

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

**Board Meeting Agenda**

**February 10, 2025, at 9:30 AM**

**Hybrid Meeting**

**Meeting ID: 867 3607 9086 Passcode: 983903**

<https://us06web.zoom.us/j/86736079086?pwd=6xCqp5EwdmGRx2PmXamAeN3lr3F6N.1>

*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*

<b>PAGE</b>		
<b>1.</b>	<b>Call to Order</b>	Laurie Sallarulo, Chair
<b>2.</b>	<b>Roll Call</b>	Melody Martinez, Board Liaison
<b>3.</b>	<b>Chair Report</b>	Laurie Sallarulo, Chair
<b>4.</b>	<b>CEO Report</b>	<b>3</b> Renee Jaffe, CEO
<b>5.</b>	<b>Mission Moment - Video</b>	Howard Bakalar, CPO
<b>6.</b>	<b>Consent Agenda</b> 1. Approve December 16, 2024, Meeting minutes	<b>5</b> Laurie Sallarulo, Chair
<b>7.</b>	<b>Finance Committee</b> 1. B254FIN1 – Approve December 2024 Interim Financial Statements 2. B254FIN2 – Approve Budget Amendment #3	<b>10</b> <b>18</b> Cindy Arenberg-Seltzer, Committee Chair Christine Klima, CAO
<b>8.</b>	<b>Regular Business</b> 1. B254RB1 – Approve Related Party Transactions	<b>23</b> Christine Klima, CAO
<b>9.</b>	<b>Nominating Committee</b> Update from Committee Chair – No Meeting	Dr. Amoy Reid, Committee Chair Judith Merritt, COO
<b>10.</b>	<b>Audit Committee</b> Update from Committee Chair – No Meeting	Renee Podolsky, Committee Chair
<b>11.</b>	<b>Governance Committee</b> Update from Committee Chair 1. B254GOV1 – Approve Updated HR Policies 2. B254GOV2 – Approve Board Survey Questions & Board Retreat Survey Questions	<b>34</b> <b>50</b> Dawn Liberta, Committee Chair Judith Merritt, COO
<b>12.</b>	<b>Program Review Committee</b> Update from Committee Chair – No Meeting	Monica King, Committee Chair
<b>13.</b>	<b>Ad Hoc Fundraising</b> Update from Committee Chair – No Meeting	Michael Asseff, Committee Chair Traci Schweitzer, Committee Co-Chair
<b>14.</b>	<b>Provider Representative Update</b> Update from Provider Representatives	Krystie Castillo, Representative Faith-based Childcare Provider Amy Hauser, Provider Representative

15.	<b>FYI Items</b> <ul style="list-style-type: none"> <li>o FYI 1 ELC Contracts</li> <li>o FYI 2 December Cash Disbursements</li> <li>o FYI 3 FY25 Match Report</li> <li>o FYI 4 Board Engagement Opportunities</li> <li>o FYI 5 Board Sponsorship Form</li> <li>o FYI 6 Board Member Responsibilities</li> <li>o FYI 7 Board Recruitment Flyer</li> <li>o FYI 8 FY 24-25 Committee Membership</li> <li>o FYI 9 FY 24-24 Board Meeting Attendance</li> <li>o FYI 10 FY 24-25 Board Calendar</li> <li>o FYI 11 Glossary of Term</li> </ul>	<b>79</b> <b>81</b> <b>82</b> <b>83</b> <b>85</b> <b>86</b> <b>87</b> <b>88</b> <b>89</b> <b>90</b> <b>91</b>	
16.	<b>Unfinished Business</b> <b>New Business</b> <b>Matters from the Chair</b> <b>Matters from the Board</b> <b>Matters from the CEO</b> <b>Matters from our Partners</b> <b>Public Comment</b>		
17.	<b>Next ELC Board Meeting: March 10, 2025 @ 9:30 am</b>		
18.	<b>Adjourn</b>		
<p><b>Please Note:</b> The Agenda is subject to revisions and additions at the discretion of the Chair of the Coalition. Notification will be sent of any such revisions or additions. <b>Members of the Public:</b> Please sign up at the entry desk for public comments to be made on any particular agenda items no later than five minutes after the Coalition meeting has been called to order.</p> <p>“As per <a href="#">§286.0105, Fla. Stat.</a> Any person who decides to appeal any decision of the Board with respect to any matter considered at this meeting will need a record of the proceedings and for such purpose, may need to ensure that a verbatim record of the proceedings is made which record includes testimony and evidence upon which the appeal is to be based.”</p>			

## CEO Report Board – February 10, 2025

### **\$40 Million Update**

On January 21, the Division of Early Learning (DEL) announced that the additional \$40M appropriated by the legislature last spring to fill in gaps in School Readiness (SR) base funding, are scheduled to be released on January 28<sup>th</sup>. From this funding pool, ELC Broward's share is \$6M. Allocations were determined based on deficits projected by DEL after the annualized costs were calculated for active SR enrollments as of November 21, 2024. Based on this methodology, Broward should have been allocated \$10M, however based on the needs of Coalitions around the state, a \$6M cap was put in place.

With the combination of the enrollment freeze (that began in October), ELC's efforts to realize as much savings as possible (since the start of the fiscal year), the additional \$2M for Waitlist and the newly approved \$6M for enrollments, the projected deficit for FY25 has been eliminated. DEL also announced they are currently accepting requests to transfer funding among Coalitions in early February, so that Coalitions that are projecting a surplus can make their unused funds available to Coalitions in need (also known as De Ob/Re Ob). Further discussion on this topic will take place at the February Board meeting.

### **Legislative Update**

While Senate and House committee meetings began in January for the 2025 Florida Legislative season, Session officially begins on Tuesday, March 4 (and ends on May 2<sup>nd</sup>). In preparation, the ELC Broward, along with the Association for Early Learning Coalitions (AELC), have been meeting with local legislators, House and Senate Leadership, legislative aides/staff, and key legislators who have been champions of early learning to educate and advocate for our legislative priorities. This year ELC Broward's priority is ensuring our SR base funding (for child enrollments) is "right sized" to better meet the needs of our community. This would require a new funding methodology that considers multiple factors including current enrollments/FTEs (for a full 12 months), population, and other unique community factors like waitlists (which is not currently considered in the methodology) and an increase in funding of approximately \$17 million (which it is believed would allow each Coalition to be fully funded). On December 19<sup>th</sup>, Renee Jaffe presented our funding priority to legislators at the Broward Legislative Delegation hearing and has since had related follow up discussions.

The AELC is pushing not only for a new "right size" funding model, but also for laying the groundwork for an eventual increase in the SR eligibility threshold **over time**. Understanding that a threshold increase would come with a huge price tag (currently being modeled based on an increase to 200% FPL from 150% or to 65% SMI from 55%), and with recent updates that legislators are being asked by leadership to prioritize their funding requests (to avoid a projected state funding shortfall anticipated in 3 years), likely the push this year will focus more on moving away from using the Federal Poverty Level (FPL) and instead using the State Median Income (SMI) to better align the benchmark with Florida's economy. Then in future years the SMI threshold could be increased. While Broward's focus remains on pushing for increased funding to "right-size" and meet the needs of our community, moving to an SMI benchmark and eventually increasing the eligibility threshold would be a huge win for our State's struggling parents and children.

Based on feedback from key legislators, bills are in the process of being drafted that support both priorities mentioned above. Updates will continue to be provided through to the end of the legislative session.

### **School Readiness Enrollment Update**

As discussed at the last meeting, DEL issued guidance that directed Early Learning Coalitions to stop enrolling children from the Income Eligible SR waitlist if they were projecting a year-end budget deficit, which we were. As a result, ELC Broward immediately stopped calling families off the waitlist and only enrolled new children from mandated categories (TANF, Protective Supervision, etc.). Around the same time, we were given the bad news not to expect the distribution of \$40 million that had been earmarked by the legislature for gaps in funding for SR enrollments. As a result, we were projecting our census of children to decrease from October's number of 15,275 children to approximately 11,873 by June through attrition of approximately 425 per month.

As stated in the CEO update above, with the allocation of an additional \$6 million (from the \$40M funding) and with the prospect of additional funding through the re-ob/de-ob process, we have started slowly calling families off the waitlist.

Last week we called 331 children from the waitlist. As of February 5, 2025 the number of children on the waitlist for childcare is 2,624.

### **VPK Update**

As of February 5, 2025 we have approved 14,271 VPK school-year applications (FY 24-25), and we have 12,594 children who have now enrolled in VPK. The Florida Statewide Estimating Conference estimated earlier this year that Broward would have 12,815 school year participants. We will continue to keep you updated throughout the year as to our ability to meet or exceed this estimate.

January 1<sup>st</sup> began the new enrollment period for next school year's VPK programming. To date we have approved 3,882 VPK applications for the next school year.

### **Great News... Non-Profit Awards Finalist**

On January 28, 2025 finalists were announced for the 14th Annual Community Care Plan Non-Profit Awards hosted by 211 Broward. We were excited to learn ELC Broward is a finalist in not one, but TWO categories! One for Non-profit organization of the year for Collaboration, for our work with the A.D. Henderson Foundation, Children's Services Council (Special Needs Assessment Council), Early Steps, and Florida Diagnostic and Learning Resource Systems (FDLRS) to create and implement the Peer Support Specialist role (staffed in ELC's Inclusion Unit). The two Peer Support Specialists now onboard were funded (this year and last) by A.D. Henderson to provide families with hands-on, compassionate guidance navigating the referral and evaluation from someone with firsthand experience of the process.

The second finalist category is for Renee Jaffe as Non-profit leader of the year. The award ceremony is scheduled for March 7, 2025.

### **ELC Broward's State of Childcare**

You have all received invitations to attend the ELC's State of Childcare event, being held at the ELC offices the morning of February 27, 2025. The focus of this event will be a report out to Broward municipal and other local childcare match funders concerning the match budget, and the services we provide to families, childcare educators, and directors/owners, and the overall childcare landscape. Last week an outlook invite was sent to all Board members. We hope to see you there!

### **Broward Early Childhood Educators Conference (BECE)**

We are very excited to announce we are resuming our in-person BECE, which is scheduled for Saturday, February 22, 2025 at Boyd Anderson High School. Go, Cobras! Our theme this year is "Live, Love, Laugh, Learn!" You have all received calendar invitations, and we are hoping to see you there!

### **Board Private Sector Members**

In an effort to increase the number of Board members and fill future vacancies, we would like your assistance in helping to recruit new private sector board members. We will have a Nominating Committee on April 30, 2025, and hope to have some candidates prior to that time. Please see the attached flyer and Board responsibilities documents in the FYI section.

### **Annual Board Survey & Retreat Questionnaire**

Each year prior to our board retreat, a board survey (normally by an external consultant), is sent to members. This year for a variety of reasons, the decision was made to conduct the survey in-house and have it be accessible through our CRM. The Governance Committee reviewed the survey questions and are bringing all changes to the full board for approval at the February meeting. In addition to the normal survey questions, there will be additional questions included to gain feedback (and better plan) for the next Board Retreat. Please provide as much information as possible to ensure an interesting and productive retreat.



**Early Learning Coalition of Broward County, Inc.**  
**Board Meeting Minutes**  
**December 16, 2024, at 9:30 AM**  
**Virtual Meeting**

Members in Attendance	Chair Laurie Sallarulo; Dawn Liberta; Michael Asseff (virtual); Monica King; Cindy Arenberg-Seltzer; Sharonda Bailey; Richard Campillo; Krystie Castillo (virtual); Kirk Englehardt; Maria Hernandez (virtual); Carol Hylton; Renee Podolsky; Dr. Amoy Reid (virtual); Twan Russell (virtual); Ellie Schrot (virtual); Traci Schweitzer; Zachary Talbot Julie Winburn (virtual)
Members Absent (Approved)	Brenda Fam
Honorary Members	Beverly Batson
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Judith Merritt, COO; Hubert Cesar, CIO; Melody Martinez, Board Liaison; Lizbeth DeVecchio, Executive Assistant & Special Projects Coordinator; Allison Metsch, Senior Director of Education & Quality; Amy Moore, Senior Director of Family Services and Customer Services; Ancel Pratt III, Senior Director of Communications; Ayme Hamoui, Director of Education Program Assessment; Andres Calero (virtual), Accountant; Kasey LeFrance, Contracts Administration Manager; Megan DeGraaf (virtual), Purchasing & Procurement Specialist; Renier Potts (virtual), Financial Analyst; Roy Persaud (virtual), Accountant; Sandra Paul, Senior Director of Provider Reimbursement; Sarane Epps, (virtual), Contract Specialist; Stephanie Landreville, Controller
Others in Attendance	Julie Klahr, Legal Counsel; Amy Hauser

Item	Action/Discussion
Welcome & Call to Order	Chair Laurie Sallarulo called the meeting to order at 9:43 AM. The roll was called, and a quorum was established.
Chair Report	Chair Laurie Sallarulo welcomed New Board Member Brenda Fam, representing Broward School Board, and Amy Hauser, our potential new provider representative. Members were informed Beverly Batson (Honorary Board Member) will be joining the Ad Hoc Fundraising Committee as a non-voting member.
CEO Report	CEO Renee Jaffe thanked board members who toured the Modle Classroom this morning. For those who could not make it, we are happy to give you a tour at any time. We are watching our enrolling numbers to ensure our customer service, quality, and education are not suffering.
Mission Moment	Allison Metsch shared the Mission Moment video with the Board.
<b>Consent Agenda</b> <ol style="list-style-type: none"> <li>1. Approve October 14, 2024, Meeting minutes</li> <li>2. B253CA1 – Approve AD Henderson Foundation Agreement</li> <li>3. B253CA2 – Approve Scope of Service for Sole-Sourced</li> </ol>	<p>A <b>Motion</b> was made by Dawn Liberta and <b>Seconded</b> by Cindy Arenberg-Seltzer to move the Consent Agenda, excluding Item 2 B253CA1 and Item 5 B253CA4. The <b>Motion was unanimously approved. Motion Passed.</b></p> <p>A <b>Motion</b> was made by Cindy Arenberg-Seltzer and <b>Seconded</b> by Traci Schweitzer to move Item 2 B253CA1 in the Consent Agenda. The <b>Motion was unanimously approved. Motion Passed.</b></p>

<p>Vendor Agreement with 211</p> <p>4. B253CA3 – Authorize Amendment to Retirement Plan Loan Policy</p> <p>5. B253CA4 – Approve updated Jury Duty Policy</p> <p>6. B253CA5 – Approve updated Whistleblower Policy</p>	<p><b><u>Abstentions:</u></b></p> <ul style="list-style-type: none"> <li>• Monica King abstained as her husband, Kenneth King, is a Board Member of the AD Henderson Foundation.</li> </ul> <p><b>Item 5 B253CA4 Jury Duty</b></p> <ul style="list-style-type: none"> <li>• Cindy Arenberg-Seltzer asked a question on item 5 regarding the payment of the \$15 from the Court to ensure the employee isn't paid twice. Julie Klahr replied that the employee couldn't get both and that the employer would communicate with the jury duty office to ensure compliance.</li> </ul> <p>A <b>Motion</b> was made by Cindy Arenberg-Seltzer and <b>Seconded</b> by Dawn Liberta to move Item 5 B253CA4 in the Consent Agenda. The <b>Motion was unanimously approved. Motion Passed.</b></p>
<p><b>Finance Committee</b></p> <p>1. B251FIN2 – Approve August 2024 Interim Financial Statements</p> <p>2. B253FIN2 – Approve Budget Amendment #2</p>	<p><b><u>Approve October 2024 Interim Financial Statements</u></b></p> <p>The CAO went over the October 2024 Financial Statements.</p> <p>There was a discussion regarding the \$40M, the waitlist, and the enrollment of children.</p> <p>The Finance Committee brought forth a <b>Motion</b> to Approve October 2024 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant. The <b>Motion was unanimously approved. Motion Passed.</b></p> <p><b><u>Approve Amendment # 2</u></b></p> <p>The CAO went over the FY25 Slot Funding Update. Provided a want, need, and have Allocation scenario.</p> <p>Maria Hernandez wrote in the chat to let her know if you need her Public Policy Committee to help advocate. Chair Laurie Sallarulo thanked her.</p> <p>The Executive Committee brought forth a <b>Motion</b> to Approve FY2025 Budget Amendment #2. The <b>Motion was unanimously approved. Motion Passed.</b></p>
<p><b>Regular Business</b></p> <p>1. B253RB1 – Authorize staff to decline to award contract for ITN procurement for Compensation Services.</p>	<p><b><u>Invitation to Negotiate for Compensation Consulting Services</u></b></p> <p>A <b>Motion</b> was made by Cindy Arenberg-Seltzer and <b>Seconded</b> by Monica King to Authorize Staff to decline to award a contract for the Invitation to Negotiate procurement for Compensation Consulting Services released November 13, 2024. The <b>Motion was unanimously approved. Motion Passed.</b></p>
<p><b>Nominating Committee</b></p> <p>1. B253GNOM1 – Approve Candidate for Provider Representative Board position</p>	<p><b><u>Approve Private for-profit Child Care Provider Representative Nominee</u></b></p> <p>The Nominating Committee brought forth a <b>Motion</b> to recommend that the Board approve Amy Hauser as the new private for-profit provider representative. The <b>Motion was unanimously approved. Motion Passed.</b></p>

<b>Audit Committee</b> Update from Committee Chair	Nothing to report.
<b>Governance Committee</b> Update from Committee Chair	Nothing to report.
<b>Program Review Committee</b> Update from Committee Chair	Committee Chair Monica King shared that we met last week and had a conversation about stopping enrollment and looking at the attrition data. We are doing well on the CLASS assessments.
<b>Ad Hoc Fundraising</b> Update from Committee Chair	Nothing to report.
<b>Provider Representatives</b> Update from Provider Representatives	Nothing to report.
<b>Unfinished Business</b>	None
<b>New Business</b>	Allison Metsch shared we are having a PLAN Meeting on Dec 18, 2024, at 10 am.
<b>Matters from the Chair</b>	None
<b>Matters from the Board</b>	None
<b>Matters from the CEO</b>	The CEO shared that we are still having our provider-focused groups. We are learning so much from our community.  Chair Laurie Sallarulo added that JA is hosting the Legislative Delegation on December 19, 2024, at 10:00 am.
<b>Matters from Committees</b>	None
<b>Matters from our Partners</b>	None
<b>Matters from Committees</b>	None
<b>Public Comments</b>	None
<b>Next Meeting</b>	<b><u>February 10, 2025, at 9:30 AM</u></b>
<b>Adjourn</b>	Laurie Sallarulo adjourned the meeting at 10:48 AM.

*These minutes contain the action items of the Board meeting of the Early Learning Coalition of Broward. They do not include all of the Committee's discussions or comments on each matter or issue raised during the meeting. A tape recording of the meeting is held in the Coalition office. Corrections from the Committee will be taken before approval at the next meeting.*





**APPOINTED OFFICERS (continued)**

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

**DISCLOSURE OF LOCAL OFFICER'S INTEREST**

I, Monica King, hereby disclose that on December 16, 20 24 :

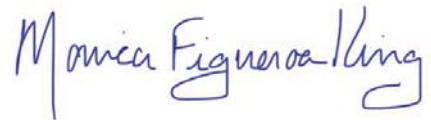
(a) A measure came or will come before my agency which (check one)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, \_\_\_\_\_;
- inured to the special gain or loss of my relative, Kenneth King \_\_\_\_\_;
- inured to the special gain or loss of \_\_\_\_\_, by whom I am retained; or
- inured to the special gain or loss of \_\_\_\_\_, which is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

**B253CA1- Approve FY25 Revenue Agreement with A.D Henderson Foundation for Food and Training Related Support and Materials pending legal review**

re: AD Henderson Foundation Grant to ELC to support stipends and food related to training of providers. My spouse, Kenneth King, is a Board member for the AD Henderson Foundation



12/16/2024

Date Filed

Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

ITEM#/MEETING	B254FIN1 / Board
MEETING DATE:	February 10, 2025
SUBJECT:	December 2024 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve December 2024 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant
FINANCIAL IMPACT:	None

**Background Information:**

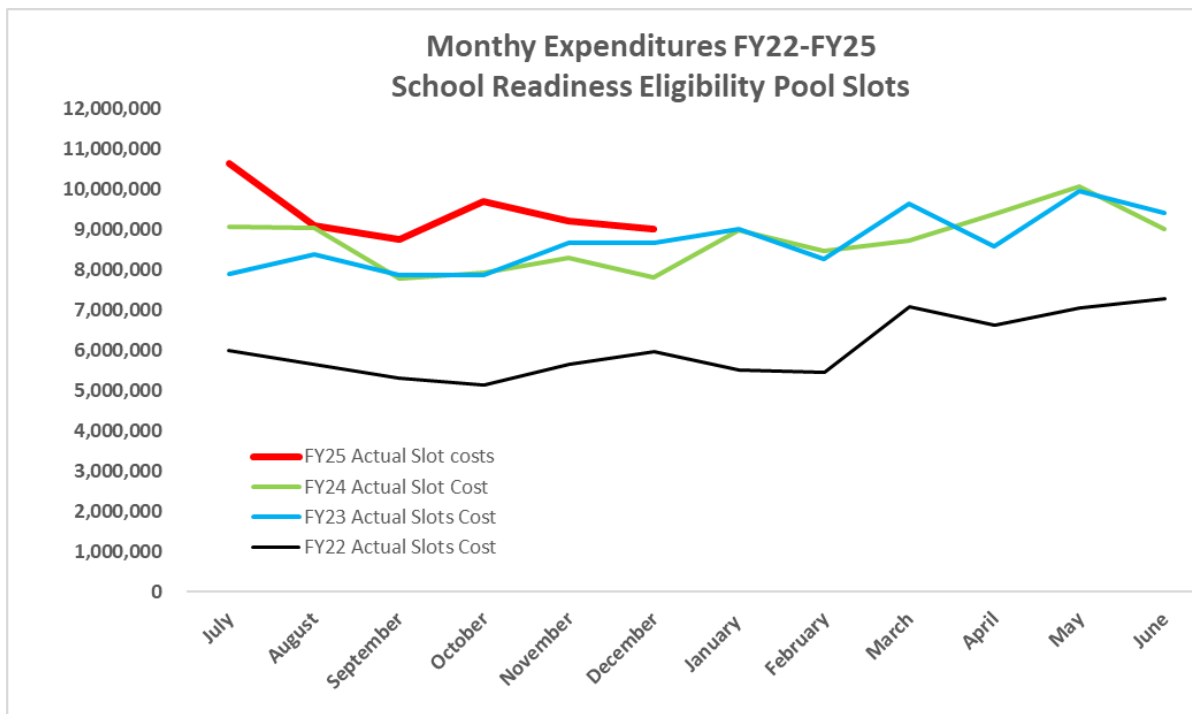
The Interim Financial Statements for the six-month period ending December 31, 2024, are attached for review. Financial Highlights through the month of December 2024 are as follows:

**1. School Readiness**

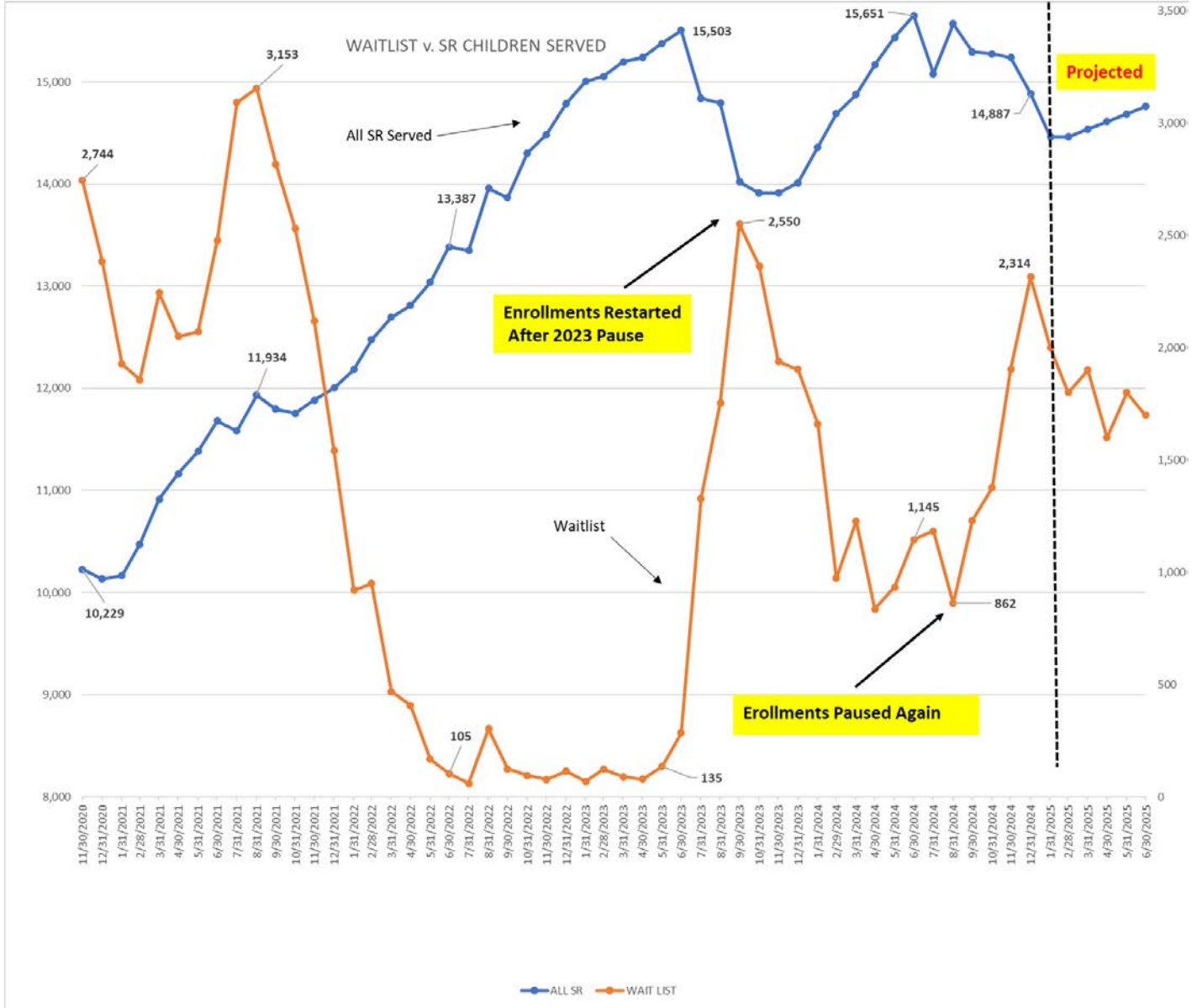
The impact of a School Readiness enrollment pause mandated by DEL in November began to emerge in December with a 2% decrease in reimbursement expenditures and slot counts. The number of children served fell by approximately 350 compared to the previous month and expenditures decreased by approximately \$200,000. In the first six months of the fiscal year School Readiness expenditures for slots had been at historic high levels after 4 years of expanded funding and open enrollment from the waitlist, but DEL instructed all Coalitions to pause enrollment if we projected a deficit trajectory even though additional funding allocations were still in the works

Fortunately, DEL announced in January 2025 that Broward would receive an additional allocation in early February from a \$40 million Statewide pool of funding that was held in reserve by the legislature. The additional \$6 million is enough to eliminate our current projected deficit for FY25. DEL also announced that they will start considering requests to transfer funding among Coalitions in early February, so that Coalitions that are projecting a surplus can make their unused funds available to Coalitions in need.

With our currently projected deficit eliminated through this new funding allocation, staff will begin to call families on the waitlist at a modest pace and we will submit a request to receive between \$4 and \$6 million in surplus funds from other Coalitions to try to slow down the momentum of the enrollment decline that we still expect to see in the next several months following our latest 3 month pause. If the request is not successful, we still have the option of pausing enrollments again in the 4<sup>th</sup> Quarter and using local funding shifts to ensure that School Readiness funding breaks even by the end of the fiscal year on June 30, 2025. See the charts below and the attached Utilization Project Report for additional detail.

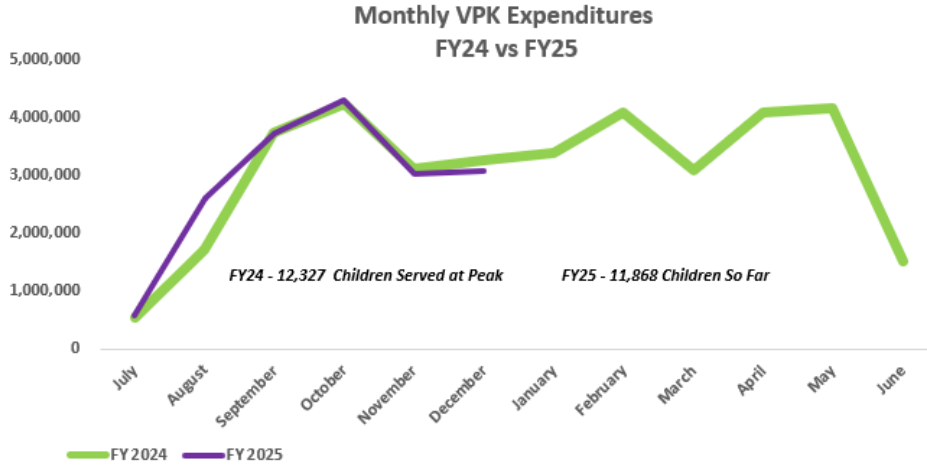


# Project Enrollment Trajectory Through FY25 Year End



## 2. VPK

VPK services typically ramp up during the first quarter of the fiscal year as the regular school year begins in August. Attendance for school year services in FY25 is comparable to the prior year. Funding is allocated by DEL to match the actual need for services each year.



## 3. Vulnerable Populations Program

YTD Expenditures in the Children’s Services Council funded Vulnerable Populations Program continued to come in 27% higher than the prior year because of a steady increase in referrals from CSC providers for services, a slower pace of transfers into SR for eligible families as waitlist enrollment has decreased and higher tiered reimbursement rates for child care centers as CLASS scores improve across the County. CSC increased annual funding for the program by \$824K starting in May 2024, but projections show that additional funding may be required to sustain the current pace. Staff plans to start calling children from the SR waitlist this month this may provide an opportunity to transfer eligible families in School Readiness funding, but the impact will only partially reduce the projected \$2 million deficit currently projected. Staff will discuss utilization management options with CSC for the remainder of the contract year through next September over the coming weeks.

### **Recommended Action:**

Recommend the Board Approve December 2024 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant.

### **Supporting Documents:**

- December 2024 Interim Financial Statements
- Utilization Report



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

### **INTERIM FINANCIAL STATEMENTS For The Six Months Ended December 31, 2024**

**Submitted to the Board  
February 10, 2025**

**Early Learning Coalition of Broward County, Inc.**  
**Statement of Financial Position**  
**As of December 31, 2024**

	<b>12/31/2024</b>	<b>12/31/2023</b>
<b>Assets:</b>		
Cash	\$ 7,201,582	\$ 14,660,490
Grants Receivable	27,849,380	25,900,717
Accounts Receivable	1,427,245	1,497,348
Due From Providers	32,362	79,981
Prepaid Expense	1,022,726	376,721
Fixed Assets	14,702	19,479
Operating ROU Asset	1,083,944	1,400,346
<b>Total Assets</b>	<b>\$ 38,631,941</b>	<b>\$ 43,935,082</b>
 <b>Liabilities:</b>		
Accounts Payable	165,625	247,761
Salary & Benefits Payable	(13,564)	471,324
Compensated Absences	606,880	487,981.71
Rent Abatement	0	4,775.63
Due to Providers	12,490,935	12,341,679
Due to Other Agencies	294,147	641,749
Deferred Revenue	22,614,030	27,417,274
Operating Lease Liability	1,225,244	1,550,215
<b>Total Liabilities</b>	<b>\$ 37,383,297</b>	<b>\$ 43,162,760</b>
 <b>Net Assets</b>		
Unrestricted	636,853	772,323
Board Designated	611,791	0
<b>Total Net Assets</b>	<b>\$ 1,248,644</b>	<b>\$ 772,323</b>
 <b>Total Liabilities and Net Assets</b>	 <b>\$ 38,631,941</b>	 <b>\$ 43,935,082</b>

**Early Learning Coalition of Broward County, Inc.**  
**Statement of Activities**  
**For The Six Months Ended December 31, 2024**

	Dec 2024 Actual	FY 2025 YTD Actual	FY 2024 YTD Actual
<b>Revenue</b>			
<b>Recurring</b>			
DEL School Readiness	\$ 8,245,477	\$ 50,237,883	\$ 43,634,385
DEL School Readiness Match	414,386	3,564,153	3,398,778
DEL SR Plus	8,281	12,526	3,398,778
DEL SR Rate Differentials	1,258,048	7,883,366	6,934,359
DEL - Program Assessments	30,510	138,325	143,890
DEL - Voluntary Pre-K	3,188,538	17,817,682	17,216,269
CSC -School Readiness	320,874	1,634,454	1,105,086
CSC - Vulnerable Populations	468,097	2,445,249	1,932,509
Broward County - School Readiness	196,299	2,479,355	3,076,582
United Way & Cities - School Readiness	26,454	266,943	614,539
Miscellaneous Income	26,681	231,699	54,777
<b>Subtotal Recurring Revenue</b>	<b>\$ 14,183,644</b>	<b>\$ 86,711,635</b>	<b>\$ 81,509,953</b>
<b>Non-Recurring Pandemic Relief</b>			
ARPA, CRRSA, CARES	-		9,295,259
<b>Subtotal Non-Recurring Pandemic Relief</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,295,259</b>
<b>Total All Revenue</b>	<b>\$ 14,183,644</b>	<b>\$ 86,711,635</b>	<b>\$ 90,805,212</b>
<b>Expenses</b>			
<b>Direct Services</b>			
School Readiness (State & Local Funds)	\$ 9,015,660	\$ 56,417,002	\$ 49,948,039
DEL - Voluntary Pre-K	3,086,294	17,327,457	16,653,402
CSC - Vulnerable Populations	438,271	2,235,211	1,723,832
Stipends and Grants to Providers	42,462	389,850	8,603,905
<b>Subtotal Direct Services</b>	<b>\$ 12,582,687</b>	<b>\$ 76,369,520</b>	<b>\$ 76,929,178</b>
<b>Program Support</b>			
Eligibility, Customer Services & Providers	\$ 747,419	\$ 4,696,643	\$ 4,820,027
Quality & Education	462,457	2,877,931	2,881,916
<b>Subtotal Program Support</b>	<b>\$ 1,209,876</b>	<b>\$ 7,574,573</b>	<b>\$ 7,701,943</b>
<b>Total Program (Direct + Support)</b>	<b>\$ 13,792,564</b>	<b>\$ 83,944,093</b>	<b>\$ 84,631,120</b>
<b>Administration</b>	425,354	2,733,192	2,467,143
<b>Total Expenses</b>	<b>\$ 14,217,917</b>	<b>86,677,285</b>	<b>\$ 87,098,263</b>
<b>Change in net assets</b>	<b>\$ (34,273)</b>	<b>\$ 34,350</b>	<b>\$ 3,706,949</b>
<b>Net assets, beginning of year</b>		1,214,294	464,151
<b>Net assets, end of the period</b>		<b>\$ 1,248,644</b>	<b>\$ 4,171,100</b>

**Early Learning Coalition of Broward County, Inc.**  
**Budget to Actual**  
**For The Period Ending December 31, 2024**

Revenue:	FY25 Amendment 2	YTD Actual	Balance	% Budget Spent	Notes
<b>Recurring</b>					
DEL School Readiness	\$ 90,426,561	\$ 50,237,883	\$ 40,188,678	56%	Additional Allocation Pending
DEL School Readiness Match	5,985,349	3,564,153	2,421,196	60%	Expense timing varies w/ match avail
DEL SR Plus		12,526	(12,526)	0%	New Program
DEL SR Rate Differentials	13,755,409	7,883,366	5,872,043	57%	Additional Allocation Requested
DEL - Program Assessments	330,299	138,325	191,974	42%	Seasonal Activity Thru School Year
DEL - Voluntary Pre-K	38,747,093	17,817,682	20,929,411	46%	Utilization following normal pattern
CSC -School Readiness	3,380,567	1,634,454	1,746,114	48%	
CSC - Vulnerable Populations	4,234,950	2,445,249	1,789,701	58%	Additional Allocation Requested
Broward County - School Readiness	3,649,685	2,479,355	1,170,330	68%	Expense timing varies w/match avail
United Way & Cities - School Readiness	400,000	266,943	133,057	67%	Intermittent Revenue
Miscellaneous Income	476,830	231,699	245,131	49%	
<b>Total Revenue</b>	<b>\$ 161,386,744</b>	<b>\$ 86,711,635</b>	<b>\$ 74,675,109</b>	<b>54%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
School Readiness (State & Local Funds)	\$ 98,391,110	\$ 56,417,002	\$ 41,974,108	57%	Additional Allocation Pending
DEL - Voluntary Pre-K	36,901,993	17,327,457	19,574,536	47%	Utilization following normal pattern
CSC - Vulnerable Populations	3,811,455	2,235,211	1,576,244	59%	Additional Allocation Requested
Stipends and Grants to Providers	959,726	389,850	569,876	41%	Intermittent Expenditures
<b>Total Child Care Slots and Incentives</b>	<b>\$ 140,064,284</b>	<b>\$ 76,369,520</b>	<b>\$ 63,694,764</b>	<b>55%</b>	
<b>Sub Recipient Expense</b>					
Children's Forum	210,999	\$ 95,349	115,650	45%	
211 Broward	230,546	228,621	1,925	99%	Agreement Sunset Dec 2024
<b>Total Sub Recipient Expense</b>	<b>\$ 441,545</b>	<b>\$ 323,970</b>	<b>\$ 117,575</b>	<b>73%</b>	
<b>ELC Operating Expense</b>					
Salaries & Benefits	\$ 18,406,554	\$ 8,675,606	\$ 9,730,948	47%	
Attorneys	126,500	32,275	94,225	26%	Intermittent Expenditures
Auditors	51,330	30,225	21,105	59%	Intermittent Expenditures
Consultants & Temps	395,600	57,445	338,155	15%	Intermittent Expenditures
Staff & Board Travel & Training	95,222	26,783	68,438	28%	Intermittent Expenditures
Insurance	73,835	36,917	36,917	50%	
Office Rent, Utilities & Maintenance	552,722	256,180	296,542	46%	
Office Machine & Storage Leases	4,807	2,141	2,665	45%	
Software Licenses	263,086	87,385	175,701	33%	Some renewal expenses set for January
Internet, Email, Phones	140,595	66,209	74,386	47%	
Cell Phones	101,290	50,408	50,882	50%	
Sponsorships & Memberships	62,995	39,524	23,471	63%	Intermittent Expenditures
Books for Kids	240,750	157,932	82,819	66%	Intermittent Expenditures
Instructional Materials	50,000	15,897	34,103	32%	Intermittent Expenditures
Other Operating Costs	289,016	150,598	138,418	52%	Intermittent Expenditures
Computer Equipment & Software	11,500	11,625	(125)	101%	Intermittent Expenditures
Furniture & Fixtures	5,000	4,041	959	81%	Intermittent Expenditures
Depreciation and Software Amortization		282,602	(282,602)	0%	Non-Cash Expense
Unallocated (Budget Only)	10,112	-	10,112	0%	
<b>Total ELC Operating Expense</b>	<b>\$ 20,880,915</b>	<b>\$ 9,983,796</b>	<b>\$ 10,897,119</b>	<b>48%</b>	
<b>Total Operating &amp; Sub-Recipient Expense</b>	<b>\$ 21,322,460</b>	<b>\$ 10,307,765</b>	<b>\$ 11,014,695</b>	<b>48%</b>	
<b>Total Expense</b>	<b>\$ 161,386,744</b>	<b>\$ 86,677,285</b>	<b>\$ 74,709,459</b>	<b>54%</b>	



# SCHOOL READINESS 3 YEAR UTILIZATION FY 2023 - 2025

## New Enrollments from Waitlist:

**FY 24** Attrition: **425** Avg/Month  
 Enroll: **685** Avg/Month  
 Wait List: **1,250** Avg/Month

**FY 25** Attrition: **425** Avg/Month  
 Enroll: **611** Avg/Month Aug-Sep24  
 Enroll: **390** Avg/Month Nov24-Jun25  
 Wait List: **1,650** Avg/Month

## Funding Changes:

## Assumptions:

Daily Average Cost forecast reflects current actual trends.



## Fiscal Year 2024-25

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	School Readiness Gold Seal/QPI	Children's Services Council	Broward County	Local Funding	Total Slot Costs	
A	Jul-24	23	15,084	-567	31.34	8,572,560	1,490,802	178,278	560,765	69,941	10,872,346	
A	Aug-24	22	15,568	+484	26.44	7,212,991	1,088,144	178,610	560,766	16,312	9,056,824	
A	Sep-24	21	15,295	-273	26.84	6,803,738	1,210,949	30,592	560,770	15,312	8,621,361	
A	Oct-24	23	15,275	-20	27.31	7,773,300	1,326,764	308,942	173,541	11,375	9,593,923	
A	Nov-24	21	15,240	-35	28.49	7,273,472	1,242,912	293,111	173,541	135,506	9,118,543	
A	Dec-24	22	14,887	-353	27.58	7,160,448	1,386,289	293,572	173,541	18,508	9,032,358	
P	Jan-25	23	14,462	-425	27.58	7,386,637	1,422,377	170,123	173,541	22,176	9,174,855	
P	Feb-25	20	14,462	+	27.72	6,415,844	1,237,246	170,123	173,541	22,176	8,018,931	
P	Mar-25	22	14,537	+75	27.63	7,103,340	1,368,143	170,123	173,541	22,176	8,837,324	
P	Apr-25	22	14,612	+75	27.88	7,222,009	1,375,205	170,123	173,541	22,176	8,963,055	
P	May-25	22	14,687	+75	27.91	7,270,956	1,381,682	170,123	173,541	22,176	9,018,478	
P	Jun-25	21	14,759	+72	30.38	7,722,798	1,327,637	170,123	173,534	22,172	9,416,264	
Average Enrollments (Baseline)			14,906		\$28.09	<b>Proj Total</b>	\$ 87,918,094	\$ 15,858,151	\$ 2,303,844	\$ 3,244,164	\$ 400,008	\$ 109,724,261
Increase to baseline FY25 v FY24			277		0.75%	<b>Budget</b>	83,949,029	13,755,409	2,303,844	3,244,164	400,000	103,652,446
						<b>Surplus(Deficit)</b>	(3,969,065)	(2,102,742)	-	0		(6,071,815)
Increase to baseline FY25 v FY17			5,510	(FY17 Baseline= 9,396)		<b>Provider Match</b>	-	-	-	-		638,373
Increase in Avg Cost over FY17			\$9.47	(FY17 Baseline = \$18.62)		<b>Surplus(Deficit)</b>	\$ (3,969,065)	\$ (2,102,742)	\$ -	\$ 0		\$ (5,433,442)

## Fiscal Year 2025-26

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	School Readiness Gold Seal/QPI	Children's Services Council	Broward County	Local Funding	Total Slot Costs	
P	Jul-24	23	14,759	+	30.29	8,419,660	1,386,107	269,464	173,541	33,333	10,282,105	
P	Aug-24	21	14,836	+77	25.86	6,526,520	1,055,400	269,464	173,541	33,333	8,058,258	
P	Sep-24	22	14,911	+75	26.68	6,920,771	1,353,694	269,464	173,541	33,333	8,750,803	
P	Oct-24	23	14,986	+75	26.54	7,267,195	1,404,614	269,464	173,541	33,333	9,148,147	
P	Nov-24	20	15,061	+75	28.41	6,728,697	1,335,796	286,907	173,541	33,333	8,558,275	
P	Dec-24	23	15,136	+75	27.61	7,708,120	1,408,775	286,907	173,541	33,333	9,610,677	
P	Jan-25	22	15,211	+75	27.71	7,304,528	1,475,528	286,907	173,541	33,333	9,273,837	
P	Feb-25	20	15,286	+75	27.81	6,718,846	1,288,639	286,907	173,541	33,333	8,501,266	
P	Mar-25	22	15,361	+75	27.72	7,447,294	1,426,117	286,907	173,541	33,333	9,367,193	
P	Apr-25	22	15,436	+75	27.96	7,568,991	1,432,990	286,907	173,541	33,333	9,495,763	
P	May-25	21	15,511	+75	28.04	7,200,958	1,439,331	286,907	173,541	33,333	9,134,070	
P	Jun-25	22	15,582	+71	30.43	8,555,192	1,383,812	286,906	173,541	33,333	10,432,784	
Average Enrollments (Baseline)			15,173		\$27.92	<b>Proj Total</b>	\$ 88,366,772	\$ 16,390,805	\$ 3,373,109	\$ 2,082,493	\$ 400,000	\$ 110,613,179
Increase to baseline FY26 v FY25			267		-0.61%	<b>Budget</b>	81,652,644	13,341,496	3,373,109	2,082,493	400,000	100,849,742
						<b>Surplus(Deficit)</b>	(6,714,128)	(3,049,309)	-	-		(9,763,437)
Increase to baseline FY26 v FY17			5,777	(FY17 Baseline= 9,396)		<b>Provider Match</b>	-	-	-	-		655,281
Increase in Avg Cost over FY17			\$9.30	(FY17 Baseline = \$18.62)		<b>Surplus(Deficit)</b>	\$ (6,714,128)	\$ (3,049,309)	\$ -	\$ -		\$ (9,108,156)

ITEM#/MEETING	B254FIN2 / Board
MEETING DATE:	February 10, 2025
SUBJECT:	FY 2025 Budget Amendment #3
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve FY2025 Budget Amendment #3</b>
FINANCIAL IMPACT:	\$6,100,000 Net Increase to Revenue and Expense

**Background Information:**

In June 2024, the Board approved a preliminary annual budget that reflected estimated revenues and expenditures pending receipt of grant award letters from funders. In September 2024 the Board approved Amendment #1 after the Division of Early Learning (DEL) issued some, but not all, of the expected notices of award for FY2025. In December 2024, the Board approved Amendment #2 after DEL issued new guidance for Coalitions regarding enrollment. In January 2025, DEL notified Coalitions that new funding allocations were pending. The annual budget has been amended to reflect this and other proposed changes.

**Current Status:**

Key changes and updates Included in FY2025 Budget Amendment #3 are as follows:

**1. \$6,100,000 Increase to Projected School Readiness (SR) Slot Pool funding allocations for FY25.**

- **\$6,000,000 million increase to SR Base slots to be awarded in early February:** The additional funds will eliminate the previously projected deficit in SR funding for FY25 but they will not be sufficient to cover the cost of any new enrollments from the waitlist in Broward. However, because the new allocation is coming so late in the fiscal year, some other Coalitions are now reporting that they will not be able to fully expend their portion of the allocation by year end, and Broward will have an opportunity to request that surplus funding be transferred in to allow us to dampen the effect of our recent enrollment pause. Broward will begin modest enrollments this month in anticipation of DEL confirming such transfers as early as February. Staff will monitor the situation and adjust the course as needed. See Interim Financials Action Statement for details on the enrollment and funding management plan.
- **\$100,000 to for SR Plus Program Slots through June 2025:** In September 2024, DEL awarded Broward \$1,108,047 for the new SR Plus Program that provides transitional child care subsidies to families that reach SR income eligibility ceiling on a first come first served basis. Since Broward has very few families that are terminated due to income eligibility and also because the amounts of reimbursements available under the program are very low, uptake on the program has been low. As of December, Broward led the State with 25 children enrolled and total expenditures of \$12,526 over the first two months. At this pace, staff projects that we will spend only approximately \$100,000 (10%) of the \$1 million allocation this fiscal year. Since such low expenditures are a Statewide issue, DEL has requested that the legislature revert and re-appropriate the unused funds to support the program in FY2026.
- **\$337,442 in FY25 in realized cost savings through staff vacancies re-allocated child care slots.** In order to maximize the number of children we can keep enrolled in the system despite our funding challenges, staff have not filled staff vacancies from natural turnover during the year. \$244,313 was previously approved during December under Amendment #2. With an additional \$337,442 in this Amendment #3,

the pause on hiring has generated a total of \$581,755 in cost savings that has been reallocated to child care slots.

2. **DEL Proposal for FY26 Funding;** The legislative session for FY26 funding will begin in March 2025. DEL has requested that the Governor reprise approximately \$120 million for FY26 that was appropriated in FY25 to fill various funding gaps. However, for this year DEL will recommend that the proviso language permit more flexibility for DEL to manage allocations Statewide to avoid the delays and uncertainty we are experiencing this year. DEL is also proposing a \$10 million expansion for the School Readiness funding pool and an \$8 million net increase to funds appropriated for quality rate differentials.

Staff are actively working with legislative contacts to educate about the need to right-size School Readiness base allocations to align with demonstrated need and distribute all funds appropriately across the Coalitions. AELC has made “right-sizing” the system one of its top legislative priorities.

**3. *\$2 Million Projected Shortfall for Vulnerable Populations Program FY25 Contract Year***

- The CSC-funded Vulnerable Populations continues to see rising enrollment as referrals for service inch upward while transfers to School Readiness decline. At the current pace, staff project that FY25 contract year funding will fall short by approximately \$2 million by the September 30, 2025. Staff will work with the CSC to discuss options to remedy this problem in the coming weeks. See utilization projection report attached to the Interim Financial Statement Report for more detail.

**Recommended Action:**

Recommend that the Board approve FY2025 Budget Amendment #3 as presented

**Supporting Documents:**


- **Amendment #3 with Three Year Comparison & Updated October Budget to Actual**

# FY2025 Proposed Amendment 3 Budget by Business Activity



	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Education & Quality Services	Administration	Total Budget
<b>Revenue:</b>					
<b>Recurring</b>					
DEL School Readiness	\$ 78,301,122	\$ 7,280,200	\$ 6,131,612	\$ 4,713,626	\$ 96,426,561
DEL School Readiness Match	5,985,349	-	-	-	5,985,349
DEL School Readiness Plus	100,000	-	-	-	100,000
DEL School Readiness Rate Differentials	13,755,409	-	-	-	13,755,409
DEL Program Assessments	-	-	330,299	-	330,299
DEL - Voluntary Pre-K	36,901,993	1,383,825	-	461,275	38,747,093
CSC - School Readiness	3,042,511	253,543	-	84,514	3,380,568
CSC - Vulnerable Populations	3,811,455	317,621	-	105,874	4,234,950
Broward County- School Readiness	3,244,164	304,140	-	101,380	3,649,685
United Way & Cities - School Readiness	400,000	-	-	-	400,000
Miscellaneous Grants & Program Income	-	-	455,076	21,754	476,830
<b>Total Revenue</b>	<b>\$ 145,542,004</b>	<b>\$ 9,539,329</b>	<b>\$ 6,916,987</b>	<b>\$ 5,488,423</b>	<b>\$ 167,486,744</b>
<b>Expense:</b>					
<b>Child Care Slots</b>					
DEL School Readiness	\$ 104,828,555	\$ -	\$ -	\$ -	\$ 104,828,555
DEL - Voluntary Pre-K	36,901,993	-	-	-	36,901,993
CSC - Vulnerable Populations	3,811,455	-	-	-	3,811,455
Grants/Stipends	-	-	959,726	-	959,726
<b>Total Slots &amp; Grants/Stipends</b>	<b>\$ 145,542,004</b>	<b>\$ -</b>	<b>\$ 959,726</b>	<b>\$ -</b>	<b>\$ 146,501,730</b>
<b>Sub Recipient Expense</b>					
Children's Forum	-	-	163,025	47,974	210,999
211-Broward	-	168,046	-	62,500	230,546
<b>Total Sub Recipient Expense</b>	<b>\$ -</b>	<b>\$ 168,046</b>	<b>\$ 163,025</b>	<b>\$ 110,474</b>	<b>\$ 441,545</b>
<b>ELC Operating Expense</b>					
Staff Costs	\$ -	\$ 8,853,221	\$ 5,219,042	\$ 3,989,957	\$ 18,062,221
Attorneys	-	-	-	126,500	126,500
Auditors	-	-	-	51,330	51,330
Consultants & Temps	-	74,550	124,000	157,050	355,600
Staff & Board Travel	-	-	55,222	40,000	95,222
Insurance	-	42,239	19,845	11,751	73,835
Office Rent & Utilities	-	319,611	152,799	85,306	557,716
Office Machines & Storage	-	-	-	4,806	4,806
Software Licenses	-	13,200	-	249,886	263,086
Phones/Internet/Web Page	-	81,122	38,113	21,360	140,595
Cell Phones	-	-	-	101,290	101,290
Sponsorships & Memberships	-	25,000	25,750	40,004	90,754
Books for Kids	-	-	240,750	-	240,750
Instructional Materiels	-	-	51,070	-	51,070
Fees, Supplies & Other Misc Ops Costs	-	4,000	29,385	268,553	301,938
Computer Equipment	-	5,813	3,488	2,325	11,625
Furniture & Fixtures	-	-	1,239	3,761	5,000
Unallocated (Budget Only)	-	(47,472)	(166,467)	224,068	10,130
<b>Total ELC Operating Expense</b>	<b>\$ -</b>	<b>\$ 9,371,283</b>	<b>\$ 5,794,236</b>	<b>\$ 5,377,949</b>	<b>\$ 20,543,468</b>
<b>Total ELC Operating Expense &amp; Subs</b>	<b>\$ -</b>	<b>\$ 9,539,329</b>	<b>\$ 5,957,261</b>	<b>\$ 5,488,423</b>	<b>\$ 20,985,013</b>
<b>Total Expense</b>	<b>\$ 145,542,004</b>	<b>\$ 9,539,329</b>	<b>\$ 6,916,987</b>	<b>\$ 5,488,423</b>	<b>\$ 167,486,744</b>
<b>Revenue over Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Proposed FY2025 Budget (as Amended) Three Year Comparison

	FY2023 Actual	FY2024 Actual (Unaudited)	FY25 Amendment #2 Approved December	FY25 Amendment #3 Proposed	Change (Amendment #3 over Amendment 2)	Reason for Change
<b>Revenue:</b>						
<b>Recurring</b>						
DEL School Readiness	\$ 91,627,433	\$ 93,910,214	\$ 90,426,561	\$ 96,426,561	\$ 6,000,000	New Allocation from DEL
DEL School Readiness Match	5,124,089	5,556,627	5,985,349	5,985,349	-	
DEL School Readiness Plus	-	-	-	100,000	100,000	Estimated SR Plus costs
DEL School Readiness Rate Differentials	13,803,743	14,567,236	13,755,409	13,755,409	-	
DEL Program Assessments	444,941	342,436	330,299	330,299	-	
DEL - Voluntary Pre-K	38,242,091	38,129,394	38,747,093	38,747,093	-	
CSC - School Readiness	5,587,687	3,140,760	3,380,568	3,380,568	-	
CSC - Vulnerable Populations	2,748,911	4,082,473	4,234,950	4,234,950	-	
Broward County- School Readiness	2,253,090	4,160,311	3,649,685	3,649,685	-	
United Way & Cities - School Readiness	354,509	536,964	400,000	400,000	-	
Miscellaneous Grants & Program Income	68,187	178,319	476,830	476,830	-	
<b>Subtotal Recurring Revenue</b>	<b>\$ 160,254,681</b>	<b>\$ 164,604,734</b>	<b>\$ 161,386,744</b>	<b>\$ 167,486,744</b>	<b>\$ 6,100,000</b>	
Non-Recurring Pandemic Relief	\$ 134,750,403	\$ 23,230,937	\$ -	\$ -	\$ -	
<b>Total All Revenue</b>	<b>\$ 295,005,084</b>	<b>\$ 187,835,671</b>	<b>\$ 161,386,744</b>	<b>\$ 167,486,744</b>	<b>\$ 6,100,000</b>	
<b>Expense:</b>						
<b>Child Care Slots &amp; Grants/Stipends</b>						
School Readiness Funding Pool	\$ 104,143,520	\$ 104,641,890	\$ 98,391,113	\$ 104,828,555	\$ 6,437,442	New \$\$ + Expense Savings
DEL - Voluntary Pre-K	43,081,924	37,002,859	36,901,993	36,901,993	-	
CSC - Vulnerable Populations	2,708,529	3,653,205	3,811,455	3,811,455	-	
Grants/Stipends	122,336,312	19,664,549	959,726	959,726	-	
<b>Total Slots &amp; Grants/Stipends</b>	<b>\$ 272,270,285</b>	<b>\$ 164,962,502</b>	<b>\$ 140,064,288</b>	<b>\$ 146,501,730</b>	<b>\$ 6,437,442</b>	
<b>Sub Recipient Expense</b>						
Children's Forum	236,457	242,071	210,999	210,999	\$ -	
211-Broward	404,211	435,500	230,546	230,546	-	
<b>Total Sub Recipient Expense</b>	<b>\$ 640,669</b>	<b>\$ 677,571</b>	<b>\$ 441,545</b>	<b>\$ 441,545</b>	<b>\$ -</b>	
<b>ELC Operating Expense</b>						
Staff Costs	\$ 15,876,029	\$ 17,961,016	\$ 18,406,549	\$ 18,062,221	\$ (344,329)	Vacancy Savings
Attorneys	72,424	64,678	126,500	126,500	-	
Auditors	42,600	32,500	51,330	51,330	-	
Consultants & Temps	606,660	602,299	395,600	355,600	(40,000)	Salary Survey Cancelled
Staff & Board Travel	55,246	90,187	95,222	95,222	-	
Insurance	51,656	69,516	73,835	73,835	-	
Office Rent & Utilities	486,322	518,538	552,722	557,716	4,994	Common Area Cost Adj.
Office Machines & Storage	11,567	4,806	4,806	4,806	-	
Software Licenses	249,497	242,922	263,086	263,086	-	
Phones/Internet/Web Page	138,157	138,853	140,595	140,595	-	
Cell Phones	108,258	96,662	101,290	101,290	-	
Sponsorships & Memberships	70,868	108,550	62,995	90,754	27,759	United Way & CSC Prgms
Books for Kids	314,212	534,576	240,750	240,750	-	
Instructional Materials	3,608,438	457,169	50,000	51,070	1,070	HMG ASQ Kits
Fees, Supplies & Other Misc Ops Costs	293,672	321,597	289,016	301,938	12,921	BECEC Sponsored Items
Computer Equipment	131,446	29,907	11,500	11,625	125	Match actual expense
Furniture & Fixtures	790	86,862	5,000	5,000	-	
Depreciation & Software Amortization	1,584	4,777			-	
Unallocated (Budget Only)			10,113	10,131	17	
<b>Total ELC Operating Expense</b>	<b>\$ 22,119,426</b>	<b>\$ 21,365,415</b>	<b>\$ 20,880,911</b>	<b>\$ 20,543,469</b>	<b>\$ (337,442)</b>	
<b>Total ELC Operating Expense &amp; Subs</b>	<b>\$ 22,760,094</b>	<b>\$ 22,042,985</b>	<b>\$ 21,322,456</b>	<b>\$ 20,985,014</b>	<b>\$ (337,442)</b>	
<b>Total Expense</b>	<b>\$ 295,030,379</b>	<b>\$ 187,005,488</b>	<b>\$ 161,386,744</b>	<b>\$ 167,486,744</b>	<b>\$ 6,100,000</b>	
<b>Revenue over Expense</b>	<b>\$ (25,295)</b>	<b>\$ 830,183</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

# Proposed FY25 Amendment #3 vs Year to Date Actual



FY2025 Amendment #3 Proposed	December 2024 YTD Actual	Remaining Balance	Percent Spent		
<b>Revenue:</b>					
<b>Recurring</b>					
DEL School Readiness	\$ 96,426,561	\$ 50,237,883	\$ 46,188,678	52%	Additional Allocation Pending
DEL School Readiness Match	5,985,349	3,564,153	2,421,196	60%	Expense timing varies w/ match avail
DEL School Readiness Plus	100,000	12,526	87,474	13%	New Program
DEL School Readiness Rate Differentials	13,755,409	7,883,366	5,872,043	57%	Additional Allocation Requested
DEL Program Assessments	330,299	138,325	191,974	42%	Seasonal Activity Thru School Year
DEL - Voluntary Pre-K	38,747,093	17,817,682	20,929,411	46%	Utilization following normal pattern
CSC - Income Eligible	3,380,568	1,634,454	1,746,114	48%	
CSC - Vulnerable Populations	4,234,950	2,445,249	1,789,701	58%	Additional Allocation Requested
Broward County- Income Eligible	3,649,685	2,479,355	1,170,330	68%	Expense timing varies w/match avail
Local Match: United Way & Cities	400,000	266,943	133,057	67%	
Miscellaneous Grants & Program Income	476,830	231,699	245,131	49%	Intermittent Revenue
<b>Total All Revenue</b>	<b>\$ 167,486,744</b>	<b>\$ 86,711,635</b>	<b>\$ 80,775,109</b>	<b>52%</b>	
<b>Expense:</b>					
<b>Child Care Slots &amp; Grants/Stipends</b>					
DEL School Readiness	\$ 104,828,555	\$ 56,417,002	\$ 48,411,554	54%	Additional Allocation Pending
DEL - Voluntary Pre-K	36,901,993	17,327,457	19,574,536	47%	Utilization following normal pattern
CSC - Vulnerable Populations	3,811,455	2,235,211	1,576,245	59%	Additional Allocation Requested
Grants/Stipends	959,726	389,850	569,876	41%	Intermittent Expenditures
<b>Total Slots &amp; Grants/Stipends</b>	<b>\$ 146,501,730</b>	<b>\$ 76,369,520</b>	<b>\$ 70,132,211</b>	<b>52%</b>	
<b>Sub Recipient Expense</b>					
Children's Forum	210,999	95,349	115,650	45%	
211-Broward	230,546	228,621	1,925	99%	Agreement Sunset Dec 2024
<b>Total Sub Recipient Expense</b>	<b>\$ 441,545</b>	<b>\$ 323,970</b>	<b>\$ 117,575</b>	<b>73%</b>	
<b>ELC Operating Expense</b>					
Staff Costs	\$ 18,062,221	\$ 8,675,606	\$ 9,386,614	48%	
Attorneys	126,500	32,275	94,225	26%	Intermittent Expenditures
Auditors	51,330	30,225	21,105	59%	Intermittent Expenditures
Consultants	355,600	57,445	298,155	16%	Intermittent Expenditures
Staff & Board Travel	95,222	26,783	68,439	28%	Intermittent Expenditures
Insurance	73,835	36,917	36,917	50%	
Office Rent & Utilities	557,716	256,180	301,536	46%	
Office Machines & Storage	4,806	2,141	2,665	45%	
Software Licenses	263,086	87,385	175,701	33%	Some renewal expenses set for January
Phones/Internet	140,595	66,209	74,386	47%	
Cell Phones	101,290	50,408	50,882	50%	
Sponsorships & Memberships	90,754	39,524	51,230	44%	Intermittent Expenditures
Books for Kids	240,750	157,932	82,819	66%	Intermittent Expenditures
Instructional Materials	51,070	15,897	35,173	31%	Intermittent Expenditures
Fees, Supplies & Other Misc Ops Costs	301,938	150,598	151,340	50%	Intermittent Expenditures
Computer Equipment	11,625	11,625	-	100%	Intermittent Expenditures
Furniture & Fixtures	5,000	4,041	959	81%	Intermittent Expenditures
Depreciation & Prepaid Software Amort		282,602	(282,602)	0%	Non-Cash Expense
Unallocated (Budget Only)	10,130	-	10,130	0%	
<b>Total ELC Operating Expense</b>	<b>\$ 20,543,468</b>	<b>\$ 9,983,796</b>	<b>\$ 10,559,673</b>	<b>49%</b>	
<b>Total Non-Slot Expense</b>	<b>20,985,013</b>	<b>10,307,765</b>	<b>10,677,248</b>	<b>49%</b>	
<b>Total Expense</b>	<b>\$ 167,486,744</b>	<b>\$ 86,677,285</b>	<b>\$ 80,809,459</b>	<b>52%</b>	
<b>Revenue over Expense</b>	<b>\$ -</b>	<b>\$ 34,350</b>	<b>\$ (34,350)</b>		

<b>ITEM/ MEETING:</b>	B254RB1 / Board
<b>DATE:</b>	February 10, 2025
<b>SUBJECT:</b>	Related Party Purchases
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	Approve Related Party Purchases for Community Sponsorships
<b>FINANCIAL IMPACT:</b>	\$25,750
<b>ELC STAFF LEAD</b>	C. Klima

**Background Information:**

In accordance with Florida Statute and the DEL Grant Agreement, all Coalitions are required to secure Board prior approval by two thirds vote for all related party contracts and purchases.

According to the Coalition’s DEL Grant Agreement (the full text of the section is attached), related party activities and/or conflicts of interest occur when, for any transaction, the benefits of an interested party may be seen as competing with those of the State of Florida. Such conflicts of interest:

- May be financial or non-financial.
- May include actual, potential, and perceived conflicts of interest.
- Include organizational conflicts of interest due to a relationship with an affiliate or subsidiary organization.
- May occur due to governing board members and/or active entity employees.

**Current Status:**

The following is a list of requested related party purchases.

<b>Item No.</b>	<b>Estimated Amount</b>	<b>Related Party and Affiliated Organization</b>	<b>Activity</b>
a	\$10,000	Maria Hernandez/United Way of Broward County	See narrative below and the attached FY2025 United Way Behavior Health Conference Sponsorship Levels Flyer
b.	\$15,750	Cindy Arenberg Seltzer/Children’s Services Council of Broward County	Read for the Record Sponsorship for FY24 event that was inadvertently un-billed at the time of the event

- a. The Annual United Way of Broward County Behavior Health Conference provides an opportunity for ELC staff to deepen their understanding of critical behavioral health topics, gain valuable insights into supporting the mental health and well-being of children, families, and educators in Early Childhood Education, and network with experts from various mental-health related sectors. In FY2025 ELC staff propose sponsoring the conference for a second year in a row. The \$10,000 “Elite” sponsorship level includes admission for 8 staff and a booth for outreach to community partners with information about ELC Quality and Inclusion Supports for Early Care Educators.
- b. Broward Read for the Record is an annual event that brings together thousands of children and adults across Broward County to read the same book on the same day. Organized by the Children’s Services Council of Broward County through a Community Collaborative that includes ELC, the initiative promotes early literacy, encourages

a love of reading, and highlights the importance of early childhood education. Through this community-wide effort, Broward Read for the Record aims to build connections and foster a shared joy of reading among young learners and their families. ELC wished to sponsor the event for \$15,750 in FY24, which was approximately 8% of the total event costs, but invoicing for the commitment was inadvertently overlooked at the time of the event in October 2023. Our staff and community partners were enthusiastic participants, reading the selected book “With Lots of Love” on the Read for the Record event day to children throughout Broward County. The unbilled sponsorship and the need for correction came to light only recently.

**Recommended Action:**

The Executive Committee recommend the Board Approve FY2025 Related Party Purchases as presented.

**Supporting Documentation:**

- Related party disclosure requirements under DEL Grant Agreement
- United Way Conference Sponsorship Flyer
- United Way Conference Sponsorship Agreement
- Read for the Record 2023 Event Flyer



## DEL FY2024-25 GRANT AGREEMENT

### EXHIBIT III AUDIT REQUIREMENTS

2. **Related party disclosures.** The ELC shall ensure all related party transactions are included in the financial statement footnote disclosures in accordance with requirements defined in Financial Accounting Standards Board (FASB) *Accounting Standards Codification (ASC) 850, Related Party Disclosures*. In addition, the grantee shall comply with all applicable provisions of Chapter 112, F.S., Public Officers and Employees, as required by s. 1002.83(9) and s. 1002.84(21), F.S., for related party transactions.
  - 2.1. Documentation of related party activity to support proper written notification to the entity's governing board is required and must be submitted to DEL for review/acceptance. Such supporting documentation includes the following items.
    - 2.1.1. The impacted individual must complete the necessary conflict of interest disclosure forms.
    - 2.1.2. Any governing board member(s) benefiting from the activity must disclose the conflict of interest in advance in writing and must abstain from the vote process.
    - 2.1.3. Meeting minutes that reflect a valid vote of approval by two-thirds (2/3) vote of the entire membership of the governing board.
    - 2.1.4. A copy of the Agreement or written summary of the transaction including the start date, purpose, amount/cost incurred, and funding/OCA code(s) charged.
    - 2.1.5. Related documentation to verify compliance with state purchasing rules.
  - 2.2. No related party activities may be executed without approval from the Division.
    - 2.2.1. Transactions under twenty-five thousand dollars (\$25,000) must be submitted to DEL for processing within thirty (30) days after receipt of governing board approval.
    - 2.2.2. Transactions of twenty-five thousand dollars (\$25,000) or more must be submitted to DEL for prior written approval before the contract/Agreement/activity can be executed.
  - 2.3. Related party activities and/or conflicts of interest occur when for any transaction the benefits of an interested party may be seen as competing with those of the State of Florida. Such conflicts of interest:
    - 2.3.1. May be financial or non-financial.
    - 2.3.2. May include actual, potential, or perceived conflicts of interest.
    - 2.3.3. Include organizational conflicts of interest that occur because of a relationship with an affiliate or subsidiary organization.
    - 2.3.4. May occur due to governing board members and/or active entity employees.
  - 2.4. The ELC shall submit one electronic copy of the support files described above in Section 2.1 and any other supporting files considered necessary electronically to the report recipient indicated in Exhibit VI, List of Reports. If the ELC does not have access to the DEL SharePoint site, DEL will provide alternative written instructions.

**10<sup>TH</sup> ANNUAL**

**SOUTH FLORIDA**

# BEHAVIORAL HEALTH CONFERENCE

**THE POWER OF PREVENTION**

	<b>Diamond \$40,000</b>	<b>Platinum \$20,000</b>	<b>Elite \$10,000</b>	<b>Premier \$5,000</b>	<b>Choice \$2,000</b>	<b>Table \$1,000</b>
Brief address to attendees from podium on ONE day	●	●				
VIP table reservation in plenary ballroom for all meals and keynote sessions	●					
Recognition on United Way of Broward County's social media accounts	●					
Sponsorship Page on Conference App	●	●				
Logo prominently featured in plenary ballroom.	●	●	●			
Company name/logo featured on all printed material ( <i>meet print deadlines</i> )	●	●	●			
Special recognition from the podium at event	●	●	●	●		
Opportunity to provide company promotional items to attendees.	●	●				
Logo on United Way of Broward County website event page	●	●	●	●	●	
Logo in event program	●	●	●	●	●	
Full-Page Ad in program journal	●	●	●			
Half-Page Ad in program journal				●		
Quarter-Page Ad in program journal					●	
Opportunity to host display table	●	●	●	●	●	●
Complimentary registrations	15	10	8	5	3	2

**Register Now! Early Bird Pricing available.**  
**[UnitedWayBroward.org/BHC2025](http://UnitedWayBroward.org/BHC2025)**



## The 10<sup>th</sup> Annual Behavioral Health Conference

### Sponsorship Agreement May 21 and 22, 2025

#### Event Sponsorship Agreement

Sponsor agrees to provide the following sponsorship: (Please check appropriate box)

**Title Sponsorship: \$60,000**

- VIP table reservation in plenary ballroom for all meals and keynote sessions
- Recognition on United Way of Broward County's social media accounts
- Opportunity to address attendees from podium on both days
- Opportunity to create custom sponsorship messaging on Conference App
- Logo prominently featured in plenary ballroom
- Company name/logo featured on all printed material (subject to print deadlines)
- Special recognition from the podium at the event
- Opportunity to provide company promotional items to attendees
- Logo on United Way of Broward County website event page
- Logo in event program
- Full page ad/back cover of program journal (8.5" wide x 11" high) full color (300 DPI CMYK) with bleed (bleed size = 9" X 11.5", no crop marks)
- Twenty (20) complimentary registrations
- Opportunity to host display table
- Additional registrations at a discounted rate

**Diamond Sponsorship: \$40,000**

- VIP table reservation in plenary ballroom for all meals and keynote sessions
- Recognition on United Way of Broward County's social media accounts
- Brief address to attendees from podium during one pre-selected conference day
- Sponsorship page in Conference App
- Logo prominently featured in plenary ballroom
- Company name/logo featured on all printed material (subject to print deadlines)
- Special recognition from the podium at the event
- Opportunity to provide company promotional items to attendees
- Logo on United Way of Broward County website event page
- Logo in event program
- Full page ad/inside front cover of program journal (8.5" wide x 11" high) full color (300 DPI CMYK) with bleed (bleed size = 9" X 11.5", no crop marks)

- Fifteen (15) complimentary registrations
- Opportunity to host display table
- Additional registrations at a discounted rate

**Platinum Sponsorship: \$20,000**

- Brief address to attendees from podium during one pre-selected conference day
- Sponsorship page in Conference App.
- Logo prominently featured in plenary ballroom
- Company name/logo featured on all printed material (subject to print deadlines)
- Special recognition from the podium at the event
- Opportunity to provide company promotional items to attendees
- Logo on United Way of Broward County website event page
- Logo in event program
- Full page ad in program journal (8.5" wide x 11" high) full color (300 DPI CMYK) with bleed (bleed size = 9" X 11 1/2", no crop marks)
- Ten (10) complimentary registrations
- Opportunity to host display table
- Additional registrations at a discounted rate

**Elite Sponsorship: \$10,000**

- Logo prominently featured in plenary ballroom
- Company name/logo featured on all printed material (subject to print deadlines)
- Special recognition from the podium at the event
- Logo on United Way of Broward County website event page
- Logo in event program
- Full page ad in program journal (8.5" wide x 11" high) full color (300 DPI CMYK) with bleed (bleed size = 9" X 11.5", no crop marks)
- Eight (8) complimentary registrations
- Opportunity to host display table
- Additional registrations at a discounted rate

**Premier Sponsorship: \$5,000**

- Special recognition from podium at event
- Logo on United Way of Broward County website event page
- Logo in event program
- Half page ad in program journal (8.5" wide x 5.5" high) full color (300 DPI CMYK) with bleed (bleed size = 9" X 6", no crop marks) \*
- Five (5) complimentary registrations
- Opportunity to host display table
- Additional registrations at a discounted rate

**Choice Sponsorship: \$2,000**

- Logo on United Way of Broward County website event page
- Logo in event program
- Quarter page ad in program journal (4.25" wide x 5.5" high) full color (300 DPI CMYK) with bleed (bleed size = 4.75" X 6", no crop marks) \*
- Three (3) complimentary registrations
- Opportunity to host display table
- Additional registrations at a discounted rate

**Table Sponsorship: \$1,000**

- One (1) Vendor Display table with two (2) chairs
- Two (2) Vendor registrations
- Conference registrations available at a discounted rate

**\*Please submit your logo at the same time as submission of this contract.**

**\*\*Photo ready artwork and logos must be submitted no later than Friday, April 4, 2025.**

**Set-up time: Displays and tables must be set up the day before the Conference, Tuesday, May 20, 2025, between 2:00 pm – 6:00 pm.**

Spaces measure approximately 8' x 8' and include a 2.5' X 5' table with two chairs. Retractable banners only, please note that the venue does not allow signs to be hung. (No electric outlet provided).

If the company/organization has educational items or products for display, they may display them only at the display table for participants to review and purchase.

**Booths must always be staffed on both days** between 8:00 am - 3:30 pm.

No refunds will be made for cancellations or inclement weather. This agreement denotes a commitment according to the appropriate sponsorship checked above.

### Agreement

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<b>Last</b>	<b>First</b>
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<b>Company or Organization Name</b>	<b>E-Mail Address</b>
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**Street Address**

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<b>City</b>	<b>State</b>	<b>Zip</b>
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<b>Event Day Contact Name</b>	<b>Event Day Contact Cell #</b>
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In consideration of this application, the undersigned shall at all times hereafter release and discharge, indemnify and hold harmless **United Way of Broward County Commission on Behavioral Health and Drug Prevention**, their agents, servants, and employees from and against any claim, demand, or cause of action of whatsoever kind or nature, including but not limited to any personal injury or loss of equipment or for any damage to my property, my agents, servants, and employees, arising out of error, omission, negligent act, conduct, or misconduct by my agents, servants, or employees in the participation in the *Behavioral Health Conference "Building Healthier Communities"* under this Agreement, except to the extent that any such claim, demand, or cause of action arises out of or results from the negligence or willful misconduct or intentional misconduct of the United Way of Broward County, or its employees, agents, volunteers, contractors, or invitees.

I understand that **United Way of Broward County Commission on Behavioral Health and Drug Prevention** is not responsible for lost revenue if all or part of the event is cancelled due to inclement weather or other acts of God over which the organizers have no control.

The event organizers reserve the right to make final interpretation of all rules.

_____		_____	
_____	Sponsor	_____	Date
Sponsor Name		Agency/Company	
Signature			

United Way of Broward County  
By: \_\_\_\_\_  
Printed Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

**Please make out checks to:  
United Way of Broward County**

**Return this completed form with check no later than May 1, 2025, to:**

**Janine Ribeiro**  
United Way of Broward County  
Ansin Building  
1300 S. Andrews Avenue, Fort Lauderdale, FL 33316  
**For additional information,** contact Maria Hernandez 954.453.3763 or mhernandez@unitedwaybroward.org  
**E-Mail:** [conference@unitedwaybroward.org](mailto:conference@unitedwaybroward.org)

**THANK YOU FOR YOUR SUPPORT!**

**From:** Lori E. Canning <[lori.canning@browardschools.com](mailto:lori.canning@browardschools.com)>  
**Sent:** Wednesday, October 18, 2023 11:25:32 PM  
**To:** Jennifer R. King <[jenniferking@browardschools.com](mailto:jenniferking@browardschools.com)>; Wanda L. Robinson <[wanda.robinson@browardschools.com](mailto:wanda.robinson@browardschools.com)>; Allison Metsch <[AMetsch@elcbroward.org](mailto:AMetsch@elcbroward.org)>; Tiffanie Bernard <[TBernard@elcbroward.org](mailto:TBernard@elcbroward.org)>; Jenny Del Valle <[jenny@handsonbroward.org](mailto:jenny@handsonbroward.org)>; Kenneth King <[kking@cscbroward.org](mailto:kking@cscbroward.org)>; Nicholas Hessing <[nhessing@cscbroward.org](mailto:nhessing@cscbroward.org)>; Ancel Pratt <[apratt@elcbroward.org](mailto:apratt@elcbroward.org)>; Kimberlee Reid <[kreid@cscbroward.org](mailto:kreid@cscbroward.org)>; Dr. Sharetta Remikie <[sremikie@cscbroward.org](mailto:sremikie@cscbroward.org)>  
**Subject:** [EXTERNAL]Re: Read for the Record 2023 is NEXT WEEK!

This message has originated from an **External Source**. Please use proper judgment and caution when opening attachments, clicking links, or responding to this email.

Greetings Broward County Community Early Childhood Centers and Private Schools (BCC to ECE contacts),



Is your private school and/or community early childhood center ready to sing and dance with Rocio and her family as you Read for the Record on October 26? We have one week left. Please see important information and resources below as you prepare for the BIG DAY.

### SHARE YOUR PLANS!

Broward County is the BEST at Read for the Record and our Broward Reads Collaboration appreciates seeing all of the books in the hands of your children, as well as all the amazing activities you do to support the event.

If you are looking for ideas, check out the Broward Reads for the Record Canvas Resource Page: <https://browardschools.instructure.com/courses/449656/pages/2023-with-lots-of-love> We be posting pictures to this page and have already posted pictures from last week's book pick up and the author's visit on September 21. At the bottom of the page, you can find pictures of Read for the Record events from the last 10 years!

PLEASE SHARE YOUR PICTURES AND IDEAS!

- If you are planning events at your school for Read for the Record Day and would like to share with the Broward Reads Community, please share at <https://forms.office.com/r/QKeGq78x8X>. Ideas will be added to the Canvas Resource Page.

- As you get your books and plan for the day, please share your excitement and pictures to Social Media (Twitter/X, etc.) and include @browardschools, #readfortherecord, and #browardreads.

## BOOK PICK UP

Thank you for the 167 Private Schools/Community Childhood Centers who were able to pick up their books at Lauderdale Manors last week. If you have not picked up your books yet, there are two opportunities left for this week:

1. **NORTH: Early Learning Coalition 1475 W Cypress Creek Rd #301, Fort Lauderdale, FL 33309**
  - Go to Suite #301, tell staff member present you are there to PICK UP BOOKS, the name of your center, and how many books you need
  - Tuesday – Friday from 8:30 am – 4:30 pm
  - Contact for additional information: Tiffanie R. Bernard, Quality Education Manager, PHONE: 954-702-9647, EMAIL: [tbernard@elcbroward.org](mailto:tbernard@elcbroward.org)
2. **SOUTH: Gulfstream Early Learning Center, 120 SW 4<sup>th</sup> Avenue, Hallandale Beach, FL 33009**
  - a. Front Office of School, tell staff member present you are there to PICK UP BOOKS, the name of your center, and how many books you need
  - b. Tuesday-Friday, 9:00 AM to 5:00 PM
  - c. Contact for additional information: Jennifer King, Department Secretary, PHONE: 754-323-4716, EMAIL: [jenniferking@browardschools.com](mailto:jenniferking@browardschools.com)

## GUEST READERS

Schools and Centers that requested guest readers are posted on the HandsOn Broward Website. If you have volunteers who would like to register through HandsOn Broward, please share the link and encourage them to register: <https://www.handsonbroward.org/find-rftr-site>. **All schools with assigned guest readers from HandsOn Broward will be emailed the list and sign in sheet from Jenny DeValle, HOB Literacy Coordinator, on Monday, 10-23-23.** If you have any questions about HOB Guest Readers, please email Jenny at [jenny@handsonbroward.org](mailto:jenny@handsonbroward.org). The team is making every attempt to connect guest readers with open spots.

- Please ensure all guest readers follow visitor safety and security protocol and sign in procedures at your school.
- Please have all readers, including school-recruited guest readers, VIP guest readers, HOB guest readers, teachers and school staff sign the guest reader sign in sheet.
- You can use the sign in sheet emailed by Jenny on 10-23-23 with your assigned guest readers or the sign in sheet posted on the Canvas Resource  
Page: <https://browardschools.instructure.com/courses/449656/pages/2023-with-lots-of-love>. Please add names for as many readers at your school who interact with the book.
- Guest Reader sign in sheets should be submitted by 10-28-23 at 3:00 PM by scan and email to Jenny at [jenny@handsonbroward.org](mailto:jenny@handsonbroward.org) or faxed to 954-233-1292.



- Guest Reader Awards and additional resources are available on the Canvas Page.

## ADDITIONAL RESOURCES

**Broward Reads for the Record Commercial** <https://www.youtube.com/watch?v=WdGOgO2u050>

**Broward Video with Author Jenny Sanchez:** <https://twitter.com/i/status/1710296022444839316>

**Broward Reads for the Record Canvas Resource**

**Page:** <https://browardschools.instructure.com/courses/449656/pages/2023-with-lots-of-love>

**Broward Reads for the Record Billboards:** There are FIVE located around Broward County. See if you can find one!



Participants are invited to post pictures through Social Media to #browardreads, #readfortherecord, and @browardschools.



<b>ITEM #/MEETING:</b>	B254GOV1 / Board
<b>DATE:</b>	February 10, 2025
<b>SUBJECT:</b>	Update to HR Policies contained in Employee Handbook
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Recommend the Board approve the revised HR Policies listed within this Action Item</b>
<b>FINANCIAL IMPACT:</b>	None
<b>ELC STAFF LEAD</b>	J Merritt

**Background**

ELC’s are required to update its Policies and Procedures annually to adhere to changes or updates included in DEL’s Grant Agreement and/or to reflect changes in federal laws or best practices to ensure compliance. At the start of FY 25 the ELC’s HR department began the process of reviewing all HR Policies and the ELC Employee Handbook to ensure the content, language, and policies are all up to date and in compliance with a target completion date of June 30, 2025.

**Current Status**

Below is a list of HR Policies that have been reviewed by the ELC HR department as well as ELC’s Employment Attorney Denise M. Heekin, and ELC’s General Counsel, Julie Klahr, to ensure updated policies are in line with our Grant Agreement with DEL, state and federal statute, and HR best practices. Given that there were significant wording changes, as you will see from the attachments, we have the existing language (Current) at the top of each document followed by the proposed new language, which will also be helpful if there needs to be separation of a Policy for better clarification.

1. **Equal Employment Opportunity Policy (EEO)** – *Please note that the existing Policy contained both EEO and ADA & Accommodations, but is now a standalone Policy*
2. **Anti-Harassment Policy**
3. **Discrimination & Harassment Complaint Policy** – *Please note that the existing Policy was contained within the Anti-Harassment Policy but is now a standalone Policy*
4. **ADA & Reasonable Accommodation**
5. **Discipline & Corrective Action Policy**
6. **Open Door, Informal Communication Policy**

In addition to updating HR policies as needed, the ELC Employee Handbook is being totally updated to reflect all policy updates and will go into effect July 1, 2025. All updated policies will be reviewed and approved by Governance (first) and then the full Board.

Policy 3.6 Grievance Policy was reviewed and approved by the Governance committee on February 3, 2025 (along with the HR policies listed above) to go to the full board for approval at the February Board meeting. However, following the Governance meeting, the staff decided some additional changes were needed. As a result, the item was pulled from this packet and will be brought to the next Governance Meeting on March 3.

**Recommendations**

The Governance Committee recommends the Board approve the revised Policies.

**Supporting Documents**

- 3.1 Equal Employment Opportunity Policy (EEO)
- 3.2 Anti-Harassment Policy
- 3.3 Discrimination & Harassment Complaint Policy

- 3.4 ADA & Reasonable Accommodation Policy
- 3.5 Discipline & Corrective Action Policy
- 3.7 Open Door Informal Communication Policy

## **Equal Employment Opportunity**

### **Current**

Early Learning Coalition of Broward County, Inc. is an Equal Opportunity Employer that does not discriminate on the basis of actual or perceived race, creed, color, religion, alienage or national origin, ancestry, citizenship status, age, disability or handicap, sex, marital status, veteran status, sexual orientation, genetic information, or any other characteristic protected by applicable federal, state or local laws. Our management team is dedicated to this policy with respect to recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, employee activities and general treatment during employment.

### **Accommodations for Individuals with Disabilities:**

The Early Learning Coalition of Broward County, Inc. will make reasonable accommodations, as required by law, for the known physical or mental disabilities of an otherwise qualified applicant or employee, unless doing so would impose an undue hardship upon the Early Learning Coalition of Broward County, Inc.'s business operations. An accommodation is not reasonable if, even with the accommodation, the employee is unable to perform essential job duties in a manner that would not endanger the employee's health or safety of the employee or others.

Any applicant or employee who believes they require an accommodation in order to perform the essential functions of the job should contact Human Resources to request such an accommodation. Employees should specify what accommodation they need to perform the job and submit supporting medical documentation explaining the underlying physical or mental disability and the basis for the requested accommodation. The Early Learning Coalition of Broward County, Inc. then will review and analyze the request, including engaging in an interactive process with the employee or applicant, to identify if such an accommodation can be made. The Early Learning Coalition of Broward County, Inc. will evaluate requested accommodations, and as appropriate identify other possible accommodations, if any. The employee will be notified of the Early Learning Coalition of Broward County, Inc.'s decision regarding the request within a reasonable period. The Early Learning Coalition of Broward County, Inc. treats all medical information submitted as part of the accommodation process in a confidential manner.

The Early Learning Coalition of Broward County, Inc. will endeavor to accommodate the sincere religious beliefs of its employees to the extent such accommodation does not pose an undue hardship on the Early Learning Coalition of Broward County, Inc.'s operations. If you wish to request such an accommodation, please speak to Human Resources.

Any employees with questions or concerns about equal employment opportunities in the workplace are encouraged to bring these issues to the attention of Human Resources. The Early Learning Coalition of Broward County, Inc. will not allow any form of retaliation against individuals who raise issues of equal employment opportunity. If an employee feels he or she has been subjected to any such retaliation, he or she should bring it to the attention of Human Resources. To ensure our workplace is free of artificial barriers, violation of this policy including any improper retaliatory conduct will lead to discipline, up to and including discharge. All employees must cooperate with all investigations.

## **Proposed**

### **3.1 Equal Employment Opportunity Policy (EEO)**

Early Learning Coalition of Broward County, Inc. (“ELC”) provides equal employment opportunities to all employees and applicants for employment without regard to race, color, creed, religion, national origin, sex, gender, (including pregnancy, childbirth, and pregnancy-related conditions), marital status, age, disability, genetic information, military service and veteran status, or any other characteristic protected by applicable federal, state, or local laws and ordinances. The ELC prohibits discrimination and harassment based upon any of these characteristics. Our management team is dedicated to this policy and applies equal employment opportunities to all terms and conditions of employment, including but not limited to hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, benefits, compensation, and training.

ELC is committed to a work environment in which all individuals are treated with respect and dignity. ELC expects a professional atmosphere that promotes equal employment opportunities and prohibits unlawful discriminatory practices, including harassment. ELC expects that all relationships among persons in the office or in professional settings will be business-like and free from bias, prejudice and harassment. All employment decisions will be based on job-related qualifications and will be administered without regard to any characteristic protected by law.

Any employees with questions or concerns about equal employment opportunities in the workplace are encouraged to bring these issues to the attention of Human Resources.

## **Anti-Harassment Policy**

### **Current**

It is Early Learning Coalition of Broward County, Inc.'s policy to prohibit intentional and unintentional harassment of any individual by another person on the basis of any protected classification including, but not limited to, race, color, national origin, disability, religion, marital status, veteran status, sexual orientation or age. The purpose of this policy is not to regulate our employees' personal morality, but to ensure that in the workplace, no one harasses another individual.

If an employee feels that he or she has been subjected to conduct which violates this policy, he or she should immediately report the matter to any member of management. If the employee is unable for any reason to contact this person, or if the employee has not received a satisfactory response after reporting any incident of what the employee perceives to be harassment, the employee should contact the Head of Human Resources. If the person toward whom the complaint is directed is one of the individuals indicated above, the employee should contact any higher-level manager in his or her reporting hierarchy. Every report of perceived harassment will be fully investigated and corrective action will be taken where appropriate. All complaints will be kept confidential to the extent possible, but confidentiality cannot be guaranteed. In addition, the Early Learning Coalition of Broward County, Inc. will not allow any form of retaliation against individuals who report unwelcome conduct to management or who cooperate in the investigations of such reports in accordance with this policy. If an employee feels he or she has been subjected to any such retaliation, he or she should report it in the same manner in which the employee would report a claim of perceived harassment under this policy. Violation of this policy including any improper retaliatory conduct will result in disciplinary action, up to and including discharge. All employees must cooperate with all investigations.

### **Proposed**

#### **3.2 Anti-Harassment Policy**

It is ELC's policy to prohibit harassment based on race, color, creed, religion, national origin, sex, gender, (including pregnancy, childbirth, and pregnancy-related conditions), marital status, age, disability, genetic information, military service and veteran status, or any other characteristic protected by applicable federal, state, or local laws and ordinances.

**Definition of "unlawful harassment."** "Unlawful harassment" is conduct that has the purpose or effect of creating an intimidating, a hostile, or an offensive work environment; has the purpose or effect of substantially and unreasonably interfering with an individual's work performance; or otherwise adversely affects an individual's employment opportunities because of the individual's membership in a protected class.

Unlawful harassment includes, but is not limited to, epithets; slurs; jokes; pranks; innuendo; comments; written or graphic material; stereotyping; or other threatening, hostile, or intimidating acts based on a characteristic protected by law.

**Definition of "sexual harassment."** While all forms of harassment are prohibited, special attention should be paid to sexual harassment. "Sexual harassment" can include all of the below actions, as well as other

unwelcome conduct, and is generally defined under both state and federal law as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature whereby:

- Submission to or rejection of such conduct is made either explicitly or implicitly as a term or condition of any individual's employment or as a basis for employment decisions.
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or an offensive work environment.

Other sexually oriented conduct, whether intended or not, that is unwelcome and has the effect of creating a work environment that is hostile, offensive, intimidating, or humiliating to workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct that, if unwelcome, may constitute sexual harassment depending on the totality of the circumstances, including the severity of the conduct and its pervasiveness:

- Unwanted sexual advances, whether they involve physical touching or not.
- Sexual epithets; jokes; written or oral references to sexual conduct; gossip regarding one's sex life; comments about an individual's body; and comments about an individual's sexual activity, deficiencies, or prowess.
- Displaying sexually suggestive objects, pictures, or cartoons.
- Unwelcome leering, whistling, brushing up against the body, sexual gestures, or suggestive or insulting comments.
- Inquiries into one's sexual experiences.
- Discussion of one's sexual activities.

## **Anti-Harassment Policy**

### **Current**

It is Early Learning Coalition of Broward County, Inc.'s policy to prohibit intentional and unintentional harassment of any individual by another person on the basis of any protected classification including, but not limited to, race, color, national origin, disability, religion, marital status, veteran status, sexual orientation or age. The purpose of this policy is not to regulate our employees' personal morality, but to ensure that in the workplace, no one harasses another individual.

If an employee feels that he or she has been subjected to conduct which violates this policy, he or she should immediately report the matter to any member of management. If the employee is unable for any reason to contact this person, or if the employee has not received a satisfactory response after reporting any incident of what the employee perceives to be harassment, the employee should contact the Head of Human Resources. If the person toward whom the complaint is directed is one of the individuals indicated above, the employee should contact any higher-level manager in his or her reporting hierarchy. Every report of perceived harassment will be fully investigated and corrective action will be taken where appropriate. All complaints will be kept confidential to the extent possible, but confidentiality cannot be guaranteed. In addition, the Early Learning Coalition of Broward County, Inc. will not allow any form of retaliation against individuals who report unwelcome conduct to management or who cooperate in the investigations of such reports in accordance with this policy. If an employee feels he or she has been subjected to any such retaliation, he or she should report it in the same manner in which the employee would report a claim of perceived harassment under this policy. Violation of this policy including any improper retaliatory conduct will result in disciplinary action, up to and including discharge. All employees must cooperate with all investigations.

### **Proposed**

#### **3.3 Discrimination and Harassment Complaint Policy and Procedure**

**Complaint procedure.** If employees believe they have been subject to or have witnessed unlawful discrimination, including sexual or other forms of unlawful harassment, or other inappropriate conduct, they are requested and encouraged to make a complaint. They may complain directly to their immediate supervisor or department manager, the Head of Human Resources, or any other member of management with whom they feel comfortable bringing such a complaint. Similarly, if employees observe acts of discrimination toward or harassment of another employee, they are required to report this to one of the individuals listed above. Failure to report activity that could be a violation of ELC's Equal Employment Opportunity Policy could lead to disciplinary action.

All complaints will be investigated promptly by the Head of Human Resources, and confidentiality will be protected to the extent possible. A timely resolution of each complaint should be reached and communicated to the parties involved.

If the investigation confirms conduct that violates this policy has occurred, the ELC will take prompt, and appropriate corrective action, including discipline, up to and including termination.

No reprisal, retaliation, or other adverse action will be taken against an employee for making a complaint or report of discrimination or harassment, for participating in an investigation, or for assisting in the



investigation of any such complaint or report. Any suspected retaliation or intimidation should be reported immediately to one of the persons identified above.

False or malicious complaints of discrimination, harassment or retaliation may also lead to disciplinary action, up to and including termination.

## **Accommodations for Individuals with Disabilities (ADA)**

### **Current**

The Early Learning Coalition of Broward County, Inc. will make reasonable accommodations, as required by law, for the known physical or mental disabilities of an otherwise qualified applicant or employee, unless doing so would impose an undue hardship upon the Early Learning Coalition of Broward County, Inc.'s business operations. An accommodation is not reasonable if, even with the accommodation, the employee is unable to perform essential job duties in a manner that would not endanger the employee's health or safety of the employee or others.

Any applicant or employee who believes they require an accommodation in order to perform the essential functions of the job should contact Human Resources to request such an accommodation. Employees should specify what accommodation they need to perform the job and submit supporting medical documentation explaining the underlying physical or mental disability and the basis for the requested accommodation. The Early Learning Coalition of Broward County, Inc. then will review and analyze the request, including engaging in an interactive process with the employee or applicant, to identify if such an accommodation can be made. The Early Learning Coalition of Broward County, Inc. will evaluate requested accommodations, and as appropriate identify other possible accommodations, if any. The employee will be notified of the Early Learning Coalition of Broward County, Inc.'s decision regarding the request within a reasonable period. The Early Learning Coalition of Broward County, Inc. treats all medical information submitted as part of the accommodation process in a confidential manner.

The Early Learning Coalition of Broward County, Inc. will endeavor to accommodate the sincere religious beliefs of its employees to the extent such accommodation does not pose an undue hardship on the Early Learning Coalition of Broward County, Inc.'s operations. If you wish to request such an accommodation, please speak to Human Resources.

Any employees with questions or concerns about equal employment opportunities in the workplace are encouraged to bring these issues to the attention of Human Resources. The Early Learning Coalition of Broward County, Inc. will not allow any form of retaliation against individuals who raise issues of equal employment opportunity. If an employee feels he or she has been subjected to any such retaliation, he or she should bring it to the attention of Human Resources. To ensure our workplace is free of artificial barriers, violation of this policy including any improper retaliatory conduct will lead to discipline, up to and including discharge. All employees must cooperate with all investigations.

### **Proposed**

#### **3.4 Americans with Disabilities Act (ADA) and Reasonable Accommodation**

Early Learning Coalition of Broward County Inc. (ELC) is committed to the fair and equal employment of individuals with disabilities under the ADA. It is the ELC's policy to provide reasonable accommodation to qualified individuals with disabilities unless the accommodation would impose an undue hardship on the organization or a direct threat. ELC prohibits any harassment of, or discriminatory treatment of, employees or applicants based on a disability or because an employee has requested reasonable accommodation.

In accordance with the ADA, reasonable accommodations will be provided to qualified individuals with disabilities to enable them to perform the essential functions of their jobs or to enjoy the equal benefits and

privileges of employment. An employee or applicant with a disability may request accommodation from the Human Resources department. They should specify what accommodation is needed to perform the job and submit supporting documentation explaining the basis for the requested accommodation to the extent permitted and in accordance with applicable law. The organization then will review and analyze the request, including engaging in an interactive process with the employee or applicant, to identify if such an accommodation can be made or if any other possible accommodations are appropriate. If medical documentation regarding the disability and possible accommodation is requested, the employee is responsible for providing such information. All information obtained concerning the medical condition or history of an applicant or employee will be treated as confidential information, maintained in separate medical files, and disclosed only as permitted by law.

ELC prohibits harassment or discrimination based on disability or because an employee has requested reasonable accommodation. It also prohibits retaliation against employees for exercising their rights under the ADA. Employees should use the procedures described in the Discrimination & Harassment Complaint Policy to report any harassment, discrimination, or retaliation they have experienced or witnessed.

## Request for Reasonable Accommodation

Name \_\_\_\_\_

Date \_\_\_\_\_

Job Title \_\_\_\_\_

Department \_\_\_\_\_

### **Medical Information**

Please identify the physical or mental condition for which you are requesting an accommodation:

Are one or more major life activities affected by the condition? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, please select from this list or add others;

- Breathing
- Caring for Oneself
- Concentrating
- Controlling Bowels
- Eating
- Hearing
- Interacting with others
- Learning
- Seeing
- Sitting
- Sleeping
- Speaking
- Standing
- Thinking
- Walking
- Bending
- Working

Other \_\_\_\_\_

How long is the condition expected to last?

- Permanent
- Temporary (please explain)
- Chronic (please explain)
- Episodic (please explain)

Please provide the name and contact information for the healthcare professional (s) who is treating you for this condition. If you have a condition that is not readily apparent it will be necessary to contact your provider.

Reason for Request

What limitation(s) interfere with your ability to perform the essential functions? How does the limitation(s) interfere with your ability to perform the job functions?

What accommodations are you requesting that will assist you in performing the essential functions of your job? Please be as specific as possible.

Please describe any accommodations or assistive technologies you currently use:

Add any additional comments or information:

Signature of employee: \_\_\_\_\_ Date: \_\_\_\_\_

## **Corrective Action Policy**

### **Current**

This policy and procedure establish guidelines for considering corrective action and progressive disciplinary measures for employees who fail to comply with policies and procedures.

It is the policy of the EARLY LEARNING COALITION OF BROWARD INC. to enforce compliance with its policies and procedures. All employees are expected to follow the policies and procedures listed in this manual and policies and procedures specific to certain functions of the EARLY LEARNING COALITION OF BROWARD INC. set forth in other manuals. Violations of EARLY LEARNING COALITION OF BROWARD INC. policies and procedures will be dealt with constructively, ~~and~~ objectively and without discrimination.

The EARLY LEARNING COALITION OF BROWARD INC. shall utilize a progressive Performance Improvement Plan as a means of addressing policy and procedural violations. For most violations, sequential actions will be taken. Whenever an employee is found to have violated EARLY LEARNING COALITION OF BROWARD INC. policies and/or procedures, the situation will be considered considering a variety of factors, including, but not limited to:

- The seriousness of the situation;
- The employee's past conduct and length of service;
- the nature of previous performance or incidents;
- Whether or not the violation endangered another employee or person; and
- The incident's impact on the EARLY LEARNING COALITION OF BROWARD INC.

As such, the actions taken may be sequential or one or more steps may be skipped. If more than three months have passed since the last related action, the process will normally (but may not) start over.

Progressive actions normally occur as follows:

- **First offense:** oral warning with a notation of this oral warning to the employee personnel file
- **Second offense:** written warning
- **Third offense:** final written warning/suspension with or without pay
- **Fourth offense:** immediate termination

### **Proposed**

#### **3.5 Discipline & Corrective Action Policy**

This policy and procedure requires employees to comply with the Early Learning Coalition of Broward County Inc. (ELC) behavior and performance standards and correct any noncompliance. It establishes guidelines for considering corrective action and progressive disciplinary measures for employees who fail to comply with these standards.

Under normal circumstances, the ELC endorses a policy of progressive discipline in which it attempts to provide employees with notice of deficiencies and an opportunity to improve. However, it retains the right

to administer discipline however it sees fit. This policy does not modify the status of employees as employees at will or in any way restrict the company's right to bypass the disciplinary procedures suggested.

Whenever an employee is found to have violated ELC policies and/or procedures, each situation will be considered and will take into account a variety of factors, including, but not limited to:

- The seriousness of the situation.
- The employee's past conduct and length of service.
- The nature of previous performance or incidents.
- Whether or not the violation endangered another employee or person.
- The incident's impact on the Early Learning Coalitions of Broward County Inc.

The corrective action procedure suggests the following steps, but depending on the seriousness of the conduct, the process can start at any level of disciplinary action, including termination. All steps should be documented in the employee's personnel file.

**Step 1: Informal discussion.** When a performance problem is first identified, the nature of the situation and the action necessary to correct it should be thoroughly discussed with the employee.

**Step 2: Counseling.** If a private informal discussion with the employee has not resulted in correcting the behavior, the supervisor should meet with the employee and:

1. Review the problem.
2. Permit the employee to present information regarding the problem.
3. Advise the employee that the problem must be corrected.
4. Inform the employee that failure to correct the problem will result in further disciplinary action up to and including termination.
5. Issue a Corrective Action notice to the employee.

**Step 3: Reprimand.** If satisfactory performance and corrective action are not achieved under Steps 1 and 2. The supervisor and a representative from the Human Resources department should privately meet with the employee and issue a second Corrective Action notice to the employee.

**Step 4: Suspension.** Supervisors can recommend temporarily removing employees from the workplace, with or without pay, which needs approval in advance by the Department Director and the Head of Human Resources. An exempt employee generally may not be suspended without pay for less than a full day, and the suspension must be related to written workplace conduct rules applicable to all employees, such as a written policy prohibiting sexual harassment or workplace violence.

**Step 5: Failure to improve.** Failure to improve performance or behavior after the written warning or suspension may result in termination.

The progressive disciplinary procedures described above may also be applied to an employee who is experiencing a series of unrelated problems with job performance or behavior.

In cases involving serious misconduct or any time the supervisor determines it is necessary in conjunction with the Department Head and the Head of Human Resources, such as a major policy breach or law

violation, the procedures contained above may be disregarded. Typically, the supervisor should suspend the employee immediately (with or without pay), and an investigation by the Head of Human Resources of the incidents leading up to the suspension should be conducted to determine if any further action, such as termination, should be taken.



## **Open Door Policy**

### **Current**

The EARLY LEARNING COALITION OF BROWARD COUNTY INC.'s open-door policy is an informal Communication Procedures Policy and may be substituted for the more formal Resolution of Grievances Policy. Employees have regular mechanisms through which to share their views. Ongoing staff meetings, team meetings, quality teams, and staff development events are organized to offer an opportunity to provide information and receive information from employees regarding operations.

Employees are encouraged to speak freely with their supervisor or Directors concerning problems, suggestions, ideas for work or product improvement, questions, or issues, so that appropriate action may be taken. This may be done in person, via written communication, or in any other acceptable manner. If the supervisor or Director cannot be of assistance, Human Resources shall be available for consultation and guidance. All suggestions will be read and considered.

In the interest of keeping employees informed, bulletin boards, communication logs, and EARLY LEARNING COALITION OF BROWARD COUNTY INC. intranet will be used for official notices, EARLY LEARNING COALITION OF BROWARD COUNTY INC. rules, notices of job vacancies, announcements, and other EARLY LEARNING COALITION OF BROWARD COUNTY INC.-related information.

### **Proposed:**

#### **3.7 Open Door, Informal Communication Policy**

The Early Learning Coalition of Broward County Inc's. (ELC) open-door policy is an informal Communication Policy and may be substituted for the more formal Grievances Policy. Employees have regular mechanisms through which to share their views. Staff meetings, Team meetings, and staff development events are organized to offer an opportunity to provide information and receive information from employees regarding operations.

ELC. believes that open communication is vital to a successful work environment. Employees are encouraged to speak freely with their supervisor or Directors concerning problems, suggestions, ideas for work or product improvement, questions, or issues, so that appropriate action may be taken. This may be done in person, via written communication, or in any other acceptable manner. Human Resources shall be available for consultation and guidance if the supervisor or Director cannot assist. All suggestions will be reviewed and considered.

In the interest of keeping employees informed, e-mails and the ELC's intranet will be used for official notices, publication of rules, notices of job vacancies, announcements, and other ELC related information.

<b>ITEM # / MEETING:</b>	B254GOV2 / Board
<b>DATE:</b>	February 10, 2025
<b>SUBJECT:</b>	Board Annual Survey & Retreat Questions Review
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	Board Approve Board Survey & Board Retreat Survey Questions
<b>FINANCIAL IMPACT:</b>	None
<b>ELC STAFF LEAD</b>	J Merritt

**Background**

Each year prior to our board retreat, a board survey (normally by an external consultant), is sent to members. This year for a variety of reasons, the decision was made to conduct the survey in-house and will be accessible through our CRM.

**Current Status**

On February 3<sup>rd</sup>, the Governance Committee was asked to review the survey questions and bring any suggested changes to the upcoming Board meeting for approval. In addition to the normal survey questions there will be additional questions to gain feedback to better plan for the next Board Retreat.

Attached for your review is a list of the current board survey questions and a PowerPoint presentation for the past 3 years of responses (by question).

The Board survey is broken into three sections, Section One – Board Individual Self-Assessment, Section Two – Overall Board Assessment, and Section Three – Staff Board Assessment.

Following the board survey discussion the Governance Committee had an open discussion about the next Board Retreat and more specifically, what committee members think the Board would like to get out of it (which will be asked for in the retreat section of the board survey). ELC staff shared some ideas for the upcoming retreat and will use the feedback from the board survey to gain additional information in order to better prepare and plan. ELC staff will share a board retreat proposal with the Governance committee at the next meeting on March 3.

**Recommendations**

- The Governance Committee are recommending the Board Approve the existing Board Survey with no changes to prior years.
- The Governance Committee are recommending the Board Approve the Proposed Board Retreat Questions

**Supporting Documents**

- List of Board Survey Questions
- PowerPoint of past 3-year Board Survey Responses
- List of Proposed Board Retreat Questions

## **Board Survey Questions ----- Rated on a scale of 1-5**

### **Board Self-Assessment Section**

1. Do I understand and support the mission of the organization?
2. Do I follow trends and important developments related to this organization?
3. Am I knowledgeable about the organization's programs and services?
4. Do I read and understand the organization's financial statements?
5. Do I recommend candidates to serve on this board?
6. Do I prepare for and participate in board meetings and committee meetings?
7. Do I act as a goodwill ambassador to the organization?
8. Do I find serving on the board to be a satisfying and rewarding experience?

### **Overall Board Assessment Section**

1. Our board members share a compelling vision for the organization's future.
2. We allocate an appropriate amount of time to the issues and strategic priorities that matter most.
3. Our meetings provide opportunities for constructive, respectful debate of issues.
4. Board members put the interests of the organization above all else in making decisions
5. Our board is results-oriented and evaluates the performance of major programs and services.

### **Staff Board Assessment Section**

1. Rate the board overall
2. Rate your personal interactions with the board
3. Rate the boards understanding of the organization's mission
4. The board consistently aligns activities and decisions with a common plan and strategy
5. Feedback from the board to staff is aligned and consistent
6. The board uses data to inform decisions and determine impact
7. Board members offer their time, energy and insight to drive the organization in a positive direction
8. The work of the board supports and enhances the work of the staff



# BOARD ASSESSMENT

2024

Survey Results

# SCORING

## Where we stand

4 to 5 is positive

3 to 1 is neutral or negative

## Rating scale

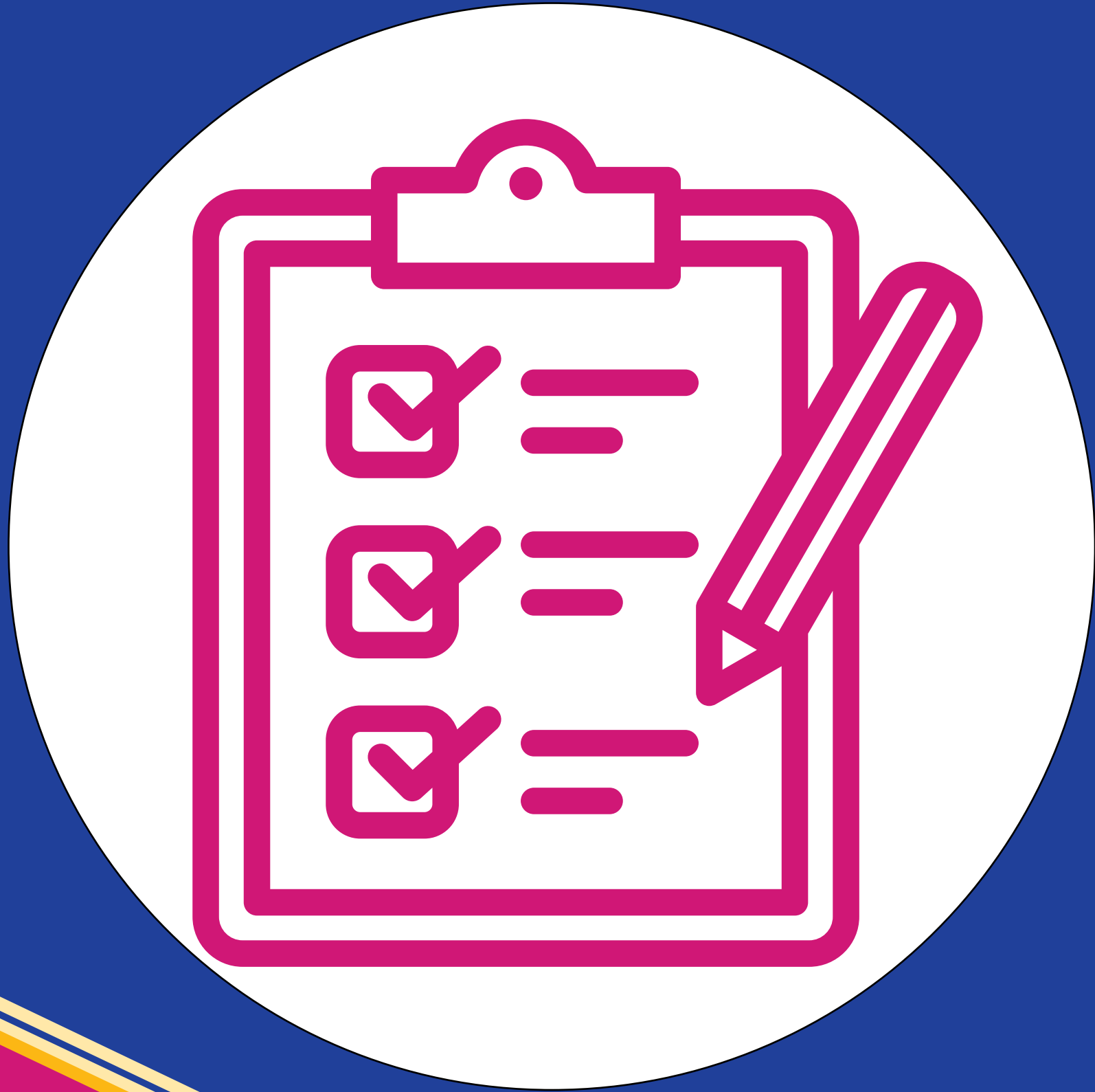
A — 90 to 100

B — 80 to 89

C — 70 to 79

D — 60 to 69

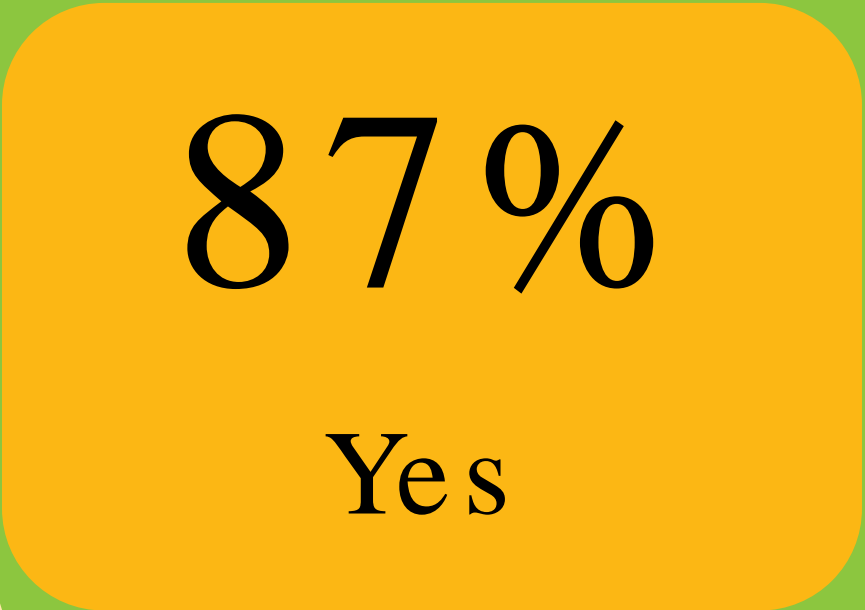
F — 59 and below



# BOARD SELF-ASSESSMENT

# Do I understand and support the mission of the Organization?

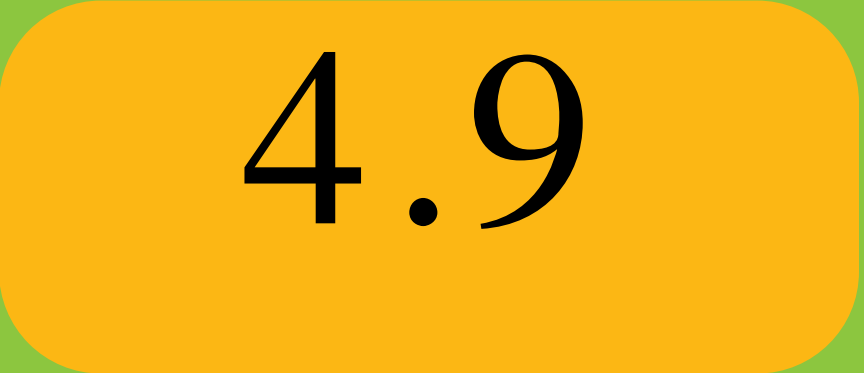
2022



2023



2024



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

2022



2023



2024





# Am I knowledgeable about the organizations programs and services?

2022

73%  
Yes



2023

100%  
Yes



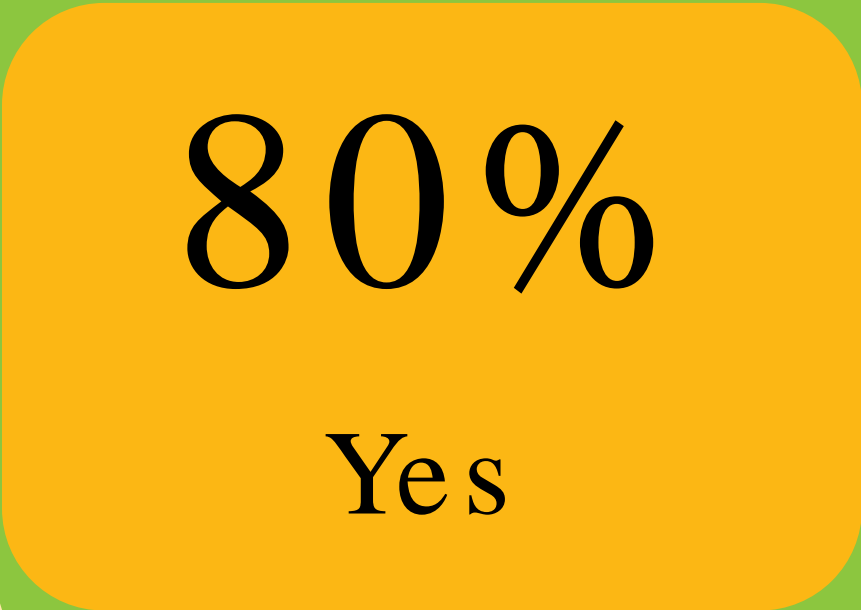
2024

100%  
Yes

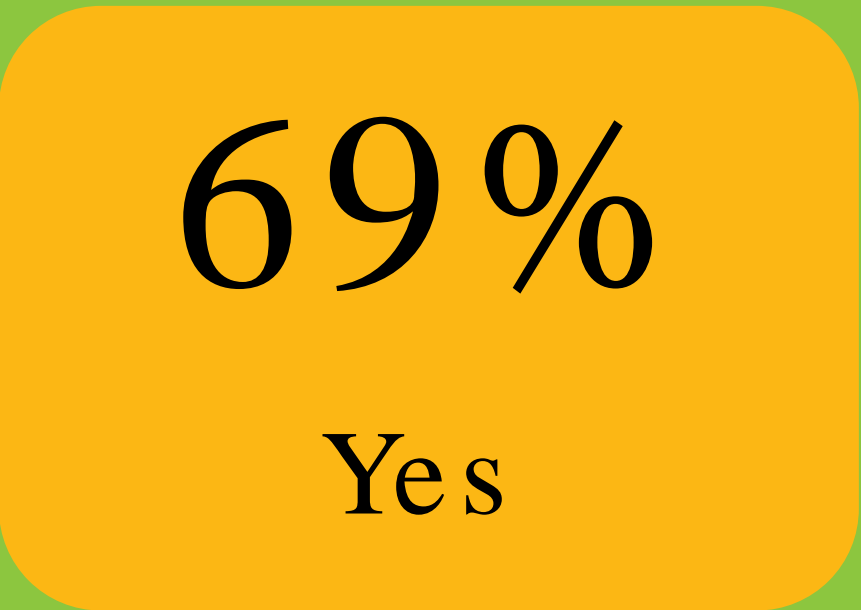
4.1

# Do I read and understand the financial statements?

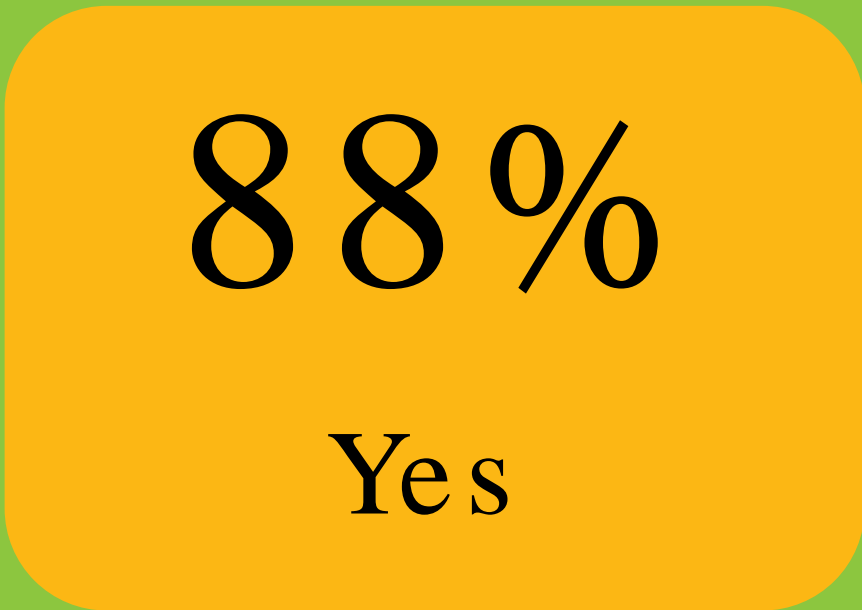
2022



2023



2024



# Do I refer candidates to serve on this board?

2022

13%

Yes



2023

44%

Yes



2024

44%

Yes

3.3

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

2022

87%

Yes



2023

100%

Yes



2024

89%

Yes

4.5

# Do I act as a goodwill ambassador to the organization?

2022

87%

Yes



2023

100%

Yes



2024

100%

Yes

4.7

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

2022

73%

Yes



2023

94%

Yes



2024

94%

Yes

4.4



# BOARD ASSESSMEN T

# Our board shares a compelling vision for the future

2022

60%

Yes

2023

94%

Yes

4.4

2024

100%

Yes



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

2022

53%

Yes

2023

87.5%

Yes

4.4

2024

100%

Yes

# Our meetings provide opportunities for constructive, respectful debate of issues

2022

74%

Yes

2023

94%

Yes

2024

100%

Yes

4.7

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

2022

74%

Yes



2023

94%

Yes



2024

89%

Yes

4.4

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

2022

67%

Yes

2023

100%

Yes

4.5

2024

89%

Yes



# STAFF ASSESSMEN T

# Rating of the board overall

2022

89%

2023

87%

4

2024

100%

# Rating of your personal interactions with the board

2022

86%

2023

100%

4

2024

100%

# The board understands the organization's mission

2022

33%

2023

94%

2024

100%

4.4



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

2022

22%

2023

55%

2024

89%

4.2

# Feedback from the board to staff is aligned and consistent

2022

11%

2023

45%

2024

100%

4.4

# The board uses data to inform decisions and determine impact

2022

44%

2023

82%

4.4

2024

100%

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

2022

11%

2023

73%

2024

78%

4.2

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

LAST YEAR

22%

THIS YEAR

73%

2024

87%

3.9

### **Proposed Retreat Questions**

1. What components/presentations/activities have you LIKED about past ELC or other Board Retreats you've attend that you would like to see included in future ELC Board Retreats?
2. What components/presentations/activities have you thought were NOT beneficial at past ELC or other Board Retreats you've attended that you would NOT like to see included in future ELC Board retreats?
3. What components/presentations/activities do you think should be included in our next ELC Board Retreat? (Check all that apply)
  - Presentations from Program(s)
  - Interactive/Get to know other Board members Activities (Individual 5 minute one on ones)
  - Parents/Providers Presentations
  - Scorecard/Matrix Data Presentation
  - Other
4. What would you like to get out of the next Board Retreat?
  - Increased knowledge of ELC Programs
  - Increased knowledge of other Board members
  - Other
5. Are there any speakers/presenters you would like to see included at future Retreats (example: speakers you heard)?
6. What topics would you like addressed at future Retreats?
7. How often should the ELC hold a Board Retreat?
  - Annually
  - Every other Year
  - Other
8. How long should the ELC Board Retreat be?
  - Half Day
  - Full Day
  - Other

## ELC Broward Contract List 2024-2025

Funder or Vendor Name	Amount	Purpose	Type	Term	Status	Contract Number
Division of Early Learning	\$152,758,400	School Readiness, VPK	Revenue	7/1/24-6/30/25	Active	EL095
A.D. Henderson Foundation	\$289,103	Peer Support Specialists	Revenue	7/1/24-6/30/26	Active	224007
A.D Henderson	\$70,000	Food and Training Support	Revenue	10/23/24-9/30/25	Active	224031
United Way	\$136,500	SR Match Funds	Revenue	7/1/24-6/30/25	Active	1718-04-06-01
City of Pompano Beach	\$20,000	SR Match Funds	Revenue	10/1/24-9/30/25	Active	Match Contract
City of Hollywood	\$15,000	SR Match Funds	Revenue	10/1/24-9/30/25	Active	Match Contract
City of Fort Lauderdale	\$100,000	SR Match Funds	Revenue	10/1/24-9/30/25	Pending	Match Contract
Broward County	\$2,342,795	SR Match & Special Needs	Revenue	10/1/24-9/30/25	Active	23-CP-CSA-3516-01
Children's Services Council	\$3,592,850	Financially Assisted Child Care	Revenue	10/1/24-9/30/25	Active	23-2580
Children's Services Council	\$4,258,171	Vulnerable Populations	Revenue	10/1/24-9/30/25	Active	23-2581
Children's Forum	\$200,000	Developmental Support -Help Me Grow	Revenue	12/2/24-6/30/25	Active	24-528-HMGFA-04
Children's Forum	\$958,974	INCENTIVE\$ Program	Sub Recipient Agreement	7/1/24-7/30/25	Active	ELCB1-FY25
First Call for Help/211 Broward	\$62,550	Community Referral Services	Vendor	1/1/25-6/30/25	Active	ELCB38
Allison Gonzalez CLASS Observer	\$30,250	CLASS Assessor	Vendor	10/1/24-9/30/26	Active	ELCB33
Lianne Betancourt CLASS ASSESSOR	\$9,500	CLASS Assessor	Vendor	10/1/24-9/30/26	Active	ELCB32
Maria Lopez CLASS Observer	\$30,250	CLASS Assessor	Vendor	10/1/24-9/30/26	Active	ELCB34
BlueJean Software, Inc.	\$15,000	Hosting and Support Services	Vendor	7/1/24-6/30/26	Active	ELCB23
Bryan, Miller, Olive, Attorneys	\$25,000	Labor and employment legal services	Vendor	7/1/24-6/30/25	Active	ELCB4-R1
Causetech DBA Achieve	\$10,448	Website Hosting	Vendor	7/1/24-6/30/26	Active	ELCB25
Comcast	\$4,583.64	Internet Services	Vendor	7/1/24-6/30/25	Active	-----
CPR954 LLC	\$15,000	CPR Training for Providers	Vendor	8/15/24-6/30/26	Active	ELCB30
FL Dept of Law Enforcement	\$1,556/yr	LiveScan Service (est. annual cost)	Vendor	10/29/18-Ongoing	Active	-----
Goren, Cherof,Doody,Ezrol, PA	\$100,000	Legal Services	Vendor	7/1/24-6/30/25	Active	POC 22-5024-00-FY25
Abila	\$10,845	MIP Service Contract	Vendor	6/20/24-6/19/25	Active	-----
Intermedia	\$61,542.96	Cloud Base Communication Services	Vendor	9/16/24-9/15/27	Active	ELCB31
Klausner, Kaufman, Jensen, Levinson	\$25,000	Retirement Plan legal services	Vendor	7/11/24-6/30/25	Active	ELCB3-R1
Citrin Cooperman	\$31,775	Tax Advisors	Vendor	10/16/24-10/15/29	Active	ELCB35
Citrin Cooperman	\$258,661	Auditors	Vendor	10/16/24-10/15/29	Active	ELCB36
Maro Polo Learning, Inc.	\$285,012	Learning Technology	Vendor	5/1/24-9/20/25	Active	ELCBB8

Scholastic	\$200,000	<i>Supply and Distribution of Children's Books</i>	Vendor	7/1/24-6/30/26	Active	ELCB27
Sorenson Consulting, Inc.	\$29,000	<i>Professional Development Training</i>	Vendor	8/15/24-6/30/25	Active	ELCB19-R1
Age of Learning	\$269,500	<i>Online Development Training</i>	Vendor	5/15/24-11/15/25	Active	ELCB22
ADP	\$33,522	<i>Payroll Processing</i>	Vendor	Ongoing	Active	
One Beat	\$12,000	<i>CPR Training for Providers</i>	Vendor	8/1/24-7/31/26	Active	ELCB29
Business Leadership Institute for Early Learning	\$30,000	<i>Business courses for childcare center providers</i>	Vendor	01/01/25-06/30/25	Active	ELCB37
School Board Broward County	\$12,605.51/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/22-9/4/25	Active	
Crown Center	\$517,993	<i>Office Lease (est. annual cost)</i>	Lease	7/16/18-12/16/28	Active	4852-0671-1913.3
Sharp	\$35,000	<i>Copier and Printer Rental</i>	State Term PO	11/1/20-9/1/25	Active	101-0018142
AT&T	\$95,000	<i>Cell Phones and Hot Spots</i>	State Term PO	7/1/24-6/30/25	Ongoing	-----
School Board of Broward County	\$0	<i>Community Partnership</i>	MOU	1/20/21-6/1/43	Active	
Brown & Brown	\$0	<i>Information Sharing Agreement</i>	MOU	8/1/20-7/31/26	Active	
Broward County	\$0	<i>Crisis Intervention &amp; Support</i>	MOU	11/18/20-11/17/25	Active	
Child Abuse Prevention-CAPTA	\$0	<i>Interagency Referrals Cooperation</i>	MOU	9/1/21-8/31/26	Active	
Seventeenth Circuit Court	\$0	<i>Cooperation Agreement</i>	MOU	6/23/20-Ongoing	Active	
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active	
Women In Distress	\$0	<i>Community Partnership</i>	MOU	6/21/21-6/1/24	Pending	





## FYI 2 – Cash Disbursements

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 2024

Vendor Name	Amount	Purpose
ADP, Inc.	4,219.65	November 2024 Processing Charges
ADP, Inc.	1,367.40	November 2024 Time & Attendance
Alison Gonzalez	9,150.00	CLASS Observations for NOV 2024
American Door Company LLC	2,812.00	Door Installation & Stain Door to match Sample
AT&T Mobility	7,310.77	December 2024 Cell phone and Data Charges
Bluejean Software, Inc.	1,275.00	November 2024 Cloud Hosting & Maintenance Support
Business Card	2,838.16	Bank of America Ops Purchases C. Klima (No individual items > \$1,000)
Business Card - Apple	6,290.00	iPhone 14 qty 10
Business Card- Big Louies	1,659.11	Staff Recognition for years of Service
Citrin Cooperman & Company LLP	5,250.00	Audit of Financial Statements as of October 2024
Citrin Cooperman & Company LLP	12,075.00	Audit of Financial Statements as of November 2024
Colonial Life & Accident Insurance	10,524.51	November 2024 Employee Benefits
Goren, Cherof, Doody, & Ezrol, PA	2,625.00	November 2024 Legal Services Fees
Intermedia.net	2,141.79	November 2024 Efax
Intermedia.net	1,144.00	November 24 Microsoft Defender
Intermedia.net	4,538.97	November 24 VOIP Phone Services
Intermedia.net	5,540.01	October 24 VOIP Phone Services
Intermedia.net	2,141.79	December 2024 Efax
Intermedia.net	1,144.00	December 24 Microsoft Defender
Intermedia.net	6,320.93	December 24 VOIP Phone Services
Lianne Betancourt	3,775.00	CLASS Observations for NOV 2024
Maria Lopez	6,150.00	CLASS Observations for NOV 2024
Scholastic Inc.	10,080.70	Children's Books
Sharp Electronics Corporation	1,085.86	Nov & Dec 2024 Services For Color & Printing B/W Copier
Sorensen Consulting, Inc.	3,500.00	Dec 24 Professional Development Trainings
Sun Life Assurance Company of Canada	30,684.65	January 2025 Employee Benefits
TASC	1,227.92	Claim Card Fees, Renewal & Admin Fees for 01/1/25 - 03/31/25
The School Board of Broward County	1,050.46	December 2024 Gulfstream Lease (Utility & Custodial Fees)
United States Treasury - IRS	1,590.89	Levy Payment For K.C. Kiddie Care II
United States Treasury - IRS	17,739.16	Levy Payment For School of Excellence
Zoom Communications, Inc.	1,800.00	Education Annual 20 seat for 12/11/24 - 12/10/25



## FY25 Match Fundraising Report

Funder	Status	Amount
Coconut Creek	Approved	29,000
Cooper City	No Funding Available	-
Coral Springs (Community Chest)	Approved	1,500
Dania Beach	No Funding Available	-
Davie	No Funding Available	-
Deerfield Beach	Pending Response	25,000
Ft. Lauderdale	Approved	100,000
Hallandale Beach	Approved	14,954
Hollywood	Approved	15,000
Lauderdale By The Sea	Approved	1,000
Lighthouse Point	Approved	1,714
Lauderdale Lakes	Approved	1,500
Lauderhill	Approved	10,000
Margate	Pending Response	1,000
Miramar	Pending Response	5,000
North Lauderdale	Approved	10,000
Oakland Park	Not Funded	-
Parkland	Approved	3,000
Pembroke Park (Town)	Pending Response	2,186
Pembroke Pines	Approved	35,000
Plantation	Approved	21,900
Pompano Beach	Approved	20,000
Tamarac	Pending Response	34,225
Sunrise	Approved	60,000
Southwest Ranches	Pending Response	1,950
West Park	Pending Response	14,126
Weston	Pending Response	3,725
Wilton Manors	Approved	4,240
		<b>416,020</b>
United Way	Committed as of July 1	136,500
Child Care Providers	Committed as of July 1	600,000
Broward County	Committed as of July 1	3,243,217
CSC	Committed as of July 1	1,589,612
	<b>Total SR Match</b>	<b>5,985,349</b>



**Legend:**  
**Bolded Items: Recently Added/Updated**  
*Grayed Out: Past Events*

## Board Engagement Calendar FY 24-25

<b>Childcare Small Business Site Visits</b>			
<b>*Please Reach out to Lizbeth DelVecchio at <a href="mailto:Ldelvecchio@elcbroward.org">Ldelvecchio@elcbroward.org</a> if you would like to RSVP for a site visit.</b>			
Date	Childcare Center Name	Address	Time
<i>Sep. 17, 2024</i>	<i>My First Learning Center</i>	<i>2116 Garfield St., Hollywood, FL 33020</i>	<i>9:30 AM – 11:00 AM</i>
<i>Oct. 8, 2024</i>	<i>Kinder Clues Academy</i>	<i>11880 W State Rd. 84 Suite D1 &amp; D2, Davie, FL 33325</i>	<i>9:30 AM – 11:00 AM</i>
<i>Nov. 19, 2024</i>	<i>Hollywood Preschool</i>	<i>6523 Taft St. Hollywood, FL 33024</i>	<i>9:30 AM – 11:00 AM</i>
<i>Dec. 17, 2024</i>	<i>Hollywood Preschool (CANCELLED)</i>	<i>6523 Taft St, Hollywood, FL 33024</i>	<i>9:30 AM – 11:00 AM</i>
<i>Jan. 14, 2025</i>	<i>International Montessori Kids</i>	<i>602 Anderson Cir., Deerfield Beach, FL 33441</i>	<i>9:30 AM – 11:00 AM</i>
<b>Feb. 11, 2025</b>	<b>Craft Learning Center</b>	<b>4000 N. State Rd. 7 Ste. 106, Lauderdale Lakes, FL 33319</b>	<b>9:30 AM - 11:00 AM</b>
<b>Mar. 11, 2025</b>	<b>Creative Child Learning Center III – Nob Hill</b>	<b>1305 SW 101<sup>st</sup>. Rd, Davie, FL 33324</b>	<b>9:30 AM - 11:00 AM</b>
<b>Apr. 22, 2025</b>	<b>St. Maximilian Kolbe Catholic Preschool</b>	<b>601 N Hiatus Rd. Pembroke Pines, FL 33026</b>	<b>9:30 AM - 11:00 AM</b>
<b>May 20, 2025</b>	<b>Sunny Seeds Preschool</b>	<b>13750 W. State Rd. 84, Davie, FL 33325</b>	<b>9:30 AM - 11:00 AM</b>

<b>Monthly PLAN Meetings</b>		
<b>ELC Broward: 1475 W. Cypress Creek Rd., Suite 301, Fort Lauderdale, FL 33309</b>		
Date	Location	Time
<i>Aug. 21, 2024</i>	<i>ELC Broward, Training Room</i>	<i>10:00 AM – 12:00 PM</i>
<i>Sep. 18, 2024</i>	<i>ELC Broward, Training Room</i>	<i>10:00 AM – 12:00 PM</i>
<i>Oct. 16, 2024</i>	<i>ELC Broward, Training Room</i>	<i>10:00 AM – 12:00 PM</i>
<i>Nov. 20, 2024</i>	<i>ELC Broward, Training Room</i>	<i>10:00 AM – 12:00 PM</i>
<i>Dec. 18, 2024</i>	<i>ELC Broward, Training Room</i>	<i>10:00 AM – 12:00 PM</i>
<i>Jan. 15, 2025</i>	<i>ELC Broward, Training Room</i>	<i>10:00 AM – 12:00 PM</i>
<b>Feb. 19, 2025</b>	<b>ELC Broward, Training Room</b>	<b>10:00 AM - 12:00 PM</b>
<b>Mar. 19, 2025</b>	<b>ELC Broward, Training Room</b>	<b>10:00 AM - 12:00 PM</b>
<b>Apr. 16, 2025</b>	<b>ELC Broward, Training Room</b>	<b>10:00 AM - 12:00 PM</b>
<b>May 21, 2025</b>	<b>ELC Broward, Training Room</b>	<b>10:00 AM - 12:00 PM</b>
<b>Jun. 18, 2025</b>	<b>ELC Broward, Training Room</b>	<b>10:00 AM - 12:00 PM</b>

<b>Read For the Record/ Model Classroom Ribbon Cutting</b>		
<b>*Please Reach out to Lizbeth DelVecchio at <a href="mailto:Ldelvecchio@elcbroward.org">Ldelvecchio@elcbroward.org</a> if you would like to RSVP for our Read for the Record Event.</b>		
Date	Location	Time
<i>Oct. 17, 2024</i>	<i>ELC Broward, Model Classroom</i>	<i>10:30 AM – 12:00 PM</i>

## Notable Early Learning Conferences

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

<b>Dates</b>	<b>Conference Name</b>	<b>Location</b>	<b>Registration Info</b>
<i>Sep. 17-20, 2024</i>	<i>Division for Early Childhood's 39<sup>th</sup> Annual International Conference on Young Children with Disabilities and their Families</i>	<i>Hilton Riverside New Orleans, LA</i>	<i><a href="#">Click to Register</a></i>
<i>Oct. 16-19, 2024</i>	<i>Council for Professional Recognition CDA - Early Educators Leadership Conference (Leading Career Pathways to Equity)</i>	<i>The Capital Hilton, Washington D.C.</i>	<i><a href="#">Click to Register</a></i>
<i>Oct. 16-20, 2024</i>	<i>Florida Association for the Education of Young Children (FLAEYC)</i>	<i>Omni Orlando Resort- Orlando, FL</i>	<i><a href="#">Click to Register</a></i>
<i>Nov. 6-9, 2024</i>	<i>NAEYC Annual Conference</i>	<i>Anaheim, CA</i>	<i><a href="#">Click to Register</a></i>
<i>Jan. 27-30, 2025</i>	<i>National Head Start Winter Leadership Institute</i>	<i>Washington DC</i>	<i><a href="#">Click to Register</a></i>
Mar. 6-7, 2025	Rocky Mountain Early Childhood Conference	Denver, CO	<a href="#">Click to Register</a>
<b>Mar. 13-16, 2025</b>	<b>American Montessori Society – The Montessori Event</b>	<b>Denver, CO &amp; Online</b>	<a href="#">Click to Register</a>
<b>Mar. 20-22, 2025</b>	<b>Southern Early Childhood Association Conference</b>	<b>Houston, TX</b>	<a href="#">Click to Register</a>
<b>Apr. 3-5, 2025</b>	<b>Virginia Association for the Education of Young Children (vaeyc)</b>	<b>Richmond, VA</b>	<a href="#">Click to Register</a>
<b>Apr. 7-9, 2025</b>	<b>InterAct CLASS Summit</b>	<b>New Orleans, LA</b>	<a href="#">Click to Register</a>
Apr. 21-25, 2025	National Training Institute on Effective Practices: Addressing Challenging Behavior (NTI) Conference	Tampa, FL	TBA
<b>May 4-7, 2025</b>	<b>Childcare Aware 2025 Symposium</b>	<b>Arlington, VA</b>	<a href="#">Click to Register</a>
<b>May 19-22, 2025</b>	<b>National Head Start Conference</b>	<b>Columbus, OH</b>	<a href="#">Click to Register</a>
<b>May 29, 2025</b>	<b>2025 FL Prosperity &amp; Economic Opportunity Solution Summit</b>	<b>Daytona Beach, FL</b>	<a href="#">Click to Register</a>
<b>Jun. 25-29, 2025</b>	<b>FL Family Childcare Home Association Annual Conference</b>	<b>Clearwater Beach, FL</b>	<a href="#">Click to Register</a>
<b>Jun. 24, 2025</b>	<b>2025 FL Learners to Earners Workforce Solution Summit</b>	<b>Tampa, FL</b>	<a href="#">Click to Register</a>
<b>Aug. 30-31, 2025</b>	<b>International Conference on Play-Based Learning and Early Childhood Curriculum</b>	<b>Sydney, Australia</b>	<a href="#">Click to Register</a>

# BOARD MEMBER SPONSORSHIP FORM



*ELC Board Donations and Sponsorship Opportunities*  
Please indicate the areas and amount you would like to sponsor below.

**Board/Committee Refreshments**

- Meet & Greet (Avg. Per Event: **\$80**)
- Lunch & Learn (Avg. Per Event: **\$50**)
- Committee Meetings (Avg. Per Event: **\$40**)
- Board Retreat (Avg. Per Event: **\$300**)
- General Board Engagement Activities (Avg. Per Event: **\$50**)

**ELC Unfunded Events**

- Table Sponsorships for Award Ceremonies (Annual Avg: **\$3000**)
- Staff Recognition: Awards, Staff Appreciation, & Birthdays (Annual Avg: **\$2500**)
- Provider/Staff Training Food and Refreshments (Annual Avg. is dependent on amount of trainings: **\$5,000-\$16,000**)
- ELC Promotional/ Giveaways for Outreach Events (Annual Avg: **\$500**)

**General Donation to ELC Broward**

- Unrestricted Funding

Name/Org:

Please enter the total amount of donations:

How will you be paying? *For Cash/Check Donations, please see Lizbeth DeVecchio after the meeting. Checks can also be mailed to ELC Broward. Attn: Christine Klima*

Cash

Check

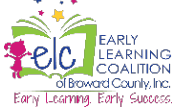
Card Payment

*All donations are appreciated!*

**TO DONATE PLEASE SCAN THE QR CODE OR VISIT:**

[www.donate.elcbroward.org](http://www.donate.elcbroward.org)





## Early Learning Coalition of Broward County - Board Member Roles and Responsibilities

### **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 promote and deliver high-quality early learning experiences to young children, accessible to all eligible families in Broward County.

### **BOARD MEMBER ROLE:**

- To serve as a volunteer voting member of the Board of Directors for the Early Learning Coalition of Broward County
- Develop and maintain focus on the ELC mission and vision.
- Establish and oversee the implementation of the ELC's strategic direction.
- Uphold Fiduciary responsibilities as a steward of public funding in accordance with laws, regulations, contracts, governing by-laws, Board-approved policies, and standard non-profit best practices.

### **TERM (for private sector member):**

In accordance with the ELC bylaws, the term of membership shall be four (4) years. Once a Member's term of service is completed, a Member shall have the option of serving for an additional four (4) year term by providing written notice to the Chair prior to the expiration of their initial four (4) year term.

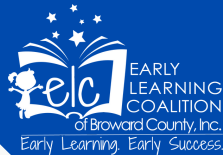
### **TIME EXPECTATIONS:**

- Attend a 60-minute orientation session to learn about organizations, programs, etc.
- Attend all scheduled Board meetings.
  - In person at, ELC Broward, 1475 W. Cypress Creek Rd., Suite 301, or join virtually.
- Join at least 1 board committee. Attend committee meetings.
- Attend, support, and participate in ELC events and program activities.

### **RESPONSIBILITIES:**

- Organization Success
  - Attend and participate in board and committee meetings.
  - Understand and support the vision and mission of ELC of Broward
  - Promote the work of the Coalition.
  - Participate in hiring and evaluating the CEO.
  - Participate in developing strategic goals.
  - Monitor the agency's progress and evaluate outcomes.
  - Be engaged. Ask questions.
  - Exercise fiduciary oversight
- Community
  - Inform others about ELC.
  - Advocate for early learning.
- Individual Responsibility
  - Bring personal/professional expertise to support the mission.
  - Read meeting materials (board and committee packets) prior to the meeting.
  - Appreciate and respect differing viewpoints.
  - Abide by conflict-of-interest policy, Sunshine law, and bylaws.
  - Avoid conflict of interest, real or perceived.
  - Financially support and/or help secure financial contributions to the ELC of Broward

# MAKE AN IMPACT IN YOUR COMMUNITY



The Early Learning Coalition of Broward County  
IS SEEKING DYNAMIC INDIVIDUALS TO JOIN  
THE BOARD OF DIRECTORS



## WE'RE LOOKING FOR PROFESSIONALS WITH EXPERTISE IN:

- Banking
- Public Relations/Marketing
- Health care
- Fundraising

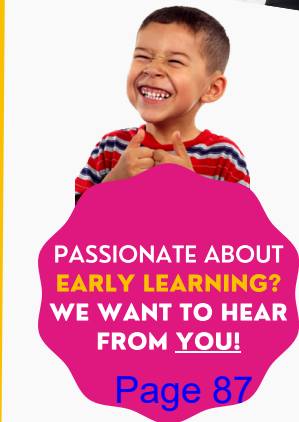
## QUALITIES OF AN IDEAL CANDIDATE:

- Enthusiastic about early care and education
- Committed to attending Board meetings
- Willing to help advance ELC Broward's mission

*Additional qualifications can be found on our website*

**Apply Today!**

[www.elcbroward.org/  
boardofdirectors](http://www.elcbroward.org/boardofdirectors)



*"Early learning,  
Early success."*

[www.elcbroward.org](http://www.elcbroward.org)  
954-377-2188

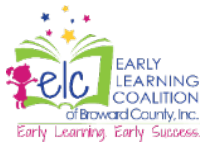
ELC of Broward County

Committee Members 2024-2025

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







# ELC of Broward County

## FY 2024-2025 Board/Committee Meetings Calendar

July 2024							August 2024							September 2024							October 2024							November 2024							December 2024						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
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28	29	30	31				25	26	27	28	29	30	31	29	30						27	28	29	30	31			24	25	26	27	28	29	30	29	30	31				
January 2025							February 2025							March 2025							April 2025							May 2025							June 2025						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
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- |   |   |  |  |  |  |  |
|---|---|--|--|--|--|--|
| <p><b><u>Board</u></b><br/> <u>Mon. at 9:30 am</u><br/>         1. Sep 16, 24 at 3p (rescheduled)<br/>         2. Oct 14, 24<br/>         3. Dec 16, 24<br/>         4. Feb 10, 25<br/>         5. Mar 10, 25<br/>         6. May 12, 25<br/>         7. Jun 16, 25</p> | <p><b><u>Finance/ Exec</u></b><br/> <u>Tues. at 1:30 pm</u><br/>         1. Aug 27, 24<br/>         2. Oct 1, 24<br/>         3. Dec 10, 24<br/>         4. Jan 28, 25<br/>         5. Mar 4, 25<br/>         6. Apr 29, 25<br/>         7. Jun 3, 25</p> | <p><b><u>Governance</u></b><br/>         1. Oct 7, 24 at 1:00 pm<br/>         2. Dec 3, 24 at 11:30 am<br/>         3. Feb 3, 25 at 1:00 pm<br/>         4. Mar 3, 25 at 11:30 am<br/>         5. May 1, 25 at 11:30 am<br/>         6. Jun 9, 25 at 1:00 pm</p> | <p><b><u>Nominating</u></b><br/> <u>Wed. at 1:00 pm</u><br/>         1. Dec 5, 24 at 12 pm<br/>         2. Jan 29, 25<br/>         3. Apr 30, 25<br/>         4. Jun 4, 25 at 1 pm</p> | <p><b><u>Audit</u></b><br/>         1. July 29, 24 at 11 am RFP Appl.<br/>         2. Aug 27, 24 at 3.30 pm<br/>         3. Mar 4, 25 at 3.30 pm</p> | <p><b><u>Program Review</u></b><br/>         1. Aug 28, 24 at 11 am<br/>         2. Dec 5, 24 at 10 am<br/>         3. Mar 3, 25 at 9 am</p> | <p><b><u>Ad-Hoc Fundraising</u></b><br/>         1. Sep 3, 24 at 12:30 pm<br/>         2. May 7, 25 (hold)</p> |
|---|---|--|--|--|--|--|

**ELC offices closed for holidays on:**

July 4 Independence; Sep 2 Labor; Nov 11 Veterans; Nov 27-28 Thanksgiving; Nov 29 Day after Thanksgiving; Dec 23-25 Christmas; Dec 31 New Years Eve; Jan 1 New Year's Day; Jan 20 MLK; Feb 17 President; May 26 Memorial;

**Federal Holidays:**

Oct 14 Columbus; Jun 19 Juneteenth;

**Holidays:**

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

## 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.