	54,502
Insurance	663	6,689	7,423
Office Rent & Maintenance	34,323	206,888	130,678
Office Machines & Storage	910	6,687	12,035
Software Licences	10,391	57,080	49,057
Internet, Email, Website, Phones	4,008	38,051	33,785
Cell Phones	4,235	25,093	15,470
Sponsorships & Memberships	1,846	9,229	19,975
Other Operating Costs	15,188	209,223	117,702
Computer Equipment & Software	439	53,690	67,984
Office Move & Outfitting Costs	1,112	16,741	-
<b>Total ELC Expense</b>	<b>\$ 816,139</b>	<b>\$ 5,346,548</b>	<b>\$ 4,103,605</b>
<b>Total Expenses</b>	<b>\$ 8,948,770</b>	<b>\$ 54,868,165</b>	<b>\$ 48,589,094</b>
<b>Change in net assets</b>	<b>\$ 12,900</b>	<b>\$ (37,995)</b>	<b>\$ 113,136</b>
Net assets, beginning of year		309,544	185,334
<b>Net assets, end of the period</b>		<b>\$ 271,549</b>	<b>\$ 298,471</b>

**Early Learning Coalition of Broward County, Inc.**  
**FY 2019-2020 Annual Budget to Actual YTD**  
**For The Period Ending December 31, 2019**  
**Summary**

	FY20 Amendment #4 (Proposed)	YTD Actual	Balance	% of Budget	Notes
<b>Revenue:</b>					
OEL School Readiness	\$ 52,142,391	\$ 26,145,408	\$ 25,996,983	50%	
OEL CCEP/OEL SR Match	5,185,581	2,668,619	2,516,962	51%	
OEL Preschool Development Grant	228,517	227,099	1,418	99%	Pending New Allocation
OEL - SR Program Assessments	354,845	66,646	288,199	19%	Majority of observations Qtrs 2 & 3
OEL - Voluntary Pre-K	40,613,664	18,200,761	22,412,903	45%	Typical seasonal utilization pattern
OEL - VPK Monitoring & Outreach	72,142	46,126	26,016	64%	Seasonal Expenses Qtrs 1 & 2
CSC - Income Eligible	5,635,860	3,337,368	2,298,492	59%	Higher 1st quarter contract close out
CSC - Vulnerable Populations	4,165,295	2,138,586	2,026,710	51%	
Broward County- Match	2,010,426	1,227,210	783,216	61%	Higher 1st quarter contract close out
Broward County - Special Needs	669,467	298,374	371,092	45%	Enrolling
DCF Entrant	341,344	153,366	187,978	45%	Contract sunsets March 31
Univ of Florida Lastinger Ctr	8,625	11,230	(2,605)	130%	Addl Revenue Pending
Municipalities-SR Local Match	500,000	261,569	238,431	52%	
BECE Conf & Miscellaneous	65,000	47,808	17,192	74%	Conference set for February 1
<b>Total Revenue</b>	<b>\$ 111,993,157</b>	<b>\$ 54,830,170</b>	<b>\$ 57,162,987</b>	<b>49%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 41,823,356	\$ 22,020,289	\$ 19,803,067	53%	86% of OEL Contract/78% Required
OEL CCEP/OEL SR Match	5,185,581	2,668,946	2,516,635	51%	Trending down with attrition
OEL - Voluntary Pre-K	38,989,117	17,664,075	21,325,042	45%	Typical seasonal utilization pattern
CSC - Income Eligible	5,072,274	2,987,493	2,084,781	59%	Higher 1st quarter contract close out
CSC - Vulnerable Populations	3,748,766	1,981,807	1,766,959	53%	Trending down with attrition
Broward County- Match	1,759,123	1,113,055	646,068	63%	Higher 1st quarter contract close out
Broward County - Special Needs	585,783	294,748	291,035	50%	
DCF Entrant	324,277	138,401	185,875	43%	Contract sunsets March 31
Univ of Florida Lastinger Ctr	8,625	8,625	-	100%	Prior year carryforward
OEL Preschool Development Grant	15,000	9,900	5,100	66%	No cost extension since Dec 31 Close
Municipalities-SR Local Match	500,000	234,438	265,562	47%	Match applied when cash rec'd
<b>Total Child Care Slots and Incentives</b>	<b>\$ 98,011,903</b>	<b>\$ 49,121,779</b>	<b>\$ 48,890,123</b>	<b>50%</b>	
<b>Program Expense</b>					
School Board of Broward County	\$ 42,000	\$ -	\$ 42,000	0%	SBBC approved contract January
Children's Forum	430,900	210,409	220,491	49%	
211 Broward	337,000	122,397	214,603	36%	
Eligibility, Payments & CCR&R	6,200,377	2,638,732	3,561,645	43%	
Quality & Education	3,271,036	1,279,962	1,991,074	39%	
<b>Total Program Expense</b>	<b>\$ 10,281,312</b>	<b>\$ 4,251,500</b>	<b>\$ 6,029,813</b>	<b>41%</b>	
<b>Administrative Expense</b>					
School Board of Broward County	\$ 2,500	\$ -	\$ 2,500	0%	SBBC approved contract January
Children's Forum	20,000	7,683	12,317	38%	
211 Broward	125,000	59,349	65,651	47%	
ELC Administration	3,552,443	1,427,855	2,124,588	40%	2.6% of Revenues (ELC Only)
<b>Total Administrative Expense</b>	<b>\$ 3,699,943</b>	<b>\$ 1,494,887</b>	<b>\$ 2,205,056</b>	<b>40%</b>	<b>2.7% of Revenues</b>
<b>Total Expenses</b>	<b>\$ 111,993,157</b>	<b>\$ 54,868,165</b>	<b>\$ 57,124,992</b>	<b>49%</b>	

**Early Learning Coalition of Broward County, Inc.**  
**FY 2019-2020 Annual Budget to Actual by Month**  
**For The Period Ending December 31, 2019**  
**Detail**

	FY20 Amendment #4 (Proposed)	YTD Actual	Balance	% of Budget	Notes
<b>Revenue:</b>					
OEL School Readiness	\$ 52,142,391	\$ 26,145,408	\$ 25,996,983	50%	
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OEL - SR Program Assessments	354,845	66,646	288,199	19%	Majority of observations Qtrs 2 & 3
OEL - Voluntary Pre-K	40,613,664	18,200,761	22,412,903	45%	Typical seasonal utilization pattern
OEL - VPK Monitoring & Outreach	72,142	46,126	26,016	64%	Seasonal Expenses Qtrs 1 & 2
CSC - Income Eligible	5,635,860	3,337,368	2,298,492	59%	Higher 1st quarter (contract close out)
CSC - Vulnerable Populations	4,165,295	2,138,586	2,026,710	51%	
Broward County- Match	2,010,426	1,227,210	783,216	61%	Higher 1st quarter (contract close out)
Broward County - Special Needs	669,467	298,374	371,092	45%	Enrolling
DCF Entrant	341,344	153,366	187,978	45%	Contract sunsets March 31
Univ of Florida Lastinger Ctr	8,625	11,230	(2,605)	130%	Addl Revenue Pending
Municipalities-SR Local Match	500,000	261,569	238,431	52%	
BECE Conf & Miscellaneous	65,000	47,808	17,192	74%	Conference set for February 1
<b>Total Revenue</b>	<b>\$ 111,993,157</b>	<b>\$ 54,830,170</b>	<b>\$ 57,162,987</b>	<b>49%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 41,823,356	\$ 22,020,289	\$ 19,803,067	53%	86% of OEL Contract/78% Required
OEL CCEP/OEL SR Match	5,185,581	2,668,946	2,516,635	51%	Trending down with attrition
OEL - Voluntary Pre-K	38,989,117	17,664,075	21,325,042	45%	Typical seasonal utilization pattern
CSC - Income Eligible	5,072,274	2,987,493	2,084,781	59%	Higher 1st quarter (contract close out)
CSC - Vulnerable Populations	3,748,766	1,981,807	1,766,959	53%	Trending down with attrition
Broward County- Match	1,759,123	1,113,055	646,068	63%	Higher 1st quarter (contract close out)
Broward County - Special Needs	585,783	294,748	291,035	50%	
DCF Entrant	324,277	138,401	185,875	43%	Contract sunsets March 31
Univ of Florida Lastinger Ctr	8,625	8,625	-	100%	Prior year carryforward
OEL Preschool Development Grant	15,000	9,900	5,100	66%	No cost extension since Dec 31 Close
Municipalities-SR Local Match	500,000	234,438	265,562	47%	Match applied when cash rec'd
<b>Total Child Care Slots and Incentives</b>	<b>\$ 98,011,903</b>	<b>\$ 49,121,779</b>	<b>\$ 48,890,123</b>	<b>50%</b>	
<b>Sub Recipient Expense</b>					
School Board of Broward County	\$ 44,500	\$ -	\$ 44,500	0%	SBBC approved contract January
Children's Forum	450,900	218,093	232,807	48%	
211 Broward	462,000	181,745	280,255	39%	
<b>Total Sub Recipient Expense</b>	<b>\$ 957,400</b>	<b>\$ 399,838</b>	<b>\$ 557,562</b>	<b>42%</b>	
<b>ELC Expense</b>					
Salaries & Benefits*	\$ 9,978,838	\$ 4,543,331	\$ 5,435,507	46%	Approaching fully staffed
Attorneys	90,000	35,492	54,508	39%	
Auditors	33,450	31,380	2,070	94%	Final report due March 31
Temporary Staff	35,000	1,161	33,839	3%	Temps began January
Consultants	320,986	54,861	266,125	17%	CLASS Observers & BLI Qtrs 2 & 3
Staff & Board Travel	75,026	50,953	24,073	68%	Less travel scheduled Qtrs 2 & 3
Insurance*	30,000	6,689	23,311	22%	Policy costs lower for larger orgs
Office Rent & Maintenance*	445,673	206,888	238,785	46%	
Office Machines & Storage	14,865	6,687	8,178	45%	
Software Licences	170,591	57,080	113,511	33%	CRM pending
Internet, Email, Website, Phones*	93,896	38,051	55,845	41%	Cost savings following move
Cell Phones	37,300	25,093	12,207	67%	New carrier pending
Sponsorships & Memberships	49,680	9,229	40,451	19%	CSC Resource Guide pending
Other Operating Costs	329,678	209,223	120,455	63%	Quality & Ed books & curricula
Computer Equipment & Software	60,000	53,690	6,310	89%	Recent hires & replacement laptops
Office Move & Outfitting Costs	16,741	16,741	-	100%	
Unallocated (Budget Only)	1,242,131	-	1,242,131	0%	140K unused HB1091, Balance to Slots
<b>Total ELC Expense</b>	<b>\$ 13,023,855</b>	<b>\$ 5,346,548</b>	<b>\$ 7,677,306</b>	<b>41%</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 13,981,255</b>	<b>\$ 5,746,386</b>	<b>\$ 8,234,869</b>	<b>41%</b>	
<b>Total Expense</b>	<b>\$ 111,993,157</b>	<b>\$ 54,868,165</b>	<b>\$ 57,124,992</b>	<b>49%</b>	

\*Minor budget calculations corrected following Finance Committee meeting on January 30, 2020

# SCHOOL READINESS 4 YEAR UTILIZATION FY 2019 -2022

**New Enrollments from Waitlist:**

Enroll Approximately 50 Children from waitlist per month

**Funding Changes:**

FY19 Additional \$5.4M Slot Dollars  
FY20 Additional \$2.7M Slot Dollars

**Assumptions:**

Daily Average Cost forecast reflects current actual trends.  
Projected total days paid at 94%



**No Additional CSC Billing**

With \$2 Rate Increase 0 - 5 Year Olds Eff. 3/1/2019 /\$2 Rate Increase 0 - 5 Year Olds Eff. 1/1/2020

## Fiscal Year 2018-19

Act or Proj *	Month	Days of Care	Percent Days Used *	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
A	Jul-18	22	94%	9,508	-521	\$18.94	3,799,130	163,411	3,962,541	(205,711)	3,756,829
A	Aug-18	23	94%	9,508	+	20.08	4,225,408	165,736	4,391,144	(275,210)	4,115,934
A	Sep-18	20	94%	9,508	-	19.92	2,260,822	1,527,180	3,788,002	(216,731)	3,571,271
A	Oct-18	23	94%	9,654	+146	19.74	4,240,770	143,360	4,384,130	(174,944)	4,209,185
A	Nov-18	22	94%	9,816	+162	19.13	3,999,326	132,871	4,132,197	(45,357)	4,086,841
A	Dec-18	21	94%	9,823	+7	18.59	3,707,227	126,675	3,833,903	(79,581)	3,754,322
A	Jan-19	23	94%	10,229	+406	19.56	4,468,390	133,965	4,602,355	(141,111)	4,461,244
A	Feb-19	20	94%	10,360	+131	18.83	3,851,782	49,666	3,901,448	(177,745)	3,723,703
A	Mar-19	21	94%	10,538	+178	19.87	4,397,671	-	4,397,671	(363,780)	4,033,892
A	Apr-19	22	94%	10,070	-468	20.07	4,446,993	-	4,446,993	(401,110)	4,045,883
A	May-19	23	94%	10,891	+821	20.31	5,088,475	-	5,088,475	(471,178)	4,617,297
A	Jun-19	20	94%	11,189	+298	26.56	5,942,483	-	5,942,483	(857,465)	5,085,018
Average Enrollments (Baseline)				10,091					Projected Total		\$ 49,461,418
Increase to baseline FY19 over FY18				352					Budget		50,157,568
Increase to baseline FY19 over FY17				695	(FY17 Baseline= 9,396)				Surplus(Deficit)		\$ 696,150
									CSC Carry-Over		\$ 696,365
									SR Carry Over		\$ (215)

\* Fiscal Year 2018-19 estimates currently being reconciled.

## Fiscal Year 2019-20

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
A	Jul-19	23	92%	11,035	-154	\$21.07	4,027,803	1,319,111	5,346,914	(323,559)	5,023,355
A	Aug-19	22	89%	11,568	+533	20.24	4,425,406	724,974	5,150,380	(304,696)	4,845,683
A	Sep-19	21	91%	11,517	-51	18.59	4,148,767	347,802	4,496,569	(438,238)	4,058,331
A	Oct-19	23	92%	11,627	+110	18.44	4,570,579	360,000	4,930,579	(216,148)	4,714,431
A	Nov-19	21	92%	11,497	-130	18.85	4,191,992	360,000	4,551,992	(178,995)	4,372,997
A	Dec-19	22	91%	11,452	-45	18.59	4,335,823	347,802	4,683,625	(177,138)	4,506,487
P	Jan-20	23	91%	11,252	-200	18.54	4,451,799	347,500	4,799,299	(172,597)	4,626,702
P	Feb-20	20	91%	11,216	-37	20.28	4,201,958	347,500	4,549,458	(146,690)	4,402,768
P	Mar-20	22	91%	11,083	-133	20.05	4,541,532	347,500	4,889,032	(160,937)	4,728,095
P	Apr-20	22	91%	10,918	-164	19.73	4,391,665	347,500	4,739,165	(159,953)	4,579,212
P	May-20	21	91%	10,721	-197	19.90	4,133,669	347,500	4,481,169	(152,683)	4,328,486
P	Jun-20	22	91%	10,721	+	20.51	4,489,482	347,500	4,836,983	(159,953)	4,677,029
Average Enrollments (Baseline)				11,217					Projected Total		\$ 54,863,577
Increase to baseline FY20 over FY19				1,126					Budget		54,036,040
Increase to baseline FY20 over FY17				1,821	(FY17 Baseline= 9,396)				Surplus(Deficit)		\$ (827,538)
									CSC Carry-Over		\$ -
									Surplus(Deficit)		\$ (827,538)

## Fiscal Year 2020-21

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
P	Jul-20	23	94%	9,983	-739	\$21.32	4,569,144	326,921	4,896,064	(161,054)	4,735,010
P	Aug-20	22	94%	9,875	-108	20.61	4,150,355	326,921	4,477,276	(151,287)	4,325,989
P	Sep-20	21	94%	9,992	+117	21.02	4,082,790	326,921	4,409,711	(152,945)	4,256,766
P	Oct-20	23	94%	10,109	+117	19.36	4,166,917	334,756	4,501,673	(242,139)	4,259,535
P	Nov-20	21	94%	10,226	+117	19.88	3,934,477	334,756	4,269,233	(228,870)	4,040,363
P	Dec-20	22	94%	10,343	+117	19.58	4,121,391	334,756	4,456,147	(247,423)	4,208,724
P	Jan-21	23	94%	10,460	+117	19.55	4,369,325	334,756	4,704,081	(250,156)	4,453,924
P	Feb-21	20	94%	10,352	-108	21.28	4,070,387	334,756	4,405,143	(212,231)	4,192,913
P	Mar-21	22	94%	10,281	-71	21.06	4,428,032	334,756	4,762,788	(232,795)	4,529,993
P	Apr-21	22	94%	10,173	-108	20.76	4,310,155	334,756	4,644,910	(222,569)	4,422,341
P	May-21	21	94%	10,053	-120	20.92	4,081,339	334,756	4,416,095	(238,130)	4,177,965
P	Jun-21	22	94%	10,053	+	21.47	4,413,744	334,756	4,748,500	(222,569)	4,525,931
Average Enrollments (Baseline)				10,158					Projected Total		\$ 52,129,454
Increase to baseline FY21 over FY20				(1,059)					Budget		52,130,793
Increase to baseline FY21 over FY17				762	(FY17 Baseline= 9,396)				Surplus(Deficit)		\$ 1,339
									CSC Carry-Over		\$ -
									Surplus(Deficit)		\$ 1,339



# SCHOOL READINESS UTILIZATION FY 2018 -2019-2020

## Children Services Council Vulnerable Population Contracts

**New Enrollments from Waitlist:**

Current Waitlist: 186

Enrolling 30 Children Feb-Mar 2020

**Funding Changes:**



**Assumptions:**

Daily Average Cost forecast reflects current actual trends.

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day		Total Slots	Adjustments	Net Billable
A	Jul-18	22	352		\$22.56		\$ 174,722		\$174,722
A	Aug-18	23	344	-8	23.41		185,204		185,204
A	Sep-18	20	337	-7	24.01		161,823		161,823
A	Oct-18	23	329	-8	23.76		179,824		179,824
A	Nov-18	22	325	-4	25.61		183,121		183,121
A	Dec-18	21	331	+6	24.02		166,987		166,987
A	Jan-19	23	351	+20	23.82		192,295		192,295
A	Feb-19	20	369	+18	24.08		177,699		177,699
A	Mar-19	21	385	+16	25.38		205,161		205,161
A	Apr-19	22	442	+57	24.99		242,956		242,956
A	May-19	23	543	+101	24.82		309,986		309,986
A	Jun-19	20	647	+104	24.76		320,352		320,352
							Projected Total	\$	2,500,131
							Prior CSC Contract Year Bud	\$	521,749
							Current CSC Contract Year Bud		2,284,388
							<b>Surplus(Deficit) End of ELC FY19</b>	\$	<b>306,006</b>
A	Jul-19	23	664	+17	25.75		393,227		393,227
A	Aug-19	22	658	-6	25.17		364,330		364,330
A	Sep-19	21	584	-74	27.34		335,288		335,288
							Projected Total	\$	1,092,845
							Current CSC Contract Year Bud		761,463
							<b>Surplus(Deficit) ELC FY20 Quarter 1</b>	\$	<b>(331,383)</b>
							<b>Total Surplus(Deficit) Life of Contract</b>	\$	<b>(25,377)</b>
A	Oct-19	23	565	-19	25.56		332,156		332,156
A	Nov-19	21	501	-64	26.42		277,993		277,993
A	Dec-19	22	483	-18	25.57		271,684		271,684
P	Jan-20	23	482	-1	27.72		307,259		307,259
P	Feb-20	20	496	+14	28.05		278,285		278,285
P	Mar-20	22	510	+14	29.91		335,565		335,565
P	Apr-20	22	509	-1	29.11		326,023		326,023
P	May-20	21	508	-1	28.84		307,675		307,675
P	Jun-20	22	506	-2	28.55		317,825		317,825
							Projected Total	\$	2,754,466
							FY20 CSC Contract Year Bud	\$	<b>2,813,299</b>
							<b>Surplus(Deficit) End of ELC FY20</b>	\$	<b>58,833</b>
P	Jul-20	23	505	-3	29.64		344,278		344,278
P	Aug-20	21	503	-2	29.15		307,891		307,891
P	Sep-20	22	495	-8	31.65		344,714		344,714
							Projected Total	\$	996,883
							FY20 CSC Contract Year Bud		937,766
							<b>Surplus(Deficit) ELC FY21 Quarter 1</b>	\$	<b>(59,117)</b>
							<b>Total Surplus(Deficit) Life of Contract</b>	\$	<b>(284)</b>

# SCHOOL READINESS UTILIZATION FY 2018 -2019-2020

## Broward County Children Services Board Special Need Contract (COSPN)

**New Enrollments from Waitlist: Funding Changes:**

Enrolling all 16 Children on Waitlist February 2020  
 Open enrollment up to 10 children per month Mar-Jun 2020



**Assumptions:**

Daily Average Cost forecast reflects current actual trends.

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	Total Slots	Adjustments	Net Billable		
A	Jul-18	22	78		\$27.38	\$ 46,980		\$46,980		
A	Aug-18	23	78	+	27.73	49,751		49,751		
A	Sep-18	20	79	+1	23.13	36,545		36,545		
A	Oct-18	23	88	+9	23.56	47,678		47,678		
A	Nov-18	22	91	+3	24.80	49,645		49,645		
A	Dec-18	21	98	+7	24.21	49,814		49,814		
A	Jan-19	23	93	-5	24.68	52,789		52,789		
A	Feb-19	20	98	+5	23.96	46,960		46,960		
A	Mar-19	21	89	-9	24.36	45,531		45,531		
A	Apr-19	22	82	-7	24.24	43,724		43,724		
A	May-19	23	83	+1	26.42	50,433		50,433		
A	Jun-19	20	100	+17	26.18	52,354		52,354		
							Projected Total	\$	572,204	
									Prior SPN Contract Year Bud	133,276
									Current SPN Contract Year Bud	443,487
									<b>Surplus(Deficit) End of ELC FY19</b>	<b>\$ 4,559</b>
A	Jul-19	23	102	+2	27.03	63,415		63,415		
A	Aug-19	22	109	+7	26.03	62,424		62,424		
A	Sep-19	21	97	-12	26.80	54,583		54,583		
							Projected Total	\$	180,422	
									Current SPN Contract Year Bud	147,829
									<b>Surplus(Deficit) ELC Quarter 1 FY20</b>	<b>\$ (32,593)</b>
									<b>Total Surplus(Deficit) Life of Contract</b>	<b>\$ (28,034)</b>
A	Oct-19	23	86	-11	23.62	46,727		46,727		
A	Nov-19	21	64	-22	25.62	34,429		34,429		
A	Dec-19	22	64	+	23.06	32,471		32,471		
P	Jan-20	23	63	-1	23.62	34,230		34,230		
P	Feb-20	20	77	+14	23.62	36,380		36,380		
P	Mar-20	22	87	+10	23.62	45,215		45,215		
P	Apr-20	22	97	+10	23.62	50,412		50,412		
P	May-20	21	106	+9	23.62	52,585		52,585		
P	Jun-20	22	115	+9	23.87	60,399		60,399		
							Projected Total	\$	392,849	
									FY20 SPN Contract Year Bud	\$ 442,500
									<b>Surplus(Deficit) End of ELC FY20</b>	<b>\$ 49,651</b>
P	Jul-20	23	124	+18	23.87	68,087		68,087		
P	Aug-20	21	124	+	23.62	61,515		61,515		
P	Sep-20	22	123	-1	23.62	63,925		63,925		
							Projected Total	\$	193,526	
									FY20 SPN Contract Year Bud	\$ 147,500
									<b>Surplus(Deficit) ELC Quarter 1 FY21</b>	<b>\$ (46,026)</b>
									<b>Total Surplus(Deficit) Life of Contract</b>	<b>\$ 3,625</b>

# SCHOOL READINESS UTILIZATION FY 2017 -2018-2020

## Florida Department of Children and Families Entrant/Refugee Contract (ENTR)

**New Enrollments from Waitlist:**

- Enrolling New Referrals
- Contract Sunsetting March 2020
- Negotiating Transfer to DCF Refugee Vendor

**Funding Changes:**



**Assumptions:**

Daily Average Cost forecast reflects current actual trends.

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	Total Slots	Adjustments	Net Billable
A	Jul-18	22	30		\$24.04	\$ 15,866		\$15,866
A	Aug-18	23	30	+	23.21	16,018		16,018
A	Sep-18	20	32	+2	23.38	14,966		14,966
A	Oct-18	23	32	+	30.40	22,377		22,377
A	Nov-18	22	32	+	27.76	19,540		19,540
A	Dec-18	21	41	+9	23.36	20,115		20,115
A	Jan-19	23	39	-2	21.89	19,634		19,634
A	Feb-19	20	38	-1	23.98	18,222		18,222
A	Mar-19	21	40	+2	26.26	22,062		22,062
A	Apr-19	22	50	+10	22.01	24,214		24,214
A	May-19	23	59	+9	23.58	31,995		31,995
P	Jun-19	20	54	-5	22.70	24,511		24,511
							<b>Projected Total</b>	<b>\$ 249,521</b>
							Prior DCF Contract Year Bud	46,850
							Current DCF Contract Year Bud	259,975
							<b>Surplus(Deficit) End of ELC FY19</b>	<b>\$ 57,304</b>
A	Jul-19	23	57	+3	24.82	32,537		32,537
A	Aug-19	22	55	-2	26.03	31,493		31,493
A	Sep-19	21	54	-1	21.32	24,179		24,179
							<b>Projected Total</b>	<b>\$ 88,208</b>
							Current DCF Contract Year Bud	86,658
							<b>Surplus(Deficit) FY20 Quarter 1</b>	<b>\$ (1,550)</b>
							<b>Total Surplus(Deficit) Life of Contract</b>	<b>\$ 55,754</b>
A	Oct-18	23	44	-10	21.46	21,713		21,713
A	Nov-18	21	30	-14	23.97	15,101		15,101
A	Dec-18	22	24	-6	25.63	13,534		13,534
P	Jan-19	23	29	+5	25.60	17,075		17,075
P	Feb-19	20	25	-4	25.60	12,800		12,800
P	Mar-19	22	23	-2	25.60	12,954		12,954
P	Apr-19	22						
P	May-19	21						
P	Jun-19	22						
							<b>Projected Total</b>	<b>\$ 93,177</b>
Contract Ending 3/31/2020							FY20 DCF Contract Year Bud	<b>\$ 243,597</b>
							<b>Surplus(Deficit) Contract Sunset</b>	<b>\$ 150,420</b>

ITEM#/MEETING	B204FIN2/BOARD
MEETING DATE:	2/5/20
SUBJECT:	FY 2020 Budget Amendment
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve FY20 Budget Amendment #4</b>
FINANCIAL IMPACT:	\$22,015 Net Increase to Revenue and Expense
AS RECOMMENDED BY:	Finance Committee – January 30, 2020
STAFF LEAD:	C. Klima

**Background Information:**

In June 2018, the Board approved a preliminary annual budget that reflected estimated revenues and expenditures pending receipt of actual grant award letters from funders. In September 2019, the Board approved Amendment #1 once the Office of Early Learning (OEL) issued notices of award for FY2020 and then other updates were made in Amendments #2 and #3 when new funding was allocated in October and December, respectively. Amendment #4 further updates the budget to reflect adjustments at mid-year and an updated expenditure plan through June 30, 2020.

**Current Status:**

Key changes and updates Included in FY2020 Budget Amendment #4 are as follows:

**Sub-Recipient Expense:**

1. **\$55,500 decrease in allocation for the initial year of the Kindergarten Ambassador program.** In January 2020, the School Board of Broward County approved the sub-recipient agreement that was original slated to begin October 1, 2019. The budget will be pro-rated to reduce the initial contract term to 4 months. The Agreement may be renewed for up to 3 additional fiscal years starting in FY 2021.

**Operating Costs:**

1. **\$376,626 reduction in allocation for staff cost.** Reflects savings realized as ELC gradually filled newly added positions in the first six months of the year.
2. **\$201,739 reduction in consultant expenses.** \$140K in savings for conducting FY20 CLASS Observations with fewer consultants; \$40K for CRM designer no longer needed after ELC procured a vender that offers an all-inclusive licensing arrangement; and \$25K reduction for Professional Business Development Training after the Program Review Committee recalibrated project start date to allow for pre-conference planning during the procurement process.
3. **\$29,669 increase to facilities rent expense.** Reflects updates to shared annual building and FPL electricity costs at Crown Center, as well as adjustments to BECE and Gulfstream venue costs.
4. **\$132,129 Increase to other operating costs.** Onetime costs for books, training curricula, small dollar IT supplies and VPK outreach occurred in the first two quarters as follows:

Vendor	Items	Cost
The Audio Visual Group	Supplies for Board Room Microphones	\$ 7,833
CDW	Headsets, Misc IT Supplies for office configuration	12,938
Broward Family Life Magazine, Inc.	VPK Outreach	7,515
Jumpstart for Young Children, Inc.	Books for November 2019 Read for the Record Partnership	12,222
Kaplan Early Learning Co.	Books and Waiting Room Supplies	12,240
Paul H. Brookes Publishing Co, Inc.	Developmental Screening Starter Kits for SR Providers	4,800
PRIDE	Materials for PDG Assessments and Trainings	977
Scholastic Inc.	Books for Florida Literacy Week	6,530
Teaching Strategies, LLC	TS Gold Assessment Training Curricula	59,735
Teachstone Training LLC	CLASS Training Materials	4,950
<b>Total</b>		<b>\$129,739</b>

**Summary**

The Finance Committee recommends that the Board approve the FY20 Budget Amendment #4.

**Supporting Documentation:**

- Draft FY2020 Budget Amendment #4
- Three Year Financial Comparison Including FY2020 Budget Amendment #4

# Proposed FY2020 Budget Amendment #4 by Business Activity



	FY 2020	FY 2020	FY 2020	FY 2020	FY 2020
	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Quality and Education Activities	Administration	Total Budget Amendment #4
<b>Revenue:</b>					
OEL School Readiness	\$ 41,823,356	\$ 4,315,636	\$ 3,137,000	\$ 2,866,399	\$ 52,142,391
OEL CCEP/OEL SR Match	5,185,581	-	-	-	5,185,581
OEL Preschool Development Grant	-	-	217,091	11,426	228,517
OEL-SRPAS	-	-	354,845	-	354,845
OEL - Voluntary Pre-K	38,989,117	1,218,410	-	406,137	40,613,664
OEL - VPK Monitoring & Outreach	-	-	-	72,142	72,142
CSC - Income Eligible	5,072,274	422,690	-	140,897	5,635,860
CSC - Vulnerable Populations	3,748,766	312,397	-	104,132	4,165,295
Broward County- Income Eligible	1,759,123	190,990	-	60,313	2,010,426
Broward County - Special Needs	585,783	63,599	-	20,084	669,467
DCF Entrant	324,277	13,654	-	3,413	341,344
Univ of Florida Lastinger Ctr	-	-	8,625	-	8,625
Local Match: United Way & Cities	500,000	-	-	-	500,000
BECE Conf & Miscellaneous	-	-	50,000	15,000	65,000
<b>Total Revenue</b>	<b>\$ 97,988,278</b>	<b>\$ 6,537,377</b>	<b>\$ 3,767,561</b>	<b>\$ 3,699,942</b>	<b>\$ 111,993,157</b>
<b>Expense:</b>					
<b>Child Care Slots &amp; Incentives</b>					
OEL - School Readiness	\$ 41,823,356				41,823,356
OEL - School Readiness Match	5,185,581				5,185,581
OEL - Voluntary Pre-K	38,989,117				38,989,117
CSC - Income Eligible	5,072,274				5,072,274
CSC - Vulnerable Populations	3,748,766				3,748,766
Broward County-Income	1,759,123				1,759,123
Broward County - Special Needs	585,783				585,783
DCF Entrant	324,277				324,277
Univ of Florida Lastinger Ctr			8,625		8,625
OEL Preschool Development Grant			15,000		15,000
Local Match: United Way & Cities	500,000				500,000
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 97,988,278</b>	<b>\$ -</b>	<b>\$ 23,625</b>	<b>\$ -</b>	<b>\$ 98,011,903</b>
<b>Sub Recipient Operating Expenses</b>					
School Board of Broward County			42,000	2,500	44,500
Children's Forum			430,900	20,000	450,900
211 Broward		337,000	-	125,000	462,000
<b>Total Sub Recipient Operating</b>	<b>\$ -</b>	<b>\$ 337,000</b>	<b>\$ 472,900</b>	<b>\$ 147,500</b>	<b>\$ 957,400</b>
<b>ELC Operating Expenses</b>					
Staff Costs*		5,456,022	2,131,244	2,391,572	9,978,838
Attorneys		-	-	90,000	90,000
Auditors		-	-	33,450	33,450
Temporary Staff		35,000	-	-	35,000
Consultants		24,848	237,575	58,563	320,986
Staff & Board Travel		14,103	39,229	21,694	75,026
Insurance*		19,600	5,673	4,728	30,000
Office Rent & Maintenance*		287,528	90,239	67,906	445,673
Office Machines & Storage		-	-	14,865	14,865
Software Licenses		54,085	24,088	92,418	170,591
Phones/Internet/Web Page*		67,527	14,559	11,810	93,896
Cell Phones		-	-	37,300	37,300
Subscriptions/Memberships		-	2,180	47,500	49,680
Other Office Costs		18,385	146,880	164,413	329,678
Computer Equipment		-	242	59,758	60,000
Furniture & Fixtures		108	-	16,633	16,741
Unallocated Budget Only		223,172	579,127	439,833	1,242,131
<b>Total ELC Operating</b>	<b>\$ -</b>	<b>\$ 6,200,377</b>	<b>\$ 3,271,036</b>	<b>\$ 3,552,442</b>	<b>\$ 13,023,854</b>
<b>Total ELC &amp; Sub Recipient</b>	<b>\$ -</b>	<b>\$ 6,537,377</b>	<b>\$ 3,743,936</b>	<b>\$ 3,699,942</b>	<b>\$ 13,981,254</b>
<b>Total Expense</b>	<b>\$ 97,988,278</b>	<b>\$ 6,537,377</b>	<b>\$ 3,767,561</b>	<b>\$ 3,699,942</b>	<b>\$ 111,993,157</b>
<b>Revenue Over Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Percent Total Expenses</b>	<b>87.49%</b>	<b>5.84%</b>	<b>3.36%</b>	<b>3.30%</b>	<b>100.00%</b>

\*Minor calculation errors corrected following Finance Committee meeting January 30, 2020

# Proposed FY2020 Budget Amendment #4 Three Year Comparison



**Revenue:**

	FY2018	FY2019	FY2020	FY2020	+/-	
	FY18 Actual	FY2019 Projected Actual Audit Pending	Amendment #3 Approved December 2019	Amendment #4 (Proposed)	Change Amendment 3 Over Amendment 2	
OEL - School Readiness	\$ 38,057,776	\$ 52,575,264	\$ 52,142,391	\$ 52,142,391	-	
OEL - CCEP/ New SR Match	2,643,246	2,774,949	5,185,581	5,185,581	-	
OEL- Preschool Development Grant			228,517	228,517	-	
OEL -SR CLASS Assessments	-	253,237	354,845	354,845	-	
OEL - Voluntary Pre-K	46,489,148	40,120,101	40,613,664	40,613,664	-	
OEL - VPK Monitoring & Outreach	11,943	71,358	72,142	72,142	-	
CSC - Income Eligible	5,187,031	2,670,951	5,635,860	5,635,860	-	
CSC - Vulnerable Populations	1,644,643	2,687,509	4,165,295	4,165,295	-	
Broward County- Match	1,285,360	1,291,274	2,010,426	2,010,426	-	
Broward County - Special Needs	557,035	632,429	669,467	669,467	-	
DCF - Entrant Refugee Program	143,548	278,756	341,344	341,344	-	
Univ of Florida Lastinger Ctr	(875)	41,701	1,610	8,625	7,015	Prior Year Carryforward
Local Match: United Way & Cities	363,349	573,318	500,000	500,000	-	
BECE Conf & Miscellaneous	47,510	54,076	50,000	65,000	15,000	Cresa
<b>Total Revenue</b>	<b>\$ 96,429,715</b>	<b>\$ 104,024,924</b>	<b>\$ 111,971,142</b>	<b>\$ 111,993,157</b>	<b>\$ 22,015</b>	
<b>Expense:</b>						
<b>Child Care Slots &amp; Incentives</b>						
OEL - School Readiness	\$ 37,381,258	\$ 44,291,271	\$ 41,823,356	\$ 41,823,356	-	
OEL - CCEP/New SR Match	2,397,200	2,492,128	5,185,581	5,185,581	-	
OEL - Voluntary Pre-K	37,640,175	38,577,120	38,989,117	38,989,117	-	
CSC - Income Eligible	4,578,316	2,415,705	5,072,274	5,072,274	-	
CSC - Vulnerable Populations	1,627,349	2,501,477	3,748,766	3,748,766	-	
Broward County- Income Eligible	1,142,543	1,147,799	1,759,123	1,759,123	-	
Broward County - Special Needs	495,142	580,258	585,783	585,783	-	
DCF Entrant Refugee Program	122,842	250,472	324,277	324,277	-	
Univ of Florida Lastinger Ctr	5,625	2,750	-	8,625	8,625	Prior Year Carryforward
OEL Preschool Development Grant	-	-	15,000	15,000	-	
Local Match: United Way & Cities	363,349	573,318	500,000	500,000	-	
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 85,753,798</b>	<b>\$ 92,832,299</b>	<b>\$ 98,003,278</b>	<b>\$ 98,011,903</b>	<b>\$ 8,625</b>	
<b>Sub Recipient Expense</b>						
School Board of Broward County	828,672	-	100,000	44,500	(55,500)	pro-rated to 4 months
Family Central	927,729	99,433	-	-	-	
Nova Southeastern University	872,569	65,563	-	-	-	
Children's Forum	445,486	439,546	450,900	450,900	-	
BRHPC	931,824	-	-	-	-	
211-Broward	695,289	711,094	462,000	462,000	-	
<b>Total Sub Recipient Expense</b>	<b>\$ 4,701,570</b>	<b>\$ 1,315,635</b>	<b>\$ 1,012,900</b>	<b>\$ 957,400</b>	<b>\$ (55,500)</b>	
<b>ELC Expense</b>						
Salaries & Benefits*	4,796,087	7,640,213	10,355,465	9,978,838	(376,626)	Salary savings due to hiring ramp up
Attorneys	100,111	71,916	90,000	90,000	-	
Auditors	47,000	18,100	33,450	33,450	-	
Temporary Staff	241,443	257,454	35,000	35,000	-	
Consultants	215,882	365,193	522,725	320,986	(201,739)	(140K) CLASS, (40K) CRM (25K) BLI
Staff & Board Travel	39,905	94,535	90,900	75,026	(15,874)	Updated estimate
Insurance*	12,717	14,509	30,000	30,000	-	
Office Rent & Maintenance*	151,353	345,161	416,004	445,673	29,669	Shared Cost, Electricity, Small Venues
Office Machines & Storage	29,535	50,456	14,865	14,865	-	
Software Licences	54,513	84,381	170,591	170,591	-	
Internet, Email, Website, Phones*	59,435	70,992	93,896	93,896	-	
Cell Phones	15,339	40,468	22,560	37,300	14,740	New carrier pending
Sponsorships & Memberships	78,822	46,159	49,680	49,680	-	
Other Operating Costs	99,021	261,199	197,548	329,678	132,129	Books, Curricula, Training Supplies
Computer Equipment & Software	60,818	93,715	60,000	60,000	-	
Office Move & Outfitting Costs		358,855	15,629	16,741	1,112	Residual move expenses
Depreciation	49,080	14,663			-	
Unallocated (Budget Only)			756,651	1,242,131	485,480	140K unused HB1091, Balance to Slots
<b>Total ELC Expense</b>	<b>\$ 6,051,063</b>	<b>\$ 9,827,967</b>	<b>\$ 12,954,965</b>	<b>\$ 13,023,855</b>	<b>\$ 68,890</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 10,752,633</b>	<b>\$ 11,143,603</b>	<b>\$ 13,967,865</b>	<b>\$ 13,981,255</b>	<b>\$ 13,390</b>	
<b>Total Expense</b>	<b>\$ 96,506,431</b>	<b>\$ 103,975,902</b>	<b>\$ 111,971,142</b>	<b>\$ 111,993,157</b>	<b>\$ 22,015</b>	
<b>Revenue over Expense</b>	<b>\$ (76,716)</b>	<b>\$ 49,022</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

\*Minor calculation errors corrected following Finance Committee meeting January 30, 2020

ITEM#/MEETING	B204AUD1-3/BOARD
MEETING DATE:	1/30/20
SUBJECT:	Draft FY2019 Audit Report and Draft Form 990
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>1. Approve Draft FY2019 Audit Report</b> <b>2. Approve Draft FY2019 Form 990</b> <b>3. Approve Updated OEL Statement of Responsibility in Management Response Letter</b>
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Audit Committee – January 30, 2020; February 6, 2020
ELC STAFF LEAD	C. Klima

**Background Information:**

In accordance with the Early Learning Coalition’s fiscal policies and the OEL Grant Agreement, an annual audit of the Coalition’s financial operations is performed annually. For FY 2019, ELC’s external auditor firm, SB and Company conducted a site visit in October 2019 and completed the Draft Audit Report and Draft Form 990 in January 2020.

The Draft report contains two findings caused by the absence of critical functionality in EFS Mod that prevented ELC staff from completing required monthly reconciliations for 6 months in VPK and for all 12 months in SR. As presented at the Audit Committee meeting on 1/30/20, ELC’s draft management response to the findings is as follows:

*“Responsibility for these findings lies entirely with the State of Florida’s Office of Early Learning (OEL), not the ELC. In July 2018 OEL deployed a flawed new version of the Statewide Information System that lacked critical functionality needed to comply with OEL and the State of Florida’s own requirements for monthly provider payment processing. ELC was prevented from carrying out the necessary reconciliations because this functionality was not available in the OEL system for all 12 months of the fiscal year. OEL’s statement of responsibility is included within the audit report.”*

**Current Status**

On 2/5/20, OEL sent the ELC a FY18-19 Revenue Confirmation and a Supplemental Data Form which includes narrative updates for ELC and our auditors related to EFS Mod-related difficulties impacting FY 18-19. The following statement is contained in the Supplemental data form and will be included in the ELC’s Management Response Letter to the findings noted above:

OEL Statement of Responsibility:

*“Development/Deployment of EFS Mod. In July 2018, OEL launched SR eligibility and enrollment features and migrated the data from the 35 EFS Legacy databases into EFS Mod. Unfortunately, the data migration resulted in SR data mismatches. OEL decided the best course of action was to work with coalitions to correct the data errors over the next few months. However, these efforts still continue.*

*Payments to Providers. The absence of EFS Mod system functionality for all twelve months of FY2018-19 prevented the Early Learning Coalitions (ELCs) and Redlands Christian Migrant Association (RCMA) from complying with monthly reconciliation requirements as instructed in OEL’s grant agreements. Given the issues related to the data migration, OEL instructed coalitions and RCMA in July 2018 to pay providers based on estimated attendance. These instructions included a plan to “true-up” (i.e., reconcile) any FY2018-19 estimates used with actual attendance data once records migrated to EFS Mod were corrected and the system’s attendance functionality feature was operational. However, system functionality challenges remain and corrections are ongoing for the data and records in EFS Mod.*



*Conclusions. All early learning coalitions and RCMA were impacted by the issues described here for EFS Mod in FY2018-19. These system-wide issues are to be considered state agency-level errors) and as a result, OEL understands and asserts –*

- *The amounts presented are based on best available data from OEL records and/or self-reported estimates from the entity as of 1/31/2020.*
- *The variances noted are a consequence of the ongoing (but incomplete) efforts of OEL to obtain data accuracy and system functionality for EFS Mod for FY2018-19.*
- *Future efforts to address EFS Mod data corrections and system upgrades may identify and/or result in additional variances for this entity. ”*

**Recommendation**

The Audit Committee recommends the board approve the FY 18-19 Audit Report and 990. In addition, during their 2/5/20 meeting the Audit Committee also recommended the board approve the updated statement of responsibility (received from OEL on 2/5/20) that will be included in the audit.

**Supporting Documentation:**

- Draft Audit Report
- Draft Form 990

<b>ITEM#/MEETING</b>	B204AUD4/BOARD
<b>MEETING DATE:</b>	2/13/20
<b>SUBJECT:</b>	Auditor Selection
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve Selection of Firm to provide External Audit and Tax Services</b>
<b>FINANCIAL IMPACT:</b>	Not to Exceed \$40,000 FY 2020 Budget
<b>AS RECOMMENDED BY:</b>	Audit Committee – January 30, 2020; February 6, 2020
<b>ELC STAFF LEAD</b>	C. Klima

**Background Information:**

On October 4, 2019 the Board approved the Audit Committee recommendation to conduct a procurement for External Audit and Tax Services for a new five year cycle beginning with the audit of ELC’s financial statements for fiscal year 2019-20. A RFP solicitation document was approved by the board at the December 19, 2019 board meeting.

Evaluation criteria in the RFP included the following:

- Prior non-profit and government auditing
- Audit team members’ profiles, qualifications, and experience
- Firm profile and qualifications
- Cost of Services
- Approach to the Engagement

**Current Status**

RFP responses were due by 12:00 p.m. on January 24, 2020. Firms that responded included:

- Grau & Associates
- Keefe McCullough
- MBAF
- Moss, Krusick, & Associates
- MSL
- SB & Co
- Verdeja, De Armas, & Trujillo

RFP responses were sent to the Audit Committee members for review. Committee members rated each response and submitted those ratings to staff to summarize prior to the January 30, 2020 Audit Committee meeting. On January 30, 2020, the Audit Committee met to review the priority order of RFP responses based on total summary scores. The Committee decided to invite in the two highest rated firms to interview on February 6, 2020. Those firms included:

- Keefe McCullough
- Moss, Krusick, & Associates

**Recommendation:**

On February 6, 2020, both firms provided an overview of their services with time for questions from Committee members. The Audit Committee recommends that based on their technical expertise, knowledge of and service to the local Broward County non-profit community, that it is in the best interest of ELC and Broward County that the Board approve Keefe McCullough to provide External Auditing and Tax Services to the ELC.

**Supporting Documentation:**

- NA

ITEM #/MEETING:	B204NOM1/BOARD
MEETING DATE:	February 13, 2020
SUBJECT:	Private Sector Board applicant
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve Zachary Talbot for ELC Private Sector Board seat</b>
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Nominating Committee, January 17, 2020
ELC STAFF LEAD	P. Borman

**Background**

According to Florida Statutes 1002.83, each early learning coalition must be comprised of at least 15 members but not more than 30. In addition, including the members appointed by the Governor, *“more than one-third of the members of each early learning coalition must be private sector business members.”*

Ms. Dolly Rump, previously a Governor appointed private sector board member with the ELC, resigned from the ELC board on 8/2/19. With her resignation, there are 6 current board members (33% of total board) from the private sector (excluding any private sector members in ex-officio positions). To comply with the statute, **the ELC needs to add at least one additional member from the private sector.**

On 11/19/19, Mr. Zachary Talbot, a Broward County native and a Principal with Cresa Global (a Commercial Real Estate Broker), applied for the open Governor appointed private sector ELC board seat.

**History of Mr. Talbots’ involvement and interest with ELC**

The South Florida office of Cresa had previously helped to negotiate the ELC’s office lease arrangement at the ELC former office location at Lakeside Plaza (6301 NW 5<sup>th</sup> Way). Prior to moving to its current office suite location at 1475 W. Cypress Creek Rd., ELC had contemplated the expansion of the lease in its former location. In 2017, Mr. Talbot initiated contact with ELC with the hope of working with ELC on its expansion plans.

Ultimately, as plans evolved, Mr. Talbot helped represent ELC during its exploration and negotiation for new office space which resulted in the selection of 1475 W. Cypress Creek Rd. During that time period Mr. Talbot expressed interest in joining the ELC board. He submitted an ELC board application on 5/10/17. His application was never considered due to no openings at that time.

ELC moved into its new office suite during a two-week time period in early May 2019. On 7/23/19, Mr. Talbot facilitated a \$15,000 charitable donation from Cresa Global to the ELC.

**History – Board seat application and review**

After Ms. Rump’s resignation, and per the current private sector board application process (as indicated in the addendum), the opening for the private Gubernatorial seat was posted on the ELC website. In addition, the opening was mentioned at previous board meetings with a request for board members to assist in identifying potential applicants.

Based on his interest in the ELC, Mr. Talbot applied for the open Governor appointed private sector ELC board seat on 11/19/19. Since the appointment office of the Governor’s office has not been able to offer insight into timing of the decision regarding his application, ELC staff recommended that Mr. Talbot also complete an ELC

Board application to be considered for a regular private sector seat (which he submitted along with a short biography to ELC also on 11/19/19).

ELC staff recommended that the Nominating Committee interview Mr. Talbot for the following reasons:

- a. He has expressed a genuine interest in early learning and the work of the ELC.
- b. He has worked with ELC in the past.
- c. His business contacts in the Broward County community could be advantageous in helping to fundraise for the organization or forge additional partnerships.
- d. He has facilitated unprecedented philanthropic commitment.
- e. He brings strong private sector business experience to the ELC board which increases our diversity.

During the Nominating Committee meeting on January 17, 2020, there was discussion on both the application process as well as board member criteria (i.e. what are we looking for in a new board member). Based on this discussion, the following clarification is being provided:

- ELC staff followed the current private sector applicant process
- There was no articulated criterion for board members at the time of the vacancy
- ELC can have up to 9 additional private sector members should ELC at any time want to recruit for a certain type of applicant
- Previous board recruitment efforts from the private sector have proven to be difficult no matter the efforts taken to recruit candidates
- ELC staff felt Mr. Talbot's background, expertise, and commitment to the community would be an asset to the board

As an important follow-up to the Nominating Committee meeting on 1/17/20, the Executive Committee has recommended that the Nominating Committee revisit the private sector board applicant process and the Governance Committee explore new board member criterion and needs. This item is addressed during Regular Business of the 2/13/20 board meeting.

### **Recommendation**

**The Nominating Committee recommends Mr. Talbot be approved by the full board in a non-governmental private sector seat.** If approved by the Board for a regular private sector seat and then later approved by the Governor's office, Mr. Talbot would be reclassified as a Governor appointed private sector member.

### **Supporting Documents**

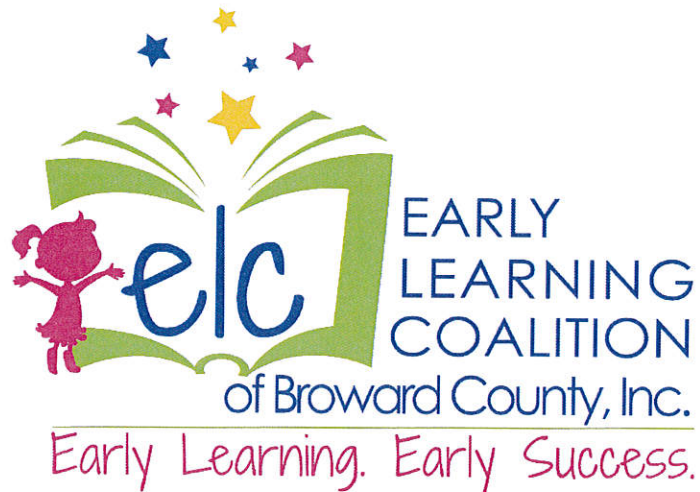
- Private Sector applicant process
- Zachary Talbot ELC application and Bio

## **Addendum – Current Private Sector Board Applicant process**

### **ELC Board Applicant current process (for private sector)**

*To select private business members to the Early Learning Coalition Board of Directors, the following process will be followed:*

- 1) The ELC will post the open seat for a minimum of ten business days. At a minimum, the notice will be posted on the ELC's web-site and may be posted/advertised in the local newspaper and/or social media.*
- 2) The CEO and board members will also seek out potential candidates, whose names will be forwarded to staff.*
- 3) Interested individuals will fill out the required nomination form, provide a bio and "head shot"*
- 4) After receiving the nominations, staff will assure candidates are eligible to serve.*
- 5) The Nominating Committee will review potential candidates and determine next steps for viable candidates, which may include interviews and gathering additional information about a candidate of candidates. The review and any additional steps shall be at the discretion of the Nominating Committee.*
- 6) The Nominating Committee forwards vetted candidates to the Board for approval.*
- 7) The board of directors will vote on the nominated applicant.*



## Early Learning Coalition Board of Directors Application

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**SUBMIT APPLICATION & RESUME TO:**

Perry Borman, Chief Operating Officer, [pborman@elcbroward.org](mailto:pborman@elcbroward.org)  
1475 W. Cypress Creek Rd., Suite 301 Ft. Lauderdale, FL 33309

954-377-2183 FAX 954-377-2192

Applicant's Name: Zachary Talbot  
(Last, First – include commonly used name)

Email Address: ztalbot@cresa.com

Cell Phone: 954-376-0235

Address: 11230 NW 5th Street Plantation, FL 33325  
City ZIP

Current Employer: Cresa Global Inc.

Current Occupation: Commercial Real Estate Broker - Tenant Representation

Business Address: 110 SE 6th Street Suite 1420 Fort Lauderdale, FL 33301  
City ZIP

Specify preferred mailing address:  Business  Residence

**EDUCATION**

List postsecondary educational institutions (or highest) attended or professional certifications:

<u>NAME &amp; LOCATION</u>	<u>DEGREE/CERTIFICATE RECEIVED</u>	<u>DATES ATTENDED</u>
University of Central Florida	BA Finance	2009-2013

**COMMUNITY INVOLVEMENT**

Please list community, civic, professional, business & other organizations of which you're involved in (including professional/civic fraternal organizations):

<u>ORGANIZATION</u>	<u>POSITION(S) HELD</u>	<u>DATES INVOLVED</u>
Central City CRA -	Advisory Board Member	6/1/2018-Present
Leadership Fort Lauderdale Class XXIII - Class project is to renovate the facility for AMI Kids.		2017
RNGR Elite - Young professionals: Friends of Birch State Park & Emerge Broward Member		2017-2018
Alpha Kappa Psi Professional Business Fraternity - Nu Chi Chapter(UCF) Alumni		2010-2013

Have you ever been elected/appointed to any public office in the state? If yes, please provide details:

<u>POSITION/OFFICE TITLE</u>	<u>DATES SERVED</u>	<u>LEVEL OF GOV'T</u>
Advisory Board Member	6-1-2018 - present	Fort Lauderdale - Central City CRA

Have you received any awards/recognition? If yes, list:

Cresa Global President's Award 2018

Do you have any other skills/recognition you would like to share with us?

Hardworking and dynamic professional with ability to make a concrete impact on the bottom line.  
Experience in highly competitive work environments; possessing the ability to adapt to any responsibility that the entity demands.  
Forward looking innovator with a desire for growth and success.

**PERSONAL STATEMENT**

Please answer all questions: Why do you want to serve on the ELC's Board? What do you hope to achieve as a board member? What is your vision for early childcare in Broward County?

I am a life long resident of Broward County. I plan on living and contributing to our community for the rest of my life.  
I plan on raising my future children here. I know that our children are the future of this great community.  
I want to make a positive impact on our future, and our children's future. Every child deserves the foundation to achieve success.  
As a Board member I will lend perspective of the business community while keeping the needs of the people and families we serve as the priority. I want to make sure Broward County has the resources as well as a long term plan to address the needs of the community.  
I want to be part of ELC's vision to insure all children will have high quality early learning experiences leading to success in school and life.



## PERSONAL HISTORY

Please check all that apply:

- Have you ever been removed from a board(s), committee(s), council(s), etc.?
- Has probable cause ever been found that you were in violation of Part III, Chapter 112, F.S., Code of Ethics for Public Officers & Employees?
- Are you now, or have you in the last 3 years, been a member of any club/organization that in practice restricts (restricted) membership on the basis of race, religion, national origin, or gender?
- Have you ever been convicted/withheld adjudication for violation of any federal, state or municipal law/regulation/ordinance?
- Have you, your immediate family (spouse, child, parent(s), sibling(s) or businesses of which your immediate family have been owners, officers, or employees, held any contractual/direct dealings with any state/local governmental agency in Florida during the last four years (including the office/agency to which you've been appointed or are seeking appointment)?

If you said yes to any of the above questions, please explain:

N/A

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## REFERENCES

List 3 professional references who have known you well within the past 5 years (exclude relatives):

NAME

PHONE NUMBER

Rick Etmer - Cushman & Wakefield 954-304-0033

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Cija Omengebar - City of Fort Lauderdale (954) 828-4776

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Lynnette Ayers Romano, COO Matrix Mediation Cell: 561-818-0002 lynn@matrixmediation.com

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If required by law or administrative rule, will you file financial disclosure statement(s):

Yes  No

## QUESTIONS FOR CHILDCARE PROVIDERS ONLY

Are you employed by a private childcare provider/employee who receives funding services from the ELC of Broward County? Yes  No

If yes, are you:  For Profit  Not for Profit  Faith Based  Other: \_\_\_\_\_

*\*\*Please Note that the designated child care provider representative (non-faith based) serving on Early Learning Coalition's Board must be from a for-profit child care provider.*

Approximately what percentage of the children/families attending your child care center/home receive child care subsidies? \_\_\_\_\_%

Approximately what percentage of the children/families attending your child care center/home receive VPK? \_\_\_\_\_%

Is your center/home accredited by a recognized agency? If yes, provide details/expiration:

Have you ever been determined to be a LLP (Low Performing Provider) by the FDOE (FL Dept. of Education)? Yes  No

How often do you attend child care provider meetings (either PLAN, PAC or BAEYC)?

- All the time
- Frequently
- Rarely
- Never

Given the board and subcommittee meeting schedule (minimum of 2-3 hours every other month during the workday), can you reasonably expect to attend these meetings?

- Yes
- Will try to attend as many as I can
- It will be challenging to get away from the office
- I will not be able to attend any meetings

At least 10% of the applicants' early childcare center enrollment must be comprised of subsidized children (and/or VPK children). A provider **may not** be eligible for board membership, if during the last 24 months it:

- Failed to repay an overpayment by the required date after the ELC or their sub-recipient discovered the overpayment and requested repayment
- Submitted a monthly attendance roster resulting in an overpayment that exceeded 20% of the payment for a calendar month due to the provider's inaccurate reporting of a student's attendance
- Submitted a monthly attendance roster containing fraudulent reporting or other intentional misreporting of a student's attendance
- Failed to comply with the terms of the ELC's School Readiness Provider Agreement
- Provider's license status, as recorded in CCIS, is "Revocation Action Pending," "Suspension Action Pending/Suspended," or "Closed"
- Provider's accreditation status has expired or been rescinded (for providers not licensed by Broward Co. Child Care Licensing) – s.1002.55(3)b. F.S.
- Identified on the FSDA or Florida Disqualification List
- Received more than Class 1 or Class 2 Violations from Broward County Child Care Licensing and Enforcement

**COMMITMENT AND OPERATIONAL STATEMENTS**

**TIME COMMITMENT:** Serving as an ELC Board Member will require a commitment of time, including attendance at regular Board meetings (held during workday hours) and committee involvement, visiting community program sites, ELC events, and becoming educated about many aspects of early childhood development and school readiness. Board meetings are generally held once every other month.

**CONFLICT OF INTEREST:** A conflict of interest may occur when an item is presented for a vote that will directly affect you, your employer, your immediate family or another organization with which you are affiliated. Conflict of interest rules generally require you to disclose the conflict and abstain from discussion/vote on the matter.

**MEMBERSHIP REQUIREMENTS:** School Readiness legislation & the Office of Early Learning Policies (OEL-PG-0002-10 "Early Learning Coalition Board Membership") govern the requirements for Board membership. Please see applicable policies.

**SUNSHINE LAW:** The ELC of Broward County is a legislatively mandated group and operates under the general Florida guidelines of The "Sunshine" Law.

**Private Provider, Faith Based Provider & Special Needs Representative:** Serving in such capacity requires a commitment to communicate Board business to constituents.

*I understand the requirements of Board Membership for the Early Learning Coalition of Broward County, Inc. I agree that I have carefully and personally prepared/read the answers to the foregoing questions. The information in this application is complete and true.*

**Zachary Talbot**

NAME

SIGNATURE

**11/19/2019**

DATE

**PRIVATE-SECTOR MEMBER**

I, **Zachary Talbot**

PRINT NAME

*have read and reviewed OEL-PG-0002-10 "Early Learning Coalition Board Membership" and agree that I meet the eligibility requirements for Early Learning Coalition Private-Sector Provider membership in Broward County, as reflected therein. I agree to immediately notify the Board of Early Learning Coalition of Broward County, Inc. in writing, should that change during my term.*

SIGNATURE

**11/19/2019**

DATE

**Self-Identification**

Completion of the following section is optional:

- Race:  White, non-Hispanic Hispanic  
 Black/African American Asian  
 Native Hawaiian/Other Pacific Islander  
 American Indian/Alaska Native

Gender:  Male  Female



# Zachary J. Talbot

**Principal  
South Florida**

## Professional Experience

Zack Talbot is a Principal of Cresa's South Florida office. He focuses on Occupier Representation for office and industrial tenants throughout Dade, Broward and Palm Beach Counties. Zack has a collaborative, team-based approach when working with clients to define business requirements, analyze market opportunities, develop real estate strategies and execute solutions.

He evaluates how each potential transaction impacts all aspects of the client's business, from brand image to economics, location dynamics and operating efficiencies. Zack assists clients by creating and conducting market studies, touring clients through available spaces and negotiating transactions on their behalf.

## Clients

- Rissman, Barrett, Hurt, et al.
- Tissue Tech
- Liberty Mutual
- Oracle
- National MS Society
- Dell/EMC
- E-Builder
- Egon Zehnder
- L-3 Avionics Systems, Inc
- Cross Country Healthcare
- Marcus & Millichap
- Nova Southeastern University

## Core Competencies

- Lease Negotiation
- Lease Renewal Strategy
- Location Intelligence
- Corporate RE Portfolio Management
- Lease Administration & Critical Date Tracking
- FASB Lease Accounting
- Workspace Analytics
- Space Planning
- Office & Industrial Market Data & Trends
- Procuring Government Economic Incentives

## Education

University of Central Florida, B.S. Finance, Minor in Real Estate

## Contact

954.376.0235 cell  
ztalbot@cresa.com

ITEM #/MEETING:	B204NOM2/Board
MEETING DATE:	February 13, 2020
SUBJECT:	<b>FY 19-20 Officer Election and Committee Chair process and timeline</b>
FOR ACTION:	NO
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Nominating Committee – January 17, 2020
ELC STAFF LEAD	P. Borman

**Background**

Section 4.2 of the ELC Bylaws states that *“Except for the Chair, each Officer shall be elected by a majority vote of the Board for a two (2) year term (“term of office”). No Officer may hold the same elected position for more than one (1) term of office but may be elected to the same position after a one (1) term absence from position. Terms of office shall coincide with the Coalition’s fiscal year.”*

The terms of the current elected Board Officer positions end on June 30, 2020. The Officer positions include First Vice Chair, Second Vice Chair, Treasurer and Secretary.

The Chair positions of the Nominating Committee, Program Review and Audit Committee are appointed by the Board Chair. Unlike the Officer positions, current incumbents in these chair positions may be re-appointed to serve one additional consecutive Committee Chair term.

**Current Status**

**Officer Positions:** Given the Bylaws, each of the following Board members are unable to occupy their current elected Officer positions beginning on July 1, 2020 however they are eligible to be nominated/elected for **another** officer position or appointed as the chair for a standing committee:

- Michael Asseff, 1<sup>st</sup> Vice Chair (Chair of Governance Committee)
- Renee Podolsky, 2<sup>nd</sup> Vice Chair
- Nicholas Kanariaris, Treasurer (Chair of Finance of Committee)
- Twan Russell, Secretary

**Committee Chairs:** On 12/19/19, the Board approved the addition of the following language to Section 6.1 of the Bylaws: *“the length of term of a Committee Chair shall be a two (2) year term (“Committee Chair term”) and whenever possible, the commencement of a Committee Chair term should coincide with the election of Officers of the Board. Chairs may be re-appointed to serve one additional consecutive Committee Chair term.”* The current Chairs of the Nominating, Program Review and Audit Committees are eligible to serve in their current roles for an additional Committee Chair term.

**Next Steps:**

**By March 31, 2020**, please communicate to Renee Jaffe, CEO at [rjaffe@elcbroward.org](mailto:rjaffe@elcbroward.org) your nomination (including self-nomination if interested) of any board member for each specific Officer positions and your suggestion for Standing Committee Chair positions. Please identify name of position and who you nominate. Nominations will be reviewed by the Nominating Committee prior to an officer election in June.

**Supporting Documents**

- FY 19-20 Officer Election and Appointment Timeline
- FY19-20 Officer and Standing Committee Chair position matrix and overview

**2019-2020 ELC Election of Officers  
& Committee Chair Appointments  
TIMELINE**

**UPDATED**

ACTION	DATE
<b>Board meeting</b> - Communicate officer roles/responsibilities, election process and next steps	<b>February 13, 2020</b>
Board members communicate to CEO Renee Jaffe ( <a href="mailto:rjaffe@elcbroward.org">rjaffe@elcbroward.org</a> ) their nominations for Officer positions and/or Standing Committee Chair positions, including self-nominations.	<b>Between February 14, 2020 and March 31, 2020</b>
<b>Nominating Committee</b> Meeting – Review Nominations for Officer positions and recommend to Board the list of nominees for Board vote and approval.	<b>April TBD, 2020</b>
<b>Board meeting</b> – Board provided with preliminary list of nominees for Officer elections	<b>April 29, 2020</b>
<b>Board meeting</b> – Board votes on members who have been nominated for Officer positions. Board Chair appoints (or re-appoints) Chairs of Nominating, Audit and Program Review Committee	<b>June 25, 2020</b>
Newly elected Officers and Appointed chairs of Standing Committees assume their new roles	<b>July 1, 2020</b>

## 2019-2020 ELC Election of Officers & Committee Chair Appointments

Position	Role serves on Exec. Committee?	Current	Term	Term limited	Elected by Board	Can serve in this role for another consecutive 2-years?	Prior Board member serving in this role
<b>First Vice Chair</b> <i>(serves as Chair of Governance Committee)</i>	Yes	Michael Asseff	4/17 – 6/20*	Yes	Yes	No	<i>Fabienne Fahnestock</i>
<b>Second Vice Chair</b>	Yes	Renee Podolsky	7/18 – 6/20	Yes	Yes	No	<i>Cindy Arenberg-Seltzer</i>
<b>Treasurer</b> <i>(serves as Chair of Finance Committee)</i>	Yes	Nicholas Kaniaris	7/18 – 6/20	Yes	Yes	No	<i>Renee Podolsky</i>
<b>Secretary</b>	Yes	Twan Russell	2/18 – 6/20	Yes	Yes	No	<i>Barrington Russell</i>
Chair, Nominating Committee	Yes	Ellie Schrot	3/17 – 6/20	Yes	No	Yes	<i>Alfreda Coward</i>
Chair, Program Review Committee	Yes	Cindy Arenberg-Seltzer	7/18 – 6/20	Yes	No	Yes	NA
Chair, Audit Committee	Yes	Richard Campillo	7/18 – 6/20	Yes	No	Yes	<i>Nicholas Kaniaris</i>

\*Michael Asseff was previously elected mid-term (due to resignation of former First Vice Chair). According to Bylaws Section 4.4, he fulfilled the unexpired term and was eligible for additional consecutive term" (which ends June 2020).

### Officer Role Responsibilities

<b>First Vice-Chair</b>	<i>Serves as the Chair of the Governance Committee; preside at all Board meetings in the absence of the Chair; assume the duties of the Chair in the event the office becomes vacant, there is a conflict of interest, or due to the unavailability of the Chair; and perform such duties as designated by the Chair. Serves on Executive Committee</i>
<b>2<sup>nd</sup> Vice Chair</b>	<i>Preside at the Board meetings in the absence of the Chair and the First Vice Chair; assume the duties of the First Vice-Chair, in the event that office becomes vacant, there is a conflict of interest, or due to the unavailability of the Chair; and perform such duties as designated by the Chair. Serves on the Executive Committee</i>
<b>Treasurer</b>	<i>Serves as Chair of the Finance Committee. Preside at the Board meetings in the absence of the Chair, First Vice-Chair, Second Vice-Chair and Secretary; and perform such duties as designated by the Chair. Serves on Executive Committee.</i>
<b>Secretary</b>	<i>Presides at the Board meetings in the absence of the Chair, First Vice-Chair and Second Vice-Chair; confirm recording of the official minutes at each meeting of the Board; review the minutes for accuracy prior to submission to the Board and certify the minutes after approval by the Board; and perform such duties as designated by the Chair. Serves on Executive Committee</i>



## **Committee Responsibilities**

### **Governance Committee**

*The Governance Committee shall have the authority to do the following:*

- o review and if necessary, recommend changes to the employment and/or governance, manuals or any other manual or guidance required for certification purposes for the Coalition;*
- o except as stated in the Coalition Bylaws, review and if necessary recommend changes, deletions and/or the creation of policies and procedures for the Coalition;*
- o review and if necessary, recommend changes to the Coalition's organizational documents (e.g. Bylaws, Coalition Plan and Articles of Incorporation);*
- o review, respond and make recommendations to the Board, which include, but not limited to corrective actions to be done by the Coalition and/or its contractors in response to findings or conclusions from an investigation, report or monitoring by a Florida or federal agency, commission, board or other entity for those matters that would not clearly fall under the responsibilities of the Audit Committee pursuant to the Coalition Bylaws.*

### **Finance Committee**

*The Finance Committee shall be a committee that reports directly to the Board and shall consist of at least five (5) Members. The Treasurer of the Board shall serve as chair of the Finance Committee. The Chair shall make a good faith effort to appoint Members to the Finance Committee that have significant accounting or financial management experience. In the event the Finance Committee is unable to recruit or identify a Member to serve on the committee that has significant accounting or financial management experience in accordance with this section, the Finance Committee may appoint Ad Hoc Member(s) as defined and set forth in the Coalition Bylaws with significant accounting or financial management experience to assist the Members of the Finance Committee.*

*The Finance Committee shall have the authority to do the following:*

- o review, and/or recommend revisions to the annual operating budget for the Coalition to the Board;*
- o review the Coalition's monthly and quarterly financial statements;*
- o provide reports and recommendation to the Board for review and approval;*
- o creation, review and alteration, of accounting and financial related policies and procedures for the Coalition;*
- o ensure that budget to actual variances are done after each year- end numbers are finalized;*
- o recommend budget amendments;*
- o analyze budget variances; and*
- o monitor compliance with State of Florida property guidelines as it pertains to surplusing, write offs and property inventory.*
- o review and monitor the financial operations of the Coalition in order to determine compliance with applicable Florida and federal laws as well as in accordance with generally accepted financial and accounting standards where applicable.*

### **Nominating Committee**

*The Nominating committee shall be a committee that reports directly to the Board. The Board, at any regular scheduled Board meeting, shall elect Members to serve on the Nominating Committee. The Nominating Committee shall consist of at least three (3) Members who are not Officers of the Coalition.*

*The Nominating committee shall have the authority to do the following:*

- *oversee and conduct the nomination process for Members and Officers as set forth in the Coalition Bylaws.*
- *review and recommend potential applicants for membership for the Board and forward the committee's recommendations to the Board in accordance with the Coalition Bylaws.*
- *recommend to the Board policies and procedures that govern the selection of Members who are not Ex-Officio Members and Gubernatorial Appointees as set forth in the Coalition Bylaws.*

### **Audit Committee**

*The Audit Committee shall be a committee that reports directly to the Board. No more than one (1) Member of the Finance Committee shall be a Member of the Audit Committee and in no event shall the chair of the Finance Committee be a Member of the Audit Committee. No Member of the Audit Committee shall have a business, contractual, beneficial, or monetary interest, whether direct or indirect, with the Coalition. In no event shall the Chair of the Board be a member of the Audit Committee nor shall the chair of the Governance Committee be the chair of the Audit Committee.*

*The Audit Committee shall have the authority to do the following:*

- *recommend the selection, retention, and termination of the internal and independent external auditor(s) to the Board and shall be responsible for recommending the compensation of the auditors;*
- *oversee the auditing function of the Coalition, which includes, but is not limited to a review of the internal and external operations of the Coalition;*
- *monitor and report on the adequacy of the Coalition's financial disclosure;*
- *review and recommend approval of the audit plan;*
- *monitor and report on the status of the Coalition's compliance with applicable Florida and federal statutes, codes and regulations.*
- *ensure that an annual audit of the Coalition is done by the auditors for each fiscal year; and*
- *Make recommendations, if applicable, to the Board based on the committee's review of any and all accountability, risk, financial, monitoring or other reports or audits done by the Coalition and/or its governing agencies.*
- *recommend an investigation into any alleged or actual violations of any financial or compliance related laws or rules committed by the Coalition, its employees, its contractors, its vendors or its service providers that come before, or to the attention of the Auditcommittee.*

### ***Program Review Committee***

*The Program Review committee shall be a committee that reports directly to the Board. The Program Review committee shall have the authority to do the following:*

- Review and discuss internal and external program and quality reports*
- Review and discuss relevant program area and quality outcomes and benchmark included in the ELC's strategic plan*
- Review and discuss programmatic (non-financial) audits*
- Discuss new or outstanding program/quality issues presented to the committee*
- Discuss new program ideas and/or initiatives*
- Discuss existing and potential community partnerships and program/quality related grant opportunities*

<b>Conference/Organization</b>	<b>Date of Event</b>	<b>Location</b>	<b>Event Information</b>
National Head Start Association 2020 Winter Leadership Institute	<b>January 27-31, 2020</b>	Washington, DC	<a href="https://www.nhsa.org/event/2020-winter-leadership-institute">https://www.nhsa.org/event/2020-winter-leadership-institute</a>
Celebrate Literacy Week	<b>January 27- 31, 2020</b>	Tallahassee, FL	<a href="http://www.fl DOE.org/academics/standards/just-read-fl/celebrate-literacy-week/">http://www.fl DOE.org/academics/standards/just-read-fl/celebrate-literacy-week/</a>
Southern Early Childhood Association (SECA) 71 <sup>st</sup> Annual Conference	<b>February 27-29, 2020</b>	Tulsa, OK	<a href="https://seca.wildapricot.org/event-3309740">https://seca.wildapricot.org/event-3309740</a>
Florida Head Start Association(FHSA) 2020 Annual Conference	<b>March 4-6, 2020</b>	Orlando, FL	<a href="https://www.flheadstart.org/call-for-presentations">https://www.flheadstart.org/call-for-presentations</a>
National Head Start Association (NHSA) 47 <sup>th</sup> Annual National Head Start Conference and Expo	<b>March 29-April 2, 2020</b>	Phoenix, AZ	<a href="https://www.nhsa.org/event/2020-national-head-start-conference">https://www.nhsa.org/event/2020-national-head-start-conference</a>
T.E.A.C.H. Early Childhood and Child Care WAGES 2019 National Professional Development Symposium	<b>April 21- 22, 2020</b>	Chapel Hill, NC	<a href="http://teachecnationalcenter.org/center-initiatives-andresources/symposium/">http://teachecnationalcenter.org/center-initiatives-andresources/symposium/</a> For information you can call: 850-566-0465
2019 National Training Institute (NTI) Conference	<b>April 21-24, 2020</b>	St. Petersburg, FL	<a href="http://nti.cbcs.usf.edu/index.html">http://nti.cbcs.usf.edu/index.html</a>
Child Care Aware of America 2020 Symposium and Annual Meeting	<b>May 3-6, 2020</b>	Arlington, VA	<a href="https://usachildcareaware.site-ym.com/events/EventDetails.aspx?id=1284936&amp;group">https://usachildcareaware.site-ym.com/events/EventDetails.aspx?id=1284936&amp;group</a>
22 <sup>nd</sup> Annual Family Café Conference	<b>June 5-7, 2020</b>	Orlando, FL	<a href="https://familycafe.net/the-annual-family-cafe">https://familycafe.net/the-annual-family-cafe</a>
FL Association for Information and Referral Services (FLAIRS)	<b>June 7-10 2020</b>	Grand Rapids, MI	<a href="https://www.airs.org/i4a/pages/index.cfm?pageid=3385">https://www.airs.org/i4a/pages/index.cfm?pageid=3385</a>
Florida Chamber of Commerce Learners to Earners Workforce	<b>June 16, 2020</b>	Orlando	<a href="https://www.flchamber.com/event_post/learners-to-earners-education-summit/">https://www.flchamber.com/event_post/learners-to-earners-education-summit/</a>

<b>Conference/Organization</b>	<b>Date of Event</b>	<b>Location</b>	<b>Event Information</b>
Administration for Children and Families (ACF) National Research Conference on Early Childhood	<b>June 22-24, 2020</b>	Arlington, VA	<a href="https://www.acf.hhs.gov/opre/events/acfs-national-research-conference-on-early-childhood-2020-nrcec-2020">https://www.acf.hhs.gov/opre/events/acfs-national-research-conference-on-early-childhood-2020-nrcec-2020</a>
Coalition to End Sexual Exploitation Global Summit 2020	<b>June 22-25, 2020</b>	Washington, DC	<a href="https://endsexualexploitation.org/cesesummit2020/">https://endsexualexploitation.org/cesesummit2020/</a>
28 <sup>th</sup> Annual Conference Florida Family Child Care Home Association (FFCCHA)	<b>June 24-28, 2020</b>	Clearwater, FL	<a href="https://familychildcare.org/annual-conference/">https://familychildcare.org/annual-conference/</a> Contact: Tammy Tener <a href="mailto:tenerfcc@gmail.com">tenerfcc@gmail.com</a> 407-234- 3473
PAEC Leadership Conference - Game Changers 2020	<b>July 14-16, 2020</b>	Panama City Beach, FL	<a href="https://www.paec.org/ePDC/v2_event_details.asp?CalendarID=538">https://www.paec.org/ePDC/v2_event_details.asp?CalendarID=538</a>
30th National Association for Family Child Care (NAFCC) Conference *	<b>July 15-18, 2020</b>	Norfolk, VA	<a href="https://www.nafcc.org/Conference">https://www.nafcc.org/Conference</a>
One Goal Summer Conference	<b>July 22-24, 2020</b>	Tampa, FL	<a href="http://www.onegoalsummerconference.org/presenter.htm">http://www.onegoalsummerconference.org/presenter.htm</a>
The Florida Coalition for Children Foundation's (FCC) 2020 Annual Conference	<b>July 27-29, 2020</b>	Orlando, FL	<a href="http://conference.flchildren.org">http://conference.flchildren.org</a> Contact: Melissa West <a href="mailto:conference@flchildren.org">conference@flchildren.org</a>
Zero To Three Annual Conference 2020*	<b>October 7-9, 2020</b>	Salt Lake, Utah	<a href="http://annualconference.zerotothree.org/">http://annualconference.zerotothree.org/</a>
Division for Early Childhood (DEC) 36 <sup>th</sup> Annual International Conference on Young Children with Special Needs and	<b>October 20-23, 2020</b>	Minneapolis, MN	<a href="https://www.deconference.org/">https://www.deconference.org/</a>

<b>Conference/Organization</b>	<b>Date of Event</b>	<b>Location</b>	<b>Event Information</b>
2019 Annual Conference Florida Association for the Education of Young Children (FLAEYC)	<b>October 24-27, 2020</b>	Orlando, FL	<a href="https://flaeyc.org/2019-flaeyc-conference/">https://flaeyc.org/2019-flaeyc-conference/</a>
National Association for the Education of Young Children (NAEYC) Annual Conference	<b>November 4-7, 2020</b>	Anaheim, CA	<a href="https://www.naeyc.org/events/annual/2020/present">https://www.naeyc.org/events/annual/2020/present</a>
2020 National Summit on Education Reform	<b>November 17-18, 2020</b>	Washington, DC	<a href="http://excelined.org/national-summit/">http://excelined.org/national-summit/</a>
7 <sup>th</sup> Annual Wipfli Winter Training Conference	<b>December 7-11, 2020</b>	Orlando, FL	<a href="http://www.wipfliwinterconference.com/2020/">http://www.wipfliwinterconference.com/2020/</a>

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## INCREASE INVESTMENT IN VPK PROGRAM

Florida is one of the national leaders in Voluntary Prekindergarten (VPK) with the second highest enrollment rate in the country<sup>1</sup>. Now is the time to invest in VPK in order to implement changes that will lead to higher quality VPK programs and a system where children are better prepared and early educators receive greater supports and more resources.

The VPK Base Student Allocation (BSA) rate decreased 7% since 2008 while K-12 funding increased 8% over the same period<sup>2</sup>. The BSA for VPK should be increased to at least the 2007/08 rate.

**K-12 funding grew by  
8.2% from 2008-2018...**



**But VPK funding shrank by  
7.3% during that time!**

Through increased VPK funding, more children will start Kindergarten prepared and ready to learn!

## DEVELOP AND IMPLEMENT A VALID MEASUREMENT FOR VPK

Every child develops uniquely and at their own rate. In order to learn best, each child's social and emotional development must be considered. Measurements of a young learner's success must include the child's individual growth and learning gains and should take place during the VPK year, not months after VPK and "Summer Slide" which is the current model.

Additional suggestions for change include:

- Ensure that the assessment tool is developmentally appropriate
- Include social and emotional development as part of the assessment process
- Use additional measures/tools to evaluate the quality of the education being provided i.e. CLASS assessment which evaluates the interactions in the classroom
- Review and analyze the state's VPK performance data to identify specific trends

## A LONG TERM COMMITMENT TOWARDS EARLY LEARNING

We need to do better for our youngest learners. We must refocus on early education as the foundation for life-long learning success and embrace that early childhood development is the best investment that we can make for the future. Researchers have found that comprehensive, high quality early education is the intervention with the highest rate of return and best outcomes for the child and their family.<sup>3</sup>

For additional information contact **Renee Jaffe**, Chief Executive Officer at [rjaffe@elcbroward.org](mailto:rjaffe@elcbroward.org).

<sup>1</sup> McKinnon, Ryan. (2018, April 29). Florida a national leader in PreK enrollment. *Sarasota Herald-Tribune*, pp. A1, A4

<sup>2</sup> Florida Department of Education and Office of Early Learning – Budget Information (2008-2018).

<sup>3</sup> Heckman, James. (2009). The Case for Investing in Disadvantaged Young Children. CESifo DICE Report. 6. 3-8.

## **FYI 1 - ELC of Broward - Strategic Plan Overview- 2019-2020 Updated**

### **Vision:**

All children will have high quality early learning experiences leading to success in school and life.

### **Mission:**

Lead and support the early learning community to deliver high quality early learning experiences to young children and their families.

### **Guiding Principles:**

- We believe in environments of success for our children and educators.
- All children develop at their own pace and learn in different ways.
- All children have the ability to reach full potential regardless of economic means.
- Play and imagination are essential learning components.
- Early learning helps to build the foundation for future success.
- Highly skilled educators create the best learning opportunities for ALL children.
- Parents are the "Most important individuals to ensure child's success. "
- Delivering outstanding customer service is vital to delivering our mission.
- We are committed to hiring and developing great employees.

### **Pillars for Delivering on Our Vision and Mission:**

Deliver Outstanding **Eligibility, Enrollment and Payment Services**

Provide **Quality Early Care** Opportunities

**Advocate** for the Early Care and Education System

Forge Strong long term Strategic **Partnerships**

Strengthen and Develop the **ELC Staff** and Organization

### **2019-2020 High-Level Targeted Outcomes**

ELC will fully maximize School Readiness slot funding  
*(Achieve at least an 82% contract utilization for slots = 9,042 slots)*

ELC will serve at least 77% of Broward 4 year olds in VPK  
*(at least 77% unduplicated children estimated at 16,975)*

75% of providers who score less than a 4.0 and participate in local ELC Broward quality initiative ("Yes, You Can") will increase their CLASS composite score

At least 80% of observed SR providers will score at least a 4.0 in their CLASS composite.

ELC will increase its outreach and local advocacy efforts with Broward county leadership and via outreach events  
*(meet with at least 80% of legislators and municipalities and increase outreach events by 25%)*

85% of staff will respond as "satisfied" or "very satisfied" via annual staff survey



## FY 2019 – 2020 Outcomes and Objectives

### PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

#### Objectives

1. Create customer-centered focus
2. Continue to evaluate technology for improved performance
3. Leverage partnerships to increase service availability

#### Outcomes:

- Maintain level of client satisfaction
  - FY20: A minimum of 85% of parents will respond “satisfied” or “very satisfied” with ELC services on client satisfaction survey.
  - FY20: Answer 85% of Call Center calls
- Develop and launch Training & QA Plan
  - FY20: Develop and implement orientation and training curriculum and QA plans for eligibility, enrollment, customer service and payment teams
  - FY20: Develop QA baseline error rate for eligibility, identify error reduction target and implement strategy to reduce errors
- Increase methods to assist and solve client inquiries
  - FY20: Implement and evaluate alternative communication vehicles (i.e. web-based chat functionality)
  - FY20: Develop 4 additional web-based instructional training videos for parents, staff and providers
- Increase client service convenience for parent walk-ins through use of online appointment setting system and increased out-posted sites
  - FY20: Add 2-3 out posted sites
  - FY20: Increase awareness of out-posted sites and services, analyze client traffic patterns quarterly and adjust staffing/services based on analysis

### PILLAR 2: Provide Quality Early Care Opportunities

#### Objectives

1. Expand focus on VPK training and support
2. Provide coaching, professional development, and support services to early learning community
3. Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators

#### Outcomes:

- All providers will have access to new VPK training series
  - FY20: Develop and launch a minimum of 4 classes in VPK training series
  - FY20: 80% of training participants will show mastery of subject based on pre and post testing
- 100% of providers participating in ELC’s new quality initiative will have a developed Success Plan
- 80% of providers in tiered training programs will show mastery of subject based on pre- and post-testing.

### **PILLAR 3: Advocate for the Early Care and Education System**

#### **Objective**

1. Be a leader in advocacy of early childhood development and subsidized child care system

#### **Outcomes:**

- Educate and advise Broward's legislative delegation on ELC services and priorities
  - FY20: Reach out to 100% of Broward's delegation
  - Meet with/present to 15 of 18 state legislators
- Update and advise Broward's key municipality leadership regarding ELC services, initiatives and possible partnerships and funding
  - FY20: meet with/present to 25 of 31 municipalities
- Demonstrate thought leadership and improve effectiveness of ELC messaging through launch of ELC outreach campaign
  - FY20: Develop and distribute ELC annual report to key stakeholders
  - FY20: Develop at least 3 media opportunities (articles, letters to editor, etc.)

### **PILLAR 4: Forge Strong and Strategic Partnerships**

#### **Objectives**

1. Forge stronger relationships with community partners and funders

#### **Outcomes:**

- Continue to meet with mandatory referral agencies to ensure excellent client coordination.
  - FY20: Meet Semi-annually
- Continue to offer remote eligibility services at Broward community sites
  - FY20: At least 85% respond as "satisfied" or "very satisfied" on annual survey with key partners
- Expand new partnerships to bring additional resources to better serve our clients
  - FY20: Identify and form two new strategic partnerships
  - FY20: Actively participate in a minimum of 8 local community system of care workgroups/committee meetings

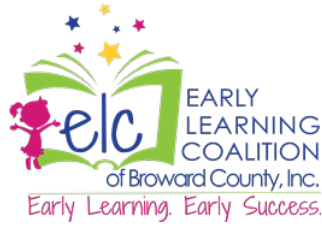
## **PILLAR 5: Strengthen and Develop the ELC Broward Organization**

### **Objectives**

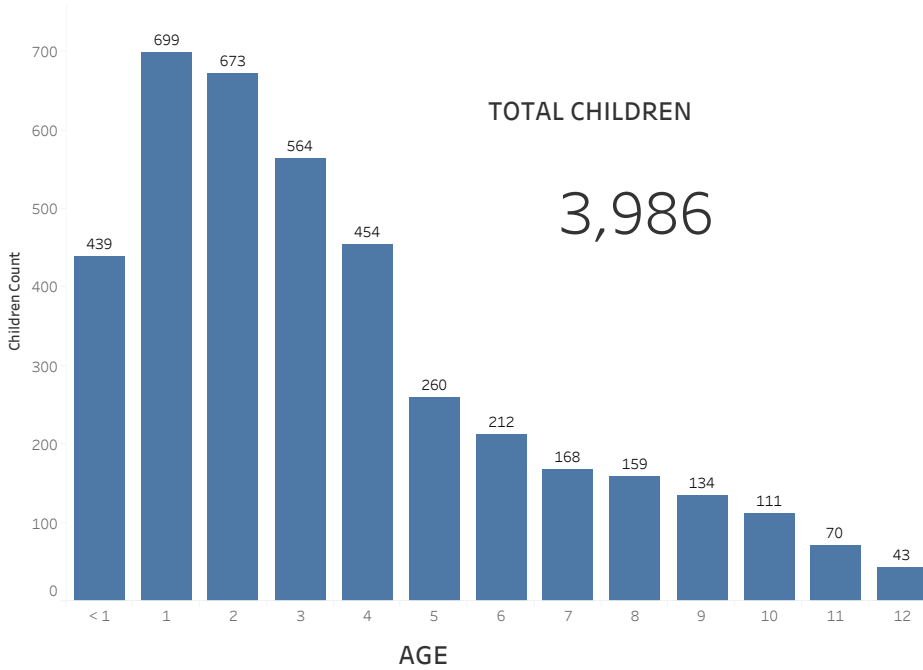
1. Continue to build organizational capabilities
2. Increase staff development and morale
3. Increase our business analytics through the launch of a customer relationship management software system (CRM)
4. Develop plan to increase unrestricted reserve based on organizational need

### **Outcomes:**

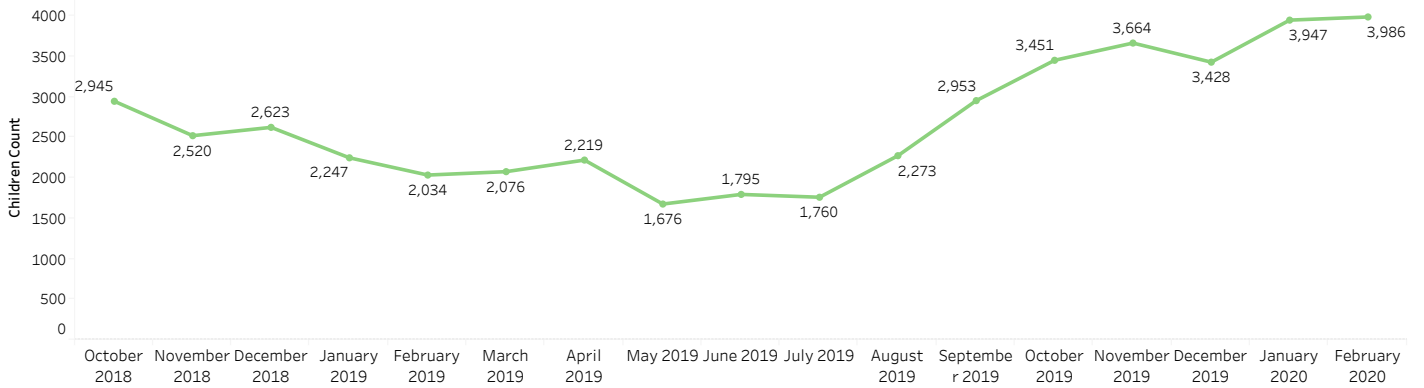
- Improve ELC name recognition for recruiting; Improve HR processes to include staff orientations, more robust onboarding process, improved performance management.
  - FY20: ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions).
  - FY20: Create baseline of key recruitment metrics (i.e. avg. # of days' positions are open), identify a target reduction percentage and initial improvement strategy
  - FY20: Implement core management and staff development/training program
- Launch CRM to improve organizational effectiveness and efficiency
- Identify and develop new private and corporate sponsors/funders to increase unrestricted reserve
  - FY20: Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity



Waitlist Children by Age as of 2/4/2020



Prior Month	Children Count	+/-	%
Oct 2018	2,945		
Nov 2018	2,520	-425	-17%
Dec 2018	2,623	103	4%
Jan 2019	2,247	-376	-17%
Feb 2019	2,034	-213	-10%
Mar 2019	2,076	42	2%
Apr 2019	2,219	143	6%
May 2019	1,676	-543	-32%
Jun 2019	1,795	119	7%
Jul 2019	1,760	-35	-2%
Aug 2019	2,273	513	23%
Sep 2019	2,953	680	23%
Oct 2019	3,451	498	14%
Nov 2019	3,664	213	6%
Dec 2019	3,428	-236	-7%
Jan 2020	3,947	519	13%
Feb 2020	3,986	39	1%



## FYI - ELC Broward Contract 2019-2020 List

<b>Funder or Vendor Name</b>	<b>Amount</b>	<b>Purpose</b>	<b>Type</b>	<b>Term</b>	<b>Status</b>
Office of Early Learning	\$96,311,755	<i>School Readiness, VPK &amp; PDG</i>	Revenue	7/1/19-6/30/20	Active
Office of Early Learning	\$72,142	<i>VPK Monitoring &amp; Outreach</i>	Revenue	7/1/19-6/30/20	Active
Broward County	\$2,342,795	<i>SR Match &amp; Special Needs</i>	Revenue	10/1/19- 9/30/20	Active
Children's Services Council	\$4,592,700	<i>Financially Assisted Child Care</i>	Revenue	10/1/19-9/30/20	Active
Children's Services Council	\$4,196,000	<i>Vulnerable Populations</i>	Revenue	10/1/19-9/30/20	Active
City of Fort Lauderdale	\$41,249	<i>SR Match Funds</i>	Revenue	10/1/19-9/30/20	Pending
City of Hollywood	\$10,000	<i>SR Match Funds</i>	Revenue	10/1/18-9/30/20	Pending
City of Pompano Beach	\$20,000	<i>SR Match Funds</i>	Revenue	10/1/19-9/30/20	Active
Dept. of Children & Families	\$392,119	<i>Refugee Entrant Child Care</i>	Revenue	10/1/19-3/31/20	Transfer
United Way	\$325,000	<i>SR Match Funds</i>	Revenue	7/1/19-6/30/20	Active
University of Florida	\$22,500	<i>Provider Training Stipends</i>	Revenue	1/4/19-8/31/19	Expired
Children's Forum, Inc.	\$450,909	<i>INCENTIVES® Program</i>	Sub-recipient	7/1/19-6/30/20	Active
First Call for Help/211	\$462,000	<i>Community Referral Services</i>	Sub-recipient	7/1/19-6/30/20	Active
School Board Broward County	\$100,000	<i>K-Transition Ambassador</i>	Sub-Recipient	10/1/19-6/30/20	Pending
Abila	\$9,029	<i>MIP Accounting Software</i>	Vendor	7/1/19-6/30/20	Active
Accessible Comm for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
AT&T	\$24,690	<i>Cell Phones and Hot Spots</i>	Vendor	11/6/19-6/30/20	Active
Atech Security	\$420	<i>Panic Button</i>	Vendor	10/15/19-10/15/20	Active
BlueJean Software, Inc.	\$25,000	<i>Hosting and Support Services</i>	Vendor	7/1/19-6/30/20	Active
Biometrics4All, INC.	\$700	<i>Live Scan Software Support</i>	Vendor	10/29/18-6/30/20	Active
Broward College	\$2,284	<i>BECE Facility Rental</i>	Lease	2/1/2020	Active
Business Leadership Institute	\$25,500	<i>Business Development</i>	Vendor	2/1/20-6/30/20	Active
Cause Tech	\$23,886	<i>Website Development &amp; Hosting</i>	Vendor	9/25/19-Ongoing	Active
CLASS Observers (6 Observers)	\$142,350	<i>\$23,725 per Observer</i>	Vendor	1/15/20-6/30/20	Active
Comcast	\$5,865	<i>Internet</i>	Vendor	7/1/19-6/30-20	Active
Crown Castle	\$12,600	<i>Internet</i>	Vendor	7/1/19-6/30/20	Active
Crown Center	\$416,078	<i>Office Lease (est. annual cost)</i>	Lease	2/1/19-1/31/29	Active
Family Central	\$22,100	<i>CEU Processing</i>	Vendor	1/7/20-6/30/20	Active
FL Dept of Law Enforcement	\$2,235	<i>LiveScan Service (annual cost)</i>	Vendor	10/29/18-Ongoing	Active
Flying Classroom	\$3,500	<i>BECE Keynote Speaker</i>	Vendor	12/13/19-6/30/20	Active
Jacob Jackson	\$90,000	<i>Legal Services</i>	Vendor	3/9/17-3/31/20	Renewal
Konica Minolta	\$5,017	<i>Copier and Printer Rental</i>	Vendor	7/1/19-6/30/20	Active
Leboffe Associates	\$22,800	<i>Executive Coaching</i>	Vendor	7/15/19-6/30/20	Active
Mitel	\$38,686	<i>Business Telephone Lines</i>	Vendor	7/1/19-6/30/20	Active
Ronik-Radlauer Group	\$10,000	<i>Board Retreat Facilitation</i>	Vendor	7/1/19 - 10/31/19	Expired
SB & Company	\$31,900	<i>External Audit &amp; 990 Preparation</i>	Vendor	7/1/19-6/30/20	Active
SB & Company	\$1,500	<i>Form 5500 Preparation</i>	Vendor	7/1/19-6/30/20	Active
School Board Broward County	\$12,000/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/19-9/4/22	Active
Sprint	\$4,560	<i>Cell Phones and Hot Spots</i>	Vendor	7/31/19-6/30/20	Active
Teaching Strategies Gold	\$16,425	<i>Child Assessment Software</i>	Vendor	7/1/18-6/30/22	Active
Vantiv Health, LLC	\$12,000	<i>Appointment Software License</i>	Vendor	12/18/18- Ongoing	Active
Verizon	\$17,473	<i>Cell Phones and Hot Spots</i>	Vendor	7/1/19-6/30/20	Active
Webauthor	\$30,000	<i>CRM Software</i>	Vendor	2/1/19-6/30/20	Active
ZipData	\$877	<i>Network Vulnerability Test</i>	Vendor	10/17/19-6/30/20	Active
CareerSource Broward	\$0	<i>Displaced Adult Interns</i>	MOU	8/3/17-6/30/20	Active
Healthy Families Broward	\$0	<i>Collaboration &amp; Referrals</i>	MOU	8/20/18-6/30/20	Active
H.O.M.E.S., Inc.	\$0	<i>TIL Program Interns</i>	MOU	6/15/19-6/30/20	Active
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active
Multiple Community Partners	\$0	<i>Data Sharing Agreement</i>	MOU	TBD	Negotiation
Broward County	\$0	<i>Mills Family Success Center</i>	Lease	TBD	Legal
Broward County	\$0	<i>Weaver Family Success Center</i>	Lease	TBD	Legal

## FYI – Cash Disbursements – November 2019

In accordance with ELC Cash Disbursement Policy Approved September 12, 2019 cash disbursements issued by ELC in amounts greater than \$1,000 and less than \$35,000 are submitted to the ELC Board for review monthly.

### Cash disbursement for November 2019

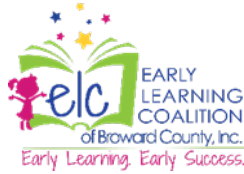
Vendor Name	Amount	Purpose
211 Broward	30,539.20	October 2019 Sub-Contractor Payment
ADP, Inc.	1,472.20	Processing Charges for PE 10/19/19 and 11/02/19
Bluejean Software, Inc.	2,443.75	October 2019 Cloud Hosting and Maintenance & Support
Business Card	4,929.55	Bank of America Ops Purchases C. Klima (No individual items > \$1,000)
Business Card - Energage	3,650.00	Annual Licenses for Employee Surveys 10/28/19 - 10/27/20
Cause Tech LLC DBA Achieve Causes	8,695.00	Website Development Services for Website Security & Renovation
CDW Government, Inc	4,206.30	November 2019 IT Supplies
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 11/1-11/30/19
Dell Marketing L.P.	4,975.00	Laptops and Power Cords for Eligibility Staff
Guardian	9,095.50	December 2019 Employee Health Benefits
Jacob C. Jackson, P.A.	6,384.00	October 2019 Legal Services
Konica Minolta Business Solutions USA Inc.	1,037.51	October 2019 Equip Rental & Printing Cost for Color Printer
Mitel Cloud Services	3,574.82	Telephone Services for December 2019
SB & Company, LLC	1,550.00	Audit Form 5500-SF for 2018
SB & Company, LLC	14,450.00	FY 18/19 Audit, Installment #2
Scholastic Inc.	6,530.00	Books for Florida Literacy Week
School Board of Broward	1,000.00	November 2019 Facility Rental
Teaching Strategies, LLC	32,032.00	Instructional Materials for PDG Grant
Teaching Strategies, LLC	2,515.00	Training Staff using GOLD Data to Make Accurate Assessment Decisions
The Children's Forum	32,712.70	September 2019 Sub-Contractor Payment for Incentive\$ Contract
The Hartford	9,884.26	General Liability and Workers Compensation Insurance 9/10/19 to 9/10/20 Renewal
The Lincoln National Life Insurance Company	7,025.30	December 2019 Employee Health Benefits
The Ronik-Radlauer Group, Inc.	5,000.00	Board of Directors Retreat Final Payment

## FYI - Cash Disbursements – December 2019

In accordance with ELC Cash Disbursement Policy Approved September 12, 2019 cash disbursements issued by ELC in amounts greater than \$1,000 and less than \$35,000 are submitted to the ELC Board for review monthly.

### Cash disbursement for December 2019

Vendor Name	Amount	Purpose
211 Broward	32,097.54	November 2019 Sub-Contractor Payment
Ace Business Forms, Inc.	1,600.00	Printed Pocket Folders for Presentations
ADP, Inc.	1,480.58	Processing Charges for PE 11/16/19 & 11/30/19
Arthur J. Gallagher Risk Management Services, Inc.	12,600.00	November 2019 to June 2021 D&O and E&O Insurance
Bluejean Software, Inc.	2,168.75	November 2019 Cloud Hosting and Maintenance & Support
Business Card	3,548.13	Bank of America Ops Purchases C. Klima (No individual items > \$1,000)
Business Card – Intermedia.net	2,464.69	Email Hosting for November 2019
Business Card - Intermedia.net	2,513.39	Email Hosting for December 2019
Business Card - Refresh Live Cafe, Inc.	1,010.00	Dinner for November 7, 2019 Read for the Record
Business Card - WIPFLI	1,650.00	S. Paul to Orlando for December 2019 WIPFLI Conference Registration
CDW Government, Inc	3,378.48	Desktop Scanners for Outposted Eligibility Staff
Colonial Life & Accident Insurance	3,563.76	November 2019 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 12/1 - 12/31/19
Fort Lauderdale Crown Center, LLC.	30,168.32	December 2019 Rent for Suite 301
Florida Power & Light	1,566.00	2nd Security Deposit for Crown Center Ste. 301
Guardian	8,978.42	January 2020 Employee Health Benefits
Jacob C. Jackson, P.A.	3,591.00	November 2019 Legal Services
Jumpstart for Young Children, Inc.	12,221.63	Books for November 2019 Read for the Record Partnership
Kaplan Early Learning Co.	10,210.34	Books for Trainings and Outreach
Konica Minolta Business Solutions USA	1,278.81	November 2019 Equip Rental & Printing Cost for Color Printer
Mitel Cloud Services	3,563.00	Telephone Services for January 2020
Mitel Cloud Services	1,757.63	Telephone Services for October 2019
Office Depot	1,618.70	November 2019 Supplies
School Board of Broward	1,000.00	December 2019 Facility Rental
TASC	1,087.36	Flexible Spending Account Admin Quarterly Fee 01/01-03/31/20
The Audio Visual Group	8,673.25	Deposit for Install & Supplies for Microphone Sys. in Training Room
The Lincoln National Life Insurance Company	6,387.30	January 2020 Employee Health Benefits
Verizon Wireless	1,528.83	Cell Phone and Data Charges 10/20-11/19/19
Verizon Wireless	1,599.85	Cell Phone and Data Charges 10/20-11/19/19



## FYI - ELC Match YTD Match Fundraising Report

Funder	Secured FY18/19	Requested	Status	Secured FY19/20
Coconut Creek	\$ 25,684	\$ 25,684	Approved October 2019	\$ 25,690
Cooper City		5,000	Pending	
Coral Springs		20,000	Not Approved	
Dania Beach	1,365	15,000	Pending	
Davie		40,000	Pending	
Deerfield Beach	-	15,000	Pending	
Ft. Lauderdale	41,249	41,249	Approved October 2019	41,249
Hallandale	10,000	10,000	Approved December 2019	10,000
Hollywood	14,495	30,000	Approved October 2019	10,000
Lauderdale By The Sea	2,000	2,000	Approved July 2019	2,000
Lighthouse Point	2,000	15,000	Pending	
Lauderdale Lakes		3,000	Pending	
Lauderhill		2,000	Pending	
Margate	1,000	1,000	Approved October 2019	1,000
Miramar	-	5,000	Approved October 2019	2,500
North Lauderdale	5,000	5,000	Pending	
Oakland Park	-	10,000	Not Approved	
Parkland	3,000	10,000	Pending	
Pembroke Park (Town)		6,000	Pending	
Pembroke Pines	35,000	35,000	Pending	
Plantation	21,645	22,000	Pending	
Pompano Beach	30,000	40,000	Approved October 2019	20,000
Tamarac		10,000	Pending	
Sunrise	55,890	55,890	Approved October 2019	55,890
Southwest Ranches	-	2,000	Pending	
West Park		15,000	Pending	
Weston		10,000	Pending	
Wilton Manors		10,000	Pending	
<b>Total Municipalities (SR)</b>	<b>\$ 248,328</b>	<b>\$ 460,823</b>	<b>Total Secured FY20</b>	<b>\$ 168,329</b>
United Way (SR)	325,000	325,000	Committed as of July 1, 2019	325,000
Child Care Providers (CCEP)	507,308	500,000	Committed as of July 1, 2019	500,000
Broward County (CCEP)	1,291,274	1,677,231	Committed as of July 1, 2019	1,677,231
CSC (SR & CCEP)	1,478,430	2,222,527	Committed as of July 1, 2019	2,515,021
<b>Total All Match</b>	<b>\$ 3,850,340</b>	<b>\$ 5,185,581</b>	<b>Total SR Match</b>	<b>\$ 5,185,581</b>



<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>	<u>Contact</u>
Wednesday 1/22/2020	6:00pm- 8:00pm	Jenny Sanchez & Wendy Gordon, Q & E Coaches, ELC	The Missing Ingredient: Classroom Management	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647
Wednesday 2/12/2020	6:30pm- 8:30pm	Graham Perkovich, Sunshine Health	Hooked on a Feeling: Helping Children Understand Emotions	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Debbie Kay <a href="mailto:dkay@elcbroward.org">dkay@elcbroward.org</a> (954) 295-0672
Tuesday 2/25/2020	6:00pm- 8:00pm	Stephanie Templin & Debra Cruz, Q & E Coaches, ELC	The Next Chapter: Emergent Writing in VPK	Gulfstream Early Learning Center 120 SW 4 Avenue Hallandale Beach, FL 33009	Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647
Wednesday 3/11/2020	6:00pm- 8:00pm	Ana Avalos- Atkinson & Wendy Gordon, Q & E Coaches, ELC	Using Our Imaginations: Creative Expression in VPK	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647
Wednesday 3/18/2020	6:30pm- 8:30pm	Dr. Suzanne Ekelund, TATS SE Regional Facilitator	This is the Way We Manage Our Day!	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Debbie Kay <a href="mailto:dkay@elcbroward.org">dkay@elcbroward.org</a> (954) 295-0672
Tuesday 3/31/2020	6:00pm- 8:00pm	Raina Sajous & Julio Maymi, Q & E Coaches, ELC	Let's Talk: Simple Strategies for Improving Classroom Conversations	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647
Saturday 4/4/2020	10:00am- 12:00pm	Debra Cruz & Ana Avalos- Atkinson, Q & E Coaches, ELC	Spaces and Places: Learn About Social Studies in VPK	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647

Tuesday 4/14/2020	6:00pm- 8:00pm	Grethel Arroyo & Stephanie Templin, Q & E Coaches, ELC	Active Movement and Learning in the VPK Classroom	Gulfstream Early Learning Center 120 SW 4 Avenue Hallandale Beach, FL 33009	Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647
5/2020	6:00pm- 8:00pm	Jessica Mondragon & Debra Cruz, Q & E Coaches, ELC	Exploring Feelings: Social-Emotional Development in VPK	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647

Space is limited at trainings, so register by going to the Eventbrite website  
<https://www.eventbrite.com/signin/>, or ELC Newsletter.

All trainings appear on the ELC website on the calendar.  
<http://www.elcbroward.org/p/46>

## Outreach Calendar 2019-2020

<u>Date</u>	<u>Time</u>	<u>Event</u>	<u>Description</u>	<u>Location</u>
<b>January 2020</b>				
01/13/20	6:00 pm to 8:00 pm	City of Hollywood Education Advisory Board	ELC presentation to the city's EAB on early learning and outcomes for their municipality.	Hollywood City Hall - 2600 Hollywood Blvd Hollywood, FL 33020
01/15/20	6:00 pm to 9:00 pm	BCPS ESE Advisory Resource Fair	Resource fair for families and students with over 100 other providers	Piper High School 8000 NW 44th Street Sunrise, FL 33351
01/16/20	6:00 pm to 8:00 pm	No Small Matter Screening	Public screening of documentary on early learning with City of Margate officials and providers.	Margate Elementary School 6300 Northwest 18th Street - Margate, FL 33063
01/25/20	7:30 am to 3:00 pm	BCPS Title 1 Headstart Early Start Parent Seminar	BCPS Annual Family Conference for special populations with workshops, exhibitors, and resources.	Signature Grand – 6900 West State RD 84 Davie, FL 33317
01/25/20	9:00 am to 12:00 pm	Broward AWARE Children's Week	Family Wellness resource fair and Walk Run 3K	Peter Bluesten Park 501 SE 1 <sup>st</sup> AV Hallandale Beach, FL 33009
01/28/20	7:00 pm to 8:00 pm	Broward Public Libraries Foundation META	Presentation to BPLF group of working professionals on early learning and volunteer opportunities.	Oakland Park City Hall 3650 NE 12 Avenue Oakland Park, FL 33334



**FY 19 - 20 – ELC of Broward County**  
**2019-2020 Board/ Committee Meeting Calendar**

August 2019						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

September 2019						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

October 2019						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November 2019						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

December 2019						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January 2020						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February 2020						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

March 2020						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April 2020						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May 2020						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June 2020						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

**Finance/Executive Meetings begin at 8:30am**  
*(exceptions listed below)*

**Full Board Meeting begin at 8:30am**  
*(exceptions listed below)*

**Program Review Committee:**

**Nominating Committee:**

- August 29, 2019
- September 26, 2019
- December 6, 2019 at 11:30 am
- January 30, 2020
- April 2, 2020
- May 7, 2020 (if needed)
- June 11, 2020 (starts at 9:15 am)

- September 12, 2019
- October 3, 2019, Retreat 8:30-4
- December 19, 2019 at 2:00 pm
- February 13, 2020
- April 29, 2020 at 2:00 pm
- May 21, 2020 (if needed)
- June 25, 2020

- July 26, 2019 – 9:30 am
- September 26, 2019 – 3:00 pm
- December 4, 2019 – 3:00 pm
- January 13, 2020 – 9:30 am
- April 17, 2020 – 9:30 am

- June 26, 2019 – 2:00 pm
- August 8, 2019 – 9:00 am
- January 17, 2020 – 9:00 am
- TBD

**Governance Committee:**

**Audit Committee:**

- September 16, 2019 – 1:00 pm
- November 18, 2019 – 1:00 pm
- January 23, 2020 – 9:30 am
- March 31, 2020 – 9:30 am

- September 13, 2019 – 3:00 pm
- November 19, 2019 – 2:00 p.m.
- January 30, 2020 – 10:00 am

**ELC Offices closed for holidays on:**

- Sep 2; Nov 11; Nov 28-29; Dec. 25 - Jan 1; Jan 20; Feb 17; May 25

COMMITTEE	Member Name	Seat	By Laws
			<i>Members consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees)</i>
<b>EXECUTIVE</b>			
Officer	Laurie Sallarulo	<b>Chair</b>	effective 4/2014 - Governor appointment
Officer	Michael Asseff	<b>First Vice Chair</b>	effective 4/14/2017 - 6/2020
Officer	Renee Podolsky	<b>Second Vice Chair</b>	effective 7/2018 - 6/2020
Officer	Twan Russell	<b>Secretary</b>	effective 2/1/2018 -6/2020
Officer	Nicholas Kaniaris	<b>Treasurer</b>	effective 7/2018 - 6/2020
	Cindy Arenberg Seltzer	<b>Program Review Chair</b>	
	Ellie Schrot	<b>Nominating Com. Chair</b>	
	Richard Campillo	<b>Audit Com. Chair</b>	
			<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members.</i>
<b>FINANCE</b>	Nicholas Kaniaris (effec 7/2018)	<b>Chair</b>	
	Renee Podolsky	Member	
	Laurie Sallarulo	Member	
	Cindy Arenberg Seltzer	Member	
	Twan Russell	Member	
			<i>Members appointed by the Chair. Ad Hoc members with particular expertise may be appointed to assist in the given particular area of program . Reports directly to the Board and shall consist of at least (3) members.</i>
<b>PROGRAM REVIEW</b>	Cindy Arenberg Seltzer (effec 7/2018)	<b>Chair</b>	
	Khalil Zeinieh	Member	
	Laurie Rich Levinson	Member	
	Dawn Liberta	Member	
	Laurie Sallarulo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	
	Cara Cerchione (effec 10/2019)	Member	
			<i>Members elected by Board. Consists of at least (5) five Members. Ad Hoc Members may be appointed to assist in accounting or financial management experience. No more than (1) one Member of the Finance Committee shall be a Member of the Audit Committee and in no event shall the chair of the Finance Committee be a Member of the Audit Committee.</i>
<b>AUDIT</b>	Richard Campillo (effec 7/1/18)	<b>Chair</b>	
	Michael Asseff	Member	
	Twan Russell (effec 12/9/16)	Member	
	Monica King (effec 4/7/17)	Member	
	Beverley Batson (effec 12/19/19)	Member	
			<i>Members Elected by Board. Consists of at least (5) five Members. First Vice Chair shall serve as chair of the Governance Committee</i>
<b>GOVERNANCE</b>	Michael Asseff (effec 4/14/17 - 6/2020)	<b>Chair</b>	
	Mason Jackson	Member	
	Dawn Liberta (effec. 10/2018)	Member	
	Cara Cerchione (effec 6/2019)	Member	
	Laurie Sallarulo	Member	
			<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition</i>
<b>NOMINATING</b>	Ellie Schrot (effec 3/10/17)	<b>Chair</b>	
	Mason Jackson	Member	
	William Karp (effec 6/2019)	Member	
	Twan Russell	Member	
	Dr. Amoy Reid (effec 12/19/19)	Member	
	Laurie Sallarulo	Member	
<b>AD HOC STRAT PLANNING</b>	Richard Campillo	<b>Chair</b>	effec. 11.2017
	Monica King	Member	effec. 11.2017
	Michael Asseff	Member	effec. 11.2017
	Cindy Arenberg Seltzer	Member	effec. 11.2017
	Laurie Sallarulo	Member	effec. 11.2017

### Board Attendance Chart FY 19-20

	Member	1st Term Started	1st Term Exp	Sept 12	Oct 3	Dec 19	Feb 13	Apr 29	If needed May 21	June 25	TOTAL FY ABSENCES
1	Angela Iudica	9.7.17	N/A	X	X	ABS					1
2	Cara Cerchione	4.4.19	N/A	X	X	X					0
3	Cindy Arenberg Seltzer	1999	N/A	X	X	X					0
4	Dawn Liberta	6.2018	N/A	X	X	X					0
5	William Karp	4.2019	N/A	X	X	X					0
6	Ellie Schrot	6.2014	N/A	X	X	X					0
7	Khalil Zeinieh	5.12.17	6.30.21	P	X	P					0
8	Monica King	5.12.17	6.30.21	X	X	X					0
9	Laurie Rich Levinson	11.2014	N/A	P	X	ABS					1
10	Laurie Sallarulo	4.2014	4.2018	ABS	X	X					1
11	Mason Jackson	1999	N/A	ABS	X	X					1
12	Michael Asseff	5.7.2013	5.7.2018	X	X	X					0
13	Nicholas Kaniaris	5.2015	6.30.19	P	ABS	ABS					2
14	Renee Podolsky	6.2014	N/A	P	X	X					0
15	Richard Campillo	5.12.17	6.30.21	P	X	X					0
16	Twan Russell	2.2016	N/A	X	X	ABS					1
17	Dr. Amoy Reid	9.2019	N/A	X	X	X					0
18	Beverly Batson	9.2019	N/A	X	X	X					0
19	<b>VACANT - Gub. private sector</b>										
	<b>MEMBERS WHO LEFT DURING FY</b>										
	X = Present at meeting										
	ABS = Absent from Meeting										
	P = phone attendance										
	FM First Meeting LM Last Meeting										

Shaded areas - no meeting scheduled									
Operational\Board\Board Membership\Board Attendance Chart 2018-2019									

## FYI - ELC Broward Glossary of Terms (August 2019)

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



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

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

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

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