

Early Learning Coalition of Broward County, Inc.

Board Meeting Agenda

Sep 16, 2024, at 3:00 PM

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

PAGE		
1.	<b>Call to Order</b>	Laurie Sallarulo, Chair
2.	<b>Roll Call</b>	Melody Martinez, Board Liaison
3.	<b>Chair Report</b> <ul style="list-style-type: none"> <li>• Thank you to Melody McDonald</li> <li>• Ellie Schrot appointment to Audit Committee</li> </ul>	Laurie Sallarulo, Chair
4.	<b>CEO Report</b>	3 Renee Jaffe, CEO
5.	<b>Mission Moment</b>	
6.	<b>Consent Agenda</b> <ol style="list-style-type: none"> <li>1. Approve June 17, 2024, Meeting minutes</li> <li>2. B251CA1 – Approve CSC Financially Assisted Child Care FY25 Revenue Agreement Renewal</li> <li>3. B251CA2 – Approve CSC Vulnerable Populations Program FY25 Revenue Agreement Renewal</li> <li>4. B251CA3 – Approve Broward County School Readiness &amp; Special Needs FY 25 Revenue Agreement Renewal</li> <li>5. B251CA4 – Approve City of Pompano Beach Match Funding Revenue Agreement</li> <li>6. B251CA5 – Approve CLASS Assessor Vendor Recommendation</li> <li>7. B251CA6 – Authorize Staff to Release an RFP for Compensation Consulting Services</li> <li>8. B251CA7 – Authorize Staff to Negotiate a Wind Down Period Extension with VOIP Services Vendor Revation Systems, Inc.</li> <li>9. B251CA8 – Authorize Worker’s Compensation Insurance Policy Vendor Change</li> <li>10. B251CA9 – Approve Expenses over \$35K</li> </ol>	6 21 24 27 30 32 33 34 35 36 Laurie Sallarulo, Chair
7.	<b>Finance Committee</b> <ol style="list-style-type: none"> <li>1. B251FIN1 – Preliminary FY24 Financial Results</li> <li>2. B251FIN2 – Approve July 2024 Interim Financial Statements</li> <li>3. B251FIN3 – Approve Budget Amendment #1</li> </ol>	37 46 54 Cindy Arenberg Seltzer, Committee Chair Christine Klima, CAO
8.	<b>Regular Business</b> <ol style="list-style-type: none"> <li>1. B251RB1 – Approve CEO Performance Evaluation Results and CEO Performance Pay</li> <li>2. B251RB2 – Authorize Chair to Execute Agreement with the Children’s Forum for Help Me Grow Program Revenue</li> </ol>	58 89 Christine Klima, CAO
9.	<b>Nominating Committee</b> Update from Chair – No Meeting Held	Dr. Amoy Reid, Committee Chair Judith Merritt, COO
10.	<b>Audit Committee</b> <ol style="list-style-type: none"> <li>1. B251AUD1 – Approve Audit Committee Recommendation for Audit and Tax Preparation Services</li> </ol>	90 Renee Podolsky, Committee Chair Christine Klima, CAO

11.	<b>Governance Committee</b> Update from Committee Chair – No Meeting Held		Dawn Liberta, Committee Chair Judith Merritt, COO
12.	<b>Program Review Committee</b> Update from Committee Chair		Monica King, Committee Chair
13.	<b>Ad Hoc Fundraising</b> Update from Committee Chair		Michael Asseff, Committee Chair Traci Schwitzer, Committee Co-Chair
14.	<b>Provider Representative Update</b>  Update from Provider Representatives		Krystie Castillo, Representative Faith-based Childcare Provider
15.	<b>FYI Items</b> <ul style="list-style-type: none"> <li>o FYI 1 ELC Contracts</li> <li>o FYI 2 May Cash Disbursements</li> <li>o FYI 3 June Cash Disbursements</li> <li>o FYI 4 July Cash Disbursements</li> <li>o FYI 5 FY25 Match Report</li> <li>o FYI 6 Board Engagement Opportunities</li> <li>o FYI 7 Board Sponsorship Form</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>	<p style="text-align: right;"><b>91</b></p> <p style="text-align: right;"><b>93</b></p> <p style="text-align: right;"><b>94</b></p> <p style="text-align: right;"><b>95</b></p> <p style="text-align: right;"><b>96</b></p> <p style="text-align: right;"><b>97</b></p> <p style="text-align: right;"><b>99</b></p> <p style="text-align: right;"><b>100</b></p> <p style="text-align: right;"><b>101</b></p> <p style="text-align: right;"><b>102</b></p> <p style="text-align: right;"><b>103</b></p>	
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: Oct. 14, 2024, @ 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 – September 16, 2024**

#### **School Readiness Enrollment Update**

ELC Broward continues to enroll an average of 350-400 children into the School Readiness program each month. Our current strategy will be to enroll enough children to offset monthly attrition and manage expenditures to serve as many children as possible. We are currently hovering a bit above the 15,000 mark. As of September 5<sup>th</sup>, we have brought the waitlist to the point that we are pulling people off the list within a week from when they submit their initial applications.

#### **VPK Update**

As of August 30th, we have approved 13,757 VPK school-year applications (FY 23-24), and we have 10,470 children who have now enrolled in VPK. As the school year has just begun, these numbers will change rapidly over the next month. The Florida Statewide Estimating Conference has just released its estimate for the number of VPK participants for the 2024-25 school year. They are projecting 12,815 Broward participants for the current school year. We will continue to keep you updated through the year as to our ability to meet or exceed this estimate.

#### **VPK Accountability**

The State Board of Education approved a new Rule 6M-8.622, Florida Administrative Code, Voluntary Prekindergarten (VPK) Education Provider Performance Metric and Designation on August 21, 2024. The rule is effective on September 24, 2024.

The new rule establishes VPK program accountability in accordance with Section 1002.68, Florida Statutes. The rule details procedures for the department to calculate each VPK provider's performance metric and assignment of performance designations. The rule includes key VPK accountability terms and definitions including composite program assessment score, eligible children, growth rate, highest literacy classification, kindergarten readiness and performance metric designations. Additionally, the rule outlines the three components (quality, achievement and learning gains) for calculating each VPK provider's performance metric, and criteria for assigning performance designations.

New VPK program accountability will be applied at the end of the 2024-25 VPK program year. The department will calculate performance metrics for each VPK provider and assign each provider a performance designation within 45 days after the conclusion of the VPK schoolyear and summer programs, respectively.

#### **MODEL Classroom**

We are excited to announce our Model Classroom and STEM wait room is 98 percent complete! We are looking forward to giving you all a tour soon! Stay tuned for details.

#### **Wonderschool**

The Florida Dept. of Education has introduced a separate search tool through its chosen vendor, Wonderschool, which offers a search capability for parents looking for public, charter, or private K-12 schools throughout Florida in what has been described as a "Realtor.com" type of search. Wonderschool has also worked through the Division of Early Learning to launch its early care module, focusing on providers serving the 0-5 population. Providers' general information has been downloaded into Wonderschool's data system through EFS, and providers will be expected to update vacancies and other information.

That said, the implementation of the 0-5 tool has experienced numerous bumps, and we await some fixes that will make this system much more meaningful. We met with Wonderschool two weeks ago to review the issues and let them know we are happy to provide any support we can to improve their search tool.

## **Board Annual Survey**

In ELC's Strategic Plan (SP) there is a board objective (see below) that includes conducting an annual Board Survey. The FY 23/24 survey was conducted in mid-February (first email from Sharity was February 13, 2024), and staff had prepared to share the results at the May Board Retreat. Unfortunately, we ran out of time, so we have shared them below. The great news is that the responses were extremely favorable for the Board Self-Assessment, Board Assessment, and Staff Survey (of the Board), all with positive scores above 90%. The results which are contained in the full Strategic Plan Year 2 update can be found in FYI 4 in the Board packet.

**Goal 7: ELC is a healthy, efficient, and effective organization – Objective 5: The ELC board is energized, enthusiastic, educated, participate, and partners effectively with staff:**

**Outcome 1: Results of the annual staff and board survey will show at least a 90% rating in all categories**

Result: Average Rating is 95%

The Annual Board Survey is made up of 2 sections which Board members respond to:

- Board Self-Assessment (Individual) has 7 questions, which resulted in an average rating of 95%, 3 of the questions were rated at 100%
- Board Assessment (as a whole) has 5 questions, which resulted in an average rating of 96%, 3 of the questions were rated at 100%
- Both categories/sections scored above the 90% goal.

The Staff portion of the Survey has 8 questions, which resulted in an average rating of 95%, 5 of the questions were rated at 100%.

**Outcome 2: 100% of the ELC Board will be complete and return the Survey**

Result: 100% of the Board members completed and returned the Survey by February 28, 2024.

The PowerPoint with the results for the past 3 years (for comparison) of the specific questions and sections can be found in FYI 3 in the Executive Committee packet.

## **Strategic Plan Update**

The Year 2 Strategic Plan Goals and Outcome results were shared as part of the CEO Annual Evaluation which was sent to all Board members who have served on the Board for at least 6 months.

Overall, 97% or 25 of the 26 Outcomes in the plan, are on track, met or exceeded the desired outcomes, with the following breakdown:

- 1 Not Met Outcome (3%)
- 8 On Track Outcomes (31%)
- 3 Met Outcomes (12%)
- 14 Exceeded Outcomes (54%)

The full breakdown by goal and outcomes can be found in the FYI section of this packet.

## **Provider Representative Vacancy**

We are sad to inform the Board that Melody McDonald resigned her position as the Provider Representative for ELC of Broward. Melody has accepted another position in Palm Beach County for a Faith Based Provider, therefore resigned from the Board effective September 9, 2024. We would like everyone to take the time to thank Melody for all of her hard work and commitment to ELC and wish her every success in the future. Melody will be attending the upcoming Board meeting on September 16 to say goodbye to everyone.

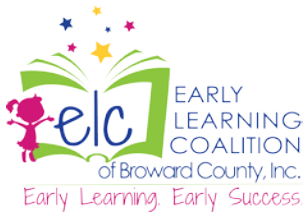
Tuesday 10/17 we will send out the notice to all providers informing them of the application process for this vacancy as well as outlining this vacancy at the PLAN meeting on Wednesday September 18, 2024. We are in the process of obtaining dates and times for a Nominating Committee so we can hopefully fill this position quickly.

**Nominating Committee Members Needed**

With the resignation of Melody McDonald who served on the Nominating Committee we are asking Board members to let Judith Merritt know if they would like to serve on this committee, we would like at least one new member, but more are welcome.

**Board Sponsorship Form**

As you are aware we are at the beginning of each year asking the Board members if they wish to donate to/sponsor any of our upcoming events. We have our Staff Appreciation Event in December and hope to raise enough money so we can have it at last year's location. FYI 7 is the sponsorship form along with QR Code and links to donate. Any and all contributions are welcome to help us show appreciation to our ELC staff. Specifically, donations are needed in the ELC Unfunded Events and General Donations to ELC Broward sections of the Sponsorship form.



**Early Learning Coalition of Broward County, Inc.**  
**Board Meeting Minutes**  
**June 17, 2024, at 9:30 AM**  
**Virtual Meeting**

Members in Attendance	Chair Laurie Sallarulo; Dawn Liberta; Twan Russell; Monica King; Cindy Arenberg-Seltzer; Michael Asseff; Sharonda Bailey; Richard Campillo; Krystie Castillo; Maria Hernandez; Melody McDonald; Renee Podolsky; Dr. Amoy Reid; Ellie Schrot; Traci Schweitzer; Zachary Talbot; Julie Winburn
Members Absent	Kirk Englehardt; Daniel Foganholi; Carol Hylton;
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Howard Bakalar, CPO; Hubert Cesar, CIO; Lizbeth DelVecchio, 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; Beverly Hung, Director of Human Resources; Irene Ramos, Office Manager; Kasey LaFrance, Contracts Administration Manager; Megan DeGraaf, Purchasing & Procurement Specialist; Renier Potts, Financial Analyst; Samantha McAnally, Accountant; Sandra Paul, Senior Director of Provider Reimbursement; Sarane Epps, Contract Specialist; Stephanie Landreville, Controller;
Others in Attendance	Julie Klahr, Legal Counsel; Jinane Bahlawan, Member of the Public

Item	Action/Discussion
Welcome & Call to Order	Chair Laurie Sallarulo called the meeting to order at <b>9:34 AM</b> . The roll was called, and a quorum was established.
Chair Report	Chair Laurie Sallarulo announced that Dr. Amoy Reid has agreed to be the Chair of the Nominating Committee.
CEO Report	<p>CEO Renee Jaffe shared that we've enrolled almost 4,000 School Readiness children this year, increased our class scores in SR and VPK, had clean audits and monitoring, and given out over 8,000 stipends to educators. We launched our CDA Academy, Childcare Bootcamps, and Baby Bookworms, and we were nominated as a Top Workplace, where we placed this year in the Top 10.</p> <p>Renee Jaffe thanked the Board Members who assisted and attended the Day in K Event. It was a successful event, and we welcomed approximately 1,000 soon-to-be kindergarteners in our County.</p>
Mission Moment - Stipends	<p>CPO Howard Bakalar shared that we have given out about \$5.4 million in stipends and another \$1.5 million in the hopper. As a cautionary note, due to the volume of stipends, we have awarded our childcare professionals with stimulus funding, which propped up their salaries by 20-30%, so we are anticipating some tough times ahead.</p> <p>Chair Laurie Sallarulo asked how we are communicating this message to the providers.</p> <p>Howard shared that we have been communicating the message all along. While we won't have the stimulus dollars to provide stipends, we are supporting our educators through other programs where stipends can be awarded. We are still big supporters of the Incentives program, which offers salary supplements to educators who reach different goals through professional development.</p>

## Consent Agenda

1. Approve May 6, 2024, Meeting minutes.
2. B247CA1 – Authorize Chair to Execute FY25 Grant Agreement when it is Issued
3. B247CA2 – Approve a Budget Amendment to FY24 CSC Vulnerable Populations Program Agreement
4. B247CA3 – Authorize Chair to Execute a Budget Amendment to FY24 Broward County School Readiness Match Funding Agreement when it is issued
5. B247CA4 – Approve FY25 United Way School Readiness Match Revenue Agreement
6. B247CA5 – Approve FY25-FY26 AD Henderson Foundation Revenue Agreement for Peer Support
7. B247CA6 – Approve Children’s Forum FY25 Sub Recipient Agreement for Administration of the INCENTIVE\$ Program
8. B247CA7 – Authorize Staff to negotiate 2 Year Agreement with Scholastic, Inc. for Supply & Distribution of Children’s Books
9. B247CA8 – Authorize Staff to negotiate 2 Year Agreement with Webauthor.com LLC for CRM Software
10. B247CA9 – Approve Purchasing Card Authorized Caller List Update
11. B247CA10 – Approve FY25 Goren Cherof Doody & Ezrol PA Agreement
12. B247CA11 – Ratify FY25 Agreements with Bryant, Miller, Ollive PA and Klausner, Kaufman, Jensen & Levinson PA
13. B247CA12 – Authorize FY25 Purchase from AT&T for Cellular Services

A **Motion** was made by Cindy Arenberg-Seltzer, and **Seconded** by Dawn Liberta to move the Consent Agenda excluding item #3 B247CA2. The **Motion was unanimously approved. Motion Passes.**

A **Motion** was made by Dawn Liberta, and **Seconded** by Traci Schweitzer to move item #3 B247CA2 on the Consent Agenda. The **Motion was unanimously approved. Motion Passes.**

Maria Hernandez did not abstain from item #5 B247CA4 as she was not on the meeting at the time of voting.

### Abstentions:

- Cindy Arenberg-Seltzer abstains as she is the President and CEO of CSC and is the Funder of that item.

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<p>14. B247CA13 – Authorize FY25 Sole Sourced Purchase from Teachstone, Inc. for Training and Materials</p> <p>15. B247CA14 – Authorize FY25 RFQ for CLASS Observers</p> <p>16. B247CA15 – Approve FY25 Risk Management Insurance Policy Renewals</p> <p>17. B247CA16 – Approve FY25 Employee Health Benefits Policy Renewals</p>	
<p><b>Finance Committee</b></p> <p>1. B247FIN1 – Approve April 2024 Interim Financial Statements</p>	<p><b><u>Approve April 2024 Interim Financial Statements</u></b></p> <p>The CAO went over the April 2024 Financial Statements.</p> <p>The Finance Committee brought forth a <b>Motion</b> to Approve April 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 Passes.</b></p>
<p>2. B247FIN2 – Approve Preliminary FY2025 Budget</p>	<p><b><u>Approve Preliminary FY2025 Budget</u></b></p> <p>The Finance Committee brought forth a <b>Motion</b> to Approve the Recommended Preliminary FY 2025 Budget Framework and Continue the School Readiness Program Open Enrollment. The <b>Motion was unanimously approved. Motion Passes.</b></p>
<p>3. B247FIN3 – Approve Individual Purchases Over \$35,000</p>	<p><b><u>Approve Individual Purchases Over \$35,000</u></b></p> <p>The Finance Committee brought forth a <b>Motion</b> to Approve FY 2025 Individual Purchases over \$35,000. The <b>Motion was unanimously approved. Motion Passes.</b></p>
<p><b>Regular Business</b></p> <p>1. B247RB1 – Approve FY25 Related Party Contracts</p>	<p><b><u>Approve FY25 Related Party Contracts</u></b></p> <p>Item A. A <b>Motion</b> was made by Cindy Arenberg-Seltzer, <b>Seconded</b> by Dawn Liberta, to move Item A of the Related Party Contracts. The <b>Motion was unanimously approved. Motion Passes</b></p> <p><b><u>Abstentions:</u></b></p> <ul style="list-style-type: none"> <li>• Sharonda Bailey abstains from item (A) because she is an employee of Broward County Public Schools</li> </ul> <p>Item B. A <b>Motion</b> was made by Cindy Arenberg-Seltzer, <b>Seconded</b> by Traci Schweitzer, to move Item B of the Related Party Contracts. The <b>Motion was unanimously approved. Motion Passes</b></p> <p><b><u>Abstentions:</u></b></p> <ul style="list-style-type: none"> <li>• Melody McDonald abstains from item (B) because she is the related party matter.</li> </ul> <p>Item C. A <b>Motion</b> was made by Monica King, <b>Seconded</b> by Cindy Arenberg-Seltzer, to move Item C of the Related Party Contracts. The <b>Motion was unanimously approved. Motion Passes</b></p> <p><b><u>Abstentions:</u></b></p> <ul style="list-style-type: none"> <li>• Krystie Castillo abstains from item (C) because she is the related party matter.</li> </ul>



	<p>Item D. A <b>Motion</b> was made by Dawn Liberta, <b>Seconded</b> by Ellie Schrot, to move Item D of the Related Party Contracts. The <b>Motion was unanimously approved. Motion Passes</b></p> <p><b>Abstentions:</b></p> <ul style="list-style-type: none"> <li>• Cindy Arenberg-Seltzer abstains as she is the President and CEO of CSC and is the Funder of that item.</li> </ul> <p>Item E. A <b>Motion</b> was made by Cindy Arenberg-Seltzer, <b>Seconded</b> by Traci Schweitzer, to move Item E of the Related Party Contracts. The <b>Motion was unanimously approved. Motion Passes</b></p>										
<p>2. B247RB2 – Authorize Staff to negotiate a 3 Year Agreement with Intermedia Inc. for VOIP Software</p>	<p><b><u>FY25 Voice over Internet Protocol (VOIP) Phone Software as a Service Vendor Recommendation</u></b></p> <p>The CAO noted that this item was presented as a regular business voting item because there was a Scrivener's error in the item that was voted on by the Executive Committee that needs to be corrected. The document presented to the Executive Committee was an item from last fiscal year that was inadvertently saved into this year's packet. The corrected information is presented today.</p> <p>A <b>Motion</b> was made by Monica King, <b>Seconded</b> by Dr. Amoy Reid to Approve:</p> <ol style="list-style-type: none"> <li>1. Waive the requirement for the Executive Committee to approve the Vendor recommendation prior to presentation before the Board.</li> <li>2. Authorize Staff to negotiate and facilitate execution of a three-year Agreement with Intermedia, Inc. for Voice Over Internet Protocol (VOIP) Phone Software as a Service and support pending legal review.</li> </ol> <p>The <b>Motions were unanimously approved. Motion Passes.</b></p>										
<p><b>Nominating Committee</b></p> <p>1. B247NOM1 – Approve Recommendations to Board for FY25 Board Officer Nominees</p>	<p><b><u>Approve Recommendations to Board for FY25 Board Officer Nominees</u></b></p> <p>The Nominating Committee brought forth a <b>Motion</b> to Approve the Slate of Board Officers for a three-year term commencing July 1, 2024. The <b>Motion was unanimously approved. Motion Passes.</b></p> <table border="1" data-bbox="516 1314 1562 1570"> <thead> <tr> <th>Officer Position</th> <th>Nominees for Term (7/1/24 – 6/30/27)</th> </tr> </thead> <tbody> <tr> <td>First Vice Chair (Chair of Governance)</td> <td>Dawn Liberta</td> </tr> <tr> <td>Second Vice Chair</td> <td>Michael Asseff</td> </tr> <tr> <td>Treasure (Chair of Finance)</td> <td>Cindy Arenberg-Seltzer</td> </tr> <tr> <td>Secretary</td> <td>Monica King</td> </tr> </tbody> </table> <p>Julie Klahr, Legal Counsel stated that the Governor Appoints the Chair. CAO Christine Klima added that the officer changes will require changes to banking signature cards.</p>	Officer Position	Nominees for Term (7/1/24 – 6/30/27)	First Vice Chair (Chair of Governance)	Dawn Liberta	Second Vice Chair	Michael Asseff	Treasure (Chair of Finance)	Cindy Arenberg-Seltzer	Secretary	Monica King
Officer Position	Nominees for Term (7/1/24 – 6/30/27)										
First Vice Chair (Chair of Governance)	Dawn Liberta										
Second Vice Chair	Michael Asseff										
Treasure (Chair of Finance)	Cindy Arenberg-Seltzer										
Secretary	Monica King										
<p>2. B247NOM2 – Approve Recommendation to Board for Honorary Board Member Applicant</p>	<p><b><u>Approve Honorary Board Member</u></b></p> <p>The Nominating Committee brought forth a <b>Motion</b> to recommend the Board Approve Beverly Batson as an Honorary Board Member. The <b>Motion was unanimously approved. Motion Passes.</b></p>										

<p>3. B247NOM3 – Approve Recommendation to increase board membership (and recruitment focus areas)</p>	<p><b><u>Approve Board Composition and Needs</u></b></p> <p>There was a discussion on what area to focus on with Board experience and expertise. Richard Campillo suggested adding individuals with Technological experience.</p> <p>CEO Laurie Sallarulo suggested that at the next Nominating Committee Meeting, place a specific focus on IT and Marketing and see if there is any other area of expertise that we are lacking. Could we add those two to the focus list.</p> <p>The Nominating Committee brought forth a <b>Motion</b> to Approve:</p> <ol style="list-style-type: none"> <li>1. Nominating Committee Recommend to the Board, future board recruitment efforts should focus on individuals with experience/expertise in Banking, Finance and Fundraising.</li> <li>2. Nominating Committee Recommend to the Board, increasing the maximum number of ELC Board members to 25 (including Governor appointee positions).</li> </ol> <p>The <b>Motion was unanimously approved. Motion Passes.</b></p>
<b>Audit Committee</b>	Nothing to report at the moment.
<b>Governance Committee</b>	Nothing to report at the moment.
<b>Program Review Committee</b>	Nothing to report at the moment.
<b>Ad Hoc Fundraising</b>	Nothing to report at the moment.
<b>Provider Representatives</b>	Nothing to report at the moment.
<b>Unfinished Business</b>	None
<b>New Business</b>	None
<b>Matters from the Chair</b>	None
<b>Matters from the Board</b>	None
<b>Matters from the CEO</b>	None
<b>Matters from Committees</b>	None
<b>Matters from our Partners</b>	None
<b>Public Comments</b>	None
<b>Next Meeting</b>	<b><u>September 10, 2024 at 9:30 AM</u></b>
<b>Adjourn</b>	Dawn Liberta adjourned the meeting at 10:56 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.*

# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME <i>Arenberg Seltzer, Cindy</i>	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE <i>ELC</i>
MAILING ADDRESS <i>6600 W Commercial BLVD</i>	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input checked="" type="checkbox"/> COUNTY <input type="checkbox"/> OTHER LOCAL AGENCY
CITY      COUNTY <i>Lauderhill      Broward</i>	NAME OF POLITICAL SUBDIVISION: <i>Broward</i>
DATE ON WHICH VOTE OCCURRED <i>6/17/24</i>	MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE

## WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies equally to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing the reverse side and filing the form.

## INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which inures to his or her special private gain or loss. Each elected or appointed local officer also is prohibited from knowingly voting on a measure which inures to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent organization or subsidiary of a corporate principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

\* \* \* \* \*

### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

**PRIOR TO THE VOTE BEING TAKEN** by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

**WITHIN 15 DAYS AFTER THE VOTE OCCURS** by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

\* \* \* \* \*

### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you otherwise may participate in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

**IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:**

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on other side)

## 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, Cindy Arenberg-Seltzer, hereby disclose that on June 17, 2024:

(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, \_\_\_\_\_;
- inured to the special gain or loss of Children's Services Council, 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:

B247CA2- Approve a Budget Increase Amendment to the Children's Services Council Vulnerable Populations Program Agreement pending legal review.

I abstain from voting as I am the President & CEO of CSC.

06/17/2024

Date Filed

*Cindy Arenberg Seltzer*  
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.

# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Arenberg Seltzer, Cindy	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE ELC
MAILING ADDRESS 6600 W Commercial BLVD	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input checked="" type="checkbox"/> COUNTY <input type="checkbox"/> OTHER LOCAL AGENCY
CITY    COUNTY Lauderdale    Broward	NAME OF POLITICAL SUBDIVISION: Broward
DATE ON WHICH VOTE OCCURRED 6/17/24	MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE

## WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies equally to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing the reverse side and filing the form.

## INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which inures to his or her special private gain or loss. Each elected or appointed local officer also is prohibited from knowingly voting on a measure which inures to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent organization or subsidiary of a corporate principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

\* \* \* \* \*

### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

**PRIOR TO THE VOTE BEING TAKEN** by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

**WITHIN 15 DAYS AFTER THE VOTE OCCURS** by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

\* \* \* \* \*

### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you otherwise may participate in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

**IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:**

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on other side)

## 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.

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## DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Cindy Arenberg-Seltzer, hereby disclose that on June 17, 2024:

(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, \_\_\_\_\_;
- inured to the special gain or loss of Children's Services Council 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:

B247RB1- FY2025 Estimated Related Party Purchases and Agreements  
(d) \$25,000 Cindy Arenberg Seltzer / Children's Services Council of Broward County  
Sponsorship for annual publication of the Broward County Family Resource Guide

I abstain from voting as I am the President & CEO of CSC.

06/17/2024

Date Filed

Cindy Arenberg Seltzer  
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.

# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Castillo, Krystle	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE ELC of Broward
MAILING ADDRESS 4961 SE 148 Ave	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input checked="" type="checkbox"/> COUNTY <input type="checkbox"/> OTHER LOCAL AGENCY
CITY Davie FL 33330	COUNTY Broward
DATE ON WHICH VOTE OCCURRED 06/17/24	NAME OF POLITICAL SUBDIVISION: MY POSITION IS: <input checked="" type="checkbox"/> ELECTIVE <input type="checkbox"/> APPOINTIVE

## WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies equally to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing the reverse side and filing the form.

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For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

\* \* \* \* \*

### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

**PRIOR TO THE VOTE BEING TAKEN** by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

**WITHIN 15 DAYS AFTER THE VOTE OCCURS** by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

\* \* \* \* \*

### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you otherwise may participate in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

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- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on other side)

**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, Krystie Castillo, hereby disclose that on June 17, 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, \_\_\_\_\_;
- inured to the special gain or loss of Viva Christian Academy, 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.

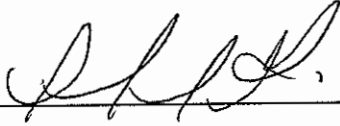
(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

**B247RB1- FY2025 Estimated Related Party Purchases and Agreements**

(c.) \$278,000 Kristie Castillo / Viva Christian Academy Provider Contract for SR and/or VPK Services

I abstain from voting because I am the Director and Owner of Viva Christian Academy.

06/17/2024  
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.





**APPOINTED OFFICERS (continued)**

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

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- 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, Melody McDonald, hereby disclose that on June 17, 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, \_\_\_\_\_;
- inured to the special gain or loss of Future Kids at Sunrise and Kids in Motion, 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:

**B247RB1- FY2025 Estimated Related Party Purchases and Agreements**

(b.) \$785,000 Melody McDonald / Future Kids Academy At Sunrise Provider Contract for SR and/or VPK Services

I abstain from voting because I am the Director of Future Kids Academy at Sunrise.

4/14/2024  
Date Filed

Melody McDonald  
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.



## 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:

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## DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, SHARONDA BAILEY, hereby disclose that on JUNE 17, 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, \_\_\_\_\_;
- 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:

EMPLOYEE OF BROWARD COUNTY PUBLIC SCHOOLS.

6/17/24

Date Filed

*Sharonda Bailey*

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.

<b>ITEM/ MEETING:</b>	B251CA1 / Board
<b>DATE:</b>	September 16, 2024
<b>SUBJECT:</b>	Children’s Services Council (CSC) Financially Assisted Child Care Agreement Renewal
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	Approve CSC Financially Assisted Child Care Agreement renewal for October 1, 2024, to September 30, 2025, pending legal review.
<b>FINANCIAL IMPACT:</b>	<p>\$2,694,637.50 FY 2025 Revenue Budget (Oct-Jun)</p> <p><u>\$898,212.50 FY 2026 Revenue Budget (Jul-Sep)</u></p> <p><b>\$3,592,850 Total All Years</b></p>
<b>ELC STAFF LEAD</b>	C. Klima

**Background**

Since inception, the Coalition has received support and funding from the Children’s Services Council (CSC) to supplement and match State School Readiness funding for children ages birth to 5 (not yet in kindergarten). CSC’s Financially Assisted Child Care program allows income-eligible children to be enrolled in educational programs that prepare them to enter kindergarten ready to learn, enhance their early learning experience, prevent child abuse and neglect, and help families attain economic self-sufficiency. With the approximately \$3.5 million provided under the Agreement each year, the Coalition is able to:

1. Expand School Readiness services through a dollar-for-dollar Federal match to enroll more income-eligible children, including those from families with income up to 70% of the State Median Income level (equivalent to 200% of poverty). The Children’s Services Council is the largest School Readiness Match pool funder and plays a leadership role, along with Broward County and the United Way to help the ELC raise additional match funding from Broward municipalities.
2. Supplement State School Readiness funding for income-eligible families and enroll additional children beyond match funding targets, as applicable.

On May 16, 2024 CSC awarded \$3,592,850 to serve a minimum of 413 children during the period October 1, 2024 to September 30, 2025.

**Current Status:**

The final draft of the Agreement from CSC is pending legal review.

**Recommended Action:**

Executive Committee recommends that the Board approve CSC Financially Assisted Child Care Agreement renewal for October 1, 2024, to September 30, 2025.

**Supporting Documents:**

- CSC FACC FY 24-25 Contract Fact Sheet



## CSC OF BROWARD COUNTY

### Financially Assisted Child Care Services – Contract Fact Sheet

*The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is provided for ease of review, but it is not the approved contract. A copy of the full contract is available upon request.*

<b>CONTRACT NAME:</b>	Children’s Services Council of Broward County Financially Assisted Child Care Services
<b>CONTRACT NUMBER:</b>	23-2580
<b>POINT OF CONTACT:</b>	Cynthia Reynoso Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000
<b>BUDGET AMOUNT:</b>	\$3,592,850.00
<b>METHOD OF PAYMENT:</b>	This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services
<b>PAYMENT SCHEDULE:</b>	Monthly
<b>TERM:</b>	October 1, 2024 – September 30, 2025 with up to 2 renewal options
<b>ANTICIPATED NUMBER OF PARTICIPANTS:</b>	413
<b>SCOPE OF WORK:</b>	The funding will allow the ELC to provide additional School Readiness financial assistance for child care slots for low income families living in Broward County. The program serves children ages birth through 5 (not yet in Kindergarten).
<b>DELIVERABLES:</b>	Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice: <ul style="list-style-type: none"><li>• Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).</li><li>• Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.</li><li>• Participating in the PROVIDER’S School Readiness Program Assessment with a CLASS® score at or higher than the threshold set by the Florida Department of Education Division of Early Learning (DEL).</li></ul>

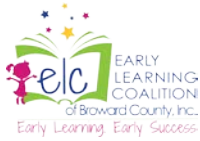
**VI. PERFORMANCE MEASURES**

The PROVIDER is required to submit participant performance measure data within the time frames and formats specified by the CSC. The PROVIDER shall also report any barriers and/or noteworthy activities experienced in performance measure achievement occurring during the term of this Agreement, as required. Performance measures and related processes are subject to change at the discretion of the CSC in response to changes in service delivery (e.g., response to natural disasters or events that impact typical service provision).

**DESIRED RESULT: Children will succeed in school.**

Results based accountability utilizes data to improve performance outcome measures to achieve the desired customer result. When applied, performance measurement answers the following key questions:

<b>Key Question</b>	<b>Performance</b>	<b>Council Goal</b>	<b>Evaluation Tool</b>	<b>Admin Schedule</b>
<b>How Much Did We Do?</b>	# of providers who are serving school readiness children birth-5	Outputs Only	Semi-Annual Report	Semi-Annual Data Submission
	# of children birth-5 receiving CSC funding	Outputs Only	Semi-Annual Report	Semi-Annual Data Submission
<b>How Well Did We Do It?</b>	% of client satisfaction with services	80%	Semi-Annual Report	Semi-Annual Data Submission
	% of children who attended a SR program for a minimum of 6 months	80%	Semi-Annual Report	Semi-Annual Data Submission
<b>Is Anybody Better Off?</b>	% of children who received a referral for additional services based on ASQ recommendations.	95%	Semi-Annual Report	Semi-Annual Data Submission



<b>ITEM/ MEETING:</b>	B251CA2 / Board
<b>DATE:</b>	September 16, 2024
<b>SUBJECT:</b>	Children’s Services Council (CSC) Vulnerable Populations Contract Renewal
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	Approve CSC Vulnerable Populations Child Care Agreement renewal for October 1, 2024 to September 30, 2025 pending legal review.
<b>FINANCIAL IMPACT:</b>	<p>\$3,193,628.25 FY 2025 Revenue Budget (Oct-Jun)</p> <p><u>\$1,064,542.75 FY 2026 Revenue Budget (Jul-Sep)</u></p> <p><b>\$4,258,171.00 Total All Years</b></p>
<b>ELC STAFF LEAD</b>	C. Klima

**Background**

The Children’s Services Council (CSC) Vulnerable Populations Financially Assisted Child Care Program provides funding for child care services for children from birth to 5 (not yet in kindergarten) in exceptionally vulnerable populations throughout Broward County that are not already enrolled in an ELC School Readiness program. Families are referred for services through a variety of CSC-funded family support programs and other community partners regardless of citizenship and/or immigration status. Eligibility is redetermined every six months and children are transferred to long term School Readiness funding when called from the waitlist, if applicable. Children that are over the age of 5 but are still determined to be vulnerable and in need of services are approved by CSC on a case-by-case basis.

Families that are eligible are promptly enrolled in childcare to:

- Prevent further breakdown of what may already be difficult family situations,
- Help families in becoming or remaining economically self-sufficient, and
- Prepare preschool aged children to be successful in school.

On May 16, 2024 CSC awarded \$4,258,171 to serve a minimum of 384 children during the period October 1, 2024 to September 30, 2025.

**Current Status**

The final draft of the Agreement from CSC is pending review by legal counsel.

**Recommended Action**

Executive Committee recommends that the Board approve the CSC Financially Assisted Child Care Agreement renewal for October 1, 2024 to September 30, 2025.

**Supporting Documents**

CSC Vulnerable Populations FY 24-25 Contract Fact Sheet





## CSC OF BROWARD COUNTY

### Vulnerable Population Financially Assisted Childcare – Contract Fact Sheet

*The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is provided for ease of review, but it is not the approved contract. A copy of the full contract is available upon request.*

<b>CONTRACT NAME:</b>	Children’s Services Council of Broward County Vulnerable Population Financially Assisted Childcare Program
<b>CONTRACT NUMBER:</b>	23-2581
<b>POINT OF CONTACT:</b>	Cynthia Reynoso Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000
<b>BUDGET AMOUNT:</b>	\$4,258,171.00
<b>METHOD OF PAYMENT:</b>	This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services
<b>PAYMENT SCHEDULE:</b>	Monthly
<b>TERM:</b>	October 1, 2024 – September 30, 2025 with up to 2 renewal options
<b>ANTICIPATED NUMBER OF PARTICIPANTS:</b>	384
<b>SCOPE OF WORK:</b>	<p>The funding will allow the ELC to provide financial assistance for quality child care “slots” for children from birth to age 5 (not yet in kindergarten) living in exceptionally vulnerable families throughout Broward County. Families that are eligible shall receive childcare quickly to:</p> <ul style="list-style-type: none"><li>• Prevent further breakdown of what may already be difficult family situations,</li><li>• Help families in becoming or remaining economically self-sufficient, and</li><li>• Prepare preschool aged children to be successful in school.</li></ul>
<b>DELIVERABLES:</b>	<p>Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice:</p> <ul style="list-style-type: none"><li>• Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).</li><li>• Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.</li></ul>

- Participating in the PROVIDER’s School Readiness Program Assessment with a CLASS® score at or above the threshold set by the Florida Department of Education, Division of Early Learning.

The PROVIDER is required to submit participant performance measure data within the time frames and formats specified by the CSC. The PROVIDER shall also report any barriers and/or noteworthy activities experienced in performance measure achievement occurring during the term of this Agreement, as required. Performance measures and related processes are subject to change at the discretion of the CSC in response to changes in service delivery (e.g., response to natural disasters or events that impact typical service provision).

**DESIRED RESULT: Children are ready to succeed in school.**

Results-Based Accountability utilizes data to improve performance outcome measures to achieve the desired customer result. When applied, performance measurement answers the following key questions:

Key Question	Performance	Council Goal	Evaluation Tool	Admin Schedule
<b>How Much Did We Do?</b>	# of children receiving quality child care.	381	ELC monthly report	Analyzed monthly
	% of funded allocation utilized.	95%	SAMIS Data	Analyzed monthly
<b>How Well Did We Do It?</b>	% of children remaining in quality child care for a minimum of 6 months with regular attendance.	80%	ELC monthly report	Analyzed monthly
	Data Integrity	95%	SAMIS Quality Assurance Report	Analyzed on a semi-annual schedule
<b>Is Anybody Better Off?</b>	% of parents/caregivers who report benefits by receiving child care services (e.g., respite, pursue/maintain opportunities for employment, therapeutic treatment, etc.).	80%	A descriptive survey from the initial referral process & survey conducted with parent/caregiver at redetermination	Semi-Annual data submission
	% of families with no verified abuse findings during program participation.	85%	This outcome is to be measured collaboratively between BSO and CSC	Analyzed on a semi-annual schedule

<b>ITEM/ MEETING:</b>	B251CA3 / Board
<b>DATE:</b>	September 16, 2024
<b>SUBJECT:</b>	Broward County School Readiness Match & Special Needs Funding Agreement Renewal
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	Approve Broward County School Readiness Match & Special Needs Funding Agreement renewal for October 1, 2024, to September 30, 2025.
<b>FINANCIAL IMPACT:</b>	<p>\$1,757,096.25 FY 2025 Revenue Budget (Oct-Jun)</p> <p><u>\$585,698.75 FY2026 Revenue Budget (Jul-Sep)</u></p> <p><b>\$2,342,795.00 Total Revenue All Years</b></p>
<b>ELC STAFF LEAD</b>	C. Klima

### **Background**

Since 2017 the Coalition has received funding from Broward County for School Readiness Match and Special Needs childcare for children ages birth to 5 (not yet in kindergarten). At approximately \$2.3 million per year over five years, the Agreement allows the Coalition to:

1. Immediately enroll Special Needs children into childcare while they wait to be enrolled for longer-term services in the School Readiness Program; and
2. Expand School Readiness services through a dollar-for-dollar Federal match to enroll more income-eligible children, including those from families with income at or below 70% of the State Median Income level (equivalent to 200% of poverty).

On September 30, 2022, the Coalition's initial 5-year sole sourced award cycle for this funding ended and a new cycle began October 1, 2022. October 1, 2024 will mark the second of four possible annual renewals.

### **Current Status:**

The draft renewal amendment was reviewed and approved as to form and legal sufficiency by the Coalition's General Counsel. The renewal term will be October 1, 2024, to September 30, 2025 for a total award of \$2,342,795.

### **Recommended Action:**

Executive Committee recommends the Board approve the Broward County School Readiness Match & Special Needs Funding Agreement renewal for October 1, 2024, to September 30, 2025.

### **Supporting Documents:**

Contract Fact Sheet



## BROWARD COUNTY - CONTRACT FACT SHEET

The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is being provided for ease of review but is not the approved contract. A copy of the full contract is available upon request.

**CONTRACT NAME:** Broward County

**CONTRACT NUMBER:** 23-CP-CSA-3516-01

**POINT OF CONTACT:** Deborah Scott  
Contract Grant Administrator  
Broward County Human Services Department  
Community Partnership Division  
Children Services Administration  
115 S. Andrews Ave, A370  
Fort Lauderdale, FL 33301

**BUDGET AMOUNT:** \$2,342,795

**METHOD OF PAYMENT:** This is a revenue-generating contract for which the ELC is reimbursed for units (days) of child care services

**PAYMENT SCHEDULE:** Monthly

**TERM:** October 1, 2024 – September 30, 2025

**ANTICIPATED NUMBER OF PARTICIPANTS:** 1,159

**SCOPE OF WORK:** The funding will allow the ELC to reimburse eligible childcare providers, licensed through the Broward County Child Care Licensing and Enforcement Section, for the provision of childcare services for children younger than 6 years of age and not yet in kindergarten who meet all the eligibility requirements:

- a. Be a Broward County resident;
- b. Be younger than 6 years of age;
- c. Not yet in kindergarten;
- d. Be a member of a family with a gross income at or below 70% of the State Median Income for family size (Equivalent to 200% of the Federal Poverty Level); and
- e. Be in one or more of the following categories:
  - i. Be eligible for and on the waitlist for the School Readiness Program and have special needs as defined in Chapter 6M-4, Florida Administrative Code;
  - ii. Be eligible for the School Readiness Program and be at risk of abuse, neglect, abandonment, or exploitation in Broward County; or
  - iii. Be eligible for the School Readiness Program and be a member of a family with parent(s)/guardian(s) working or participating in an educational activity, such as attending college or trade school at least twenty (20) hours per week.

**DELIVERABLES:**

Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice.

**PERFORMANCE**

**MEASURE(S):**

<b>Program Name</b>	<b>Outcomes</b>	<b>Indicators</b>	<b>Data Source</b> (Where the data used to complete the quarterly report is found, verified, and kept)	<b>Data Collection Method</b> (Who collects data, when, how; special calculation instructions, if needed)
Program 1: Child Care Expense Assistance	Satisfaction with quality of service provision.	85% of Clients who have received services for at least three (3) months report that they are satisfied with the services provided.	Enhanced Field System Modernization (EFS Mod) Survey results	Provider compiles data and reports to County quarterly.  Calculation: Number of Clients served for at least three (3) months and who have reported that they are overall satisfied with the services provided / Total number of Clients served for at least three (3) months and who have completed survey



<b>ITEM/MEETING</b>	B251CA4 / Board
<b>DATE:</b>	September 16, 2024
<b>SUBJECT:</b>	City of Pompano Beach School Readiness Match Funding Agreement October 1, 2024 to September 30, 2025.
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	Authorize Board Chair to sign the City of Pompano Beach School Readiness Match Funding Agreement for the period October 1, 2024, to September 30, 2025 pending legal review and City of Pompano Beach Commission Approval.
<b>FINANCIAL IMPACT:</b>	<p>\$15,000 FY2025 Revenue Budget (Oct- Jun)</p> <p><u>\$5,000 FY2026 Revenue Budget (Jul-Sep)</u></p> <p><b>\$20,000 All Years</b></p>
<b>ELC STAFF LEAD</b>	C. Klima

**Background**

Under a specific appropriation in the Florida fiscal year 2024-2025 budget, all 31 Early Learning Coalitions throughout the state compete for funding from a \$30 million statewide School Readiness Program match pool. Awards are based on the documented match commitments received from local government or private funders from each early learning coalition. For FY25 Broward was awarded approximately \$5.9 million from this pool based on commitments from more than 20 County and Municipal funding sources.

The City of Pompano Beach has been one of ELC’s most reliable municipal match funders each year.

**Current Status**

On July 25, 2024, the City of Pompano Beach notified Coalition staff that a \$20,000 contract for continued match funding has been recommended for approval by the City of Pompano Beach Commission and provided a draft Agreement. The Agreement is currently pending legal review. The Agreement must be submitted to the City with the Coalition Board Chair’s signature by September 19, 2024. The Agreement term runs from October 1, 2024 through September 30, 2025.

**Recommend Action:**

Executive Committee recommends that the Board authorize the Board Chair to sign the City of Pompano Beach School Readiness Match Funding Agreement for the period October 1, 2024 to September 30, 2025 pending legal review and City of Pompano Beach Commission Approval.

**Supporting Documentation:**

- Contract Fact Sheet

## CONTRACT FACT SHEET

The information provided in this document identifies the major contract components including cost; scope of work; deliverables and goals. The document is being provided for ease of review but is not the approved contract. A copy of the full contract is available upon request.

**CONTRACT NAME:** City of Pompano Beach  
FY 2025 Miscellaneous Appropriations Agreement

**CONTRACT NUMBER:** N/A Pending

**POINT OF CONTACT:** Kelly Vitale  
President  
Strategic Philanthropy, Inc.  
954-800-9549  
nicole@strategicphilanthropyinc.com

**PROCUREMENT:** Revenue Generating Contract

**CONTRACT TYPE:** Local Municipality Match Funding

**BUDGET AMOUNT:** \$20,000

**METHOD OF PAYMENT:** Revenue generating contract for which the ELC is reimbursed for childcare expenses

**PAYMENT SCHEDULE:** Funds will be distributed on a reimbursement basis, usually within 30 days of invoicing.

**TERM:** October 1, 2024 through September 30, 2025

**ANTICIPATED NUMBER OF PARTICIPANTS:** 1,838 children

**SCOPE OF WORK:** Funding will be used as a match to draw down federal funds for subsidized childcare services for children living in the City of Pompano Beach.

**DELIVERABLES:** Reimbursements to Child Care Providers for Services to School Readiness Income Eligible Children assigned to each funding source.

**PERFORMANCE MEASURES:** None specified

<b>ITEM/MEETING:</b>	B251CA5 / Board
<b>DATE:</b>	September 16, 2024
<b>SUBJECT:</b>	FY25 Independent Contractor CLASS Assessors Vendor Recommendations
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	Authorize staff to negotiate and execute agreement with the three top scoring FY25 Independent Contractor CLASS Assessor applicants.
<b>FINANCIAL IMPACT:</b>	Not to Exceed \$67,000 per year beginning October 1, 2024
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

On August 6, 2024, staff released a Request for Qualifications (RFQ) procurement solicitation for independent contractor CLASS® Assessors to assist ELC staff in conducting CLASS® program assessments at peak activity times during the year, fill scheduling gaps when Coalition staff go out on leave and provide an outside option for providers that wish to have a second assessment performed independently.

The Florida Department of Education Division of Early Learning DEL Grant Agreement requires all Early Learning Coalitions to conduct program assessments of School Readiness (SR) and VPK classrooms to measure the quality of teacher-child interactions using the Classroom Assessment Scoring System (CLASS®). Providers must be assessed and achieve a minimum score to qualify for an SR or VPK Contract each year and can receive tiered reimbursement pay ranging from 3 to 7 percent if their scores are higher. Broward conducts approximately 1,600 assessments each year.

**Current Status:**

On August 30, 2024, an evaluation committee comprised of Coalition staff met to review and discuss the results of the RFQ. The following three (3) CLASS® Assessor applicants scored the highest based on their qualifications and experience and have been recommended to the Board to be selected as Vendors for the services

<b>Applicant Name</b>	<b>Recommended Agreement Allocation</b>
1. Maria Lopez	\$30,250
2. Allison Gonzalez	\$30,250
3. Lianne Betancourt	\$6,500

Since this evaluation committee meeting had to be scheduled on a date that fell after the August 27, 2024 Executive Committee meeting to accommodate the evaluators, staff requested the Executive Committee members permit them to bring their recommendations for vendor selection directly to the Board for approval. Staff plan to negotiate agreements upon approval so that the selected vendors can begin conducting assessments as of October 1, 2024.

**Recommended action:**

Authorize staff to negotiate and facilitate execution of independent contractor agreements with Maria Lopez, Alison Gonzalez, and Lianne Betancourt to provide CLASS Program Assessments





<b>ITEM/MEETING:</b>	B251CA6 / Board
<b>DATE:</b>	September 16, 2024
<b>SUBJECT:</b>	Request for Proposals for Compensation Consultant Services
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	Authorize staff to release a Request for Proposals (RFP) for Compensation Consultant Services.
<b>FINANCIAL IMPACT:</b>	Not to Exceed \$40,000 in FY25 budget
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

Since 2018 the Coalition has engaged an outside consultant to help the organization design and implement market-based compensation plans and policies to attract and retain employees. Independent, professional compensation consultants have the tools and the resources to gather and analyze relevant marketplace benchmarks for similar organizations to formulate compensation strategies tailored to our needs.

Use of compensation consultants to normalize our pay structure and standardize salary administration policies has played a key role in keeping our annual turnover low and employee satisfaction ratings high. The society for human resource management (SHRM) recommends conducting a full salary structure review every three to five years to determine whether the structure is still aligned with the organization’s needs and the labor market. We last conducted reviews in FY 2019 and FY 2022 and we are due for a new one FY 2025.

The scope of services will include (but will not be limited to)

- Analysis of our current organizational structure and pay scale
- Marketplace benchmarks to evaluate marketplace alignment
- Analysis of Compensation Administration philosophy and policies of the organization
- Recommendations for changes or updates

**Current Status:**

Staff plan to issue a Request for Proposals (RFP) procurement solicitation on or about October 15, 2024. Recommended Vendor selections will be brought before the Board in the December meeting cycle. Services are expected to begin January 1, 2025 and the final report will be issued in alignment with FY 2026 budget development process.

**Recommended action:**

Executive Committee recommend the Board Authorize staff to release a Request for Proposals (RFP) for compensation consultant services.

**Supporting Documents**

- None



<b>ITEM/ MEETING:</b>	B251CA7 / Board
<b>DATE:</b>	September 16, 2024
<b>SUBJECT:</b>	Revation Systems, Inc. Contract Wind Down Period
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Authorize staff to negotiate and facilitate execution of a wind-down period for VOIP communications service with Revation Systems, Inc. through October 31, 2024 pending legal review</b>
<b>FINANCIAL IMPACT:</b>	Estimated \$8,000 FY25 Budget
<b>ELC STAFF LEAD</b>	C. Klima

**Background**

The terms of the contact for ELC’s current Voice Over Internet Protocol (VOIP) vendor will expire on September 30<sup>th</sup>, 2024. In May 2024, ELC staff began the procurement process for a new vendor. June 2024 the Coalition selected a new Vendor to provided Voice Over Internet Protocol (VOIP) Communications services starting October 1, 2024.

**Current Status:**

The Coalition may need to extend the services of the existing Vendor, Revation Systems, Inc. for thirty (30) day period through October 31, 2024 to give the new vendor sufficient time to port our numbers over to their system, train our staff and ensure that service continues without interruption during the transition. The contract with Revation contains a provision allowing for such an extension upon mutual agreement of the parties.

Staff will know whether or not it will be necessary to pursue this wind-down period extension with Revation by mid-September 2024. We request authorization to negotiate and execute an amendment to our contract as a precautionary measure.

**Recommended Action:**

Executive Committee recommend the Board authorize staff to negotiate and facilitate execution of a wind-down period for VOIP communications service with Revation Systems, Inc. through October 31, 2024 pending legal review.

**Supporting Documents:**

None



<b>ITEM #/MEETING:</b>	B251CA8 / Board
<b>MEETING DATE:</b>	September 16, 2024
<b>SUBJECT:</b>	Worker’s Compensation Policy Vendor
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Authorize staff to purchase worker’s compensation coverage policy from the Zenith Insurance Company</b>
<b>FINANCIAL IMPACT:</b>	\$24,909 in FY25 budget
<b>ELC STAFF LEAD</b>	C. Klima

**Background**

In accordance with Fiscal Policies, staff prepare and present proposed commercial insurance policies and coverage levels annually for Board review. AJ Gallagher provides brokerage and advisory services for these policies.

Since inception, the Coalition has purchased Worker’s Compensation coverage through small business policy with the Hartford Insurance Company and the policy has run on a September 10 to September 9 policy year. This policy period is out of alignment with the July-June coverage periods of all other risk management policies. While the relationship with the Hartford has been satisfactory over time, recent changes to their job classification policies for many of our employees have caused our potential costs to increase significantly. As we approach the end of the current policy year, our risk management brokers recommend we change service providers to the Zenith Insurance company because they specialize in Worker’s Compensation coverage and their job classification policies are more favorable to our business model.

**Current Status**

Staff have reviewed policy proposals from both the Hartford and Zenith and recommend switching to the Zenith Insurance Company because they offer:

- Comparable pricing to the Coalition’s historical levels of coverage
- A wide array of services offered that help handle and mitigate Worker’s Compensation risk
- A policy term that will align with other risk management policy renewals

**Recommendation**

Executive Committee recommend the Board authorize staff to purchase worker’s compensation coverage from the Zenith Insurance Company for FY 2025.

**Supporting Documents**

None



ITEM#/MEETING	B251CA9 / Board
MEETING DATE:	September 16, 2024
SUBJECT:	FY 2025 Purchases over \$35,000
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2025 Purchases over \$35,000
FINANCIAL IMPACT:	\$40,000
ELC STAFF LEAD	C. Klima

**Background Information:**

In accordance with ELC Fiscal Policy adopted in September 2019, all ELC Vendor Purchases over \$35,000 require prior approval from the Board. Contracts for the purchases will be presented to the Executive Committee.

**Current Status:**

## Purchases over \$35,000 for approval

Item	Vendor	Amount	Purpose	Renewal Status	Services
a.	TBD	\$40,000	Independent Compensation Consultant Services	<ul style="list-style-type: none"> <li>• RFP Pending</li> </ul>	<ul style="list-style-type: none"> <li>• To engage one or more qualified independent contractor(s) to review the Coalition’s Salary Structure and Compensation Policies.</li> <li>• See Separate Action Item for RFP Detail</li> </ul>

**Recommended Action:**

- Approve FY 2025 Vendor Purchases over \$35,000

<b>ITEM/MEETING</b>	B251FIN1 / Board
<b>DATE:</b>	September 16, 2024
<b>SUBJECT:</b>	FY 2024 Preliminary Financial Results (Unaudited) Pending 13 <sup>th</sup> Month Adjustments
<b>FOR ACTION:</b>	No
<b>RECOMMENDED ACTION:</b>	<b>None. FYI only</b>
<b>FINANCIAL IMPACT:</b>	None
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

During the month of August following the end of each fiscal year, the ELC prepares preliminary financial results for the financial year that just ended for information and discussion purposes only. Until the end of September, when “13<sup>th</sup> month” (and final) invoices are due to DEL, ELC’s books for the fiscal year 2024 will remain open and material changes are still possible. After the final invoice to DEL is submitted, the information-gathering process for ELC’s annual audit begins and the auditors conduct their field work from October to November. Because of this lengthy timeline for closeout set by DEL, **the following analysis is preliminary only and not intended as a final report.**

**Current Status:**

Fiscal Year 2024 (July 1, 2023, to June 30, 2024) was another remarkable financial year for the ELC of Broward:

- We maximized our School Readiness allocation despite dramatic swings in child enrollment and funding levels throughout the year, ending the year exactly at our spending targets, leaving nothing unexpended.
- We continued to build, hone, adjust and pivot systems for paying out stimulus funds through inter-departmental collaboration and technical innovation with spectacular results.
- We turned the page on our balance sheet by cleaning up old, unresolved issues from EFS Mod overpayments and set our financial picture up for success and the new “normal” going forward.

Key Highlights of the Financial Year are as follows:

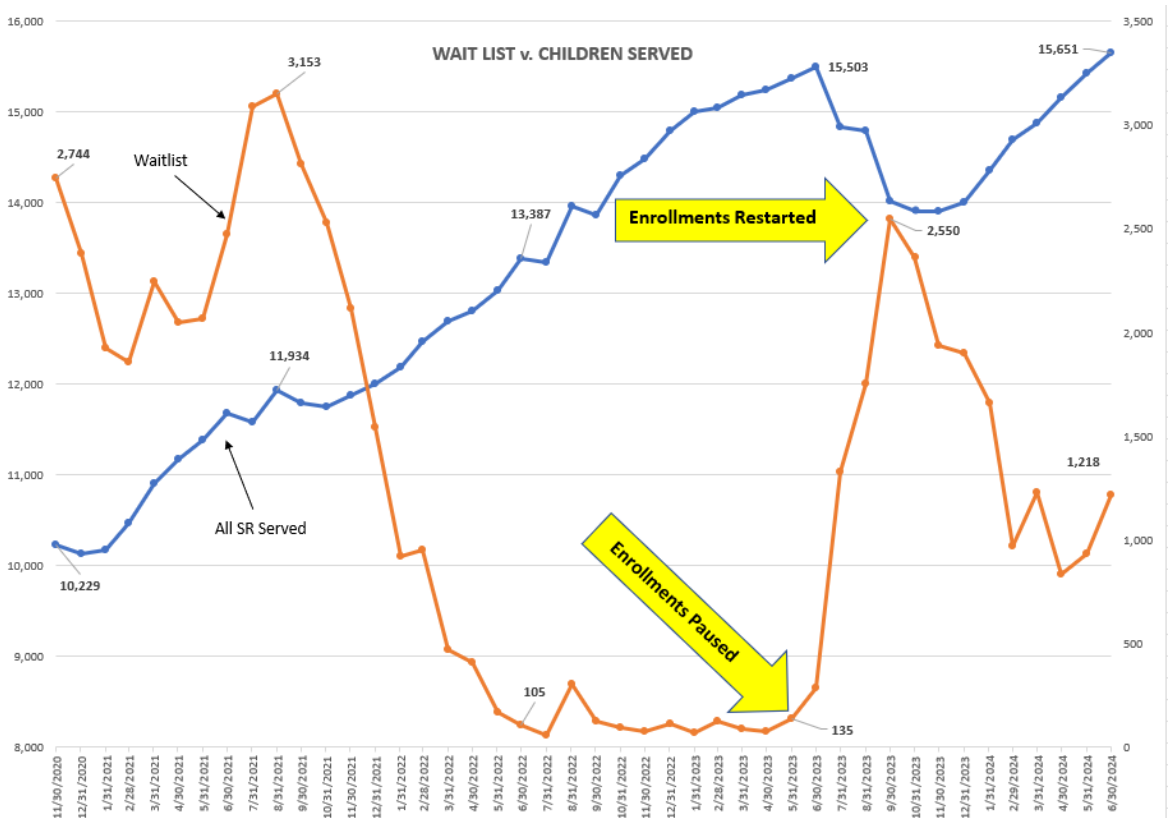
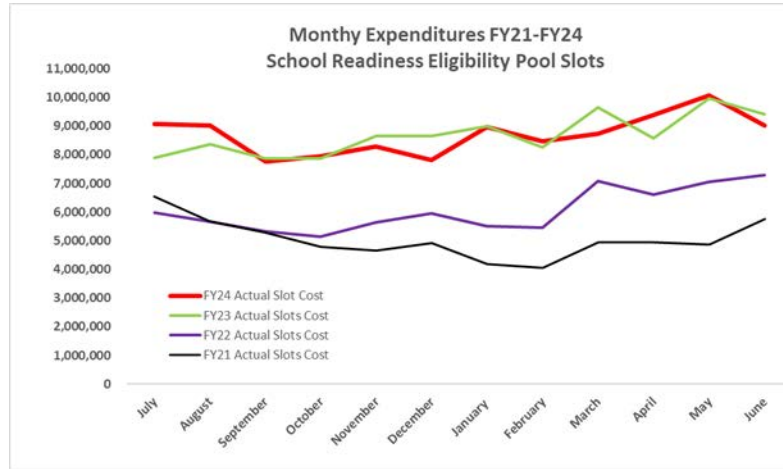
**School Readiness Allocation Utilization:**

**1. School Readiness Allocations Maximized Despite Uncertain Funding Environment:**

*Three years of open enrollment starting in November 2020 showed the extent of Broward’s need for services and additional funding to sustain it. In FY 2024, we had to pause enrollments for three months while waiting for an additional funding award of \$15 million that came through in September 2023. A second additional funding award of \$2.25 million came through in May 2024. The charts below shows the difficulty of managing utilization when funding is uncertain. The number of children served declined dramatically through attrition during the pause. The process of adding children back to return to the same funding level was much more gradual. The number of children served at the beginning of the year was nearly identical to the number served at year end in June 2024 and total expenditures for the year closely matched those of the prior year, despite the dramatic fluctuation in the middle of the year.*

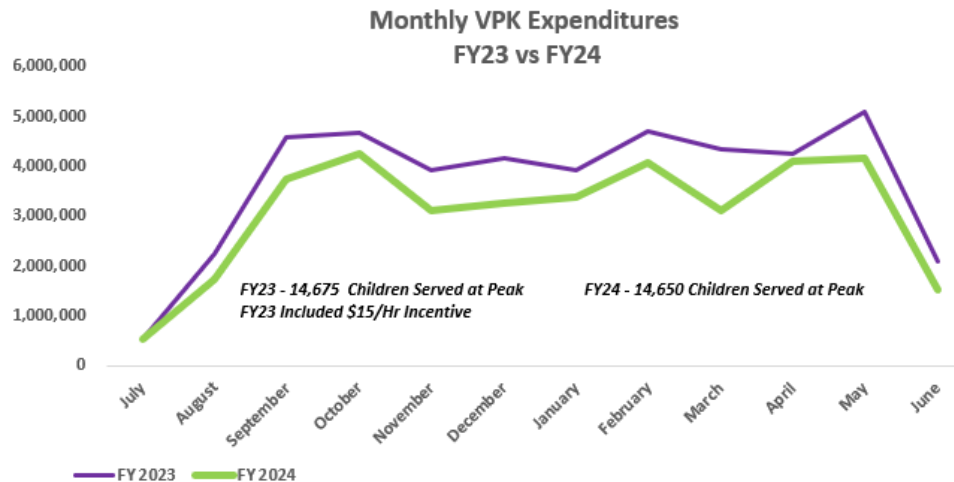
## FY2024 School Readiness Allocation Utilization as of June 30, 2024

Allocation Type	Budget	Actual	Difference	Spent
DEL School Readiness	\$ 94,248,390	\$ 93,931,591	\$ 316,799	100%
DEL School Readiness Match	5,556,282	5,556,627	(345)	100%
DEL SR Rate Differentials	14,202,945	14,567,236	(364,291)	103%
DEL -Program Assessments	342,440	342,436	4	100%
<b>Total School Readiness</b>	<b>\$ 114,350,056</b>	<b>\$ 114,397,889</b>	<b>\$ (47,832)</b>	<b>100%</b>



**2. VPK direct service expenditures were lower than the prior year**

VPK slot expenditures were lower than prior year because an ARPA-funded, one-time rate premium authorized by the legislature in FY23 came to an end in August 2024. The number of enrolled children and the pattern of attendance remained consistent with the prior year. VPK is funded each year by DEL to match actual participation and allocations are determined through a Statewide estimating conference process.



**3. Pandemic Relief Funding Concluded in FY 2024**

More than four years of large investments in Broward’s child care system with federal stimulus and other dollars for pandemic relief culminated in 2024 with the final round of ARPA stabilization grants to providers and an extravaganza of professional development trainings for the workforce. More than 9,000 individual educators received over 25,000 stipend payments totaling nearly \$11 million for attending one or more of the 153 trainings offered by ELC’s Education team and consultants between February and June. Through organization-wide collaboration, staff developed and adapted technology for scheduling, processing and customer service, procured vendors and arranged catering, and followed through on thousands of inquiries throughout the year and beyond.

Since the beginning of the pandemic, Broward has invested more than a quarter of billion dollars into the child care system using these funds, with 96% paid directly to child care providers and their staff to support, stabilize and keep improving the quality of care for the benefit of children and families.

**Pandemic Relief Spending by Fiscal Year**

Item	FY 2020	FY 2021	FY2022	FY 2023	FY 2024	Total
Slots First Responder Child Care	\$ 2,562,400	\$ 11,443,243	\$ -	\$ -	\$ -	\$ 14,005,643
Slots SR Closure Days	-	6,649,023	-	-	-	6,649,023
Slots Co Payment Waiver Child Care	-	1,350,977	-	-	-	1,350,977
Slots Learning Pods	-	256,000	-	-	-	256,000
Slots VPK Closure Days	-	67,328	13,230	-	-	80,558
Slots VPK Wage Incentive Premium	-	-	-	6,303,255	110,095	6,413,350
Slots Homeless Child Care Rate Premium	-	-	-	-	104,867	104,867
Grants to Support Providers	1,571,878	20,102,774	42,820,771	114,029,291	8,811,268	187,335,981
Workforce Stipends & Bonuses	612,600	408,483	619,890	8,307,021	10,853,681	20,801,675
Workforce Coaching & Training	-	-	158,863	4,539,515	2,864,906	7,563,284
Family Engagement & Learning Tech	-	-	35,000	271,220	930,711	1,236,931
Broward Bookworms	-	280,826	249,260	314,212	491,189	1,335,487
Admin	392,118	739,248	155,349	1,338,522	331,987	2,957,225
<b>Grand Total</b>	<b>\$ 5,138,996</b>	<b>\$ 41,297,902</b>	<b>\$ 44,052,364</b>	<b>\$ 135,103,036</b>	<b>\$ 24,498,704</b>	<b>\$ 250,091,002</b>

**4. EFS Mod Overpayments Collections Reconciliation Completed Approved by DEL**

ELC’s fiscal team celebrated achieving final closure of all residual EFS Mod Overpayment collections issues on our balance sheet during FY24. The final billings related to FY19 & FY20 were approved for payment by DEL in June after a months-long effort to untangle a labyrinth of incomplete transactions left over from the disastrous DEL rollout of EFS Mod in 2018. In the final analysis, only \$2.9 million, or 2.4% of the more than \$122 million estimated reimbursements paid to providers were overpayments thanks to the skill and care of our reimbursement team in managing calculations while the system was down. Today, only eight thousand dollars (\$8,000) remains to be collected thanks to the vigilance and analysis of our accounting team. DEL congratulated all our staff upon approving the final invoice, noting that Broward was one of the few Coalitions that managed to reconcile its records from that time at all and one of the first in the State to return the funds collected to DEL.

**SR Reconciliation Summary**

Item	FY2018-19	FY2019-20	FY2020-21	Total FY2018-21	%	# of Prov
EFS Mod Attendance (Slots)	52,443,066.47	67,194,982.53	62,592,113.33	119,638,049.00		
Cash Payments to Providers	55,290,055.60	67,295,365.98	62,592,113.33	122,585,421.58		
Overpayments to Providers	(2,846,989.13)	(100,383.45)	-	(2,947,372.58)	2.4%	307
Less: Hold Harmless -HH				456,518.83		
Overpayment to Providers Net of HH				(2,490,853.75)	2.0%	295
Delinquent Providers Turned over to DEL				\$ 354,940.23	14.2%	47
Collections completed to Date				2,127,990.39	85.4%	248
Remaining collections in progress				\$ (7,923.13)	0.3%	1

**Program Income and Unrestricted Funds Raised Through Fundraising**

Staff raised nearly \$27,000 in Program Income in FY 2024. Approximately \$17,000 was used to serve food to educators during onsite training sessions, \$3,270 in CPR fees paid for CPR certificate issuance and the remaining balance was used for CDA graduation events, A Day in K at the Museum of Discovery & Science, and a Volunteer Harvest food packing event at the ELC.

Program Income FY2024	
AD Henderson Foundation	\$ 12,000
Community Foundation Kiwanis Fund	5,000
CPR \$10 Participant Fees	3,270
Brown and Brown	2,000
Children's Services Council	2,000
Florida Blue	2,000
Sunlife	500
Humana Healthy Horizons	165
<b>Total Contributions</b>	<b>\$ 26,935</b>
Less Expenditures	\$ (26,935)
<b>Net Income Fully Utilized</b>	<b>\$ -</b>

Through fundraising efforts, staff netted \$3,875 in unrestricted income during the year:

Unrestricted Net Income FY2024	
Goren Cherof Doody Ezrol P.A	\$ 1,000
Individual Contributors	6,739
State Farm	1,500
<b>Total Contributions</b>	<b>9,239</b>
Less Expenditures	5,364
<b>Net Unrestricted Income</b>	<b>\$ 3,875</b>



**Year End Results**

*Preliminary Year end results currently indicate a net surplus of \$749,758 pending auditor review and subject to adjustment. \$724,471 of the surplus is due to income received from DEL in FY2024 for pre-paid software licenses that will be expensed during future years as the subscription progresses. The balance is due to a combination of accounting corrections, annual depreciation and net income derived from fundraising (noted above)*

**Supporting Documents:**

- Preliminary, Unaudited FY2024 Financial Statements pending 13<sup>th</sup> Month Adjustments for Discussion Only



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

### **PRELIMINARY YEAR END FINANCIAL STATEMENTS For The Twelve Months Ended June 30, 2024 (Unaudited)**

**Submitted to the Board for Discussion Only  
September 16, 2024**

**Early Learning Coalition of Broward County, Inc.**  
**Statement of Financial Position**  
**As of June 30, 2024**

	<u>6/30/2024</u>	<u>6/30/2023</u>
<b>Assets:</b>		
Cash	\$ 14,635,864	\$ 5,151,188
Grants Receivable	4,416,365	16,298,542
Accounts Receivable	202,522	210,535
Due From Providers	24,831	321,911
Prepaid Expense	1,109,035	45,877
Fixed Assets	14,702	19,479
Operating ROU Asset	1,190,664	1,400,346
<b>Total Assets</b>	<b><u>\$ 21,593,983</u></b>	<b><u>\$ 23,447,879</u></b>
 <b>Liabilities:</b>		
Accounts Payable	2,230,819	2,610,849
Salary & Benefits Payable	326,567	351,922
Compensated Absences	606,880	487,981.71
Due to Providers	15,261,223	15,321,931
Due to Other Agencies	590,072	2,603,925
Deferred Revenue	27,650	56,902
Operating Lease Liability	1,336,862	1,550,215
<b>Total Liabilities</b>	<b><u>\$ 20,380,073</u></b>	<b><u>\$ 22,983,727</u></b>
 <b>Net Assets</b>		
Unrestricted	489,439	464,152
Board Designated Net Assets	724,471	0
<b>Total Net Assets</b>	<b><u>1,213,910</u></b>	<b><u>464,152</u></b>
	-	-
<b>Total Liabilities and Net Assets</b>	<b><u>\$ 21,593,983</u></b>	<b><u>\$ 23,447,879</u></b>

**Early Learning Coalition of Broward County, Inc.**  
**Statement of Activities**  
**For The Twelve Months Ended June 30, 2024**

	<u>Jun 2024</u> <u>Actual</u>	<u>FY 2024</u> <u>YTD Actual</u>	<u>FY 2023</u> <u>YTD Actual</u>
<b>Revenue</b>			
<b>Recurring</b>			
DEL School Readiness	\$ 7,788,445	\$ 93,931,591	\$ 91,634,627
DEL School Readiness Match	324,221	5,556,627	5,124,089
DEL SR Rate Differentials	1,048,643	14,567,236	13,796,549
DEL - School Readiness Program Assessments	1,615	342,436	444,941
DEL - Voluntary Pre-K	1,625,904	38,129,392	38,541,576
CSC -School Readiness	1,244,352	3,140,760	5,587,687
CSC - Vulnerable Populations	360,087	4,082,473	2,748,911
Broward County - School Readiness	104,630	4,160,311	2,253,090
Univ of Florida Lastinger Center	3,500	8,835	92,170
United Way & Cities - School Readiness	(11,442)	536,964	354,508
Miscellaneous Income	(130,846)	148,087	68,187
<b>Subtotal Recurring Revenue</b>	<u>\$ 12,359,109</u>	<u>\$ 164,604,710</u>	<u>\$ 160,646,335</u>
<b>Non-Recurring Pandemic Relief</b>			
DEL Preschool Development Grant	-	-	377,076
DEL - CARES/CRRSA Pandemic Relief	-		6,891,264
DEL - ARPA Stabilization & Workforce	5,531,756	23,120,838	121,209,341
DEL - ARPA VPK \$15/hr Wage Incentive	269	110,095	5,973,237
<b>Subtotal Non-Recurring Pandemic Relief</b>	<u>\$ 5,532,025</u>	<u>\$ 23,230,933</u>	<u>\$ 134,450,918</u>
<b>Total All Revenue</b>	<u>\$ 17,891,134</u>	<u>\$ 187,835,643</u>	<u>\$ 295,097,253</u>
<b>Expenses</b>			
<b>Direct Services</b>			
School Readiness (State & Local Funds)	\$ 9,012,461	\$ 104,537,022	\$ 104,143,520
DEL - Voluntary Pre-K	1,515,437	37,107,726	43,081,924
CSC - Vulnerable Populations	306,012	3,653,205	2,708,529
Stipends and Grants to Providers	4,640,463	19,664,549	122,336,312
<b>Subtotal Direct Services</b>	<u>\$ 15,474,373</u>	<u>\$ 164,962,501</u>	<u>\$ 272,270,285</u>
<b>Program Support</b>			
Eligibility, Customer Services & Providers	\$ 907,606	\$ 9,764,624	\$ 8,767,043
Quality & Education	1,337,255	7,225,283	8,816,767
<b>Subtotal Program Support</b>	<u>\$ 2,244,861</u>	<u>\$ 16,989,907</u>	<u>\$ 17,583,810</u>
<b>Total Program (Direct + Support)</b>	<u>\$ 17,719,235</u>	<u>\$ 181,952,409</u>	<u>\$ 289,854,095</u>
<b>Administration</b>	<u>538,993</u>	<u>5,133,476</u>	<u>5,112,888</u>
<b>Total Expenses</b>	<u>\$ 18,258,228</u>	<u>187,085,885</u>	<u>\$ 294,966,983</u>
<b>Change in net assets</b>	<u>\$ (367,094)</u>	<u>\$ 749,758</u>	<u>\$ 130,270</u>
<b>Net assets, beginning of year</b>		464,152	333,882
<b>Net assets, end of the period</b>		<u>\$ 1,213,910</u>	<u>\$ 464,152</u>

**Early Learning Coalition of Broward County, Inc.  
Budget to Actual  
For The Period Ending June 30, 2024**

Revenue:	FY24 Amendment 5	YTD Actual	Balance	% Budget Spent	Notes
<b>Recurring</b>					
DEL School Readiness	\$ 94,248,390	\$ 93,931,591	\$ 316,799	100%	
DEL School Readiness Match	5,556,282	5,556,627	(345)	100%	
DEL SR Rate Differentials	14,202,945	14,567,236	(364,291)	103%	
DEL - School Readiness Program Assessment	342,440	342,436	4	100%	
DEL - Voluntary Pre-K	39,982,829	38,129,392	1,853,437	95%	
CSC - School Readiness	2,928,391	3,140,760	(212,369)	107%	
CSC - Vulnerable Populations	3,853,136	4,082,473	(229,337)	106%	
Broward County - School Readiness	4,246,139	4,160,311	85,829	98%	
Univ of Florida Lastinger Center	85,000	8,835	76,165	10%	
United Way & Cities - School Readiness	530,000	536,964	(6,964)	101%	
Miscellaneous Income	210,000	148,087	61,913	71%	
<b>Subtotal Recurring Revenue</b>	<b>\$ 166,185,552</b>	<b>\$ 164,604,710</b>	<b>\$ 1,580,842</b>	<b>99%</b>	
<b>Non-Recurring Pandemic Relief</b>					
DEL Preschool Development Grant					
DEL - CARES/CRRSA Pandemic Relief	120,000	-	120,000	0%	
DEL - ARPA Stabilization & Workforce	29,052,239	23,120,838	5,931,401	80%	
DEL - ARPA VPK \$15/hr Wage Incentive	305,000	110,095	194,905	36%	
<b>Subtotal Non-Recurring Pandemic Relief</b>	<b>\$ 29,477,239</b>	<b>\$ 23,230,933</b>	<b>\$ 6,246,306</b>	<b>79%</b>	
<b>Total All Revenue</b>	<b>\$ 195,662,791</b>	<b>\$ 187,835,643</b>	<b>\$ 7,827,148</b>	<b>96%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
School Readiness (State & Local Funds)	\$ 105,398,188	\$ 104,641,889	\$ 756,299	99%	
DEL - Voluntary Pre-K	38,750,027	37,002,859	1,747,169	95%	
CSC - Vulnerable Populations	3,467,822	3,653,205	(185,383)	105%	
Stipends and Grants to Providers	25,346,408	19,664,549	5,681,859	78%	
<b>Total Child Care Slots and Incentives</b>	<b>\$ 172,962,445</b>	<b>\$ 164,962,501</b>	<b>\$ 7,999,944</b>	<b>95%</b>	
<b>Sub Recipient Expense</b>					
Children's Forum	248,205	\$ 242,071	6,134	98%	
211 Broward	462,000	435,500	26,500	94%	
<b>Total Sub Recipient Expense</b>	<b>\$ 710,205</b>	<b>\$ 677,571</b>	<b>\$ 32,634</b>	<b>95%</b>	
<b>ELC Operating Expense</b>					
Salaries & Benefits	\$ 17,445,385	\$ 17,960,640	\$ (515,255)	103%	Increased benefits costs
Attorneys	134,000	64,678	69,323	48%	
Auditors	43,100	32,500	10,600	75%	
Consultants & Temps	764,150	602,299	161,851	79%	
Staff & Board Travel & Training	75,000	90,147	(15,147)	120%	Additional travel under ARPA
Insurance	69,000	69,516	(516)	101%	
Office Rent, Utilities & Maintenance	485,184	518,538	(33,354)	107%	New accounting rules for rent exp
Office Machine & Storage Leases	4,806	4,806	(0)	100%	
Software Licenses	195,144	322,962	(127,819)	165%	ARPA software budgeted to grants
Internet, Email, Phones	162,674	138,853	23,821	85%	
Cell Phones	98,700	97,436	1,264	99%	
Sponsorships & Memberships	126,710	108,550	18,160	86%	
Books for Kids	550,000	534,576	15,424	97%	
Instructional Materials	612,215	457,169	155,046	75%	
Other Operating Costs	259,045	321,597	(62,552)	124%	One-time ARPA purchase
Computer Equipment & Software	150,000	29,907	120,093	20%	
Furniture & Fixtures	62,968	86,862	(23,893)	138%	One-time ARPA purchases
Depreciation	-	4,777	(4,777)	0%	
Unallocated (Budget Only)	752,060	-	752,060	0%	
<b>Total ELC Operating Expense</b>	<b>\$ 21,990,141</b>	<b>\$ 21,445,813</b>	<b>\$ 544,328</b>	<b>98%</b>	
<b>Total Operating &amp; Sub-Recipient Expense</b>	<b>\$ 22,700,346</b>	<b>\$ 22,123,384</b>	<b>\$ 576,963</b>	<b>97%</b>	
<b>Total Expense</b>	<b>\$ 195,662,791</b>	<b>\$ 187,085,885</b>	<b>\$ 8,576,906</b>	<b>96%</b>	

ITEM#/MEETING	B251FIN2 / Board
MEETING DATE:	September 16, 2024
SUBJECT:	July 2024 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve July 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 one-month period ending July 31, 2024, are attached for review. Financial Highlights for the month of July 2024 are as follows:

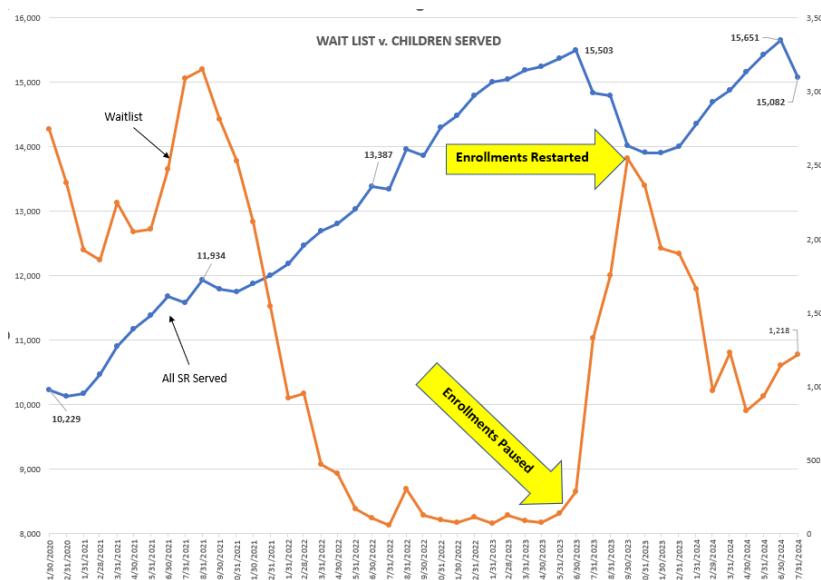
**1. School Readiness**

ELC opened the 2023-2024 fiscal year with very high School Readiness expenditures (11% vs. 8% target) following: a) three years of open enrollment that began in November 2020; b) a temporary pause in enrollments at the beginning of last year while additional funding was pending, and c) 9 months of vigorous enrollment to regain the number of children lost during the temporary pause.

At the end of July 2024, School Readiness Direct Service expenditures were 16% higher than last year, primarily due to the number of days in July (23 vs typical 20), but also due to 12% increase in rates paid for full-time school aged children. Since 2023, the State Legislature took over authority to set rates for Coalitions statewide and we received additional funding in our base allocation to cover the cost for this increase in 2024. The rate changes for Broward were most significant for school-aged care. The State has not shared the amount of the additional allocation that was earmarked for this purpose, but we estimate the additional cost to be approximately \$6 million out of the \$12 million total increase to our base allocation.

As discussed at the June 2024 Board meeting, our base funding allocation for SR, including additional allocations expected this year, is not enough to sustain open enrollment at the 15,561 children/month peak enrollment reached in June, but the Board directed staff not to pause this year until we have exhausted all options for obtaining new funding through advocacy.

Even without a pause, the count of children served during July showed a decline, as we served 580 fewer children than in June. This decline appears to be the combined impact of children taking their summer vacations with their families and a slight slow-down in the number of children called from the waitlist during June. Staff project that the monthly count of children served will rebound as children begin school during August and September. See the attached utilization projections for more detail.



## 2. VPK

VPK services are typically minimal over the summer as the majority of participants attend VPK during the regular school year starting in August. Sign-ups for school year services are comparable to the prior year. Funding is allocated by DEL to match the actual need for services each year.

## 3. Expected New Revenues

**\$2,296,385 additional allocation for School Readiness direct services out of a \$20,000 Statewide Pool for waitlist enrollment:** This funding allocation has been submitted for Legislative Committee review by DEL and approval is expected shortly. Allocations were distributed according to waitlist counts by Coalitions as of June 30, 2024.

**An estimated \$6.9 million from \$40 million Statewide pool to fill funding gaps for School Readiness:** DEL is in the process reviewing a proposal to allocate \$40 million for School Readiness base funding to the Coalitions based on need using a process developed collaboratively with the Association for Early Learning Coalitions (AELC) and the leadership of the Coalitions. DEL will request authority to access the funds from reserves based on the AELC proposal and justification. Broward's request at \$21 million is the highest request Statewide. The total request among all Coalitions was \$118.5 million.

### **Recommended Action:**

Finance Committee recommend the Board Approve July 2024 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant.

### **Supporting Documents:**

- July 2024 Interim Financial Statements
- July 2024 Utilization Report



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

### **INTERIM FINANCIAL STATEMENTS For The Month Ended July 31, 2024**

**Submitted to the Board  
September 16, 2024**

As Recommended by the Finance Committee at the August 28, 2024 Meeting



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

	<b>7/31/2024</b>	<b>7/31/2023</b>
<b>Assets:</b>		
Cash	\$ 19,732,206	\$ 6,687,965
Grants Receivable	17,202,693	29,742,517
Accounts Receivable	612,265	344,554
Due From Providers	44,033	318,580
Prepaid Expense	1,283,278	114,748
Fixed Assets	14,702	19,479
Operating ROU Asset	1,172,966	1,400,346
<b>Total Assets</b>	<b>\$ 40,062,144</b>	<b>\$ 38,628,189</b>
 <b>Liabilities:</b>		
Accounts Payable	1,950,543	2,206,311
Salary & Benefits Payable	414,967	60,709
Compensated Absences	606,880	487,981.71
Rent Abatement	0	796.03
Due to Providers	12,118,379	10,150,068
Due to Other Agencies	529,420	2,446,161
Deferred Revenue	21,645,947	21,097,453
Operating Lease Liability	1,318,348	1,550,215
<b>Total Liabilities</b>	<b>\$ 38,584,483</b>	<b>\$ 37,999,694</b>
 <b>Net Assets</b>		
Unrestricted	630,369	628,496
Board Designated	847,292	0
<b>Total Net Assets</b>	<b>1,477,661</b>	<b>628,496</b>
 <b>Total Liabilities and Net Assets</b>	 <b>\$ 40,062,144</b>	 <b>\$ 38,628,189</b>

**Early Learning Coalition of Broward County, Inc.**  
**Statement of Activities**  
**For The Month Ended July 31, 2024**

	<u>Jul 2024</u> <u>Actual</u>	<u>FY 2024</u> <u>YTD Actual</u>	<u>FY 2023</u> <u>YTD Actual</u>
<b>Revenue</b>			
<b>Recurring</b>			
DEL School Readiness	\$ 9,299,668	\$ 9,299,668	\$ 7,170,205
DEL School Readiness Match	759,072	759,072	769,206
DEL SR Rate Differentials	1,505,610	1,505,610	1,239,653
DEL - School Readiness Program Assessments	17,634	17,634	11,100
DEL - Voluntary Pre-K	704,741	704,741	553,346
CSC -School Readiness	268,297	268,297	126,698
CSC - Vulnerable Populations	394,197	394,197	269,221
Broward County - School Readiness	630,861	630,861	829,552
Univ of Florida Lastinger Center	-	-	-
United Way & Cities - School Readiness	16,313	16,313	64,771
Miscellaneous Income	159,098	159,098	169,477
<b>Subtotal Recurring Revenue</b>	<b>\$ 13,755,490</b>	<b>\$ 13,755,490</b>	<b>\$ 11,203,228</b>
Non-Recurring Pandemic Relief	-	-	195,130
<b>Subtotal Non-Recurring Pandemic Relief</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 195,130</b>
<b>Total All Revenue</b>	<b>\$ 13,755,490</b>	<b>\$ 13,755,490</b>	<b>\$ 11,398,358</b>
<b>Expenses</b>			
<b>Direct Services</b>			
School Readiness (State & Local Funds)	\$ 10,644,270	\$ 10,644,270	\$ 9,144,639
DEL - Voluntary Pre-K	589,417	589,417	471,132
CSC - Vulnerable Populations	359,037	359,037	259,119
Stipends and Grants to Providers	62,333	62,333	59,192
<b>Subtotal Direct Services</b>	<b>\$ 11,655,057</b>	<b>\$ 11,655,057</b>	<b>\$ 9,934,082</b>
<b>Program Support</b>			
Eligibility, Customer Services & Providers	\$ 819,873	\$ 819,873	\$ 593,462
Quality & Education	363,546	363,546	353,739
<b>Subtotal Program Support</b>	<b>\$ 1,183,419</b>	<b>\$ 1,183,419</b>	<b>\$ 947,201</b>
<b>Total Program (Direct + Support)</b>	<b>\$ 12,838,476</b>	<b>\$ 12,838,476</b>	<b>\$ 10,881,283</b>
<b>Administration</b>	653,263	653,263	4.8% 352,732
<b>Total Expenses</b>	<b>\$ 13,491,739</b>	<b>13,491,739</b>	<b>\$ 11,234,014</b>
<b>Change in net assets</b>	<b>\$ 263,751</b>	<b>\$ 263,751</b>	<b>\$ 164,344</b>
<b>Net assets, beginning of year</b>		1,213,910	464,151
<b>Net assets, end of the period</b>		<b>\$ 1,477,661</b>	<b>\$ 628,495</b>

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

Revenue:	FY25 Preliminary	YTD Actual	Balance	% Budget Spent	Notes
<b>Recurring</b>					
DEL School Readiness	\$ 88,287,176	\$ 9,299,668	\$ 78,987,508	11%	High Enrollments & Prepaid expenses
DEL School Readiness Match	5,556,282	759,072	4,797,210	14%	Expense timing varies w/ match avail
DEL SR Rate Differentials	16,343,591	1,505,610	14,837,981	9%	
DEL - School Readiness Program Assessment	342,440	17,634	324,806	5%	
DEL - Voluntary Pre-K	38,747,093	704,741	38,042,352	2%	Utilization following normal pattern
CSC -School Readiness	3,592,850	268,297	3,324,553	7%	
CSC - Vulnerable Populations	4,258,171	394,197	3,863,974	9%	
Broward County - School Readiness	3,513,795	630,861	2,882,934	18%	\$1.2M add'l award for 1st Qtr
United Way & Cities - School Readiness	400,000	16,313	383,688	4%	Intermittent Revenue
Miscellaneous Income	191,830	159,098	32,732	83%	\$141K Henderson Grant awarded July
<b>Subtotal Recurring Revenue</b>	<b>\$ 161,233,228</b>	<b>\$ 13,755,490</b>	<b>\$ 147,477,738</b>	<b>9%</b>	
 Non-Recurring Pandemic Relief	 -	 -	 -	 0%	 Ended June 2024
<b>Total All Revenue</b>	<b>\$ 161,233,228</b>	<b>\$ 13,755,490</b>	<b>\$ 147,477,738</b>	<b>9%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
School Readiness (State & Local Funds)	\$ 123,656,811	\$ 10,644,270	\$ 113,012,541	9%	
DEL - Voluntary Pre-K	36,901,993	589,417	36,312,576	2%	Utilization following normal pattern
CSC - Vulnerable Populations	3,832,354	359,037	3,473,317	9%	
Stipends and Grants to Providers	908,001	62,333	845,668	7%	
<b>Total Child Care Slots and Incentives</b>	<b>\$ 165,299,159</b>	<b>\$ 11,655,057</b>	<b>\$ 153,644,102</b>	<b>7%</b>	
<b>Sub Recipient Expense</b>					
Children's Forum	210,999	\$ 17,581	193,418	8%	
211 Broward	293,046	27,021	266,025	9%	
<b>Total Sub Recipient Expense</b>	<b>\$ 504,045</b>	<b>\$ 44,602</b>	<b>\$ 459,443</b>	<b>9%</b>	
<b>ELC Operating Expense</b>					
Salaries & Benefits	\$ 19,629,893	\$ 1,560,764	\$ 18,069,129	8%	
Attorneys	126,500	5,375	121,125	4%	Intermittent Expenditures
Auditors	62,300	5,450	56,850	9%	
Consultants & Temps	333,100	300	332,800	0%	Intermittent Expenditures
Staff & Board Travel & Training	75,000	11,161	63,839	15%	Intermittent Expenditures
Insurance	69,000	6,153	62,847	9%	
Office Rent, Utilities & Maintenance	485,184	42,460	442,724	9%	
Office Machine & Storage Leases	4,806	401	4,406	8%	
Software Licenses	263,086	65,894	197,192	25%	Annual renewals paid in full in July
Internet, Email, Phones	140,595	10,577	130,018	8%	
Cell Phones	95,000	7,397	87,603	8%	
Sponsorships & Memberships	72,995	33,725	39,270	46%	Intermittent Expenditures
Books for Kids	200,000	-	200,000	0%	Intermittent Expenditures
Instructional Materials	50,000	-	50,000	0%	Intermittent Expenditures
Other Operating Costs	287,442	42,423	245,019	15%	Intermittent Expenditures
Computer Equipment & Software	11,500	-	11,500	0%	Intermittent Expenditures
Furniture & Fixtures	5,000	-	5,000	0%	Intermittent Expenditures
Depreciation	-	-	-	0%	
Unallocated (Budget Only)	138	-	138	0%	
<b>Total ELC Operating Expense</b>	<b>\$ 21,911,539</b>	<b>\$ 1,792,079</b>	<b>\$ 20,119,460</b>	<b>8%</b>	
<b>Total Operating &amp; Sub-Recipient Expense</b>	<b>\$ 22,415,584</b>	<b>\$ 1,836,681</b>	<b>\$ 20,578,903</b>	<b>8%</b>	
<b>Total Expense</b>	<b>\$ 187,714,743</b>	<b>\$ 13,491,739</b>	<b>\$ 174,223,004</b>	<b>7%</b>	

# SCHOOL READINESS 2-YEAR UTILIZATION PROJECTION FY 2024- FY 2025

**New Enrollments from Waitlist:**

**Funding Changes:**

**Assumptions:**

Daily Average Cost forecast reflects current actual trends.

<b>FY 24</b>	Attrition:	<b>425</b>	Avg/Month	
	Enroll:	<b>685</b>	Avg/Month	
	Wait List:	<b>1,250</b>	Avg/Month	
<b>FY 25</b>	Attrition:	<b>425</b>	Avg/Month	
	Enroll:	<b>625</b>	Avg/Month	Aug-Oct24
	Enroll:	<b>425</b>	Avg/Month	Nov24-Jun25
	Wait List:	<b>1,250</b>	Avg/Month	

## Fiscal Year 2023-24

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-23	21	14,826	-622	\$29.48	7,089,264	1,227,511	58,418	737,348	64,782	9,177,323	
A	Aug-23	23	14,695	-131	26.67	6,995,313	1,229,326	35,757	737,348	14,957	9,012,702	
A	Sep-23	21	14,003	-692	26.09	5,828,413	1,058,447	35,757	737,787	10,833	7,671,237	
A	Oct-23	22	13,908	-95	25.95	6,410,858	1,065,638	275,915	173,450	13,625	7,939,486	
A	Nov-23	22	13,913	+5	26.63	6,380,436	1,151,842	278,067	173,549	167,363	8,151,256	
A	Dec-23	21	14,012	+99	26.54	6,210,826	1,093,510	278,712	175,204	51,264	7,809,516	
A	Jan-24	23	14,361	+349	27.16	7,224,962	1,258,933	278,714	173,549	33,463	8,969,621	
A	Feb-24	21	14,690	+329	27.48	6,816,914	1,189,975	278,842	173,004	18,852	8,477,586	
A	Mar-24	21	14,877	+187	28.02	7,200,023	1,262,771	105,000	173,004	14,460	8,755,258	
A	Apr-24	22	15,168	+290	28.11	7,768,882	1,353,615	40,000	173,004	43,460	9,378,961	
A	May-24	23	15,436	+268	28.24	8,279,226	1,451,534	35,500	173,004	88,463	10,027,727	
A	Jun-24	20	15,651	+215	34.24	8,570,709	1,106,984	935,241	93,004	13,459	10,717,667	
Average Enrollments (Baseline)			14,628		\$27.88	<b>Proj Total</b>	\$ 84,775,826	\$ 14,450,086	\$ 2,635,923	\$ 3,693,255	\$ 534,980	\$ 106,088,340
Increase to baseline FY24 over FY23			19			<b>Budget</b>	84,255,344	14,450,086	2,635,923	3,693,255	534,980	105,569,588
						<b>Surplus(Deficit)</b>	(520,482)	-	-	-	-	(518,752)
Increase to baseline FY24 over FY17			5,232	(FY17 Baseline= 9,396)		<b>Provider Match</b>	-	-	-	-	-	517,818
Increase in Avg Cost over FY17			\$ 9.27	(FY17 Baseline = \$18.62)		<b>Surplus(Deficit)</b>	\$ (520,482)	\$ -	\$ -	\$ -	\$ -	\$ (934)

## 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	30.80	8,425,145	1,505,610	178,278	560,765	16,315	10,686,113	
P	Aug-24	22	15,251	+167	29.79	7,790,286	1,430,627	178,277	560,766	34,881	9,994,836	
P	Sep-24	21	15,451	+200	29.84	7,580,933	1,327,493	178,277	560,769	34,881	9,682,352	
P	Oct-24	23	15,713	+262	29.04	8,656,833	1,319,263	309,010	173,541	34,881	10,493,528	
P	Nov-24	21	15,720	+7	29.10	7,765,953	1,323,031	309,010	173,541	34,881	9,606,416	
P	Dec-24	22	15,713	-7	29.07	8,271,249	1,261,319	309,010	173,541	34,881	10,050,000	
P	Jan-25	23	15,716	+3	29.03	8,597,172	1,378,924	309,010	173,541	34,881	10,493,528	
P	Feb-25	20	15,720	+4	29.14	7,380,283	1,265,396	309,010	173,541	34,881	9,163,111	
P	Mar-25	22	15,716	-4	29.07	8,271,249	1,261,319	309,010	173,541	34,881	10,050,000	
P	Apr-25	22	15,716	+	29.07	8,211,506	1,321,062	309,010	173,541	34,881	10,050,000	
P	May-25	22	15,718	+2	29.53	8,312,952	1,380,024	309,010	173,541	34,881	10,210,408	
P	Jun-25	21	15,716	-2	30.52	8,353,030	1,201,329	309,010	173,541	34,878	10,071,788	
Average Enrollments (Baseline)			15,603		\$29.50	<b>Proj Total</b>	\$ 98,431,652	\$ 15,975,396	\$ 3,315,926	\$ 3,244,168	\$ 400,000	\$ 120,552,080
Increase to baseline FY25 over FY2			974		5.80%	<b>Budget</b>	77,611,588	13,755,409	3,315,926	3,244,168	400,000	98,327,090
						<b>Surplus(Deficit)</b>	(20,820,064)	(2,219,988)	-	-	-	(22,224,990)
Increase to baseline FY24 over FY1			6,207	(FY17 Baseline= 9,396)		<b>Provider Match</b>	-	-	-	-	-	621,343
Increase in Avg Cost over FY17			\$10.88	(FY17 Baseline = \$18.62)		<b>Surplus(Deficit)</b>	\$ (20,820,064)	\$ (2,219,988)	\$ -	\$ -	\$ -	\$ (21,603,647)

## Children Services Council Vulnerable Population Contract

**New Referrals**

 Enroll per Mo: 21  
 to SR per Month 23  
 Age Out/Exit Care: 4

**Funding Changes:**

+ \$824,000 eff. 2024


**Assumptions:**

Daily Average Cost forecast reflects current actual trends.

### Contract Year 2021-22

(CONTRACT EXTENSION)

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	Total Slot Costs	Adjustments	Net Billable
A	Oct-21	22	276	-5	27.74	168,431		168,431
A	Nov-21	22	274	-2	26.44	159,352		159,352
A	Dec-21	21	255	-19	30.62	163,954		163,954
A	Jan-22	23	250	-5	26.18	150,542		150,542
A	Feb-22	20	263	+13	29.93	157,427		157,427
A	Mar-22	22	276	+13	34.78	211,165		211,165
A	Apr-22	21	278	+2	33.18	193,695		193,695
A	May-22	23	288	+10	30.90	204,660		204,660
A	Jun-22	21	273	-15	32.60	186,872		186,872
A	Jul-22	22	268	-5	32.49	191,550		191,550
A	Aug-22	21	305	+37	36.79	235,662		235,662
A	Sep-22	20	310	+5	40.06	248,356		248,356

Projected Total	\$ 2,271,665
FY2022 CSC Contract Extension	2,271,665
<b>Surplus(Deficit) CSC Contract Year</b>	<b>\$ -</b>

### Contract Year 2022-23

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	Total Slot Costs	Adjustments	Net Billable
A	Oct-22	21	314	+4	35.90	236,755		236,755
A	Nov-22	22	285	-29	37.66	236,135		236,135
A	Dec-22	22	275	-10	36.17	218,800		218,800
A	Jan-23	22	270	-5	33.73	200,340		200,340
A	Feb-23	20	258	-12	37.51	193,568		193,568
A	Mar-23	23	279	+21	36.23	232,463		232,463
A	Apr-23	20	278	-1	37.95	211,017		211,017
A	May-23	23	282	+4	37.36	242,316		242,316
A	Jun-23	22	298	+16	39.02	255,796		255,796
A	Jul-23	21	322	+24	38.32	259,119		259,119
A	Aug-23	23	345	+23	36.68	291,040		291,040
A	Sep-23	21	345	+	39.24	284,281		284,281

Projected Total	\$ 2,861,630
FY23 CSC Contract Year Bud	\$ 2,861,630
<b>Surplus(Deficit) CSC Contract Year</b>	<b>\$ 0</b>

### Contract Year 2023-24

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	Total Slot Costs	Adjustments	Net Billable
A	Oct-23	22	386	+41	38.15	323,941		323,941
A	Nov-23	22	389	+3	39.04	334,105		334,105
A	Dec-23	21	373	-16	38.83	304,119		304,119
A	Jan-24	23	379	+6	37.15	323,836		323,836
A	Feb-24	21	395	+16	37.64	312,240		312,240
A	Mar-24	21	392	-3	36.93	304,029		304,029
A	Apr-24	22	394	+2	37.40	324,165		324,165
A	May-24	23	419	+25	36.33	350,064		350,064
A	Jun-24	20	446	+27	33.90	302,394		302,394
A	Jul-24	23	410	-36	38.07	359,037		359,037
P	Aug-24	22	410	+	37.27	336,136		336,136
P	Sep-24	21	410	+	37.27	320,857		320,857

Projected Total	\$ 3,894,923
FY23 CSC Contract Year Bud	\$ 3,832,354
<b>Surplus(Deficit) CSC Contract Year</b>	<b>\$ (62,569)</b>

ITEM#/MEETING	B251FIN3 / Board
MEETING DATE:	September 16, 2024
SUBJECT:	FY 2025 Budget Amendment #1
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve FY2025 Budget Amendment #1</b>
FINANCIAL IMPACT:	\$2,260,446 Net Decrease 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 the actual grant award letters from funders. During July, the Division of Early Learning (DEL) issued some, but not all, of the expected notices of award for FY2025. The annual budget has been amended to reflect these and other proposed changes.

**Current Status:**

Key changes and updates Included in FY2025 Budget Amendment #1 are as follows:

**1. Revenue and Related Expenditures**

***\$2,768.918 Net Decrease to Projected DEL funding allocations for FY25. This change reflects the combined effect of two allocation increases and two estimated allocation decreases:***

- **SR Base Funding Already Secured or Highly Likely:** DEL is expected to allocate approximately \$2.3 million more to our SR base for children enrolled from the waitlist, and staff used \$157K from the FY25 base to cover residual FY24 expenses during the normal year end close out process. The net impact of these two changes was a \$2.1 million increase to our base allocation.
- **SR Base Funding Needed but Not Yet Secured:** Staff decreased the projected amount of unsecured FY25 funding for slots by \$4.7 million based on July expense actuals and updated allocation information.
- **SR Match Funding Allocation Secured:** DEL increased Broward’s proportionate share allocation from the Statewide Match funding pool by approximately \$429K based on the amount of our request relative to other Coalitions. DEL distributes the dollar-for-dollar match funds to all Coalitions that apply according to the relative amount of match funding commitments secured. Small Coalitions are guaranteed a minimum of up to \$10K in dollar-for-dollar match, and individual Coalition annual increases are capped at 12%. Broward was able to increase the size of our application for the funds due to a series of one-time awards from Broward County in FY23, and our proportionate share was increased accordingly. Miami, Palm Beach and Broward submitted the three largest match funding requests in the State.
- **Other SR Allocation Updates:** Actual allocations for School Readiness Quality Differentials and CLASS® Program Assessments came in \$675K lower than expected. These amounts may be adjusted by DEL later in the year depending on Statewide needs and availability of funding.

***\$308,472 Net Increase to Projected Local Funding Revenue for FY25***

- Each year staff adjusts revenue projections for local funding that runs on an October to September financial year after actual expenditures through the end of the Coalition fiscal year are tabulated as of June 30. The individual funding shifts were nominal this year.

***\$200,000 Increase to Grant Funding for Potential Help Me Grow Award***

- See Separate Action Item in Board Packet for Full Details about the Program and the requested funds.

## **2. Expense Changes**

- Expenses were updated based on revenue adjustments noted above and updated pricing/cost information for routine operating expenses.


### **Recommended Action:**

Approve FY2025 Budget Amendment #1 as Presented

### **Supporting Documents:**

- Amendment #1 and Three Year Comparison

# FY2025 Proposed Amendment 1 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	\$ 71,626,239	\$ 7,995,000	\$ 6,091,696	\$ 4,713,626	\$ 90,426,561
<b>Unsecured SR Base Still Needed</b>	<b>\$ 20,820,066</b>				<b>\$ 20,820,066</b>
DEL School Readiness Match	\$ 5,985,349	-	-	-	5,985,349
DEL School Readiness Rate Differentials	15,679,811	-	-	-	15,679,811
DEL Program Assessments	-	-	330,299	-	330,299
DEL - Voluntary Pre-K	36,901,993	1,383,825	-	461,275	38,747,093
CSC - Income Eligible	3,315,926	276,327	-	92,109	3,684,362
CSC - Vulnerable Populations	3,905,317	325,443	-	108,481	4,339,241
Broward County- Income Eligible	3,244,164	304,140	-	101,380	3,649,685
Univ of Florida Lastinger Ctr	-	-	190,000	10,000	200,000
Local Match: United Way & Cities	400,000	-	-	-	400,000
Miscellaneous Grants & Program Income	-	-	191,830	-	191,830
<b>Total Recurring</b>	<b>\$ 161,878,865</b>	<b>\$ 10,284,735</b>	<b>\$ 6,803,825</b>	<b>\$ 5,486,871</b>	<b>\$ 184,454,297</b>
<b>Non-Recurring Pandemic Relief</b>					
DEL Preschool Development Grant	-	-	-	-	-
DEL - ARPA Stabilization & Workforce	-	-	-	-	-
DEL - ARPA VPK \$15/hr Wage Incentive	-	-	-	-	-
<b>Total Non-Recurring Pandemic Relief</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total All Revenue</b>	<b>\$ 161,878,865</b>	<b>\$ 10,284,735</b>	<b>\$ 6,803,825</b>	<b>\$ 5,486,871</b>	<b>\$ 184,454,297</b>
<b>Expense:</b>					
<b>Child Care Slots</b>					
DEL School Readiness	\$ 120,552,080	\$ -	\$ -	\$ -	\$ 120,552,080
DEL - Voluntary Pre-K	37,256,820	-	-	-	37,256,820
CSC - Vulnerable Populations	4,069,965	-	-	-	4,069,965
Grants/Stipends	-	1	908,001	-	908,001
<b>Total Slots &amp; Grants/Stipends</b>	<b>\$ 161,878,865</b>	<b>\$ 1</b>	<b>\$ 908,001</b>	<b>\$ -</b>	<b>\$ 162,786,867</b>
<b>Sub Recipient Expense</b>					
Children's Forum	-	-	163,025	47,974	210,999
211-Broward	-	168,046	-	125,000	293,046
<b>Total Sub Recipient Expense</b>	<b>\$ -</b>	<b>\$ 168,046</b>	<b>\$ 163,025</b>	<b>\$ 172,974</b>	<b>\$ 504,045</b>
<b>ELC Operating Expense</b>					
Staff Costs	\$ -	\$ 9,186,081	\$ 5,338,099	\$ 4,105,713	\$ 18,629,893
Attorneys	-	-	-	126,500	126,500
Auditors	-	-	-	62,300	62,300
Consultants & Temps	-	74,200	124,900	134,000	333,100
Staff & Board Travel	-	-	50,000	40,000	90,000
Insurance	-	42,344	19,580	11,911	73,835
Office Rent & Utilities	-	317,508	140,813	85,663	543,984
Office Machines & Storage	-	-	-	4,806	4,806
Software Licenses	-	16,240	-	246,846	263,086
Phones/Internet/Web Page	-	78,149	36,136	26,309	140,595
Cell Phones	-	-	-	101,290	101,290
Sponsorships & Memberships	-	25,000	10,000	37,995	72,995
Books for Kids	-	-	240,750	-	240,750
Instructional Materiels	-	-	50,000	-	50,000
Fees, Supplies & Other Misc Ops Costs	-	4,000	29,200	254,241	287,441
Computer Equipment	-	-	-	11,500	11,500
Furniture & Fixtures	-	-	-	5,000	5,000
Unallocated (Budget Only)	-	373,166	(306,679)	59,823	126,310
<b>Total ELC Operating Expense</b>	<b>\$ -</b>	<b>\$ 10,116,689</b>	<b>\$ 5,732,800</b>	<b>\$ 5,313,897</b>	<b>\$ 21,163,386</b>
<b>Total ELC Operating Expense &amp; Subs</b>					
	\$ -	\$ 10,284,735	\$ 5,895,825	\$ 5,486,871	\$ 21,667,431
<b>Total Expense</b>	<b>\$ 161,878,865</b>	<b>\$ 10,284,735</b>	<b>\$ 6,803,825</b>	<b>\$ 5,486,871</b>	<b>\$ 184,454,297</b>
<b>Revenue over Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

88%

6%


4%

3%

100%



# Proposed FY2025 Preliminary Budget Three Year Comparison

 <b>Revenue:</b>	FY2023 Actual	FY2024 Actual (Unaudited)	FY25 Preliminary Approved June	FY25 Amendment #1	Change (Amendment #1 over Preliminary)	Reason for Change
<b>Recurring</b>						
DEL School Readiness	\$ 91,627,433	\$ 93,973,261	\$ 88,287,176	\$ 90,426,561	\$ 2,139,385	Allocation Adj (+ & -)
<b>Unsecured SR Base Still Needed</b>			<b>\$ 25,481,515</b>	<b>\$ 20,820,066</b>	<b>\$ (4,661,449)</b>	Updated Forecast
DEL School Readiness Match	5,124,089	5,556,282	5,556,282	5,985,349	429,067	Actual Award Amount
DEL School Readiness Rate Differenti	13,803,743	14,623,830	16,343,591	15,679,811	(663,780)	Actual Award Amount
DEL Program Assessments	444,941	342,436	342,440	330,299	(12,141)	Actual Award Amount
DEL - Voluntary Pre-K	38,242,091	38,059,553	38,747,093	38,747,093	-	
CSC - Income Eligible	5,587,687	3,008,946	3,592,850	3,684,362	91,512	FY24 to FY25 shifts
CSC - Vulnerable Populations	2,748,911	4,079,287	4,258,171	4,339,241	81,070	FY24 to FY25 shifts
Broward County- Income Eligible	2,253,090	4,160,311	3,513,795	3,649,685	135,890	FY24 to FY25 shifts
Children's Forum Help Me Grow	92,170	8,835	-	200,000	200,000	Pending Award
Local Match: United Way & Cities	354,509	536,964	400,000	400,000	-	
Miscellaneous Grants & Program Inc	68,187	148,087	191,830	191,830	-	
<b>Subtotal Recurring Revenue</b>	<b>\$ 160,346,851</b>	<b>\$ 164,497,791</b>	<b>\$ 186,714,743</b>	<b>\$ 184,454,297</b>	<b>\$ (2,260,446)</b>	
<b>Non-Recurring Pandemic Relief</b>						
DEL Preschool Development Grant	377,076	-	-	-	-	
DEL-CARES/CRRSA Pandemic Relief	6,891,264	-	-	-	-	
DEL - ARPA Stabilization & Workforce	121,209,341	23,121,483	-	-	-	
DEL - ARPA VPK \$15/hr Wage Incenti	6,272,721	110,095	-	-	-	
<b>Subtotal Non-Recurring</b>	<b>\$ 134,750,403</b>	<b>\$ 23,231,578</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Total All Revenue</b>	<b>\$ 295,097,254</b>	<b>\$ 187,729,369</b>	<b>\$ 186,714,743</b>	<b>\$ 184,454,297</b>	<b>\$ (2,260,446)</b>	
<b>Expense:</b>						
<b>Child Care Slots &amp; Grants/Stipends</b>						
School Readiness Funding Pool	\$ 104,143,520	\$ 104,607,638	\$ 123,656,811	\$ 120,552,080	\$ (3,104,731)	
DEL - Voluntary Pre-K	43,081,924	36,933,019	36,901,993	37,256,820	354,827	
CSC - Vulnerable Populations	2,708,529	3,650,018	3,832,354	4,069,965	237,611	
Grants/Stipends	122,336,312	19,664,549	908,001	908,001	-	
<b>Total Slots &amp; Grants/Stipends</b>	<b>\$ 272,270,285</b>	<b>\$ 164,855,224</b>	<b>\$ 165,299,159</b>	<b>\$ 162,786,867</b>	<b>\$ (2,512,293)</b>	
<b>Sub Recipient Expense</b>						
Children's Forum	236,457	242,071	210,999	210,999	\$ -	
211-Broward	404,211	435,500	293,046	293,046	-	
<b>Total Sub Recipient Expense</b>	<b>\$ 640,669</b>	<b>\$ 677,571</b>	<b>\$ 504,045</b>	<b>\$ 504,045</b>	<b>\$ -</b>	
<b>ELC Operating Expense</b>						
Staff Costs	\$ 15,876,029	\$ 17,960,640	\$ 18,629,893	\$ 18,629,893	\$ -	
Attorneys	72,424	64,678	126,500	126,500	-	
Auditors	42,600	32,500	62,300	62,300	-	
Consultants & Temps	606,660	602,299	333,100	333,100	-	
Staff & Board Travel	55,246	90,010	75,000	90,000	15,000	Updated to Match FY24
Insurance	51,656	69,516	69,000	73,835	4,835	Actual Invoice
Office Rent & Utilities	486,322	518,538	485,184	543,984	58,800	New Accounting Rules
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	218,893	140,595	140,595	-	
Cell Phones	108,258	97,436	95,000	101,290	6,290	Additional Devices
Sponsorships & Memberships	70,868	108,530	72,995	72,995	-	
Books for Kids	314,212	534,576	200,000	240,750	40,750	Read for the Record etc.
Instructional Materiels	3,608,438	457,169	50,000	50,000	-	
Fees, Supplies & Other Misc Ops Costs	293,672	321,780	287,441	287,441	-	
Computer Equipment	131,446	29,907	11,500	11,500	-	
Furniture & Fixtures	790	87,531	5,000	5,000	-	
Depreciation	1,584	4,777	-	-	-	
Unallocated (Budget Only)			138	126,310	126,172	
<b>Total ELC Operating Expense</b>	<b>\$ 22,119,426</b>	<b>\$ 21,446,507</b>	<b>\$ 20,911,539</b>	<b>\$ 21,163,386</b>	<b>\$ 251,847</b>	
<b>Total ELC Operating Expense &amp; Subs</b>	<b>\$ 22,760,094</b>	<b>\$ 22,124,078</b>	<b>\$ 21,415,584</b>	<b>\$ 21,667,431</b>	<b>\$ 251,847</b>	
<b>Total Expense</b>	<b>\$ 295,030,379</b>	<b>\$ 186,979,302</b>	<b>\$ 186,714,743</b>	<b>\$ 184,454,297</b>	<b>\$ (2,260,446)</b>	
<b>Revenue over Expense</b>	<b>\$ 66,875</b>	<b>\$ 750,067</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>	

<b>ITEM/MEETING</b>	B251RB1 / Board
<b>DATE:</b>	September 16, 2024
<b>SUBJECT:</b>	CEO Performance Evaluation Results
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<ol style="list-style-type: none"> <li>1. Approve CEO Evaluation Results</li> <li>2. Approve Performance Pay</li> <li>3. Approve the discontinuous of the \$10K bonus in favor of CEO going to Salary CAP each January.</li> </ol>
<b>FINANCIAL IMPACT:</b>	Up to \$10,000 Pay for Performance FY24 Budget
<b>ELC STAFF LEAD</b>	Judith Merritt / Christine Klima

**Background:**

Each year the CEO’s performance is evaluated by ELC Board members following the close of the fiscal year. The CEO Performance Evaluation is comprised of two parts, Section I - Leadership performance evaluation that consists of 6 leadership indicators and counts towards 40% of the CEO’s evaluation; Section II - CEO Goals metrics, which counts towards 60% of the evaluation.

On August 7<sup>th</sup>, The CEO Evaluation tool was sent out to all Board members who had been serving on the Board more than 6 months (with a deadline of August 14<sup>th</sup>, later extended to August 19). The Board member response rate was 90%. We received 17 responses in total, and one member was exempt because they had been on the Board less than six months.

The Board's individual ratings for each of the performance indicators and Goals/Outcomes were aggregated to provide an overall performance evaluation score. The report is attached as a supporting document; it outlines the CEO’s overall performance on the 6 Leadership indicators in Section I of the Evaluation along with ratings for the CEO’s Goals in Section II of the evaluation. Additionally, contained in the report are the comments provided by the Board members.

The overall combined weighted score of the CEO’s Performance Evaluation is 4.5 – Exceeds Expectations and is an increase from 4.3 last year.

In Section I of the CEO Performance Evaluation, 89% of the Board rated the CEO as Exceeds Expectations or Outstanding. The average (unweighted) score was 4.5. Zero Board members scored the CEO Below Expectations or Needs Improvement in any indicators.

In Section II CEO Goals/Outcomes, 89% of the Board rated the CEO as either Exceeds Expectations or Outstanding. The average (unweighted score) was 4.4 which is an increase from 4.1 last year.

The above scores have been incorporated into the required DEL CEO Evaluation (attached for your review) which has been signed by the Board Chair and submitted to DEL prior to the deadline of August 30.

The CEO would like to personally thank all members for taking the time to complete the evaluation tool and provide such thoughtful and humbling comments. She is truly grateful for your continuous support and valuable insights throughout the year, which has helped her continue to grow as leader year after year (and will continue going forward).

The CEO is eligible for up to \$10,000 in Performance Pay, as determined by the Board, and the expense has been accrued to the FY 24 budget as of June 30, 2024, pending Board approval.

Last September the Board adjusted the CEO’s base salary to the 30<sup>th</sup> percentile of the salary scale that was in effect at that time in accordance with the Coalition’s salary administration policy. This rate of pay (\$210,155), combined with a one-time \$2,000 bonus paid in February 2024 and the currently proposed \$10,000 bonus will bring total compensation for the year slightly over the 2024 HHS salary cap by \$255.

Additionally, on July 1, 2024, the Coalition shifted its salary scale up 2.7% to align with current market conditions as recommended by the Coalition’s compensation consultants. This means the current CEO base salary has now fallen below the 30<sup>th</sup> percentile minimum level to the 26<sup>th</sup> percentile.

Looking ahead to 2025, both Senate and House federal lawmakers have advanced legislation that aligns with the President’s 2% federal pay raise request. Congress will vote on the measure in December and the change will be effective on January 1, 2025, if passed.

Please note, all other ELC staff who fell below the 30<sup>th</sup> percentile, had their salaries adjusted effective July 1, 2024. With this shift, for staff who have been employed at the organization for one year or longer, the average percentile is 41.38 on the salary scale. Additionally, all ELC staff with the exception of the CEO were eligible for a 3% to 5% performance based merit increase effective July 2024.

**Current Status:**

On August 28, 2024 the Executive Committee recommended the following updates to the CEO Compensation packages for Calendar Years 2024 and 2025:

- a. Approve \$10,000 in FY2024 performance pay effective June 30, 2024. This is the maximum amount permitted by current policy. \$255 in unrestricted funding will be used to cover the amount that exceeds the current HHS salary cap for Calendar Year 2024
- b. Increase the CEO base salary to the HHS Salary Cap effective January 1, 2025, pending confirmation of the amount by the U.S. Congress. The new cap is currently estimated at \$226,338.
- c. Change the CEO compensation package to eliminate the annual performance bonus component.

## Proposed CEO Compensation Updates

a. \$10,000 FY 2024 Performance Bonus Including \$255 in Unrestricted Funding Effective 6/30/24 b. Increase Base Salary to HHS 2025 Salary Cap Eff 1/1/2025 Pending Finalization by Congress*	2024 Calendar Year Compensation	2025 Calendar Year Compensation (Estimated)
CEO base salary (Approved September 2024 and Pending Approval for 2025)	\$ 210,155	\$ 226,338
One Time Mid Year Bonus (Approved in February 2024)	2,000	N/A
Performance Bonus at Maximum Amount (Pending Approval for 2024)	10,000	N/A
<b>Total Potential Compensation Package</b>	<b>\$ 222,155</b>	<b>\$ 226,338</b>
HHS Salary Cap:      Calendar Year 2024=Actual      Calendar Year 2025=Pending U.S. Congress*	\$ 221,900	\$ 226,338
<b>Salary Cap versus Proposal (Balance to be paid with Unrestricted Funding)</b>	<b>\$ (255)</b>	<b>\$ -</b>

*\*White House has submitted proposal for 2% increase effective 1/1/2025. Congress will vote on the proposal in late December*

**Action(s):**

1. Executive Committee recommend the Board approve the CEO Evaluation Results
2. Executive Committee recommend the \$10,000 Performance Pay and authorize \$255 of that pay to come from unrestricted funds for FY24
3. Executive Committee recommend the Board approve the discontinuous of the \$10K bonus in favor of CEO going to Salary CAP each January.

**Supporting Documentation:**

- CEO Performance Self Evaluation Report FY 23-24
- CEO Performance Evaluation Results FY 23-24 Ratings/Comments
- CEO DEL Performance Evaluation FY23-24

## CEO Self Evaluation FY 23/24

### Annual Performance Evaluation of the Chief Executive Officer (CEO) Early Learning Coalition of Broward County

#### SECTION I – PERFORMANCE INDICATORS

Section I includes 6 performance indicators that make up 40% of the overall score.

##### 1. BOARD INTERACTIONS & SUPPORTS

Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff \*\*

- Provides professional advice and recommendations to Board
- Engages Board in ELC policy
- Communicates with the Board chair and other members providing accurate, relevant information
- Fosters a harmonious working relationship with the Board
- Provides support for Board teamwork and effectiveness, board recruitment and development
- Builds a diverse Board

#### **FY 23/24 Key Highlights:**

- Over the 8.5 years at the ELC, I have worked to build relationships with the Board and feel overall my relationship with the Board and individual members is stronger than ever.
- Throughout the year I have made myself available to talk with Board members to provide updates, answer questions, collaborate and/or get feedback on important issues/topics.
- Frequent updates were provided to board members through my CEO reports and Board bulletins in between meetings and at board and committee meetings and through social media postings.
- Offered members the opportunity to learn more about ELC programs and other aspects of the organization through our Lunch n Learn series.
- Rolled out the Meet Greet and Eat breakfasts before board meetings to allow members to better get to know each other and ELC staff.
- Continued to offer many board engagement opportunities including:
  - Lunch and Learns
  - Child Care Provider visits
  - Legislator meetings
  - Board Meet and Greets
  - Provider Appreciation Event
  - PLAN meetings (for child care Directors/Owners)
  - ELC Staff Appreciation Event
  - Provider Appreciation Event
  - Chancellor Visit
  - A Day in K (kindergarten) Event
  - CDA Graduation
  - Broward Read for the Record
  - Wind & Cheese Social (Fundraiser)
- Board engagement opportunities as well as relevant early learning and related conferences were provided and updated in the FYI section of every Board packet.
- Worked closely with Chairs of the Ad-Hoc Fundraising committee (and members) to successfully kick off our first ever friend/fundraising event.

## 2. BUSINESS ETHICS/INNOVATION/MANAGEMENT/LEADERSHIP

Oversees development, implementation, and quality assurance of all Coalition programs and services \*\*

- Communicates ELC's vision, and goals to staff, community, and others; builds commitment to mission
- Provides direction, defines priorities to assure ELC's programs and services meet needs of families, children, and providers
- Identifies problems and issues confronting the ELC and recommends/implements as appropriate
- Encourages and promotes long-range planning and implementation of plans, keeps Board informed
- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Ensures the ELC has a long-range strategy that achieves its mission/vision (Strategic Plan)
- Provides leadership in developing a program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

### FY 23/24 Key Highlights:

- 25 of 26 (97%) Strategic Plan Outcomes are on track, met or exceeded:
  - 1 Not Met Outcome (3%)
  - 8 On Track Outcomes (31%)
  - 3 Met Outcomes (12%)
  - 14 Exceeded Outcomes (54%)
- CEO and Sr. Staff meet quarterly to review the data in ELC's Scorecard Metrics tool to monitor program/services etc. and drive continuous efforts to find new and/or innovative ways to achieve the goals of the organization (operationally and programmatically).
- Enrolled over 4,276 new School Readiness children through aggressive outreach and enrollment efforts.
- Increased ELCs reach to parents by increasing social media posts on Facebook, X (formerly Twitter), Instagram, and LinkedIn
  - Facebook – 149.7K to 403K Reach (169% increase)
  - Instagram – 32.1K to 67.1K Reach (100% increase)
  - Website Traffic SR – 33,712 visitors to 41,888 visitors (24% increase)
  - Website Traffic VPK – from 23,372 to 27,552 visitors (17% increase)
- Continued to increase attendees and viewers of ELCs Behavior Bites Zoom Inclusion Support series for educators (looking for support/guidance for working with children with challenging behaviors).
- Rolled out our new Behavior Bites Inclusion Support series for parents.
- Secured outside funding that allowed ELC to hire 2 Peer Support Specialists (for 2 years) to provide assistance to families to navigate the evaluation process for children identified as having challenges/special needs.
- We saw an increase from 705 referrals (for evaluations) last year to 874 this year to Early Steps (383 families) and FDLRS (491 families).
- Graduated over 163 CDA students with 120 In service hours of CDA training. Currently, 101 of the educators have proceeded to complete their National CDA Credential.
- SR CLASS scores increased from a 5.03 to 5.40
- VPK iCLASS score increased from 5.32 to 5.5.
- Rolled out widely popular Child Care Educator Boot Camp (graduated 3 classes for a total of 69 attendees) for new educators, who attend a week-long intensive training on classroom best practices of child/educator interactions.
- Offered 154 training opportunities to 6,188 educators resulting in \$9.8 million in educator stipends for the completion of trainings.

- Rolled out Baby Bookworms with the help and partnership of Healthy Start and their staff to give books to parents with a new child.
- Held our first A Day in K – Kindergarten Transition event with (and at) the Museum of Discovery and Science, which was a huge hit with approximately 2,000 raising K students and their families in attendance.
- Using ARPA funding secured and partnered with 2 Education Technology companies that offer technological supports for educators to use in their classrooms to increase learning gains.
- Increased Advocacy efforts through:
  - Individual meetings with local and statewide legislators (20)
  - Presentations to the Broward Delegation (twice)
  - Successful State of Childcare Event at Broward Days in Tallahassee attended by local legislators and municipal elected and non-elected officials as well as community partners (it was a full house) to highlight ELC funding issues and other legislative priorities
  - Provided guidance to local legislator on Special Needs bill
- Continued to have Municipal leaders and local Legislators share ELC information, resources, and our Newsletter with their constituencies.
- Through Increased visibility ELC raised an additional \$2M in match funding.
- Held our 1st Fundraising/Friend raising Event (Oct. 2023) where attendance goals were met.
- Secured first time funding of \$5,000 from the Kiwanis Club of Fort Lauderdale.
- Built/rolled out and/or expanded 9 NEW CRM components and 4 mini modules to increase operational and program efficiency and improve/increase data collection capacity.
- Using ARPA funding procured/secured a new online platform for parents allowing them to search and find child care programs that meet their needs.
- Prioritized and increased cybersecurity efforts including staff trainings and implementation of Single-Sign On and two factor authentication.
- Drove vision for the creation of a new ELC Dashboard and Updated electronic Scorecard metrics (to include historical data for comparison of years).
- Finalist for 211/Memorial Nonprofit Organization of the Year (2024).
- Sun Sentinel Top Workplace 2024 award (for 3rd year in a row).
- Recognized as a Top Non-Profit Philanthropy Power Leader 2024 by the South Florida Business Journal.

### **3. FISCAL RESPONSIBILITY, SUSTAINABILITY & MISSION IMPACT**

Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-term planning. Works with the staff, finance committee, and the Board to prepare budgets, monitor progress, initiate changes, and resolve fiscal issues \*\*

- Recommends yearly budget for Board approval
- Manages Coalitions resources within budget and guidelines within current laws and regulations
- Possesses robust understanding of the ELC's financial needs and communicates them clearly
- Provides leadership and supports strategies for attracting funds for SR match
- Oversees the planning and implementation of match activities, including strategies to approach potential donors

#### **FY 23/24 Key Highlights:**

- Once again the organization navigated and balanced an extremely complicated budget (with insufficient funding for enrollments but millions in COVID relief funding).

- Persistently advocated and awarded an additional \$17.3 million in School Readiness funding (throughout the FY) to cover the gaps in enrollments funding.
- Clean single audit and test of internal controls.
- Clean DEL program monitoring and fiscal monitoring.
- Clean Broward County and Children’s Services Council monitoring.
- Collaboratively created a plan for usage of millions in ARPA funding including:
  - ARPA provider grants that paid out \$9 million in ARPA Grants to 603 childcare small businesses
  - Stipend initiative that paid out nearly \$10 million in ARPA stipends to over 6000 early educators
  - Successfully obtained board approval and procured, negotiated, and entered into contract with 25 ARPA-specific one-time vendors over a short timeframe, including extraordinary backend support for professional development trainings and product distribution.
  - Members of the Executive/Senior teams collaboratively worked together to build out an operationally efficient process for ELC staff and educators to apply, monitor, track, pay out and quality assure the fiscal stipend and curriculum reimbursement process applying lessons learned from the FY23 experience including:
- Secured an additional \$2M in match funding from local funders.
- Raised \$26,935 in program funding to cover expenses not billable to DEL and \$9,239 in unrestricted funding for a total of \$36,174.
- Continue to pay all Child Care small businesses on time or early.

#### 4. HUMAN RESOURCES MANAGEMENT AND STAFF, EMPLOYEE MORALE & CULTURE

Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations \*\*

- Provides leadership developing and executing sound personnel procedures, directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the ELC
- Recruits and retains talented and diverse staff
- Ensures compliance with relevant workplace and employment laws, maintains a safe, respectful, and inclusive working environment
- Encourages and supports staff to participate in ongoing professional development
- Establishes clear patterns of authority, responsibility, supervision, and communication with staff
- Shows respect and sensitivity for cultural differences
- Promotes a harassment-free environment

#### FY 23/24 Key Highlights:

- Set the tone for excellent morale with high staff satisfaction at 90% as evidenced from an external survey with 92% of staff responding with high marks in most areas including:
  - ELC motivates me to give my very best at work - FY22/23 83% FY23/24 90%
  - I would highly recommend working at ELC to others - FY22/23 87%, FY23/24 90%
- ECL's turnover rate is 7%; down from 12.6% in FY 22/23 and 28% below the industry standard (35%)
- Recipient of the Sun Sentinel’s Top Workplace 2024 (for the third time) and positively increased in ranking among other organizations (from 18th to 7<sup>th</sup> place within medium size organizations).
- 55% of Promotions were filled internally, as evidence of ELC’s efforts to support, train, and encourage staff growth
- Staff Retention for 1 year is 82%, up from 77% in FY 22/23.
- Advocated/Received approval from the Board for mid-year performance pay for qualifying staff (to offset the high cost of living/inflation).
- Ensured all staff remain at or above the 30<sup>th</sup> percentile of the current salary market rate.
- Offered increased professional development opportunities to ELC staff including a management track.
- Successfully transferred 100% of all personnel files to electronic files, no more paper.
- Offered various health fairs for staff to encourage healthy living (and drive down the cost of our health insurance).



- Implementation of HR Personnel Background screens to match new requirements and successfully passed 100% in audit.
- Held a staff recognition event to celebrate staff years employed at ELC; Held a staff appreciation event (for staff) to thank them for all of their hard work.
- Held regular staff meetings, continue to create and distribute our quarterly staff newsletter (The Buzz), and provide Staff Bulletin emails to ensure all staff are aware of things going on in the organization, upcoming events, implementation of our COOP and recognize accomplishments.

## 5. COMMUNITY, STATE AND PUBLIC RELATIONS

Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders \*\*

- Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to ELC
- Represents and promotes ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities
- Encourages community involvement and contribution to the ELC
- Provides leadership at the state level; advocates the needs of ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents. Including lobbying the state legislature within permitted laws and regulations
- Serves as an effective spokesperson. Represents ELC to its constituencies, including clients/members/patrons, other nonprofits, government agencies.

### FY 23/24 Key Highlights:

- Spearheaded and successfully advocated (along with the AELC) to DEL for quick allocations of additional funding of \$77 million approved through legislation for gaps in School Readiness funding as well as de-obligated funds of other Coalitions, resulting in an additional \$17.3 million in School Readiness funding.
- Successful visit with Chancellor Cari Miller at ELC Broward where we showcased our innovative and technologically advanced programs and operations.
- Presented to the Broward delegation on two occasions and took part in many individual meetings with state and local legislators.
- Met with 13 of 15 members of the local delegation (86%), met one on one with 7 of the 15 delegates (47%).
- With the help of key staff, attended/Presented at 20 Municipality Commission meetings.
- Created/Planned and participated as a panelist at the ELC's State of Child Care event that took place this year during the Broward Days breakfast in Tallahassee attended by approximately 50 local and state leaders.
- Partnered with many community organizations to brainstorm ways to collaborate and/or increase efforts to best serve the children and families in Broward (including Memorial Health care, CSC, Healthy Start, Broward Behavioral Health Council, Broward County Public School, Broward Behavioral Health, Museum of Discovery and Science, etc.)
- ELC staff conducted and/or participated in 37 Outreach/Community events throughout the county.
- Continued to serve on more than 5 community boards/workgroups as well as AELC (Statewide).
- Member and participant of the Fort Lauderdale Chamber of Commerce; Attended various Chamber workgroup meetings and events.
- Member/Attended Broward League of Cities meetings/events.
- Co-Chair of Broward Reads.
- Served on the Executive Committee of the AELC; Served as Chair for AELC Large Coalitions, and voted in as incoming Vice Chair of the AELC in June 2024 (which began on 7/1/24).
- Member of the AELC Legislative Committee which works to create and advocate for Statewide early learning priorities.

## 6. PROFESSIONAL SKILLS & ABILITIES

- Maintains high stands of ethics, honesty, and integrity in all matters

- Is well organized and efficient in the accomplishment of objectives
- Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress
- Effectively communicates verbally and in written form
- Actively engages in continuous professional development

**FY 23/24 Key Highlights:**

- Demonstrates the ability to address (and anticipate) problems, challenges, and conflicts with quick action or resolution.
- Well respected, strong relationships within the community and Statewide.
- Participation in regular Statewide DEL and AELC meetings and other community boards/workgroups to advocate or request changes in policy and obtain new information to help advance the organization.
- Ensure ELC Broward follows and is up to date on all State, Federal, and local rules/regulations (as evidenced by clean (outside) audits and DEL Monitorings).
- All required State/Federal/local documents, reports, and status updates are completed and turned in on time.
- Navigated many rounds of ever-changing and time-sensitive Covid Relief funding and initiatives executed efficiently and with (quick roll out) and minimal issues.
- Ensures staff, board, providers, parents and community partners/leaders receive necessary communication from the ELC (through bulletins and newsletter; ensuring website is up to date).
- Continue to use and seek out professional development opportunities.
- Attended relevant early learning and related conferences and webinars and keep up to date on child care related research and professional best practices (through articles and newsletters etc.).

**SECTION II – GOALS – 7 Goals to match with the 5 YEAR Strategic Plan (Domain #7)**

**Section II includes 7 goals that make up 60% of the overall score.**

**Goal 1: Eligible families will be aware of and can access ELC SR services.**

GOAL 1 Eligible families will be aware of and access ELC SR Services					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. Deploy a successful targeted outreach and enrollment initiative	1. ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services.	20 Annually	37	Exceeded	21 Community Resource Fairs, 6 Back-to-School events, 6 Community Baby Showers, and 4 School/Literacy events. 38 VPK, 20 School Readiness and 12 bookworm; There were over 500 social media post created across all platforms.
	2. ELC communications staff will place a minimum of 60 social media posts concerning the importance of child care and early learning.	60 Annually	70	Exceeded	
2. Families that are eligible to continue receiving SR services will receive them.	1. The overall retention rates for potentially SR eligible families will increase from 80% to 85%	85%	73%	Not Met	This fiscal year, 19,939 children were due for redetermination. With significant new enrollment activity, our team successfully absorbed the attrition rate, maintaining our target number of children within the overall system. Attrition was crucial in balancing our capacity to fund all enrollments within our system (when sufficient funding was not allocated).  Recently, our efforts to retain SR children have been enhanced by proactive, targeted notifications from the ELC, and we anticipate realizing the full scope of their effectiveness this fiscal year.

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

GOAL 2 Eligible families will be aware of and access ELC VPK services.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. ELC will reach and enroll as many VPK-eligible families as possible.	1. ELC Broward will meet or exceed the State of Florida estimating conference estimates for VPK	13,931	14,221	Exceeded	We have enrolled 14,221 children for the 23-24 program year: 13,824 in the school year program and 397 children in the summer program. This exceeds the estimating conference's projections for this year. Estimating Conference was 13,931

**GOAL 3: Broward's childcare centers/homes are high quality, nurturing settings.**

GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. The countywide CLASS score average for School Readiness child care providers who are CLASS assessed will increase to a 6.0	1. CLASS scores will incrementally grown year over year for the 5 year strategic plan.	6.0	5.40	On Track	We have seen a steady increase in the SR CLASS scores thanks to all the trainings our team has facilitated and the familiarity of the tool among Broward educators. We ended the FY 22-23 with a SR CLASS average score of 5.03 demonstrating an increase.

**GOAL 4: Broward's VPK sites offer high quality services in a nurturing environment.**

GOAL 4. Broward's VPK sites offer high quality services in a nurturing environment.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
Objective 1: The countywide CLASS score average for VPK child care providers who are CLASS assessed will increase to a 6.0	1. CLASS scores will incrementally grow year over year for the 5 year strategic plan.	6.0	5.51	On Track	We have seen a steady increase in the VPK CLASS scores thanks to all the trainings our team has facilitated and the familiarity of the tool among Broward educators. We ended the FY 22-23 with a VPK CLASS average score of 5.32 demonstrating an increase.

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

Goal 5. Children will enter kindergarten with the tools, skills, and support they need to succeed					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.	1. 65% of families with children ages 0-2 who have received a referral will follow through with their referrals to Early Steps	65%	55%	On Track	In FY 23-24, the team referred 383 families of children ages 0-2. This is an increase from 348 referrals last year. Although there are still some children that are pending the full process, we are excited to share that 55% of families followed through with their referral. This is an increase from last year in which we saw a 33% follow through rate.
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS	75%	60% (Half year)	On Track	In FY 23-24, the team referred 491 families of children ages 3 - 5. This is an increase from 357 referrals from last year. We are still waiting for full data to complete our numbers for the year. We are happy to report that data collected from January 2024 to June 2024, demonstrate a 61% follow through rate. Last year was at 53% so we are on target.
	3. Through funding or partnerships, four (4) additional, comprehensive support services will be added or expanded to children/families (such as but not limited to vision, hearing, dental screenings, mental health, nutrition services, and general medical)	4	4	Met	In Fiscal Year 23 - 24, we continued our screening partnership with the Center for Hearing and Communication; Hosted ABA therapy site, ABC Done Right for resources and Drowning Prevention from Stacey Hoaglund.  Thanks to ARPA Discretionary Funding we are partnering with local trainers to facilitate trainings on mental health including Infant Mental Health supports.
2. Expand ELC Literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to the reading experience	1. Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000	15,000	10,891	On Track	Due to funding challenges, program paused sign ups July - September 2023.
	2. ELC will participate in at least 15 literacy events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.	15	89	Exceeded	Our Inclusion team continues to facilitate weekly storytime (52) on our facebook page in English, Spanish and bi-weekly in Creole. The Inclusion team visited 6 schools and read aloud and did activities with the children.  Additionally Outreach participated in 37 community events promoting ELC Services and literacy

**Goal 6: The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.**

Goal 6. The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	1. At the start of each fiscal year, ELC staff will identify which state legislators, Broward County Commissioners/County Administration, and elected municipal leaders, they need to meet with and meet with at least 90% of them.	90%	100%	Exceeded	Met with Sen. Rosalind Osgood, Rep. Dan Daley, Rep Lisa Dunkley, Rep. Patricia Williams -- Rationale: they all sat on PreK - 12 Appropriations  Renee and ELC Broward staff have had 19 meetings and engagement touchpoints with nearly every member of the Broward Legislative Delegation and many of the municipal leaders in high priority cities.
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	1. ELC will actively participate in a minimum of 30 community engagement activities/events annually to promote ELC's services.	30	37	Exceeded	<ul style="list-style-type: none"> <li>• 21 Community Resource Fairs</li> <li>• 6 Back-to-School events</li> <li>• 6 Community Baby Showers</li> <li>• 4 School/Literacy events.</li> </ul>

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

Goal 7. ELC Broward is a healthy, efficient, and effective organization.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently	1. ELC is hiring the right staff for the right positions and retaining them, as evidenced by retaining 75% of new hires in one year.	75%	82%	Exceeded	Staff retention for 1 year increased from 77% in year 1 to 82% in year 2 of the Strategic Plan.
	2. ELC annual staff turnover will be 5% below the National turnover average for similar organizations (National Average is 35%, therefore less than 30%)	30%	7%	Exceeded	Staff turnover decreased to 7% in year 2 of the Strategic Plan, from 12.6% in year 1.
	3. 25% of promotional opportunities are filled internally.	25%	55%	Exceeded	Promotional opportunities increased from 50% in year 1 of the Strategic Plan to 55% in year 2.
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	90%	Exceeded	Utilizing the Energage external staff survey, staff satisfaction is up from 85% last year to 90% this year.
2. Continue to optimize the use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.	1. 85% of the CRM Plan will be fully implemented.	85%	68%	On Track	We had quite a few modules to create and built some that were not originally on the list, but we made significant progress. We also updated a few modules not included in this data. We will continue to work with the team to ensure we exceed expectations.
	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	75%	On Track	We made progress in migrating ELC data to the cloud. We are now at 75% as we have moved board documents, ahead of our timeline.
	3. A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.	95%	96%	Exceeded	This year, we exceeded expectations and achieved over 95% of our goal.
3. A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to build a reserve gradually.	Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.	Not Established	\$4,050	On Track	<ul style="list-style-type: none"> <li>Target will be established now that Fundraising and Honorary Board member has been established</li> <li>\$9,239 in unrestricted funding was raised with expenses of \$5,189</li> <li>Held first fundraising/friend raising event Wine &amp; Cheese on 10/5/23</li> <li>Received donations/sponsorships for event(s)</li> <li>Recruited first Honorary Board member to assist with raising visibility and monies for ELC.</li> </ul>
4. Strategy will be in place to obtain dedicated funding for specific unallowable expenses.	1. ELC will have funds for items for meetings, programming, and training.	\$25,000	\$26,935	Exceeded	Through various fundraising and donations we were able to exceed the goal of \$25K.
5. The ELC board is energized, enthusiastic, educated, participate, and partners effectively with staff.	1. Results of the annual staff and board survey will show at least a 90% rating in all categories.	90%	96%	Exceeded	<p>The Annual Board Survey is made up of 2 sections.</p> <ul style="list-style-type: none"> <li>First section <b>Board Self Assessment (Individual)</b> has 7 questions, which resulted in an average rating of 95%.</li> <li>Second section <b>Board Assessment (as a whole)</b> has 5 questions, which resulted in an average rating of 96%.</li> <li>Both categories/sections scored above the 90% goal.</li> </ul>
	2. 100% of the ELC Board will complete and return the Annual Board Survey, which will be conducted prior to the Annual Board Retreat	100%	100%	Met	All Board members responded to the survey.
	3. ELC will track the activity of Board members and report on that engagement	N/A	N/A	Met	Board members attendance at Meetings, Committees, Events, Lunch & Learns, Meet and Greets, Provider Visits etc. are all track and a report for each member is available
6. The ELC will have a cohesive board where every member has a voice.	1. Results of the annual board self-survey will show that 90% of the board report that they feel they have a voice in meetings.	90%	100%	Exceeded	Meetings provide the opportunity for constructive, respectful debate of issues scored 100% in Year 2 of the Strategic Plan, Year 1 scored 87%.

## CEO Self Evaluation & Board Feedback FY 23/24

### Annual Performance Evaluation of the Chief Executive Officer (CEO) Early Learning Coalition of Broward County

#### SECTION I – PERFORMANCE INDICATORS

Section I includes 6 performance indicators that make up 40% of the overall score.

##### 1. BOARD INTERACTIONS & SUPPORTS

Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff \*\*

- Provides professional advice and recommendations to Board
- Engages Board in ELC policy
- Communicates with the Board chair and other members providing accurate, relevant information
- Fosters a harmonious working relationship with the Board
- Provides support for Board teamwork and effectiveness, board recruitment and development
- Builds a diverse Board

#### **FY 23/24 Key Highlights:**

- Over the 8.5 years at the ELC, I have worked to build relationships with the Board and feel overall my relationship with the Board and individual members is stronger than ever.
- Throughout the year I have made myself available to talk with Board members to provide updates, answer questions, collaborate and/or get feedback on important issues/topics.
- Frequent updates were provided to board members through my CEO reports and Board bulletins in between meetings and at board and committee meetings and through social media postings.
- Offered members the opportunity to learn more about ELC programs and other aspects of the organization through our Lunch n Learn series.
- Rolled out the Meet Greet and Eat breakfasts before board meetings to allow members to better get to know each other and ELC staff.
- Continued to offer many board engagement opportunities including:
  - Lunch and Learns
  - Child Care Provider visits
  - Legislator meetings
  - Board Meet and Greets
  - Provider Appreciation Event
  - PLAN meetings (for child care Directors/Owners)
  - ELC Staff Appreciation Event
  - Provider Appreciation Event
  - Chancellor Visit
  - A Day in K (kindergarten) Event
  - CDA Graduation
  - Broward Read for the Record
  - Wind & Cheese Social (Fundraiser)
- Board engagement opportunities as well as relevant early learning and related conferences were provided and updated in the FYI section of every Board packet.
- Worked closely with Chairs of the Ad-Hoc Fundraising committee (and members) to successfully kick off our first ever friend/fundraising event.

## 2. BUSINESS ETHICS/INNOVATION/MANAGEMENT/LEADERSHIP

Oversees development, implementation, and quality assurance of all Coalition programs and services \*\*

- Communicates ELC's vision, and goals to staff, community, and others; builds commitment to mission
- Provides direction, defines priorities to assure ELC's programs and services meet needs of families, children, and providers
- Identifies problems and issues confronting the ELC and recommends/implements as appropriate
- Encourages and promotes long-range planning and implementation of plans, keeps Board informed
- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Ensures the ELC has a long-range strategy that achieves its mission/vision (Strategic Plan)
- Provides leadership in developing a program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

### FY 23/24 Key Highlights:

- 25 of 26 (97%) Strategic Plan Outcomes are on track, met or exceeded:
  - 1 Not Met Outcome (3%)
  - 8 On Track Outcomes (31%)
  - 3 Met Outcomes (12%)
  - 14 Exceeded Outcomes (54%)
- CEO and Sr. Staff meet quarterly to review the data in ELC's Scorecard Metrics tool to monitor program/services etc. and drive continuous efforts to find new and/or innovative ways to achieve the goals of the organization (operationally and programmatically).
- Enrolled over 4,276 new School Readiness children through aggressive outreach and enrollment efforts.
- Increased ELCs reach to parents by increasing social media posts on Facebook, X (formerly Twitter), Instagram, and LinkedIn
  - Facebook – 149.7K to 403K Reach (169% increase)
  - Instagram – 32.1K to 67.1K Reach (100% increase)
  - Website Traffic SR – 33,712 visitors to 41,888 visitors (24% increase)
  - Website Traffic VPK – from 23,372 to 27,552 visitors (17% increase)
- Continued to increase attendees and viewers of ELCs Behavior Bites Zoom Inclusion Support series for educators (looking for support/guidance for working with children with challenging behaviors).
- Rolled out our new Behavior Bites Inclusion Support series for parents.
- Secured outside funding that allowed ELC to hire 2 Peer Support Specialists (for 2 years) to provide assistance to families to navigate the evaluation process for children identified as having challenges/special needs.
- We saw an increase from 705 referrals (for evaluations) last year to 874 this year to Early Steps (383 families) and FDLRS (491 families).
- Graduated over 163 CDA students with 120 In service hours of CDA training. Currently, 101 of the educators have proceeded to complete their National CDA Credential.
- SR CLASS scores increased from a 5.03 to 5.40
- VPK iCLASS score increased from 5.32 to 5.5.
- Rolled out widely popular Child Care Educator Boot Camp (graduated 3 classes for a total of 69 attendees) for new educators, who attend a week-long intensive training on classroom best practices of child/educator interactions.
- Offered 154 training opportunities to 6,188 educators resulting in \$9.8 million in educator stipends for the completion of trainings.

- Rolled out Baby Bookworms with the help and partnership of Healthy Start and their staff to give books to parents with a new child.
- Held our first A Day in K – Kindergarten Transition event with (and at) the Museum of Discovery and Science, which was a huge hit with approximately 2,000 raising K students and their families in attendance.
- Using ARPA funding secured and partnered with 2 Education Technology companies that offer technological supports for educators to use in their classrooms to increase learning gains.
- Increased Advocacy efforts through:
  - Individual meetings with local and statewide legislators (20)
  - Presentations to the Broward Delegation (twice)
  - Successful State of Childcare Event at Broward Days in Tallahassee attended by local legislators and municipal elected and non-elected officials as well as community partners (it was a full house) to highlight ELC funding issues and other legislative priorities
  - Provided guidance to local legislator on Special Needs bill
- Continued to have Municipal leaders and local Legislators share ELC information, resources, and our Newsletter with their constituencies.
- Through Increased visibility ELC raised an additional \$2M in match funding.
- Held our 1st Fundraising/Friend raising Event (Oct. 2023) where attendance goals were met.
- Secured first time funding of \$5,000 from the Kiwanis Club of Fort Lauderdale.
- Built/rolled out and/or expanded 9 NEW CRM components and 4 mini modules to increase operational and program efficiency and improve/increase data collection capacity.
- Using ARPA funding procured/secured a new online platform for parents allowing them to search and find child care programs that meet their needs.
- Prioritized and increased cybersecurity efforts including staff trainings and implementation of Single-Sign On and two factor authentication.
- Drove vision for the creation of a new ELC Dashboard and Updated electronic Scorecard metrics (to include historical data for comparison of years).
- Finalist for 211/Memorial Nonprofit Organization of the Year (2024).
- Sun Sentinel Top Workplace 2024 award (for 3rd year in a row).
- Recognized as a Top Non-Profit Philanthropy Power Leader 2024 by the South Florida Business Journal.

### **3. FISCAL RESPONSIBILITY, SUSTAINABILITY & MISSION IMPACT**

Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-term planning. Works with the staff, finance committee, and the Board to prepare budgets, monitor progress, initiate changes, and resolve fiscal issues \*\*

- Recommends yearly budget for Board approval
- Manages Coalitions resources within budget and guidelines within current laws and regulations
- Possesses robust understanding of the ELC's financial needs and communicates them clearly
- Provides leadership and supports strategies for attracting funds for SR match
- Oversees the planning and implementation of match activities, including strategies to approach potential donors

#### **FY 23/24 Key Highlights:**

- Once again the organization navigated and balanced an extremely complicated budget (with insufficient funding for enrollments but millions in COVID relief funding).



- Persistently advocated and awarded an additional \$17.3 million in School Readiness funding (throughout the FY) to cover the gaps in enrollments funding.
- Clean single audit and test of internal controls.
- Clean DEL program monitoring and fiscal monitoring.
- Clean Broward County and Children’s Services Council monitoring.
- Collaboratively created a plan for usage of millions in ARPA funding including:
  - ARPA provider grants that paid out \$9 million in ARPA Grants to 603 childcare small businesses
  - Stipend initiative that paid out nearly \$10 million in ARPA stipends to over 6000 early educators
  - Successfully obtained board approval and procured, negotiated, and entered into contract with 25 ARPA-specific one-time vendors over a short timeframe, including extraordinary backend support for professional development trainings and product distribution.
  - Members of the Executive/Senior teams collaboratively worked together to build out an operationally efficient process for ELC staff and educators to apply, monitor, track, pay out and quality assure the fiscal stipend and curriculum reimbursement process applying lessons learned from the FY23 experience including:
- Secured an additional \$2M in match funding from local funders.
- Raised \$26,935 in program funding to cover expenses not billable to DEL and \$9,239 in unrestricted funding for a total of \$36,174.
- Continue to pay all Child Care small businesses on time or early.

#### 4. HUMAN RESOURCES MANAGEMENT AND STAFF, EMPLOYEE MORALE & CULTURE

Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations \*\*

- Provides leadership developing and executing sound personnel procedures, directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the ELC
- Recruits and retains talented and diverse staff
- Ensures compliance with relevant workplace and employment laws, maintains a safe, respectful, and inclusive working environment
- Encourages and supports staff to participate in ongoing professional development
- Establishes clear patterns of authority, responsibility, supervision, and communication with staff
- Shows respect and sensitivity for cultural differences
- Promotes a harassment-free environment

#### **FY 23/24 Key Highlights:**

- Set the tone for excellent morale with high staff satisfaction at 90% as evidenced from an external survey with 92% of staff responding with high marks in most areas including:
  - ELC motivates me to give my very best at work - FY22/23 83% FY23/24 90%
  - I would highly recommend working at ELC to others - FY22/23 87%, FY23/24 90%
- ECL's turnover rate is 7%; down from 12.6% in FY 22/23 and 28% below the industry standard (35%)
- Recipient of the Sun Sentinel’s Top Workplace 2024 (for the third time) and positively increased in ranking among other organizations (from 18th to 7<sup>th</sup> place within medium size organizations).
- 55% of Promotions were filled internally, as evidence of ELC’s efforts to support, train, and encourage staff growth
- Staff Retention for 1 year is 82%, up from 77% in FY 22/23.
- Advocated/Received approval from the Board for mid-year performance pay for qualifying staff (to offset the high cost of living/inflation).
- Ensured all staff remain at or above the 30<sup>th</sup> percentile of the current salary market rate.
- Offered increased professional development opportunities to ELC staff including a management track.
- Successfully transferred 100% of all personnel files to electronic files, no more paper.
- Offered various health fairs for staff to encourage healthy living (and drive down the cost of our health insurance).

- Implementation of HR Personnel Background screens to match new requirements and successfully passed 100% in audit.
- Held a staff recognition event to celebrate staff years employed at ELC; Held a staff appreciation event (for staff) to thank them for all of their hard work.
- Held regular staff meetings, continue to create and distribute our quarterly staff newsletter (The Buzz), and provide Staff Bulletin emails to ensure all staff are aware of things going on in the organization, upcoming events, implementation of our COOP and recognize accomplishments.

## 5. COMMUNITY, STATE AND PUBLIC RELATIONS

Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders \*\*

- Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to ELC
- Represents and promotes ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities
- Encourages community involvement and contribution to the ELC
- Provides leadership at the state level; advocates the needs of ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents. Including lobbying the state legislature within permitted laws and regulations
- Serves as an effective spokesperson. Represents ELC to its constituencies, including clients/members/patrons, other nonprofits, government agencies.

### FY 23/24 Key Highlights:

- Spearheaded and successfully advocated (along with the AELC) to DEL for quick allocations of additional funding of \$77 million approved through legislation for gaps in School Readiness funding as well as de-obligated funds of other Coalitions, resulting in an additional \$17.3 million in School Readiness funding.
- Successful visit with Chancellor Cari Miller at ELC Broward where we showcased our innovative and technologically advanced programs and operations.
- Presented to the Broward delegation on two occasions and took part in many individual meetings with state and local legislators.
- Met with 13 of 15 members of the local delegation (86%), met one on one with 7 of the 15 delegates (47%).
- With the help of key staff, attended/Presented at 20 Municipality Commission meetings.
- Created/Planned and participated as a panelist at the ELC's State of Child Care event that took place this year during the Broward Days breakfast in Tallahassee attended by approximately 50 local and state leaders.
- Partnered with many community organizations to brainstorm ways to collaborate and/or increase efforts to best serve the children and families in Broward (including Memorial Health care, CSC, Healthy Start, Broward Behavioral Health Council, Broward County Public School, Broward Behavioral Health, Museum of Discovery and Science, etc.)
- ELC staff conducted and/or participated in 37 Outreach/Community events throughout the county.
- Continued to serve on more than 5 community boards/workgroups as well as AELC (Statewide).
- Member and participant of the Fort Lauderdale Chamber of Commerce; Attended various Chamber workgroup meetings and events.
- Member/Attended Broward League of Cities meetings/events.
- Co-Chair of Broward Reads.
- Served on the Executive Committee of the AELC; Served as Chair for AELC Large Coalitions, and voted in as incoming Vice Chair of the AELC in June 2024 (which began on 7/1/24).
- Member of the AELC Legislative Committee which works to create and advocate for Statewide early learning priorities.

## 6. PROFESSIONAL SKILLS & ABILITIES

- Maintains high stands of ethics, honesty, and integrity in all matters

- Is well organized and efficient in the accomplishment of objectives
- Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress
- Effectively communicates verbally and in written form
- Actively engages in continuous professional development

#### FY 23/24 Key Highlights:

- Demonstrates the ability to address (and anticipate) problems, challenges, and conflicts with quick action or resolution.
- Well respected, strong relationships within the community and Statewide.
- Participation in regular Statewide DEL and AELC meetings and other community boards/workgroups to advocate or request changes in policy and obtain new information to help advance the organization.
- Ensure ELC Broward follows and is up to date on all State, Federal, and local rules/regulations (as evidenced by clean (outside) audits and DEL Monitorings).
- All required State/Federal/local documents, reports, and status updates are completed and turned in on time.
- Navigated many rounds of ever-changing and time-sensitive Covid Relief funding and initiatives executed efficiently and with (quick roll out) and minimal issues.
- Ensures staff, board, providers, parents and community partners/leaders receive necessary communication from the ELC (through bulletins and newsletter; ensuring website is up to date).
- Continue to use and seek out professional development opportunities.
- Attended relevant early learning and related conferences and webinars and keep up to date on child care related research and professional best practices (through articles and newsletters etc.).

#### Overall Board Rating results for 6 domains of 4.5

Responders	Leadership Indicators						Overall Rating
	Board Interactions Supports	Business Ethics Mgt Leadership	Fiscal Sustainability Mission	Human Resources Staff Moral	Community Public Relations	Professional Skills & Abilities	
Laurie Sallarulo	3.0	4.0	4.0	4.0	4.0	4.0	3.8
Dawn Liberta	5.0	5.0	5.0	5.0	4.0	5.0	4.8
Twan Russell	4.0	4.0	4.0	5.0	4.0	5.0	4.3
Monica King	4.0	5.0	5.0	4.0	5.0	5.0	4.7
Cindy Arenberg Seltzer	5.0	5.0	5.0	5.0	4.0	4.0	4.7
Michael Asseff	5.0	5.0	5.0	5.0	4.0	4.0	4.7
Sharonda Bailey	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Kristie Castillo	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Richard Campillo	5.0	4.0	4.0	4.0	4.0	4.0	4.2
Kirk Englehardt	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Carol Hylton	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Maria Hernandez	3.0	3.0	3.0	4.0	3.0	4.0	3.3
Melody McDonald	4.0	4.0	5.0	5.0	5.0	5.0	4.7
Renee Podolsky	4.0	5.0	5.0	5.0	5.0	5.0	4.8
Amoy Reid	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Traci Schwitzer	4.0	5.0	4.0	4.0	4.0	4.0	4.2
Ellie Schrot	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Zachary Talbot							
Julie Winburn	4.0	4.0	4.0	5.0	4.0	3.0	4.0
<b>Leadership Indicators Avg</b>	<b>4.4</b>	<b>4.6</b>	<b>4.6</b>	<b>4.7</b>	<b>4.4</b>	<b>4.5</b>	<b>4.5</b>

**SECTION II – GOALS – 7 Goals to match with the 5 YEAR Strategic Plan (Domain #7)**

**Section II includes 7 goals that make up 60% of the overall score.**

**Goal 1: Eligible families will be aware of and can access ELC SR services.**

GOAL 1 Eligible families will be aware of and access ELC SR Services					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. Deploy a successful targeted outreach and enrollment initiative	1. ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services.	20 Annually	37	Exceeded	21 Community Resource Fairs, 6 Back-to-School events, 6 Community Baby Showers, and 4 School/Literacy events. 38 VPK, 20 School Readiness and 12 bookworm; There were over 500 social media post created across all platforms.
	2. ELC communications staff will place a minimum of 60 social media posts concerning the importance of child care and early learning.	60 Annually	70	Exceeded	
2. Families that are eligible to continue receiving SR services will receive them.	1. The overall retention rates for potentially SR eligible families will increase from 80% to 85%	85%	73%	Not Met	This fiscal year, 19,939 children were due for redetermination. With significant new enrollment activity, our team successfully absorbed the attrition rate, maintaining our target number of children within the overall system. Attrition was crucial in balancing our capacity to fund all enrollments within our system (when sufficient funding was not allocated).  Recently, our efforts to retain SR children have been enhanced by proactive, targeted notifications from the ELC, and we anticipate realizing the full scope of their effectiveness this fiscal year.

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

GOAL 2 Eligible families will be aware of and access ELC VPK services.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. ELC will reach and enroll as many VPK-eligible families as possible.	1. ELC Broward will meet or exceed the State of Florida estimating conference estimates for VPK	13,931	14,221	Exceeded	We have enrolled 14,221 children for the 23-24 program year: 13,824 in the school year program and 397 children in the summer program. This exceeds the estimating conference's projections for this year. Estimating Conference was 13,931

**GOAL 3: Broward's childcare centers/homes are high quality, nurturing settings.**

GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. The countywide CLASS score average for School Readiness child care providers who are CLASS assessed will increase to a 6.0	1. CLASS scores will incrementally grown year over year for the 5 year strategic plan.	6.0	5.40	On Track	We have seen a steady increase in the SR CLASS scores thanks to all the trainings our team has facilitated and the familiarity of the tool among Broward educators. We ended the FY 22-23 with a SR CLASS average score of 5.03 demonstrating an increase.

**GOAL 4: Broward's VPK sites offer high quality services in a nurturing environment.**

GOAL 4. Broward's VPK sites offer high quality services in a nurturing environment.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
Objective 1: The countywide CLASS score average for VPK child care providers who are CLASS assessed will increase to a 6.0	1. CLASS scores will incrementally grow year over year for the 5 year strategic plan.	6.0	5.51	On Track	We have seen a steady increase in the VPK CLASS scores thanks to all the trainings our team has facilitated and the familiarity of the tool among Broward educators. We ended the FY 22-23 with a VPK CLASS average score of 5.32 demonstrating an increase.

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

Goal 5. Children will enter kindergarten with the tools, skills, and support they need to succeed					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.	1. 65% of families with children ages 0-2 who have received a referral will follow through with their referrals to Early Steps	65%	55%	On Track	In FY 23-24, the team referred 383 families of children ages 0-2. This is an increase from 348 referrals last year. Although there are still some children that are pending the full process, we are excited to share that 55% of families followed through with their referral. This is an increase from last year in which we saw a 33% follow through rate.
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS	75%	60% (Half year)	On Track	In FY 23-24, the team referred 491 families of children ages 3 - 5. This is an increase from 357 referrals from last year. We are still waiting for full data to complete our numbers for the year. We are happy to report that data collected from January 2024 to June 2024, demonstrate a 61% follow through rate. Last year was at 53% so we are on target.
	3. Through funding or partnerships, four (4) additional, comprehensive support services will be added or expanded to children/families (such as but not limited to vision, hearing, dental screenings, mental health, nutrition services, and general medical)	4	4	Met	In Fiscal Year 23 - 24, we continued our screening partnership with the Center for Hearing and Communication; Hosted ABA therapy site, ABC Done Right for resources and Drowning Prevention from Stacey Hoaglund.  Thanks to ARPA Discretionary Funding we are partnering with local trainers to facilitate trainings on mental health including Infant Mental Health supports.
2. Expand ELC Literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to the reading experience	1. Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000	15,000	10,891	On Track	Due to funding challenges, program paused sign ups July - September 2023.
	2. ELC will participate in at least 15 literacy events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.	15	89	Exceeded	Our Inclusion team continues to facilitate weekly storytime (52) on our facebook page in English, Spanish and bi-weekly in Creole. The Inclusion team visited 6 schools and read aloud and did activities with the children.  Additionally Outreach participated in 37 community events promoting ELC Services and literacy

**Goal 6: The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.**

Goal 6. The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	1. At the start of each fiscal year, ELC staff will identify which state legislators, Broward County Commissioners/County Administration, and elected municipal leaders, they need to meet with and meet with at least 90% of them.	90%	100%	Exceeded	Met with Sen. Rosalind Osgood, Rep. Dan Daley, Rep Lisa Dunkley, Rep. Patricia Williams -- Rationale: they all sat on PreK - 12 Appropriations  Renee and ELC Broward staff have had 19 meetings and engagement touchpoints with nearly every member of the Broward Legislative Delegation and many of the municipal leaders in high priority cities.
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	1. ELC will actively participate in a minimum of 30 community engagement activities/events annually to promote ELC's services.	30	37	Exceeded	<ul style="list-style-type: none"> <li>• 21 Community Resource Fairs</li> <li>• 6 Back-to-School events</li> <li>• 6 Community Baby Showers</li> <li>• 4 School/Literacy events.</li> </ul>

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

Goal 7. ELC Broward is a healthy, efficient, and effective organization.					
Objective	Outcomes	Target	Year 2	Status	FY 23/24 Year 2 Summary
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently	1. ELC is hiring the right staff for the right positions and retaining them, as evidenced by retaining 75% of new hires in one year.	75%	82%	Exceeded	Staff retention for 1 year increased from 77% in year 1 to 82% in year 2 of the Strategic Plan.
	2. ELC annual staff turnover will be 5% below the National turnover average for similar organizations (National Average is 35%, therefore less than 30%)	30%	7%	Exceeded	Staff turnover decreased to 7% in year 2 of the Strategic Plan, from 12.6% in year 1.
	3. 25% of promotional opportunities are filled internally.	25%	55%	Exceeded	Promotional opportunities increased from 50% in year 1 of the Strategic Plan to 55% in year 2.
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	90%	Exceeded	Utilizing the Energage external staff survey, staff satisfaction is up from 85% last year to 90% this year.
2. Continue to optimize the use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.	1. 85% of the CRM Plan will be fully implemented.	85%	68%	On Track	We had quite a few modules to create and built some that were not originally on the list, but we made significant progress. We also updated a few modules not included in this data. We will continue to work with the team to ensure we exceed expectations.
	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	75%	On Track	We made progress in migrating ELC data to the cloud. We are now at 75% as we have moved board documents, ahead of our timeline.
	3. A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.	95%	96%	Exceeded	This year, we exceeded expectations and achieved over 95% of our goal.
3. A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to build a reserve gradually.	Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.	Not Established	\$4,050	On Track	<ul style="list-style-type: none"> <li>Target will be established now that Fundraising and Honorary Board member has been established</li> <li>\$9,239 in unrestricted funding was raised with expenses of \$5,189</li> <li>Held first fundraising/friend raising event Wine &amp; Cheese on 10/5/23</li> <li>Received donations/sponsorships for event(s)</li> <li>Recruited first Honorary Board member to assist with raising visibility and monies for ELC.</li> </ul>
4. Strategy will be in place to obtain dedicated funding for specific unallowable expenses.	1. ELC will have funds for items for meetings, programming, and training.	\$25,000	\$26,935	Exceeded	Through various fundraising and donations we were able to exceed the goal of \$25K.
5. The ELC board is energized, enthusiastic, educated, participate, and partners effectively with staff.	1. Results of the annual staff and board survey will show at least a 90% rating in all categories.	90%	96%	Exceeded	<p>The Annual Board Survey is made up of 2 sections.</p> <ul style="list-style-type: none"> <li>First section <b>Board Self Assessment (Individual)</b> has 7 questions, which resulted in an average rating of 95%.</li> <li>Second section <b>Board Assessment (as a whole)</b> has 5 questions, which resulted in an average rating of 96%.</li> <li>Both categories/sections scored above the 90% goal.</li> </ul>
	2. 100% of the ELC Board will complete and return the Annual Board Survey, which will be conducted prior to the Annual Board Retreat	100%	100%	Met	All Board members responded to the survey.
	3. ELC will track the activity of Board members and report on that engagement	N/A	N/A	Met	Board members attendance at Meetings, Committees, Events, Lunch & Learns, Meet and Greets, Provider Visits etc. are all track and a report for each member is available
6. The ELC will have a cohesive board where every member has a voice.	1. Results of the annual board self-survey will show that 90% of the board report that they feel they have a voice in meetings.	90%	100%	Exceeded	Meetings provide the opportunity for constructive, respectful debate of issues scored 100% in Year 2 of the Strategic Plan, Year 1 scored 87%.

### Overall Board Rating Results for Goals – Year 2 Strategic Plan of 4.4

Responders	Strategic Plan 5 Year Goals
Laurie Sallarulo	4.0
Dawn Liberta	5.0
Twan Russell	4.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	5.0
Sharonda Bailey	4.0
Kristie Castillo	5.0
Richard Campillo	4.0
Kirk Englehardt	5.0
Carol Hylton	5.0
Maria Hernandez	3.0
Melody McDonald	5.0
Renee Podolsky	3.0
Amoy Reid	4.0
Traci Schwitzer	5.0
Ellie Schrot	5.0
Zachary Talbot	
Julie Winburn	4.0
<b>Goal Avg</b>	<b>4.4</b>

### Overall Board Rating Results for 6 domains and Goals weighted equals: 4.4

#### Following are the Comments provided by Board members for each of the 6 domains & Goals.

Board Member	Comments - # 1 Board Interactions & Supports
Dawn	Renee does a great job keeping the Board apprised with the necessary information that pertains to the organization. She works well with the Board as a whole and on an individual basis. Renee makes recommendations to the Board and is able to support why she is making a specific recommendation.
Kirk	Communication is consistent, candid, and informative. I feel well informed and engaged as a board member.
Kristie	Renee has always been available and provides advice and recommendations as needed.
Melody	Renee does an amazing job at supporting the Board and providing advice and recommendations. She has a great relationship with all of the Board members.
Monica	Renee strives to get input from the Board and does a good job of keeping the Board abreast on matters. She works to reach consensus and engage individual Board members.
Sharonda	Events were promoted and members encouraged to attend during Board meetings. Highlights from events were shared at Board meetings following events via a slideshow that captured the essence of the events.
Traci	Ms. Jaffe does an excellent job of providing opportunities for board members to be involved with ELC activities. She is very interactive and personable with the Board, availing herself to answer any questions.

<b>Board Member</b>	<b>Comments - # 2 Business Ethics, Management &amp; Leadership</b>
Carol	Keeps Board informed of HR issues
Dawn	Renee oversees all aspects of the organization. She meets with her Executive staff on a regular basis and it is under her leadership that enrollments are up a long with new programs rolling out and increase in metrics.
Kirk	A leader not only locally, but recognized as such statewide. A wonderful example is how Renee handled the recent visit of the Early Learning Chancellor. The organization shined, putting its best foot forward.
Kristie	Renee communicates goals and missions effectively while providing direction and ensuring the mission and vision is accomplished across the board.
Melody	Renee clearly communicates ELC vision and goals with transparency. She provides great leadership and upholds high standards. She is creative with the ideas that she has.
Monica	Renee has built an excellent system with her staff to meet ELC's vision. The goals are clear. The processes in place are detailed and comprehensive and much emphasis on innovation.
Sharonda	The evidences listed are impressive and speak to the outstanding leadership of Ms. Jaffe.
Traci	Ms. Jaffe goes above and beyond in leading ELC staff to explore innovative ways to stay in the forefront of programming ideas and provides the staff with a safe place to create and grow.

<b>Board Member</b>	<b>Comments - # 3 Fiscal Sustainability &amp; Mission</b>
Dawn	Renee and her staff do a great job with the budget and is able to answer questions that Board has and able to make recommendation that makes sense for ELC of Broward.
Kirk	I am always hearing about budget and finance. Excellent presentations and discussions. Expert review and analysis. Great board discussion. It's complicated, but I understand more and more each time I hear a report at a Board Meeting.
Kristie	Renee does assist in the financial portion of the meeting. I'm not too involved inn that aspect, but she does notify us of the budget and guidelines.
Melody	Renee manages the budget with care and within laws and regulations.
Monica	Excellen steward of ELC's funding.
Traci	Ms. Jaffe is fiscally responsible and diligent in managing budgetary requirements and in securing additional funds.

<b>Board Member</b>	<b>Comments - # 4 Human Resources &amp; Staff Moral</b>
Dawn	ELC Broward has won Sun Sentinels Top Workplace three times in a row. The staff survey has shown an increase year to year and Renee has done a great job motivating her staff. She continuously advocates for staff to ensure they properly compensated.
Kirk	As a board member, I believe I would sense or hear if employee morale was an issue, but I observe a professional and engaged team that appears to have high morale. Additionally, you don't win the Sun Sentinel Best Place to Work title multiple years in a row if it isn't true. Kudos to the entire leadership team for making this a reality.
Kristie	From what I see, Renee does provide leadership developing and executing procedures for recruiting and retaining staff as I have not seen much of a turnover.
Melody	Renee always supports her staff in growing and learning. She does not tolerate harassment from anyone. There is plenty of diversity and high integrity. There is a high standard for recruitment.
Monica	Renee has built a strong team. The organization has grown tremendously these past few years and is not only in compliance but data reflects strong employee satisfaction and retention.
Traci	Ms. Jaffe creates an inviting work atmosphere and is able to retain employees.



<b>Board Member</b>	<b>Comments - # 5 Community &amp; Public Relations</b>
Carol	Great job getting out in the community and bringing awareness to ELC and issues impacting child care
Dawn	Renee has been able to maintain community relationships and gain the respect among other ELC programs through the state and civic leaders.
Kirk	As far as local public relations, with the hiring of a professional communicator to run this function, I have seen a 100% improvement in marketing, communications and PR. It's now a truly data driven marketing and communications effort. I also see communications being considered a strategic function, which speaks volumes about the value it brings and impact it has on business outcomes. Bravo. Renee is an excellent communicator herself, and doesn't shy away from speaking with community leaders, VIPs, or media. In fact, she did an incredible interview on the 93.1 radio public affairs show this past year, and provide a wealth of information about early learning, ELC and how people can take advantage of ELC support and/or provide support to ELC.
Kristie	Renee is actively engaged with the community and leaders. She represents and promotes the ELC and is regularly in attendance in all of our meetings.
Melody	Renee is always trying to develop relationships with the community, businesses and other civic leaders. She is a strong advocate for children. She is in regular attendance at all important conferences and meetings in the childcare field. She is a strong spokesperson for the ELC and a strong advocate for the ELC.
Monica	The growth in Public Awareness and communication is evident.
Traci	Ms. Jaffe and her staff are involved in community activities and spreading awareness about ELC.

<b>Board Member</b>	<b>Comments - # 6 Professional Skills &amp; Abilities</b>
Amoy	Renee has demonstrated exceptional leadership at ELC, driving significant growth and innovation while fostering a culture of inclusivity and collaboration. Her strategic vision and ability to adapt to market changes have positioned the company as a leader in the industry.
Dawn	Renee maintains high standards of ethics and expects the same from her staff at ELC. She effectively communicates and is able to address problems and come up with solutions.
Kirk	I have tremendous faith and trust in Renee. She handles tough challenges with ease. She thoughtfully considers all potential solutions. She always comes to board meetings prepared and offers incredible insight on all issues and is truly an expert in the field.
Kristie	Renee seems to be organized and efficient and she meets goals and addresses problems and challenges in a skillful manner.
Melody	Renee is highly ethical, honest and maintains integrity in everything she does. She is organized, compassionate and does not display stress outwardly. She is a very effective communicator, getting her point across while being able to tailor her language to her audience. She strives to meet or exceed all of the goals she has set before her at all times and comes up with innovative ways to reach these goals.
Monica	Renee has a high standard of ethics and integrity.
Traci	Ms. Jaffe maintains a high level of professionalism in all interactions with staff, Board members and the community.

## CEO Goal Comments

Board Member	Comments
Dawn	It has been a pleasure working with Renee and the ELC staff over the last few years.
Melody	Renee is a strong CEO. She makes sure she puts plans in place to meet all goals that are set. She works closely with her teams to ensure that maximum quality is achieved. She is a strong advocate for children and a great representative of the Early Learning Coalition. She is caring and considerate when needed and willing to help out her staff where she can. She's available at all times for staff, providers and board members questions or concerns. She is doing an amazing job!
Michael	Renee has done an exceptional job leading our organization and being a model organization for Early Learning.
Monica	Excellent work in meeting metrics
Richard	Over the past 8 years, Renee has demonstrated an ability to learn, adjust and stay focused on delivering the short and long term goals of the organization. Having done an excellent job of navigating the ELC through the pandemic period, she has reset the organization to be the preeminet ELC in Florida...congratulatons! Moving forward the next opportunity area is to begin the delicate balance of leveraging your thought leadership to influence policy to secure additional spending by the State to impact the future of young minds. On a smaller scale, but still important, is growing local fundraising to allow for ELC Broward to pilot different initiatives. I am confident that Renee will be successful in driving public and political awareness of the importance of early learning and the need to provide funding. Thank you Renee for your leadership!
Traci	All but one of the goals was either exceeded, met or on track to meet for the fiscal year.
Twan	I think we have an exceptional leader that really cares about her job and our community.

# Chief Executive Officer/Executive Director

## Annual Performance Evaluation

Officer/Director’s Name: Laurie Sallarulo

Date: 8/21/2024

Evaluation Period: July 2023 – June 2024

ELC: Broward

Position Summary: The Chief Executive Officer (CEO)/Executive Director (ED) is responsible for providing direction, leadership, and oversight to the Coalition in support of its mission, strategic plan, and annual goals and objectives. The CEO/ED must effectively work with Board members, volunteers, government officials, community leaders, business leaders, child care providers, and the clients and families that the ELC serves. The CEO/ED provides leadership to internal staff and is responsible for daily operations of the business, including oversight of financial management, human resources, fund development, program quality and delivery, and public relations.

Evaluate the CEO/ED’s performance in the domains below using the following ratings:

3 = Exceeds Expectations

2 = Meets Expectations

1 = Does Not Meet Expectations

Comments must be included for each factor with a rating of “Does Not Meet Expectations.” Additional comments may be attached to this form.

**Domain 1: Board Administration and Support** – Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff.

Rating	Performance Indicator
<b>3</b>	Provides the Board with professional advice and recommendations based on the organization’s strategic plan.
<b>3</b>	Engages the Board in establishing the ELC’s policy direction; interprets and executes the intent of Board policy; supports Board policy and actions to the public and staff.
<b>3</b>	Communicates with the Board chair and other members of the Board to provide accurate, sufficient, and relevant information regarding Board policy and operations in a timely manner.
<b>3</b>	Fosters a harmonious working relationship with the Board.
<b>3</b>	Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.
Rating Average (total divided by 5): <b>3</b>	<p>Comments regarding the performance in this domain:</p> <p>Board members indicated the CEO is always available to them, keeps the Board well informed and does an excellent job of providing opportunities for Board members to be involved with ELC activities.</p>

**Domain 2: Program and Service Delivery** – Oversees development, implementation, and quality assurance of all Coalition programs and services.

Rating	Performance Indicator
<b>3</b>	Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.
<b>3</b>	Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.
<b>3</b>	Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.
<b>3</b>	Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.
<b>3</b>	Measures the extent to which ELC programs improve enrolled children’s school readiness skills for transitioning into kindergarten; reports findings to the Board and the community.
Rating Average (total divided by 5): <b>3</b>	<p>Comments regarding the performance in this domain:</p> <p>CEO clearly communicates ELC vision and goals with transparency. She provides great leadership and upholds high standards. She is creative with the ideas that she has.</p> <p>CEO goes above and beyond in leading ELC staff to explore innovative ways to stay in the forefront of programming ideas and provides the staff with a safe place to create and grow.</p> <p>CEO oversees all aspects of the organization. She meets with her Executive staff on a regular basis and it is under her leadership that enrollments are up a long with new programs rolling out and increase in metrics.</p>

**Domain 3: Financial Sustainability and Mission Impact** – Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC’s mission, goals, and long-range planning. Works with the staff, finance committee and the Board to prepare budgets, monitor progress, initiate changes (to operations and budgets) as appropriate, and resolve fiscal issues that affect the ELC.

Rating	Performance Indicator
<b>3</b>	Recommends yearly budget for Board approval.
<b>3</b>	Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.
<b>3</b>	Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.
<b>3</b>	Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.
<b>3</b>	Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.
Rating Average (total divided by 5): <b>3</b>	<p>Comments regarding the performance in this domain:</p> <p>CEO and her staff do a great job with the budget and is able to answer questions that Board has and able to make recommendation that makes sense for ELC of Broward.</p>

	<p>I am always hearing about budget and finance. Excellent presentations and discussions. Expert review and analysis. Great board discussion. It's complicated, but I understand more and more each time I hear a report at a Board Meeting.</p> <p>CEO is fiscally responsible and diligent in managing budgetary requirements and in securing additional funds.</p>
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**Domain 4: Human Resource Management, Staff and Administrative Relations** – Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations.

Rating	Performance Indicator
<b>3</b>	Provides leadership for developing and executing sound personnel procedures and practices that incorporate directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the organization.
<b>3</b>	Recruits and retains a talented and diverse staff.
<b>3</b>	Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.
<b>3</b>	Encourages and supports staff to participate in ongoing professional development opportunities.
<b>3</b>	Establishes clear patterns of authority, responsibility, supervision, and communication with staff.
Rating Average (total divided by 5): <b>3</b>	<p>Comments regarding the performance in this domain:</p> <p>ELC Broward has won Sun Sentinels Top Workplace three times in a row. The staff survey has shown an increase year to year and Renee has done a great job motivating her staff. She continuously advocates for staff to ensure they properly compensated.</p> <p>As a board member, I believe I would sense or hear if employee morale was an issue, but I observe a professional and engaged team that appears to have high morale. Additionally, you don't win the Sun Sentinel Best Place to Work title multiple years in a row if it isn't true. Kudos to the entire leadership team for making this a reality.</p> <p>CEO has built a strong team. The organization has grown tremendously these past few years and is not only in compliance but data reflects strong employee satisfaction and retention.</p>

**Domain 5: Community, State, and Public Relations** – Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders.

Rating	Performance Indicator
3	Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.

3	Represents and promotes the ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities dealing with early childhood education and family issues.
3	Encourages community involvement and contribution to the ELC.
3	Provides leadership on behalf of the ELC at the state level; advocates the needs of the ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents, including lobbying the state legislature within the parameters permitted by state and federal law and regulation.
3	Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public.
Rating Average (total divided by 5): <b>3</b>	<p>Comments regarding the performance in this domain:</p> <p>As far as local public relations, with the hiring of a professional communicator to run this function, I have seen a 100% improvement in marketing, communications and PR. It's now a truly data driven marketing and communications effort. I also see communications being considered a strategic function, which speaks volumes about the value it brings and impact it has on business outcomes. Bravo. The CEO is an excellent communicator herself, and doesn't shy away from speaking with community leaders, VIPs, or media. In fact, she did an incredible interview on the 93.1 radio public affairs show this past year, and provide a wealth of information about early learning, ELC and how people can take advantage of ELC support and/or provide support to ELC.</p>

**Domain 6: Professional Skills and Abilities**

Rating	Performance Indicators
<b>3</b>	Maintains high standards of ethics, honesty, and integrity in all professional matters.
<b>3</b>	Is well organized and efficient in the accomplishment of objectives.
<b>3</b>	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.
<b>3</b>	Effectively communicates verbally and in written form.
<b>3</b>	Actively engages in continuous professional development.
Rating Average (total divided by 5): <b>3</b>	<p>Comments regarding the performance in this domain:</p> <p>The CEO is highly ethical, honest and maintains integrity in everything she does. She is organized, compassionate and does not display stress outwardly. She is a very effective communicator, getting her point across while being able to tailor her language to her audience. She strives to meet or exceed all of the goals she has set before her at all times and comes up with innovative ways to reach these goals.</p> <p>I have tremendous faith and trust in Renee. She handles tough challenges with ease. She thoughtfully considers all potential solutions. She always comes to board meetings prepared and offers incredible insight on all issues and is truly an expert in the field.</p>

**Domain 7 (Optional):** List three to five local performance indicators:

Rating	Performance Indicators

Rating Average (total divided by # of indicators):	Comments regarding the performance in this domain:

Performance Domain	Rating Averages
Domain 1	<b>3</b>
Domain 2	<b>3</b>
Domain 3	<b>3</b>
Domain 4	<b>3</b>
Domain 5	<b>3</b>
Domain 6	<b>3</b>
Domain 7 – optional local	
*Overall Rating	<b>3</b>

*\*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.*

*Overall Rating:*

*3.0 = Exceeds Expectations*

*2.0 – 2.9 = Meets Expectations*

*1.9 and below = Does Not Meet Expectations*

Evaluator Name: Laurie Sallarulo

Evaluator Signature:  Laurie Sallarulo (Aug 28, 2024 07:25 EDT)







# Please review and sign Executive Director Annual Performance Evaluation

Final Audit Report

2024-08-28

Created:	2024-08-27
By:	Kasey Lafrance (klafrance@elcbroward.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAArrSFmL7m2q1wPL-Ek28WymjuOy5IMVqU

## "Please review and sign Executive Director Annual Performance Evaluation" History

-  Document created by Kasey Lafrance (klafrance@elcbroward.org)  
2024-08-27 - 6:21:01 PM GMT
-  Document emailed to laurie@jasouthflorida.org for signature  
2024-08-27 - 7:26:08 PM GMT
-  Email viewed by laurie@jasouthflorida.org  
2024-08-27 - 11:55:39 PM GMT
-  Signer laurie@jasouthflorida.org entered name at signing as Laurie Sallarulo  
2024-08-28 - 11:25:42 AM GMT
-  Document e-signed by Laurie Sallarulo (laurie@jasouthflorida.org)  
Signature Date: 2024-08-28 - 11:25:44 AM GMT - Time Source: server
-  Agreement completed.  
2024-08-28 - 11:25:44 AM GMT



<b>ITEM/MEETING</b>	B251RB2 / Board
<b>DATE:</b>	September 16, 2024
<b>SUBJECT:</b>	The Children’s Forum Help Me Grow Program FY25 Revenue Agreement
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Authorize the Chair to execute an FY25 Revenue Agreement with the Children’s Forum for the Broward Help Me Grow Program pending legal review</b>
<b>FINANCIAL IMPACT:</b>	Up to \$200,000 FY25 Revenue Budget
<b>ELC STAFF LEAD</b>	C. Klima

**Background Information:**

Help Me Grow® Florida (HMGF), a Division of Early Learning (DEL)-funded program administered by the Children’s Forum (the Forum), provides free information for parents on child development and ensures children and families are connected to needed community-based services and supports, when necessary to address developmental and behavioral needs. Working with community partners and child healthcare providers, caregivers are engaged and educated about child development and encouraged to utilize simple developmental and behavioral screenings provided through HMGF. Screening results are analyzed and shared, and referrals are made to appropriate community resources, including Early Steps and FDLRS, when necessary.

On August 19, 2024, The Coalition submitted a response to the Forum’s public Request for Applications (RFA) to provide Help me Grow services in Broward County starting October 1, 2024. The Coalition already provides many of the requested services to our School Readiness population. This program allows the Coalition to expand our reach beyond the School Readiness Program to help thousands more families engage in their young children’s development and behavioral health.

**Current Status:**

The notice of intent to issue an award to the Coalition was posted by the Children’s Forum on August 30, 2024, and we are awaiting finalization. Contract negotiations for the services must begin as soon as the draft Agreement is received in mid to late September for an October 1, 2024, contract start date.

For FY 24/25 the Coalition has requested \$197,000 for the initial nine-month period of the contract and may be awarded up to \$200,000 annually thereafter. The Agreement will cover the costs of two new staff positions (that are required under the RFA) and allows a maximum of 5% of expenditures for administrative costs.

**Recommended Action:**

Authorize the Chair to execute a FY25 Revenue Agreement with the Children’s Forum for the Broward Help Me Grow Program pending legal review

**Supporting Documentation:**

- None

<b>ITEM#/MEETING</b>	B251AUD1 / Board
<b>MEETING DATE:</b>	September 16, 2024
<b>SUBJECT:</b>	Auditor Selection
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve Audit Committee Recommendation to Select Citrin Cooperman to provide External Audit and Tax Services and Authorize Staff to Negotiate and Execute Agreement(s) for Services for a 5-year cycle.</b>
<b>FINANCIAL IMPACT:</b>	Estimated \$50,000 per year beginning October 1, 2024
<b>AS RECOMMENDED BY:</b>	Audit Committee – August 27, 2024
<b>ELC STAFF LEAD</b>	C. Klima

**Background Information:**

On March 11, 2024 the Board approved the Audit Committee recommendation to re-procure for External Audit and Tax Preparation Services for a new five year cycle beginning FY2025 to FY2030. The Board authorized staff to release a Request for Proposals for Audit and Tax Preparation Services, which was subsequently issued on July 3, 2024.

Evaluation criteria in the RFP included the following:

- Service Delivery Plan
- Vendor Qualifications and Track Record
- Cost Proposal

On July 29, 2024, the Audit Committee convened to interview the representatives from the eight (8) responding firms and to discuss their proposals. The members then scored each proposal in accordance with RFP evaluation criteria and submitted their rankings to staff on August 9, 2024.

**Current Status**

On August 27, 2024, the Audit Committee re-convened to discuss their individual rankings and the aggregated results of the scoring. The Committee voted to recommend that the Board select Citrin Cooperman for the services. The three highest scoring vendors were:

1. Citrin Cooperman (recommended for selection)
2. Verdja & Alvarez
3. MSL

Following Board approval, staff will begin negotiations with the top-ranked firm. If negotiations are not successful, staff will negotiate with next highest scoring firm.

**Recommendation:**

Approve Audit Committee Recommendation to Select Citrin Cooperman to provide External Audit and Tax Services and Authorize Staff to Negotiate and Execute Agreement(s) for Services for a 5-year cycle.

**Supporting Documentation:**

- None

## ELC Broward Contract List 2024-2025

Funder or Vendor Name	Amount	Purpose	Type	Term	Status	Contract Number
Division of Early Learning	\$147,105,326	School Readiness, VPK, PDG & Stimulus	Revenue	7/1/24-6/30/25	Active	EL095
A.D. Henderson Foundation	\$289,103	Peer Support Specialists	Revenue	8/15/24-8/15/26	Active	224007
Broward County	\$3,242,795	SR Match & Special Needs	Revenue	10/1/23- 9/30/24	Active	23-CP-CSA-3516-01
Broward County	\$2,342,795	SR Match & Special Needs	Revenue	10/1/24-9/30/25	Pending	23-CP-CSA-3516-01
Children's Services Council	\$3,503,028	Financially Assisted Child Care	Revenue	10/1/23-9/30/24	Active	23-2580
Children's Services Council	\$3,503,028	Financially Assisted Child Care	Revenue	10/1/24-9/30/25	Pending	23-2580
Children's Services Council	\$3,348,317	Vulnerable Populations	Revenue	10/1/23-9/30/24	Active	23-2581
Children's Services Council	\$4,151,717	Vulnerable Populations	Revenue	10/1/24-9/30/25	Pending	23-2581
City of Fort Lauderdale	\$75,000	SR Match Funds	Revenue	10/1/23-9/30/24	Active	-----
City of Hollywood	\$10,000	SR Match Funds	Revenue	10/1/23-9/30/24	Active	-----
City of Pompano Beach	\$21,500	SR Match Funds	Revenue	10/1/23-9/30/24	Active	-----
City of Deerfield Beach	\$30,000	SR Match Funds	Revenue	10/1/23-9/30/24	Active	-----
United Way	\$136,500	SR Match Funds	Revenue	7/1/24-6/30/25	Active	1718-04-06-01
Children's Forum	\$958,974	INCENTIVE\$® Program	Subrecipient	7/1/24-6/30/25	Active	ELCB1-FY25
First Call for Help/211 Broward	\$230,546	Community Referral Services	Subrecipient	7/1/23-12/31/24	Active	ELCB2
AT&T	\$95,000	Cell Phones and Hot Spots	State Term PO	7/1/24-6/30/25	Ongoing	-----
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	-----
Corporate Translation Services	\$4,000	Interpretation Services	State Term PO	4/6/20-11/3/24	Active	-----
CPR954 LLC	\$15,000	CPR Training for Providers	Vendor	8/15/24-6/30/26	Active	ELCB30
Crown Center	\$416,078	Office Lease (est. annual cost)	Lease	2/1/19-1/31/29	Active	4852-0671-1913.3
FL Dept of Law Enforcement	\$1,556/yr	LiveScan Service (est. annual cost)	Vendor	10/29/18-Ongoing	Active	-----
Goren, Cherof, Doody, Ezrol, PA	\$75,000	Legal Services	Vendor	7/1/24-6/30/25	Active	POC 22-5024-00-FY25
Keefe McCullough, LLP/ Citrin Cooperman	\$43,100	External Audit Preparation	Vendor	7/1/23-12/31/24	Active	POC-21-0003-006
Klausner, Kaufman, Jensen, Levinson	\$25,000	Retirement Plan legal services	Vendor	7/11/24-6/30/25	Active	ELCB3-R1
One Beat	\$12,000	CPR Training for Providers	Vendor	8/1/24-7/31/26	Active	ELCB29
Revation Systems, Inc.	\$261,113.04	Telecommunication Services	Vendor	9/15/21-9/30/24	Active	MSA
School Board Broward County	\$12,605.51/yr	Gulfstream Early Learning Ctr	Lease	9/5/22-9/4/25	Active	MOU
Scholastic	\$200,000	Supply and Distribution of Children's		7/1/24-6/30/26	Pending	ELCB27

		<i>Books</i>	Vendor			
Sharp	\$35,000	<i>Copier and Printer Rental</i>	State Term PO	11/1/20-9/1/25	Active	101-0018142
Sorensen Consulting	\$29,000	<i>Professional Development Training</i>	Vendor	8/15/24-6/30/25	Active	ELCB19-R1
Vantiv Health	\$10,231.25	<i>Appointment setting software</i>	Vendor	7/1/24-6/30/26	Active	ELCB26
Webauthor	\$169,992	<i>CRM Software</i>	Vendor	7/1/24-6/30/26	Active	ELCB24
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	-----
School Board Broward County	\$0	<i>Community Partnership</i>	MOU	1/20/21-6/1/45	Active	Lease Agreement
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	-----



## FYI 2 – May 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 May 2024

Vendor Name	Amount	Purpose
211 Broward	30,876.67	April 2024 Invoice
ADP, Inc.	2,693.38	April 2024 Processing Charges from 04/13/24-04/28/24
ADP, Inc.	1,328.40	April 2024 Time & Attendance
Alison Gomez	1,750.00	Class Observations for April 2024
AT&T	8,290.18	May 2024 Cell phone and Data Charges
Blue Jean	6,706.25	April 2024 Cloud Hosting & Maintenance & Support
Breachlock Inc	2,400.00	March 2024 Penetration Test
Bryant Miller Olive P.A.	12,475.00	April 2024 Legal Service Fees
Business Card	10,846.07	Bank of America Ops Purchases C. Klima (No individual items > \$1,000)
Business Card-ONLC Training Centers	2,975.00	May 2024 Windows Server Course H. Moise
Business Card Sun- Sentinel	1,800.00	May 2024 Sun Sentinel Top Workplace Table and Banner
Business Leadership Institute for EL Inc.	6,250.00	Apr 2024 Professional Development Training Services
Business Leadership Institute for EL Inc.	6,250.00	Feb 2024 Professional Development Training Services
Business Leadership Institute for EL Inc.	6,250.00	Mar 2024 Professional Development Training Services
Child's Play, Inc.	10,060.00	April 24 Misc Books in Creole
Children's Forum, Inc.	14,000.00	April 2024 Professional Development Training
Colonial Life & Accident Insurance.	6,261.72	April 2024 Employee Benefits
Colonial Life & Accident Insurance	9,382.89	May 2024 Employee Benefits
Dell Marketing L.P.	1,050.45	May 2024 Dell Latitude 3550 BTX
EPIC Education & Consultant LLC	5,000.00	APR 24 STEAM Instructional Training Session 4
Frog Street Press LLC	15,996.00	April 24 Professional Development Training
Goren, Cherof, Doody, & Ezrol, PA	4,225.00	April 2024 Legal Services Fees
Harleen Hutchinson DBA The Journey Inst	4,800.00	April 2024 Trainings
Indeed	2,499.99	April 2024 Job Posting
Intermedia.net	2,131.80	May 2024 Efax
Intermedia.net	1,144.00	May 24 Microsoft Defender
Jaybee Educational Consulting	6,933.34	March 2024 Professional Development Training
Justin Bertelsen DBA Bertelsen Education	12,500.00	April 2024 Professional Development Training
Kaplan Early Learning Co.	7,650.00	April 2024 Professional Learning Services
Kaplan Early Learning Co.	6,611.92	April 2024 Night before Kindergarten & PreK Books
Learning Beyond Paper Inc	8,250.00	April 2024 Professional Development Training
Revation Systems, Inc.	7,335.68	April 2024 Services
Sharity, Inc.	1,250.00	Board Survey
Sharp Electronics Corporation	10,914.27	May 2024 Services for color
Sorensen Consulting, Inc.	14,000.00	April 24 Professional Development Trainings
Staples, Inc.	1,206.38	April 2024 Office supplies
Sun Life Assurance Company of Canada	26,661.42	June 2024 Employee Benefits
The School Board of Broward County	1,030.00	May 2024 Gulfstream Lease Custodial Fees
UTJ Holdco, Inc.	19,720.00	APR24 Custom Professional Development Session
Webauthor.com LLC	5,000.00	May 2024 CRM Software Licenses & AWS Reporting Tool
Zoom Video Communications, Inc	2,490.00	Webinar 5000 Monthly Proration for 05/10/24 - 06/9/24



## FYI 3 – June 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 June 2024

Vendor Name	Amount	Purpose
Abila	2,149.47	MIP Additional User Perpetual License & MIP On-Premises Addit
Abila	8,429.73	MIP Add User Perp Lic & MIP On-Prem Add 06-20-24-06-19-25
ADP, Inc.	1,322.25	May 2024 Processing Charges from 05/11/2
ADP, Inc.	2,716.50	May 2024 Time & Attendance
Bluejean Software, Inc	2,443.75	May2024 Cloud Hosting & Maintenance & Support
Business Card	15,565.93	Bank of America Ops Purchases C. Klima (No individual items > \$1,000)
Business Card-Online Training Center Jos.	2,795.00	Online Microsoft 365 Endpoint course
Dell Marketing L.P.	6,067.20	May 2024 Dell Latitude 5540 BTX Base
FirstDay Learning Inc	29,820.00	May 2024 Professional Development Training Behavior Bootcam
Florida Department of Education	3,703.93	DEL FY20 5045 VPK ADJ
FPL	1,116.82	May 2024 Services at Crown Center Ste 309
Goren, Cherof, Doody, & Ezrol, PA	3,400.00	May 2024 Legal Services Fees
Harleen Hutchinson DBA The Journey	4,800.00	May 2024 Trainings
Indeed	2,499.99	May 2024 Job Posting
Intermedia.net	2,131.80	June2024 Office 365
Intermedia.net	1,144.00	June 24 Microsoft Defender
IT1 Source LLC	2,914.50	May 2024 Payables
Jaybee Educational Consulting	13,866.66	May 2024 Professional Development Training
Justin Bertelsen	8,800.00	May 2024 Professional Development Training
Kaplan Early Learning C	7,250.00	May 2024 Professional learning Services
LastPass	16,392.10	LastPass Annual Business Renewal
Learning Beyond Paper Inc	6,750.00	May 2024 Professional Development Training
Museum of Discovery and Science, Inc	35,000.00	Children & Adult Museum Adm. for Day In K Event Sponsorship
Revation Systems, Inc.	7,335.68	May 2024 Services
Scholastic Inc.	19,014.70	Children's Books Ranging in Age Group
Scholastic Inc.	5,054.05	Children's Books Ranging in Age Group
Sharp Electronics Corporation	1,015.34	June 2024 Print & Services for color & B/W Copier
Sorensen Consulting, Inc.	7,000.00	'May 24 Professional Development Trainings
Sun Life Assurance	26,748.20	July 2024 Employee Benefits
The School Board of Broward County	1,030.00	June 2024 Gulfstream Lease Custodial Fees
Travelers Casualty	30,619.16	Cyber Insurance Coverage 07-01-24-07-01-25
UTJ Holdco, Inc. DBA Teaching Strategies	24,480.00	May 24 Custom Professional Development Session
Webauthor.com LLC	5,000.00	June 2024 License fees for CCR&R CRM Software
Zoom Video Communications, Inc	2,490.00	Webinar 5000 Monthly Proration for 06/10/24 - 07/9/24



## FYI 4 – July 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 July 2024

Vendor Name	Amount	Purpose
ADP, Inc.	1,309.95	June 2024 Processing Charges from 06/22/24-06/30/24
ADP, Inc.	4,216.70	June 2024 Time & Attendance
Association of Early Learning Coalitions	33,725.00	Annual Membership Dues for FY25
AT&T Mobility	7,396.58	July 2024 Cell phone and Data Charges
Bluejean Software, Inc.	1,206.25	June 2024 Cloud Hosting & Maintenance & Support
Bryant Miller Olive P.A.	2,525.00	June 2024 Legal Service Fees
Business Card	10,600.81	Bank of America Ops Purchases C. Klima (No individual items > \$1,000)
Business Card- Constant Contact	6,476.40	Email Marketing Management Software for 100,00-105,000 Contacts- Ref.
Business Leadership Institute	6,250.00	May 2024 Professional Development Training Service
Children's Forum, Inc.	29,500.00	May 2024 Professional Development Training
Citrix Systems, Inc.	9,049.32	SMB ShareFile's Premium 7/3/24-7/02/25
Colonial Life & Accident Insurance	6,124.96	June 2024 Employee Benefits
Constant Contact Inc	6,048.00	Email Marketing Software For 12 Months
FPL	1,046.85	June 2024 Services at Crown Center Ste 309
Goren, Cherof, Doody	7,650.00	June 2024 Legal Services Fees
Harleen Hutchinson DBA The Journe	4,800.00	June 2024 Trainings
Indeed	2,500.00	June 2024 Job Posting
Insight Public Sector	7,908.21	Tableau Desktop License 7/25/24 - 7/24/25
Intermedia.net	2,131.80	July 2024 Efax
Intermedia.net	1,144.00	July 24 Microsoft Defender
K-Day Enterprises Inc. DBA Budget Blind	3,598.40	June Serv for Solar & Roller Shade Rm 111, 112, 116, 119-123
K.W.A. Group, LLC.	2,500.00	Youth Core Cotton T-Shirts; Set-Up Fee
Kaplan Early Learning Co.	7,650.00	June 2024 Professional learning Services
Key Electric, Inc	1,300.20	Electrical Tech Services for Model Class RM & Lobby
Key Electric, Inc.	1,300.20	Electrical Tech Services for Model Class RM & Lobby
Key Electric, Inc.	1,300.20	Electrical Tech Services for Model Class RM & Lobby
Revation Systems, Inc.	7,335.68	June 2024 Services
Scholastic Inc.	3,137.40	Children's Books
The School Board of Broward County	1,030.00	July 2024 Gulfstream Lease Custodial Fees
UTJ Holdco, Inc. DBA Teaching Strategies	19,720.00	June 24 Custom Professional Development Session
Zoom Video Communications, Inc.	2,490.00	Webinar 5000 Monthly Proration for 07/10/24 - 08/9/24



## FY24 Match Fundraising Report

Funder	Status	Amount
Coconut Creek	Approved	29,249
Cooper City	No Response	-
Coral Springs (Community Chest)	Approved	1,500
Dania Beach	No Funding Available	-
Davie	No Response	-
Deerfield Beach	Approved	30,000
Ft. Lauderdale	Approved	75,000
Hallandale Beach	Approved	19,000
Hollywood	Approved	10,000
Lauderdale By The Sea	Approved	1,000
Lighthouse Point	Approved	1,000
Lauderdale Lakes	No Response	-
Lauderhill	Approved	20,000
Margate	Pending Response	1,000
Miramar	No Response	-
North Lauderdale	Approved	10,000
Oakland Park	Pending Response	10,000
Parkland	Pending Response	3,000
Pembroke Park (Town)	No Response	-
Pembroke Pines	Approved	35,000
Plantation	Approved	21,900
Pompano Beach	Approved	21,500
Tamarac	No Response	-
Sunrise	Approved	60,000
Southwest Ranches	No Response	-
West Park	No Response	-
Weston	Pending Response	5,389
Wilton Manors	Approved	4,240
		<b>358,778</b>
United Way	Committed as of July 1	130,000
Child Care Providers	Committed as of July 1	500,000
Broward County	Committed as of July 1	3,774,346
CSC	Committed as of July 1	794,158
	<b>Total SR Match</b>	<b>5,557,282</b>





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

## Board Engagement Calendar FY 24-25

Childcare Small Business Site Visits			
*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.			
Date	Childcare Center Name	Address	Time
<b>Sep. 17, 2024</b>	<b>TBA</b>	<b>TBA</b>	<b>9:30 AM - 11:00 AM</b>
<b>Oct. 8, 2024</b>	<b>TBA</b>	<b>TBA</b>	<b>9:30 AM - 11:00 AM</b>
<b>Nov. 19, 2024</b>	<b>TBA</b>	<b>TBA</b>	<b>9:30 AM - 11:00 AM</b>
<b>Dec. 17, 2024</b>	<b>TBA</b>	<b>TBA</b>	<b>9:30 AM - 11:00 AM</b>
<b>Jan. 14, 2025</b>	<b>TBA</b>	<b>TBA</b>	<b>9:30 AM - 11:00 AM</b>
<b>Feb. 11, 2025</b>	<b>TBA</b>	<b>TBA</b>	<b>9:30 AM - 11:00 AM</b>
<b>Mar. 11, 2025</b>	<b>TBA</b>	<b>TBA</b>	<b>9:30 AM - 11:00 AM</b>
<b>Apr. 22, 2025</b>	<b>TBA</b>	<b>TBA</b>	<b>9:30 AM - 11:00 AM</b>
<b>May 20, 2025</b>	<b>TBA</b>	<b>TBA</b>	<b>9:30 AM - 11:00 AM</b>

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

Read For the Record/ Model Classroom Ribbon Cutting		
*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.		
Date	Location	Time
<b>TBA</b>	<b>ELC Broward, Model Classroom</b>	<b>TBA</b>

Notable Early Learning Conferences			
*Please Reach out to Melody Martinez at <a href="mailto:Mmartinez@elcbroward.org">Mmartinez@elcbroward.org</a> if you would like assistance organizing accommodations*			
Dates	Conference Name	Location	Registration Info
Sep. 17-20, 2024	Division for Early Childhood's 39 <sup>th</sup> Annual International Conference on Young Children with Disabilities and their Families	Hilton Riverside New Orleans, LA	<a href="#">Click to Register</a>
Oct. 16-19, 2024	Council for Professional Recognition CDA - Early Educators Leadership Conference (Leading Career Pathways to Equity)	The Capital Hilton, Washington D.C.	<a href="#">Click to Register</a>
Oct. 16-20, 2024	Florida Association for the Education of Young Children (FLAEYC)	Omni Orlando Resort- Orlando, FL	<a href="#">Click to Register</a>
Nov. 6-9, 2024	NAEYC Annual Conference	Anaheim, CA	<a href="#">Click to Register</a>
Jan. 27-30, 2025	National Head Start Winter Leadership Institute	Washington DC	TBA
TBD	Southern Early Childhood Association Conference	Houston, TX	<a href="#">Click to Register</a>

**Notable Early Learning Conferences Continued**

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

Dates	Conference Name	Location	Registration Info
Mar. 6-7, 2025	Rocky Mountain Early Childhood Conference	Denver Marriott Tech Center – Denver, CO	<a href="#">Click to Register</a>
Mar. 13-16, 2025	American Montessori Society – The Montessori Event	Gaylord Palms Resort Orlando, FL	TBA
Apr. 3-5, 2025	Virginia Association for the Education of Young Children (vaeyc)	Richmond, VA	TBA
Apr. 7-9, 2025	InterAct CLASS Summit	New Orleans, LA	TBA
Apr. 21-25, 2025	National Training Institute on Effective Practices: Addressing Challenging Behavior (NTI) Conference	Tampa, FL	TBA
May 19-22, 2025	National Head Start Conference	Columbus, OH	TBA
TBD	Childcare Aware 2025 Symposium	TBA	TBA
TBD	2025 FL Prosperity & Economic Opportunity Solution Summit	TBA	TBA
Jun. 25-29, 2025	FL Family Childcare Home Association Annual Conference	Clearwater Beach, FL	TBA
<b>TBD</b>	<b>2025 FL Learners to Earners Workforce Solution Summit</b>	TBA	TBA
Aug. 30-31, 2025	International Conference on Play-Based Learning and Early Childhood Curriculum	Sydney, Australia	<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)**



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 Melody McDonald	Member	effective 10/06/22
	7 Renee Podolsky	Member	effective 05/10/23
	8 Laurie Salarullo	Member (Board Chair)	effective 07/01/18
	9 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 Schwitzer	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 Melody McDonald	Member	effective 10/09/23
	4 Michael Asseff	Member (Officer)	effective 7/1/24
	5 Twan Russell	Member	
	6 Laurie Salarullo	Member (Board Chair)	
	7 Julie Winburn	Member	effective 05/2022
<b>AD HOC FUNDRAISING</b> <i>4 needed for a Quorum</i> Re-established 8/2022 Report to Executive Comm	1 Michael Asseff	Co-Chair (Officer)	Co-Chair effective 06/14/23
	2 Traci Schwitzer	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

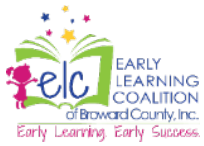


**Early Learning Coalition of Broward County  
Board Attendance Chart FY 24-25**

**QUORUM # NEEDED: 10**

Board Members	Seat	1st Term Started	Current Term Exp	1st 'Sept 16	2nd 'Oct 14	3rd 'Dec 16	4th 'Feb 10	5th 'Mar 10	6th 'May 12	7th 'Jun 16	TOTAL FY ABSENCES
1 Laurie Sallarulo	Chair	4.2014	4.2018								0
2 Dawn Libertà	First Vice Chair	10.16.23	10.2027								0
3 Twan Russell	Second Vice Chair	2.2016	N/A								0
4 Monica King	Secretary	5.12.17	6.30.25								0
5 Cindy Arenberg Seltzer	Treasurer	1999	N/A								0
6 Michael Asseff	Member	5.7.2013	5.7.2018								0
7 Sharonda Bailey	Member	10.1.21	10.2025								0
8 Richard Campillo	Member	5.12.17	6.30.25								0
9 Krystie Castillo	Member	10.16.23	10.2027								0
10 Kirk J. Englehardt	Member	4.2021	N/A								0
11 Daniel Foganholi	Member	12.15.23	12.2027								0
12 Maria Hernandez	Member	11.14.22	11.2026								0
13 Carol Hylton	Member	9.2020	N/A								0
14 Renee Podolsky	Member	6.2014	N/A								0
15 Dr. Amoy Reid	Member	9.2019	N/A								0
16 Ellie Schrot	Member	6.2014	N/A								0
17 Traci Schweitzer	Member	10.16.23	10.2027								0
18 Zachary Talbot	Member	2.2020	N/A								0
19 Julie Winburn	Member	4.1.22	4.2026								0
VACANT - Gub. Private Sector											
VACANT - Private Sector											
Honorary Board Members		Start Date	Last Date	1st 'Sept 16	2nd 'Oct 14	3rd 'Dec 16	4th 'Feb 10	5th 'Mar 10	6th 'May 12	7th 'Jun 16	TOTAL FY ABSENCES
1	Beverly Batson	06/17/24									
Members who left During FY 24-25 Term		1st Term Started	Last Day	1st 'Sept 16	2nd 'Oct 14	3rd 'Dec 16	4th 'Feb 10	5th 'Mar 10	6th 'May 12	7th 'Jun 16	TOTAL FY ABSENCES
1	Melody McDonald	06.13.22	09.09.24								0
2											
V= Virtual Meeting											
X= Present at meeting											
ABS= Absent from Meeting											
P= phone attendance											
FM= First Meeting											
LM= Last Meeting											
Shaded areas - no meeting scheduled											

O:\Board\Board- Committee & Board Meetings\Board\FY 2024-2025



# 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
	1	2	3	4	5	6					1	2	3	1	2	3	4	5	6	7			1	2	3	4	5						1	2	1	2	3	4	5	6	7
7	8	9	10	11	12	13	4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14
14	15	16	17	18	19	20	11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21
21	22	23	24	25	26	27	18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28
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
			1	2	3	4							1							1			1	2	3	4	5					1	2	3	1	2	3	4	5	6	7
5	6	7	8	9	10	11	2	3	4	5	6	7	8	2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14
12	13	14	15	16	17	18	9	10	11	12	13	14	15	9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21
19	20	21	22	23	24	25	16	17	18	19	20	21	22	16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28
26	27	28	29	30	31		23	24	25	26	27	28		23	24	25	26	27	28	29	27	28	29	30				25	26	27	28	29	30	31	29	30					
														30	31																										

**Board**

Mon. at 9:30 am

- Sep 16, 24 (3pm)
- Oct 14, 24
- Dec 16, 24
- Feb 10, 25
- Mar 10, 25
- May 12, 25
- Jun 16, 25

**Finance/ Exec**

Tues. at 1:30 pm

- Aug 27, 24
- Oct 1, 24
- Dec 10, 24
- Jan 28, 25
- Mar 4, 25
- Apr 29, 25
- Jun 3, 25

**Governance**

Mon. at 1:00 pm

- Oct 7, 24
- Feb 3, 25
- Jun 9, 25

**Nominating**

Wed. at 1:00 pm

- Jan 29, 25
- Apr 30, 25
- Jun 4, 25

**Audit**

Tues. at 3:30 pm

- July 29, 24 – RFP Appl.
- Aug 27, 24
- Oct 10, 24 (Thu)
- Mar 4, 25

**Program Review**

- Aug 28, 24 at 11:00a

**Ad-Hoc Fundraising**

Wed. at 10:30 am

- Sep 3, 24 at 12:30p
- Nov 20, 24
- Feb 5, 25
- May 7, 25

ELC offices closed for holidays on:

July 4 Independence; Sep 2 Labor; Nov 11 Veterans; Nov 28 Thanksgiving; Nov 29 Day after Thanksgiving; Dec 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 13 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 11 - ELC Broward Glossary of Terms (August 2019)

Rev. 7/2019 Subject	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	FPF	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.