

Early Learning Coalition of Broward County, Inc.

Board Meeting Agenda

Sep. 11, 2023, at 9:30 AM

Hybrid Meeting

Meeting ID: 846 4047 5397

Passcode: 295838

<https://us06web.zoom.us/j/84640475397?pwd=WVVIbTJ3LzhhL0tiRmsxazk3UkZOUT09>

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

		PAGE
1.	<b>Call to Order</b>	Laurie Sallarulo, Chair
2.	<b>Roll Call</b>	Melody Martinez, Board Liaison
3.	<b>Chair Report</b>	Laurie Sallarulo, Chair
4.	<b>CEO Report</b>	3 Renee Jaffe, CEO
5.	<b>Mission Moment – Back to School</b>	Ancel Pratt III, Sr. Dir. Communications & Outreach
6.	<b>Consent Agenda</b>	Laurie Sallarulo, Chair
	1. Approve June 14, 2023, Meeting minutes	6
	2. B241CA1 – Approve CSC Financially Assisted Child Care Agreement Renewal	10
	3. B241CA2 – Approve CSC Vulnerable Populations Program Agreement Renewal	13
	4. B241CA3 – Approve Broward County School Readiness & Special Needs Agreement Renewal	16
	5. B241CA4 – Approve City of Pompano Beach Match Funding	19
	6. B241CA5 – Approve Children’s Forum Sub Recipient Agreement Budget Amendment	21
	7. B241CA6 – Approve Scholastic Agreement Renewal	25
	8. B241CA7 – Authorize Teachstone Sole Source Award	26
	9. B241CA8 – Authorize Contracted CLASS Observers RFQ	28
	10. B241CA9 – Authorize Mental Health Kits RFQ	30
	11. B241CA10 – Authorize Provider Professional Development Trainer RFP	31
	12. B241CA11 – Approve Updated Fiscal Policies	32
	13. B242CA12 – Approve Draft 2022 403B Retirement Plan Audit Report and Draft 2022 Form 5500	39
7.	<b>Finance Committee</b>	Cindy Arenberg Seltzer, Committee Chair
	1. B241FIN1 – Preliminary FY 23 Financial Results	45
	2. B241FIN2 – Approve July Interim Financial Statements	54
	3. B241FIN3 – Approve Budget Amendment #1	62
	4. B241FIN4 – Approve Expenses over \$35K	68
8.	<b>Regular Business</b>	Christine Klima, CAO
	1. B241RB1 - Ratify Bryant Miller Olive P.A and Klausner Group Contracts	69
	2. B241RB2 - Authorize Procurement for Retirement Plan Services	90
	3. B241RB3 - Approve CEO Performance Evaluation Results and CEO Performance Pay	92
		Julie Klahr, General Counsel Christine Klima, CAO Judith Merritt COO

9.	<b>Governance Committee</b> Update from Committee Chair		Dawn Liberta, Committee Chair
10.	<b>Audit Committee</b> Update from Committee Chair		Renee Podolsky, Committee Chair
11.	<b>Program Review Committee</b> Update from Committee Chair		Monica King, Committee Chair
12.	<b>Nominating Committee</b> Update from Committee Chair		Michael Asseff, Committee Chair
13.	<b>Ad Hoc Fundraising</b> Update from Committee Chair <ul style="list-style-type: none"> <li>• First Friend/Fundraising Event October 5 Flyer (FYI 6)</li> <li>• Board Sponsorship Form (FYI 7)</li> </ul>		Michael Asseff, Committee Co-Chair
14.	<b>Provider Representative Update</b>  Update from Provider Representatives		Beverley Batson, Representative private <i>Faith-based Childcare Provider</i>  Melody McDonald, Representative private <i>Future Kids Academy</i>
15.	<b>FYI Items</b> <ul style="list-style-type: none"> <li>○ FYI 1 FY 24 ELC Contracts</li> <li>○ FYI 2 June Disbursements</li> <li>○ FYI 3 July Disbursements</li> <li>○ FYI 4 Match Report</li> <li>○ FYI 5 Board Engagement Opportunities</li> <li>○ FYI 6 Friend/Fundraising Event Flyer</li> <li>○ FYI 7 Board Sponsorship Form</li> <li>○ FYI 8 Year One Strategic Plan Results</li> <li>○ FYI 9 FY 23-24 Committee Membership</li> <li>○ FYI 10 FY 23-24 Board Meeting Attendance</li> <li>○ FYI 11 FY 23-24 Board Calendar</li> <li>○ FYI 12 Glossary of Term</li> </ul>	121 122 123 124 125 127 128 129 134 135 136 137	
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 Committees</b> <b>Matters from our Provider Representatives</b> <b>Matters from our Partners</b> <b>Public Comment</b>		
17.	<b>Next ELC Board Meeting: October 16, 2023, @ 9:30am</b>		
18.	<b>Adjourn</b>		

**Please Note:** 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. **Members of the Public:** 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.

“As per [§286.0105, Fla. Stat.](#) 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.”

## **CEO Report Board – September 11, 2023**

### **School Readiness Enrollment Update**

We've continued suspending enrollment of children from the School Readiness waitlist. This pause affects applications approved on or after June 5, 2023. As of September 1st, we have 1,754 children on the waitlist. Based on our most up-to-date enrollment data and in anticipation of receiving an additional \$15 million SR allocation, we are hoping we will be able to begin calling a limited number of children off the waitlist towards the second half of September. The goal of our enrollment strategy is to replace at least a portion of the children lost through attrition to prevent a significant decline in our enrollment figures as the fiscal year unfolds.

### **VPK Update**

As of September 1, 2023, we have approved 14,270 VPK school-year applications. This time of year, numbers climb rapidly, as families are focused on getting their children enrolled at VPK sites to start the school year. To put this number in context, by the end of last year, we approved 15,866 VPK school year applications, and 13,959 students eventually completed their enrollment.

Every year, the Statewide Estimating Conference assembles to forecast the expected percentage and volume of VPK enrollments across Florida, both at the state level and within individual counties. These preliminary projections are typically released at the start of the school year and updated periodically during the year. The Estimating Conference was held two weeks ago, and for the 2023-2024 program year, the Conference's projections for VPK School year participation in Broward County is 13,810 children (66% of eligible 4-year-olds), which remains below the levels seen pre-pandemic. We are optimistic that we will meet the enrollment benchmarks set by the Statewide Estimating Conference.

### **APRA Discretionary Funds**

DEL released instructions for the Coalitions to apply for their allocations for the \$305 million ARPA Discretionary pool that DEL is expected to award in September. Broward will receive approximately \$19.3 million to continue supporting and training the child care provider workforce, implement activities to improve the quality of care, and encourage parent engagement through June 30, 2023. Staff have been working to develop an action and expenditure plan and corresponding draft budget, which is included in the narrative for Budget Amendment #1 of this Board Packet. The action plan was also reviewed at the August 28th PRC committee meeting. Once DEL approves our plan and formally issues the funding award, staff will commence procurement activities, if applicable.

### **ARPA Stabilization**

DEL has allocated \$7 million to Broward for a final round of ARPA stabilization grants that were issued on August 31, 2023. Providers who received the second installment of round 2 grants issued June 30, 2023, received this final grant as long as they are still in business. The average grant amount was approximately \$12,000.

### **Ad Hoc Fundraising Update**

#### **First Fundraiser – Wine & Cheese Social**

ELC Broward is excited to announce its upcoming Wine & Cheese Social on Thursday, October 5th at 6:00 pm. The event will take place at the charming Small Wine Shop in Ft. Lauderdale. This evening serves as a fundraising initiative to foster support for the impactful services/work done at the ELC. An invitation will be provided to the full Board and is included in the FYI section of the Board packet. ELC Board members are encouraged to attend and invite one or two prospective supporters.

### **Board Sponsorship Form**

The Ad Hoc Fundraising committee has developed a Board Sponsorship form that will be shared with Board members at the beginning of each fiscal year. The form has also been included in this packet and will be available at the next in-person Board meeting on 9/11/23. At the Board meeting, the AH Fundraising committee Co-Chairs will provide more information about how they would like this form to be used going forward.

## Board Member Update

We are sad to inform the Board Of two recent Board member resignations, Beverly Batson, our Faith-Based Provider Representative, and Kristina West.

Beverly's last day on the Board will be October 13<sup>th</sup>, and she will be with us at the September Board meeting. She did an amazing job representing her fellow Faith-based providers, passing along helpful feedback to ELC staff and Board members, and providing updates to her colleagues.

Kristina's effective resignation date is September 8<sup>th</sup>, so unfortunately, she will not be attending the upcoming September Board meeting. Kristina has been so helpful with getting our fundraising efforts off the ground as our first chair/co-chair of the Ad Hoc Fundraising Committee. Her feedback and assistance has been extremely valuable and we look forward to continuing to partner with Kristina and PNC Bank to support early learning efforts.

We are so grateful for Beverly and Kristina's time and efforts as ELC Board members. We wish them both well in their future endeavors.

## Strategic Plan Update – Year 1

Following the close of the FY22/23 year on June 30, 2023, ELC staff compiled year end Strategic Plan data, which was also included in the FY22/23 CEO Performance Evaluation in the Goals section. Below is a high-level overview of where we landed after the first year of the plan (however the entire plan with outcome data is also included in this packet), also shared at the August 29<sup>th</sup> Executive Committee. A deeper dive and discussion of the results will take place at an upcoming lunch and learn scheduled to take place September 21, 2023, from Noon to 1 p.m.

Overall, SP data for the majority of objectives suggest we were on track with the plan. Of the 43 outcomes included in the plan (that fall within seven (7) goals and fifteen (15) objectives), we are on track with 22 and exceeded in 9 including Board members have a voice (as confirmed by the Board Survey), ELC promotes an inspired workplace (as evidenced by low staff turnover, staff retention, and satisfaction), ELC leaderships increased presence in the community with leaders, commissioners, and municipalities and finally increased CLASS scores for SR programs.

Nine (9) of the outcomes were not applicable this year, as we were establishing baselines for them. The remaining three (3) we did not meet are being evaluated and reviewed to see if they continue to be relevant or develop additional plans to get them back on track. Two of these areas are related to the referrals to Early Steps and FDLRS (for children with suspected special needs or challenges), and while the referral numbers increased, the percentage of parents who followed through with the evaluation was lower than the target we were aiming to achieve. ELC also did not meet the SR redetermination retention goal. For both of these objectives, staff have developed plans in order to achieve the desired outcomes

## Proposed CCDF Federal Rule Changes

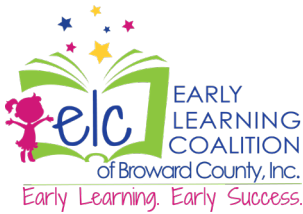
As previously shared with the entire board, on July 14<sup>th</sup>, the federal government's Health and Human Services Department announced proposed rule changes to its Child Care and Development Fund (CCDF) administration. The rule changes were categorized as follows:

- **Lower Families' Child Care Costs:** Reduces the significant financial strain that high co-payments can cause for families receiving childcare assistance by capping co-payments for all families to no more than 7% of their income and allowing states to waive co-payments entirely for families at or below 150% of the federal poverty level.
- **Increase Parents' Child Care Options and Strengthen Payment Practices:** Increases parents' childcare options by stabilizing operations for participating providers and encouraging more providers to participate in CCDF, ensuring payments are timely and stable and encouraging higher payment rates to better cover the cost of care. This change would essentially switch to an advance payment of School Readiness funds based on enrollment rather than a reimbursement for the prior month's actual attendance.
- **Reducing Paperwork and Bureaucracy for Parents:** Encourages CCDF Lead Agencies to streamline eligibility and enrollment processes to make it easier for families to receive childcare assistance faster. This includes proposals to



allow states to extend presumptive eligibility to families, and encouraging states to allow all families to enroll for CCDF benefits online. The State of Florida already provides an online application process through its EFS system.

ELC Broward sent notice of these proposed rule changes and a link to the federal government's webinar explaining the rule changes to our childcare providers on various occasions and reviewed them at our August 16<sup>th</sup> PLAN meeting. The deadline for submitting comments on these proposed rule changes was due to the federal government by August 28<sup>th</sup>.



**Early Learning Coalition of Broward County, Inc.**  
**Board Meeting Minutes**  
**June 14, 2023, at 9:30 AM**  
Hybrid Meeting

Members in Attendance	Laurie Sallarulo; Twan Russell (Virtual); Monica King; Cindy Arenberg-Seltzer; Michael Asseff (Virtual); Sharonda Bailey (Virtual); Beverly Batson (Virtual); Richard Campillo (Virtual); Kirk Englehardt (Virtual); Maria Hernandez (Virtual); Carol Hylton; Melody McDonald; Renee Podolsky (Virtual);
Members Absent	Dawn Liberta; Dr. Amoy Reid; Ellie Schrot; Zachary Talbot Kristina West; Julie Winburn; Dr. Allan Zeman
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Howard Bakalar, CPO; Judith Merritt, COO; Hubert Cesar, CIO; Melody Martinez, Board Liaison; Lizbeth Juan, Executive Assistant; Allison Metsch, Sr. Director of Education & Quality; Ayme Hamoui, Director of Education Program Assessment; Amy Moore, Senior Director of Family Services and Customer Services; Ancel Pratt III, Senior Director of Communications; Megan DeGraaf, Purchasing and Procurement Specialist (Virtual); Kasey Lafrance, Contracts Administration Manager (Virtual); Magdalena Laino, Quality Assurance Manager (Virtual); Sarane Epps, Contract Specialist (Virtual); Samantha Dempsey, Accountant (Virtual); Irene Ramos; Office Manager (Virtual); Sandra Paul, Senior Director of Provider Reimbursement; Roy Persaud, Accountant (Virtual);
Others in Attendance	Julie Klahr, General Counsel; Rebecca Thompson, Executive Assistant to Dr. Allen Zeman; User (Virtual, unidentified)

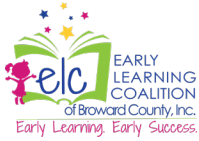
Item	Action/Discussion
Welcome & Call to Order	Chair Laurie Sallarulo called the meeting to order at 9:39 AM. The roll was called, and a quorum was established.
Chair Report	<p>Chair Laurie Sallarulo shared that school board member Allen Zeman has been appointed to the board, and we have Rebecca Thompson, his assistant, here on his behalf for the day.</p> <p>Laurie announced the new appointments to committees for the upcoming year:            Ellie Schrot will serve on the Program Review Committee.            Maria Hernandez will serve on the Finance Committee.            Michael Asseff will co-chair Ad Hoc Fundraising with Kristina West.</p>
CEO Report	CEO welcomed Board members. We are still working on the last round of stipend bonuses. The dollars are coming to an end, and our team has been working feverishly to train everyone so they can take advantage of these opportunities.
Mission Moment- Provider Appreciation Video	<p>A video was shown highlighting the first offsite Provider Appreciation event at the Museum of Discovery Science on May 17<sup>th</sup>.</p> <p>CEO, presented a memento to our Board Provider Representatives, Melody McDonald and Beverly Batson, for their Board Participation and Provider Appreciation.</p>
<b>Consent Agenda</b>	
<ol style="list-style-type: none"> <li>1. Approve April 10, 2023, Meeting minutes</li> <li>2. Approve May 25, 2023,</li> </ol>	A <b>Motion</b> was made by Monica King to approve the consent agenda and <b>Seconded</b> by Cindy Arenberg Seltzer. The <b>Motion was unanimously approved. Motion Passes.</b>

<p>Meeting minutes</p> <ol style="list-style-type: none"> <li>3. B237CA1 – Approve FY 2024 DEL Grant Agreement</li> <li>4. B237CA2 – Approve FY 2024 United Way School Readiness Match Revenue Agreement</li> <li>5. B237CA3 – Approve FY 2024 Children’s Forum Sub Recipient Agreement Renewal</li> <li>6. B237CA4 – Approve FY 2024 211 Broward Sub Recipient Agreement Renewal</li> <li>7. B237CA5 – Approve FY 2024 BLI Vendor Agreement Renewal</li> <li>8. B237CA6 – Approve FY24 Risk Management Insurance Policy Renewals and Coverage Levels</li> <li>9. B237CA7 – Approve FY 2024 Goren Cherof Doody &amp; Ezrol Agreement for Legal Services Renewal</li> <li>10. B237CA8 – Approve FY 2024 ATT State Term Contract</li> <li>11. B237CA9 – Approve FY 2024 Webauthor Agreement</li> <li>12. B237CA10 – Approve FY 2024 Keefe McCullogh Agreement Renewal</li> <li>13. B237CA11 – Approve FY 2024 Sole Sourced Award to Teachstone</li> <li>14. B237CA12 – Approve FY 2024 Purchases over \$35K</li> <li>15. B237CA13 – Approve Keefe McCullough Engagement Letters for FY23 Audit and other Services</li> </ol>	<p style="text-align: center; font-size: 48px; opacity: 0.3; transform: rotate(-15deg);">DRAFT</p>
<p><b>Finance Committee</b></p> <ol style="list-style-type: none"> <li>1. B237FIN1 – Approve April 2023 Interim Financial Statements</li> </ol>	<p>A <b>Motion</b> was brought forth by the Finance Committee Chair Cindy Arenberg-Seltzer to Approve April 2023 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. B237FIN2 – Approve Proposed FY 2023 Budget Amendment #5</p> <p>3. B237FIN3 – Approve FY 2024 Preliminary Budget</p>	<p>A <b>Motion</b> was brought forth by the Finance Committee Chair Cindy Arenberg-Seltzer to Approve FY2023 Budget Amendment #5 as presented and amended. The <b>Motion was unanimously approved. Motion Passes.</b></p> <p>The CAO presented the preliminary FY24, including the need to pause childcare enrollments for the time being to bring expenditures into alignment with expected School Readiness revenues.</p> <p>Twan asked about steps that the Coalition can take to advocate for additional funding from the State. The CEO explained that advocacy and awareness efforts were already underway and would continue throughout the year.</p> <p>A <b>Motion</b> was brought forth by the Finance Committee Chair Cindy Arenberg-Seltzer to Approve the preliminary FY24 Budget. The <b>Motion was unanimously approved. Motion Passes.</b></p>
<p><b>Regular Business</b></p> <p>1. B237RB1 – Approve FY 2024 Related Party Contracts</p> <p>2. B237RB2 – Approve FY 2023 A.D Henderson Foundation Agreement</p> <p>3. B237RB3 – Approve CEO Performance Evaluation Tool</p>	<p>A <b>Motion</b> was made by Monica King and <b>Seconded</b> by Renee Podolsky to Approve FY 2023 and 2024 Estimated Related Party Purchases and Agreements. <b>Motion Passes.</b></p> <p><b>Abstentions:</b></p> <p>The following Board members abstained from voting on items A-E and will complete the required conflict of interest documentation.</p> <ul style="list-style-type: none"> <li>• Beverly Batson abstains from item (A) because she is a Provider for Ark Christian Preschool.</li> <li>• Cindy Arenberg-Seltzer abstains from item (B) because she is the recipient of the funding for the Family Resource Guide.</li> <li>• Melody McDonald abstains from item (C) because she is a Provider for Future Kids Academy at Sunrise.</li> <li>• Laurie Sallarulo abstains from item (E) because she is attending the Florida Chamber of Commerce Learners to Earners Conference in Tampa on June 27, 2023.</li> </ul> <p>A <b>Motion</b> was made by Cindy Arenberg-Seltzer and <b>Seconded</b> by Maria Hernandez to Approve FY 2023 A.D Henderson Foundation Agreement Pending Legal Review. The <b>Motion was unanimously approved. Motion Passes.</b></p> <p>A <b>Motion</b> was made by Carol Hylton and seconded by Melody McDonald to Approve CEO Performance Evaluation Tool. <b>The motion was unanimously approved. Motion Passes</b></p>
<p><b>Governance Committee</b></p> <p>1. B237GOV1- Approve Amendments to ELC By-Laws as it pertains to Honorary Board Members</p>	<p>A <b>Motion</b> was made by Monica King and seconded by Cindy Arenberg-Seltzer to Approve Amendments to the ELC By-Laws as it pertains to Honorary Board Members. The <b>motion was unanimously approved. Motion Passes</b></p>

2. B237GOV2- Approve Honorary Board Member Application	A <b>Motion</b> was made by Carol Hylton and seconded by Melody McDonald to Approve Honorary Board Member Application. The <b>motion was unanimously approved. Motion Passes</b>
<b>Nominating Committee</b> <i>Update from Committee Chair</i>	None
<b>Ad Hoc Fundraising</b> <i>Update from Committee Chair</i>	Michael Asseff, Co-Chair of the Fundraising Committee, shared that we will be having our first Fundraising event - "Bring Your Friend," potentially on September 14, 2023. The hope is that Board members invite attendees so ELC can friend/fundraise. This date is a placeholder; the actual date and location are to be determined. Additionally, if any of the Board has an Honorary Board member in mind, this could be the event they attend to learn about the ELC.
<b>Program Review Committee</b> <i>Update from Committee Chair</i>	None
<b>Audit Committee</b> <i>Update from Committee Chair</i>	None
<b>Provider Representatives</b> <i>Update from Provider Representatives</i>	Melody McDonald thanked the staff for all the CLASS training.
<b>Unfinished 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>	There was no discussion.
<b>Next Meeting</b>	<b>September 11, 2023, at 9:30 AM</b>
<b>Adjourn</b>	The meeting adjourned at 11:17 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.*



<b>ITEM/ MEETING:</b>	B241CA1 / Board
<b>DATE:</b>	September 11, 2023
<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, 2023 to September 30, 2024.
<b>FINANCIAL IMPACT:</b>	<p>\$2,694,637.50 FY 2024 Revenue Budget (Oct-Jun)</p> <p><u>\$898,212.50 FY 2025 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 helps 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 200% of poverty (compared to 150% for non-matched School Readiness). 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 18, 2023 CSC awarded \$3,592,850 to serve a minimum of 413 children during the period October 1, 2023 to September 30, 2024.

**Current Status:**

The final draft of the Agreement from CSC has been determined legally sufficient and is ready for signature.

**Recommended Action:**

Executive Committee recommends that the Board approve CSC Financially Assisted Child Care Agreement renewal for October 1, 2023 to September 30, 2024.

**Supporting Documents:**

- CSC FACC FY 23-24 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, 2023 – September 30, 2024 with up to 3 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 of 3.5 or higher.</li></ul>

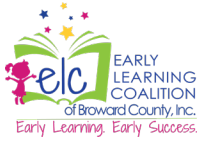
**VI. PERFORMANCE MEASURES**

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>	B241CA2 / Board
<b>DATE:</b>	September 11, 2023
<b>SUBJECT:</b>	Children’s Services Council (CSC) Vulnerable Populations Contract Renewal
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	Approve CSC Financially Assisted Child Care Agreement renewal for October 1, 2023 to September 30, 2024.
<b>FINANCIAL IMPACT:</b>	<p>\$2,575,628.25 FY 2024 Revenue Budget (Oct-Jun)</p> <p><u>\$858,542.75 FY 2025 Revenue Budget (Jul-Sep)</u></p> <p><b>\$3,434,171 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 18, 2023, CSC awarded \$3,434,171 to serve a minimum of 381 children during the period October 1, 2023 to September 30, 2024.

**Current Status**

The final draft of the Agreement from CSC has been determined legally sufficient by legal counsel and is ready for signature.

**Recommended Action**

Executive Committee recommends that the Board approve the CSC Financially Assisted Child Care Agreement renewal for October 1, 2023 to September 30, 2024.

**Supporting Documents**

CSC Vulnerable Populations FY 23-24 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.*

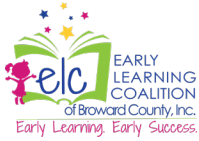
<b>CONTRACT NAME:</b>	Children’s Services Council of Broward County Vulnerable Population Financially Assisted Childcare Program
<b>CONTRACT NUMBER:</b>	23-2581
<b>POINT OF CONTACT:</b>	Cynthia Reynoso Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000
<b>BUDGET AMOUNT:</b>	\$3,434,171.00
<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, 2023 – September 30, 2024 with up to 3 renewal options
<b>ANTICIPATED NUMBER OF PARTICIPANTS:</b>	381
<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><li>• Participating in the PROVIDER’S School Readiness Program Assessment with a CLASS® score of 3.5 or higher.</li></ul>

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:

<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 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>	B241CA3 / Board
<b>DATE:</b>	September 11, 2023
<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, 2023 to September 30, 2024 pending issuance and legal review
<b>FINANCIAL IMPACT:</b>	<p>\$1,757,096.25 FY 2024 Revenue Budget (Oct-Jun)</p> <p><u>\$585,698.75 FY2025 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 up to 200% of poverty (compared to 150% for non-matched School Readiness)

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, 2023 will mark the first of four possible annual renewals.

**Current Status:**

ELC staff has received notification of the award for FY23-24 and will receive the renewal letter in September. The renewal term will be October 1, 2023 to September 30, 2024 for a total award of \$2,342,795.

**Recommended Action:**

Executive Committee recommends the Board approve Broward County School Readiness Match & Special Needs Funding Agreement renewal for October 1, 2023 to September 30, 2024 pending issuance and legal review.

**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:** Debra Lamb, MPA  
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, 2023 – September 30, 2024

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

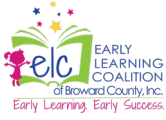
**SCOPE OF WORK:** The funding will allow the ELC to reimburse eligible childcare providers, licensed through the Broward County Child Care Licensing and Enforcement Section, for the provision of childcare services for children younger than 6 years of age and not yet in kindergarten who meet all the 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 200% of the Federal Poverty Level for family size; 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>	B241CA4 / Board
<b>DATE:</b>	September 11, 2023
<b>SUBJECT:</b>	City of Pompano Beach School Readiness Match Funding Agreement October 1, 2023 to September 30, 2024.
<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, 2023 to September 30, 2024 pending City of Pompano Beach Commission Approval.
<b>FINANCIAL IMPACT:</b>	<p>\$16,125 FY2024 Revenue Budget (Oct- Jun)</p> <p><u>\$5,375 FY2025 Revenue Budget (Jul-Sep)</u></p> <p><b>\$21,500 All Years</b></p>
<b>ELC STAFF LEAD</b>	C. Klima

**Background**

Under a specific appropriation in the Florida fiscal year 2023-2024 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 FY2024 Broward was awarded approximately \$5.5 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 27, 2023, the City of Pompano Beach notified Coalition staff that a \$21,500 contract for continued match funding has been recommended for approval by the City of Pompano Beach Commission and provided a draft Agreement. The Agreement has been reviewed by legal counsel and determined to be legally sufficient. The Agreement must be submitted to the City with the Coalition Board Chair’s signature by September 18, 2023. The Agreement term runs from October 1, 2023 through September 30, 2024.

**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, 2023 to September 30, 2024 pending 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 2024 Miscellaneous Appropriations Agreement

**CONTRACT NUMBER:** N/A Pending

**POINT OF CONTACT:** Nichole Almeida  
Senior Accounts Manager, Community Relations  
Strategic Philanthropy, Inc.  
954-800-9549  
nicole@strategicphilanthropyinc.com

**PROCUREMENT:** Revenue Generating Contract

**CONTRACT TYPE:** Local Municipality Match Funding

**BUDGET AMOUNT:** \$21,500

**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.

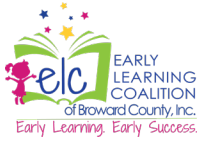
**TERM:** October 1, 2023 through September 30, 2024

**ANTICIPATED NUMBER OF PARTICIPANTS:** 974 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>	B241CA5 / Board
<b>DATE:</b>	September 11, 2023
<b>SUBJECT:</b>	Children’s Forum FY 23-24 Amendment #001 Budget Increase
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	Approve Amendment #001 budget Increase to Children’s Forum Sub-Recipient Agreement for the INCENTIVE\$ Program as presented, pending legal review
<b>FINANCIAL IMPACT:</b>	\$553,205 FY 2024 Budget (Agreement total \$1,128,205)
<b>ELC STAFF LEAD</b>	C. Klima

**Background**

Early Childhood Educator INCENTIVE\$, formerly known as Child Care WAGE\$® in Florida, rewards early childhood educators with financial incentives based on their education and continuity of employment. By helping to retain the early childhood workforce, INCENTIVE\$ provides children with more stable teacher-child relationships and better educated teachers. INCENTIVE\$ addresses individual professional development efforts and low wages, but does not affect provider budgets, regular wages, or parent fees within the childcare program.

For 20 years ELC has partnered with the Children’s Forum, the sole licensee in Florida for the North Carolina-Based Child Care INCENTIVE\$® Program, as a sole-sourced vendor to administer the program in Broward County. In FY 2022 ELC Broward rolled out a new, higher wage supplement scale for INCENTIVE\$ and changed program participation rules to encourage more Directors to support their staff in applying to the program.

In FY22-23 we leveraged the availability of Federal stimulus dollars to further increase participation by reaching out directly to individual educators to help them apply for INCENTIVE\$ and TEACH scholarship grants via the Children’s Forum. More than \$841K in wage supplements were paid to 676 total participants (with a 99% program satisfaction rate). 44% of the participants earn annual supplements totaling \$450/year at the first professional development tier for CDA Certification training. Approximately 12% are long tenured staff that receive supplements up to \$5,000 per year after attaining the highest level of ECE Credentialing.

**Current Status**

In FY 2024 the Coalition issued a preliminary sub-recipient agreement with an initial budget of \$575,000 pending issuance of final annual funding allocations by the Division of Early Learning (DEL) for continued childcare workforce support. After consulting with Children’s Forum staff and in anticipation of new funding, ELC staff propose adding \$553,205 to the budget to ensure sufficient funding to cover an estimated 700 participants expect to be enrolled in the program through June 30, 2024. In FY 2025, when some of ELC’s one-time FY24 allocations are scheduled to sunset, the total contract budget may need to be adjusted again, depending on the availability of funding. The budget for FY24 will be allocated as follows:

Item	FY24 Initial Budget	FY24 Proposed Amendment 001	Total (Proposed)	% Total
Wage Supplements	\$448,500	\$431,500	880,000	78%
Program Support	97,750	94,045	191,795	17%
Administration	28,750	27,660	56,410	5%
<b>Total</b>	<b>\$575,000</b>	<b>\$553,205</b>	<b>\$1,128,205</b>	<b>100%</b>

**Recommended Action:**

Executive Committee recommends the Board approve Amendment #001 budget Increase to Children's Forum Sub-Recipient Agreement for the INCENTIVE\$ Program as presented, pending legal review.

**Supporting Documents:**

Contract Fact Sheet





## CHILDREN'S FORUM - 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:** Children's Forum, Inc.

**CONTRACT NUMBER:** ELCB1 (Amendment 001)

**POINT OF CONTACT:** Lori Stegmeyer  
Program Director  
3425 Bannerman Rd, #501  
Tallahassee, FL 32312

**PROCUREMENT:** Single Source

**CONTRACT TYPE:** Sub Recipient

**BUDGET AMOUNT:** \$1,128,205 (\$575,000 + \$553,205 increase)

**METHOD OF PAYMENT:** Invoice

**PAYMENT SCHEDULE:** Monthly

**TERM:** July 1, 2023 to June 30, 2024

### **PARTICIPANT ELIGIBILITY:**

Child Care Professionals who work for licensed providers of early care and education who have an executed contract with ELC for School Readiness (SR) services and/or Voluntary Prekindergarten (VPK) services are eligible for Child Care INCENTIVE\$ (formerly known as WAGE\$®) services. Priority given to Broward County teachers who are willing to participate and:

- Must work in a School Readiness and/or VPK contracted site in Broward County
- Work a minimum of 20 hours per week in the classroom
- Work with children ages 0-5 (includes directors)
- Have at least the Florida Staff Credential or NCDA before applying; and
- Earn less than \$25 per hour as a child care professional.

### **SCOPE OF WORK:**

Conduct outreach, eligibility verification, technical assistance and administration for funds provided by ELC to supplement the salaries of qualified child care providers in Broward County. The *Child Care INCENTIVE\$*® Project ("Program") is designed to improve child care quality by reducing turnover and encouraging the continued education of child care teachers. The Program provides education-based salary supplements to low-paid child care teachers working with children between the ages of 0-5.

### **DELIVERABLES:**

Provide written management reports: quarterly, end-of-fiscal year, and a historical cumulative report showing the number of staff in each professional development level, the number who

progressed to a higher level from the previous year, the dates, locations, methods and results of outreach, and comparative data from TEACH on scholarships accessed by INCENTIVE\$ participants Quarterly reports shall include an itemized list of all recipients, date of disbursement and disbursement amounts made against the contract funds.

End-of-fiscal year (annual) report shall include an itemized list of all recipients, date of disbursement and disbursement amounts made against the contract funds. The report shall also include data listing the college or programs that issued degrees to INCENTIVE\$ participants.

**PERFORMANCE**

**MEASURE:**

The turnover rate of Broward County teachers participating in the Child Care INCENTIVE\$® project will be at least 10% lower than the average turnover rate of all states reported in the National Annual Child Care INCENTIVE\$® report produced by Child Care Services Association of North Carolina.

The INCENTIVE\$® program is promoted and made available to 100% of Broward Child Care Providers that have a School Readiness Contract. INCENTIVE\$® representatives will conduct onsite outreach at least two ELC events for providers such as ELC's PLAN meeting or the Broward Early Care and Education Conference.



<b>ITEM/MEETING</b>	B241CA6 / Board
<b>DATE:</b>	September 11, 2023
<b>SUBJECT:</b>	Scholastic FY 2024 Vendor Agreement for Bookworms Program
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTIONS:</b>	Approve FY 2024 Scholastic Vendor Agreement Renewal for supplying Books for the Broward Bookworms Program pending DEL Notice of Award for ARPA Discretionary Fund allocations and DEL approval of Broward expenditure plan.
<b>FINANCIAL IMPACT:</b>	Not to Exceed \$500,000
<b>ELC STAFF LEAD</b>	C Klima

**Background:**

In FY 2021-22, the ELC created the Broward Bookworms program to promote literacy in Broward County by encouraging families to read with their children at home children. Scholastic Inc. was selected through a public procurement to provide and distribute book sets for the program. Broward families with children ages birth to 5 received packets of books from Scholastic and accompanying activities based on the book themes mailed directly to them after registering on the ELC website. In addition to promoting literacy and family engagement activities, the Bookworms program helps the Coalition to keep in touch with parents that opt in to receive newsletters, invitations, parenting information and resource flyers via text and email. The results of the program’s first two years are as follows:

Fiscal Year	Families Requesting Books	Book Packs Distributed	Families Keeping in Touch with ELC
2022	8,713	10,681	10,073
2023	7,245	8,714	4,468

**Current Status:**

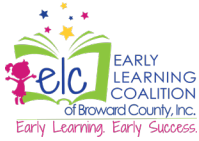
In FY 2024 the Coalition will continue to build on the success of the Bookworms Program starting in September using ARPA Discretionary Funds that the Division of Early Learning (DEL) is expected to formally allocate in the next several weeks. The total Agreement not-to-exceed amount will be \$500,000 during the period October 1, 2023 to June 30, 2024. The renewal will be the second of 4 possible renewal options.

**Recommended action:**

Executive Committee recommends the Board approve FY 2024 Scholastic Vendor Agreement Renewal for supplying Books for the Broward Bookworms Program pending DEL Notice of Award for ARPA Discretionary Fund allocations and DEL approval of Broward expenditure plan.

**Supporting Documentation**

- None



<b>ITEM/MEETING:</b>	B241CA7 / Board
<b>DATE:</b>	September 11, 2023
<b>SUBJECT:</b>	FY 2024 Sole sourced award for Teachstone CLASS related materials and training
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	Authorize staff to issue a sole sourced award posting and purchase order for Teachstone CLASS-related materials and training pending DEL Notice of Award for ARPA Discretionary Fund allocations and DEL approval of Broward expenditure plan.
<b>FINANCIAL IMPACT:</b>	\$200,000
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In order to continue stimulus-funded initiatives that help providers upskill and retain the childcare education workforce that the Coalition implemented during FY 2023, staff propose using upcoming ARPA discretionary funding to issue a sole sourced award to Teachstone, Inc. to purchase additional CLASS-related materials and trainings in FY 2024. The materials and training are used to teach educators how to conduct CLASS Observations and how to improve their interactions with children in the classroom.

The Division of Early Learning (DEL) requires all Coalitions to use CLASS® (Classroom Assessment Scoring System) to conduct program assessments of childcare classrooms in accordance with Florida Statutes 1002.82(2)(n) and Rule 6N-4.740, F.A.C. Teachstone, Inc. is the sole-sourced vendor for the CLASS® assessment tool, trainings required to certify its use and all related materials under its trademark.

**Current Status:**

A list of trainings and materials needed is below along with an estimated count items/sessions and the cost. The proposed award totals \$200,000 under a one-time allocation of ARPA Discretionary funds that will be issued by DEL in the next several weeks.

Item/Training	Price	Estimated Items/Sessions	Estimated Cost
CLASS Score Sheets	\$15	4042	\$60,630
CLASS Dimension Guides	\$20	4042	80,840
CLASS Certification Training ELC Staff	\$10,000	5	50,000
<b>Subtotal</b>			<b>\$191,470</b>
Teachstone 5% Project Admin Fee			8,530
<b>Total</b>			<b>\$200,000</b>

The sole sourced award process is as follows.

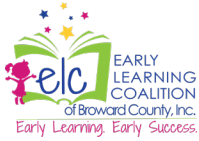
1. Post a 'Notice of Intended Single Source Purchase' on our website for a period of fifteen (15) calendar days.
2. Post a 'Notice of Intended Decision to Enter into a Single Source Contract' for 72 hours following the initial posting period.
3. Request approval from DEL to issue the sole sourced purchase order.
4. Issue purchase order.

**Recommended action:**

Executive Committee recommend the Board Authorize staff to issue a sole sourced award posting and purchase order for Teachstone CLASS-related materials and training pending DEL Notice of Award for ARPA Discretionary Fund allocations and DEL approval of Broward expenditure plan.

**Supporting Documents**

None



<b>ITEM/MEETING</b>	B241CA8 / Board
<b>DATE:</b>	September 11, 2023
<b>SUBJECT:</b>	Request for Qualifications (RFQ) for Independent Contractor CLASS Observers
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTIONS:</b>	Authorize staff to issue a Request for Qualifications (RFQ) and select one or more independent contractors to conduct CLASS Observations between October 1, 2023 and June 30, 2024.
<b>FINANCIAL IMPACT:</b>	Not to Exceed \$70,000
<b>ELC STAFF LEAD</b>	C Klima

**Background/History**

During the 2018 legislative session, the Florida Legislature passed a bill (HB 1091) that increased quality and accountability in the School Readiness (SR) Program. This legislation ensures that SR providers have opportunities for additional School Readiness funding when they adhere to best practices in early education and child development. The Division of Early Learning leads the implementation of this legislation in partnership with local early learning coalitions.

Qualifying providers may receive a payment differential based on their Classroom Assessment Scoring System (CLASS®) scores up to 10 percent for each care level and unit of care based on their SR reimbursement. In addition, providers implementing an approved child assessment may be eligible for a payment differential up to 5 percent. The total available payment differential for both CLASS scores and implementation of child assessments will not exceed 15 percent.

Voluntary Prekindergarten (VPK) providers must annually participate in a program assessment of each VPK classroom per Section 1002.68 F.S.

The Classroom Assessment Scoring System (CLASS®) is an evidence-based observational tool used to assess the effectiveness of teacher-child interactions in the classroom focusing on the following domains: Emotional Support, Classroom Organization, and Instructional Support. Coalition staff are required to conduct CLASS observations annually. In FY 2024 staff estimate that Broward will conduct 900 SR and 950 VPK CLASS Observations for a total of 1850. Each CLASS observation takes 8 hours, requiring an estimated 8-10 FTE staff to cover the base workload. While ELC staff conduct most CLASS observations, the Coalition also engages independent contractors annually to:

1. Conduct secondary CLASS observations when providers request a second assessment at their own expense to confirm results.
2. Provide additional capacity to conduct observations in Spanish, Creole or other foreign languages.
3. Provide ad hoc observation services to ensure full compliance with State requirements by deadlines.
4. Provide additional capacity to cover workloads when staff observers take vacation or leave.

**Current Status**

The Coalition is requesting authority to issue a Request for Qualifications (RFQ) solicitation to select 1-2 CLASS certified independent contractors to assist with CLASS observations at assigned child care centers in Broward



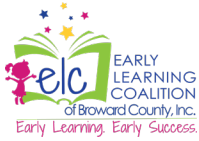
County. Applicants must demonstrate that they are certified to conduct CLASS observations and available for the work. The Coalition will cover the cost of conducting level II background screens.

**Recommended Action**

Executive Committee recommends the Board Authorize staff to issue a Request for Qualifications (RFQ) and select one or more independent contractors to conduct CLASS Observations between October 1, 2023 and June 30, 2024.

**Supporting Documents**

None



<b>ITEM/MEETING:</b>	B241CA9 / Board
<b>DATE:</b>	September 11, 2023
<b>SUBJECT:</b>	Request for Quotations for Mental Health Supports Tools for Providers
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	Authorize staff to release a Request for Quotations (RFQ), select one or more vendors and issue purchase order(s) for social-emotional support kits pending DEL Notice of Award for ARPA Discretionary Fund allocations and DEL approval of Broward expenditure plan.
<b>FINANCIAL IMPACT:</b>	Not to Exceed \$350,000
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In FY 2023 staff leveraged a one-time supplemental allocation to our Federal Preschool Development Grant (PDG) sub-grant for mental health supports to purchase kits to help 125 providers incorporate mental health/social emotional supports into classroom activities. In FY 2024, staff would like to use an expected allocation of ARPA discretionary dollars to expand kit distribution to all of Broward’s ELC contracted providers by the end of the fiscal year.

Kits include items and activities that help children build relationships, develop resilience, identify feelings and more, including, but not limited to:

1. Books that discuss the expression of feelings
2. Behavior charts
3. Activities that the students can complete to help positively express emotion.

**Current Status:**

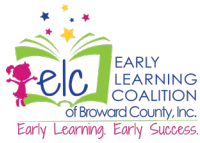
Staff plan to issue a Request for Quotations (RFQ) procurement solicitation on or about September 15, 2023, to issue purchase orders to one or more vendors for selected emotional support kits that will be drop-shipped to providers through the remainder of the fiscal year. Total purchase orders shall not exceed \$350,000. Approximately 800 providers may receive two kits.

**Recommended action:**

Executive Committee recommend the Board Authorize staff to release a Request for Quotations (RFQ), select one or more vendors and issue purchase order(s) for social-emotional support kits pending DEL Notice of Award for ARPA Discretionary Fund allocations and DEL approval of Broward expenditure plan.

**Supporting Documents**

None



<b>ITEM # - MEETING:</b>	B241CA10 / Board
<b>DATE:</b>	September 11, 2023
<b>SUBJECT:</b>	Request of Proposals (RFP) for Early Care Educator Professional Development Training services
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	Authorize staff to release a Request for Proposals (RFP), select one or more vendors and negotiate agreements for Early Care Educator Professional Development Training Services pending DEL Notice of Award for ARPA Discretionary Fund Allocations, DEL Approval of Broward Expenditure plan and legal review.
<b>FINANCIAL IMPACT:</b>	\$500,000
<b>ELC STAFF LEAD</b>	C. Klima

**Background/History**

In September 2023 the Division of Early Learning (DEL) is expected to formally issue awards for one-time ARPA discretionary funds for childcare workforce support, including training and professional development activities, among many other activities. In anticipation of this award, staff have worked with the Program Review Committee to prepare an expenditure plan for prompt submission to DEL, including items that will require public procurement.

**Current Status**

In one of the elements of the expenditure plan, staff propose to release a Request for Proposals (RFP) for qualified outside trainers to conduct trainings in multiple languages related to a number of topics designed to enhance educator skills and improve instruction in the classroom, including but not limited to:

- STEAM-based instruction and activities
- Trauma Informed Care
- Managing challenging behaviors
- Infant Mental Health
- Florida Assessment of Student Thinking (FAST)

The RFP will be released on or about September 15, 2023 pending formal allocation of the ARPA funds from DEL. Staff will select one or more vendors to provide trainings as a single session or in a series, as appropriate, and to offer both in person and virtual options to maximize attendance. Vendors will be paid on a fixed-fee per training basis and the total amount of all contracts issued will not exceed \$500,000. ELC will offer stipends (budgeted separately and issued by ELC to participants) for each training to incentivize participation and professional development CEUs as applicable.

**Recommended Action**

Executive Committee recommends the Board authorize staff to release a Request for Proposals (RFP), select one or more vendors and negotiate agreements for Early Care Educator Professional Development Training Services pending DEL Notice of Award for ARPA Discretionary Fund Allocations, DEL Approval of Broward Expenditure plan and legal review.

**Supporting Documents**

None

ITEM#/MEETING	B241CA11 / Board
MEETING DATE:	September 11, 2023
SUBJECT:	Proposed Amendment to Fiscal Policies, Internal Controls
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Proposed Amendment to Fiscal Policies, Internal Controls Effective July 1, 2023, as Presented
FINANCIAL IMPACT:	None

**Background Information:**

In September 2019 the Board approved the Coalition’s Fiscal Policies after staff completed a comprehensive update to bring them into alignment with best practices.

**Current Status:**

To keep the policies up to date and aligned with current business practices, staff propose adding the following changes to the section on Internal Controls with an effective date of July 1, 2023:

1. Permit Senior Directors and Department Chiefs to authorize in-state travel and expense reimbursements for members of their team. Out-of-state travel will still require authorization by the CEO. This change will greatly improve organizational efficiency now that the Coalition staff has expanded to over 200 employees, many of whom work in the field or attend trainings in Florida.
2. Incorporate standards for accepting electronic signatures for Agreements and other documents in accordance with Florida law. The attached policy has been reviewed by legal counsel.

**Recommendations**

Finance Committee recommends the Board approve proposed amendment to Fiscal Policies, Internal Controls Effective July 1, 2023, as presented.

**Supporting Documents:**

- Redline of the Internal Control Policy section with proposed changes.

# **DRAFT REVISION TO ELC FISCAL POLICIES, INTERNAL CONTROLS (Redline)**

## **Internal Controls**

Internal controls are the first line of defense against errors or abuse in an organization. They promote transparency and openness in decision-making. They are essential to an organization that handles public funds. ELC uses the widely-accepted COSO<sup>1</sup> framework to set internal control policies that appropriately divide lines of authority, segregate duties, protect physical assets and promote compliance with laws and regulations through the following policies:

### **The ELC Organizational Structure and Specific Financial Roles:**

ELC's Board assigns lines of authority in decision-making and carrying out financial activities as follows:

#### Board of Directors:

- Sets Fiscal Policy
- Hires the CEO
- Authorizes Bank Accounts
- Authorizes and Oversees the Annual and Amended Budget
- Approves Interim Financial Statements
- Approves Annual Audit Report
- Approves Annual Tax Return Form 990
- Authorizes Individual Purchases and Contracts in Excess of \$35,000
- Authorizes Issuance of CEO Purchasing Card and Names Purchasing Card Administrator

#### Board Officers (Chair, Vice Chair, Second Vice Chair, Treasurer, Secretary)

- Bank and Cash Disbursement Signatories for ELC Operating Account
- Authorize CEO Travel, Expense Reimbursement and Time & Attendance (Authorization requests shall be made to the officers in the following order, depending on availability: Chair, First Vice Chair, Second Vice Chair, Treasurer, Secretary)
- Authorize Board Member Travel

#### Executive Committee

- Reviews all Contracts in Excess of \$35,000 and Recommends Approval to the Board and Reviews any other Contracts that may Require Committee Review

#### Finance Committee

- Reviews Fiscal Policy and Recommends Approval to the Board

- Reviews Bank Accounts and Recommends Approval to the Board
- Reviews Annual and Amended Budget and Recommends Approval to the Board
- Reviews Interim Financial Statements and Recommends Approval to the Board
- Reviews Purchases in Excess of \$35,000 and Recommends Approval to the Board

#### Audit Committee

- Selects Auditors and Recommends Approval to the Board
- Provides Oversight to External Auditors
- Reviews Annual Audit Report and Recommends Approval to the Board
- Reviews Annual Tax Return Form 990 and Recommends Approval to the Board
- Investigates Reports of Suspected Misconduct or Fraud and Recommends Action to the Board

#### Chief Executive Officer (“CEO”)

- Implements Fiscal Policies
- Hires all Other Staff
- Bank and Cash Disbursement Signatory for all ELC Accounts
- Presents and Implements Annual and Amended Budget
- Presents Interim Financial Reports
- Authorizes Individual Purchases and Contracts for \$35,000 or less
- Authorized Purchasing Card Holder
- Authorizes Issuance of Purchasing Card to Other Qualifying Employees
- Authorizes Employee Travel and Expense Reimbursements
- Assigns Online Cash Transfer and Payroll Transmission Access (Dual Custody)

#### Chief Administrative Officer (“CAO”)

- Bank and Cash Disbursement Signatory for Employee & Board Activity Account
- Prepares Annual and Amended Budget
- Prepares Interim Financial Reports
- Reviews all Purchases and Contracts
- Authorized Purchasing Card Holder
- Reviews all Employee Travel and Expense Authorizations
- Assigns Online Cash Transfer and Payroll Transmission Access (Dual Custody)
- Assigns Financial Database and Vendor Account User Access
- Authorizes External Invoicing
- Oversees Accounting Functions
- Oversees Contract Administration
- Oversees External Audit and Monitoring Reviews
- Posts Financial Transactions

#### Chief Information Officer (“CIO”)

- Maintains User Access Control List
- Maintains Online Access Reassignment Capability for All Financial Systems (Dual Custody)
- Maintains Inventory and Physical Access Controls

#### Controller

- Transmits Online Cash Disbursements (Dual Custody)
- Authorizes External Invoicing
- Posts Financial Transactions

#### Senior Directors and Department Chiefs

- Effective July 1, 2023 Authorizes Employee In-State Travel and Expense Reimbursements for Members of their team. Out-of-State Travel must be authorized by the CEO.

#### Electronic Signatures

ELC accepts electronic signatures on contracts, transactions or other documents as legally binding in accordance with §668.50, Florida Statutes, which enacted the Uniform Electronic Transaction Act of 1999, and the Electronic Signatures in Global and National Commerce Act (E-Sign Act). To be considered legally binding, an electronic signature must include procedures or controls to ensure the following:

- **Intent to sign** – Electronic signatures, like traditional wet ink signatures, are valid only if each party intended to sign.
- **Consent to do business electronically** – The parties to the transaction must consent to do business electronically, as determined by context and surrounding circumstances of each transaction, including the parties’ conduct.
- **Association of signature with the record** –The electronic record or signature must assure that the electronic signature is attributable to the person identified. Once the record or signature is deemed to be the act of the person, the act of the person may be shown in any manor, including, but not limited to a showing of the efficacy of any security procedure applied to determine the person to which the electronic record or electronic signature was attributable.
- **Record retention** –Electronic signature records must enable retention and accurate reproduction for reference by all parties or persons entitled to retain the contract or record.

The Coalition may deploy one or more third party electronic signature processing systems which utilizes a required security procedure, such as the use of algorithms or other codes or encryptions to ensure the security of the process, and to further ensure compliance with the above standards, prevent changes to documents during the signature process and to facilitate efficient document management.

If changes or errors arise in an electronic record or document during the electronic signature process, the party that identifies the change or error must notify the other party promptly and all parties must take steps to resolve the issue as required by §668.50(10), Florida Statutes.

Documents signed electronically are generally deemed sent or received when the document is processed or transmitted through the electronic system in use to obtain the signature(s) as described in §668.50(15), Florida Statutes.

The Coalition strives to streamline operations and eliminate paper documents to the extent practical

but reserves the right to decide at its sole discretion whether or when to accept or provide electronic signatures for individual legally binding contracts, transactions or other documents on a case-by-case basis. The specific method utilized shall be chosen in accordance with the size and scope of the transaction, with consideration afforded, at a minimum to the confidentiality, authentication of signatures, and verification that the document signed is, in all respects, the document to which the signer intends to bind the company.

For internal documents that require review or authorization or approval through a workflow in day-to-day operations, the Coalition may permit the use of alternate electronic acknowledgement systems or methods when a legally binding signature is not otherwise required.

This policy applies to all Coalition employees signing agreements or documents on behalf of the Coalition and does not change or modify all other policies that apply to the execution of agreements or documents on behalf of the Coalition. Electronic signatures shall not be utilized in any transactions where the use of this process is otherwise prohibited by law for the type of transaction involved.

## **Segregation of Duties**

ELC requires that multiple employees perform separate parts of a single process where opportunity for profit, fraud, abuse or errors could exist if one individual had the ability to perform the entire process on his/her own. Most frequently segregation is enforced through user access and database settings.

In particular, ELC separates duties for each fiscal process that involve approving authority, transaction processing, custody & verification of assets, and reconciliation and/or monitoring. Within each function, there may be additional segregation of duties to ensure dual control for critical cash functions and quality assurance oversight to ensure accuracy for all transactions.

The Chief Administrative Officer and the Chief Information Technology Officer conduct monthly reviews of assigned user access to ensure that:

- The segregation of duties outlined above are enforced through appropriately structured user rights;
- Dual custody control is in place for cash transactions;
- Key transactions are assigned to transparent group distribution emails; and
- The finance access and permissions matrix is accessible for business continuity and up to date.

## **Special Employment Policies for Staff with Fiduciary Responsibilities**

All employees in a position of fiscal trust are required to take an annual vacation which is at least five consecutive work days in duration. ELC will make every effort to facilitate and allow the employee to comply with this requirement through cross-training, job rotation and sufficient staffing to ensure coverage. A position of fiscal trust means a position or assignment which requires an employee to receive or disburse monies; reconcile or journalize accounts, process payroll transactions or purchase goods or services on behalf of the ELC.



## **Physical Security of Assets**

ELC's main office is secured by an electronic key card system that allows ELC to track swipes control access outside of business hours and disable access when employees are terminated. ELC has also installed security cameras that monitor client and employee activity. Employees who are issued portable equipment to take to other locations such as laptops, cell phones, tablets, cameras or projectors are required to store the equipment in a secure location when not in use and protect the item from damage at all times. The IT department records the serial number of each item and maintains up to date inventory and employee assignment lists for all capitalized items as well as non-capitalized electronic devices that ELC deems at risk for loss or theft.

In the Fiscal Department, blank check stock, cash or cash receipts in transit for deposit and the Chief Administrative Officer's purchasing card are secured in locked cabinets under the control of designated employees assigned to maintain custody. Unannounced verification of secured items is conducted periodically by the Chief Administrative Officer or the Controller.

## **Internal Monitoring of Risk Areas**

To ensure efficiency, accuracy and good stewardship in the expenditure of public funds, ELC proactively conducts periodic internal reviews of key business activities for compliance with the laws, regulations, administrative requirements and rules of Federal, State, Local and other fund agencies. On a monthly or quarterly basis, internal monitoring testing includes, but is not limited to, the following:

- Client Eligibility Determination Testing
- Provider On-Site Compliance Monitoring
- Provider Post Audit Attendance Monitoring
- Cost Allocation Testing
- Purchasing Card Activity Review
- Employee Online Access Review
- Employee Time and Attendance Review
- Human Resource File Compliance Review
- Inventory Tracking Review

## **Sub Recipient Compliance Monitoring**

ELC conducts periodic monitoring of each sub recipient agreement in accordance with the requirements of Federal Uniform Guidance, other funder requirements and best practices to ensure compliance and appropriate use of funds when qualifying sub awards are issued. Monitoring reviews are conducted pursuant to a formal Coalition monitoring plan that is updated annually and which includes, at a minimum, the following:

- Annual sub recipient risk assessment

- Ongoing evaluation of the quality and results of deliverables submitted
- Annual review of sub recipient audit reports, findings or corrective action activity
- Quarterly financial expenditure testing (desk reviews)
- Annual on-site monitoring review with a written final report

<b>ITEM/MEETING</b>	B241CA12 / Board
<b>DATE:</b>	August 30, 2023
<b>SUBJECT:</b>	1. 403B Retirement Plan Audit Report for Plan Year 2022 2. 403B Retirement Plan IRS Form 5500 Plan Year 2022
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTIONS:</b>	1. Accept Audit Report & Management Response for 403B Retirement Plan Year 2022 2. Accept IRS Form 5500 for 403B Retirement Plan Year 2022
<b>FINANCIAL IMPACT:</b>	None
<b>ELC STAFF LEAD</b>	C. Klima

**Background Information:**

As of December 31, 2020, the number of employee participants in ELCS’s 403B Retirement Plan exceeded the Department of Labor threshold that triggers an annual audit requirement for the Plan. In 2021 CPA firm Keefe McCullough LLP, the firm which also conducts our annual Financial Audit, conducted the first Audit of the Plan since the Plan was established in 2002. Prior to and during that engagement, staff identified a number of historical compliance problems with the Plan. We subsequently worked with an attorney specializing in retirement plan compliance to complete remediation steps and enter the IRS Voluntary Correction Plan (VCP) to resolve remaining open items. The VCP Application has been submitted but is still pending a response from the IRS.

While we wait for a response from the IRS on our self-correction plan, staff will initiate the process to procure a qualified third-party administrator with specialized expertise in Retirement Plan compliance to handle plan administration/compliance on behalf of the Coalition going forward.

**Current Status:**

The 2022 Plan Year Audit Report contains no findings.

However, in a Report to Management (attached below), the Auditors confirmed the compliance problems that ELC previously identified and highlighted areas where controls should be strengthened going forward. We have agreed with all of the recommendations in our response to each issue, outlined the steps we have taken to correct the problems and affirmed our commitment to procure a qualified Third-Party Administrator with specialized expertise in Retirement Plan compliance to handle Plan administration/compliance on our behalf going forward.

IRS Form 5500 was prepared by Keefe McCullough’s tax team. It reflects financial data tested during the 2022 Plan year audit process and has been reviewed by staff. The draft was updated since it was presented to the Audit Committee to correct the count of participants during the plan year.

**Recommendation:**

Audit Committee recommends the Board approve the following motions:

1. Accept Audit Report & Management Response for 403B Retirement Plan Year 2022
2. Accept IRS Form 5500 for 403B Retirement Plan Year 2022

**Supporting Documentation:**

1. 2022 403B Report to Management with Management Response
2. 2022 403B Retirement Plan Audit Report
3. 2022 403B Retirement Plan IRS Form 5500

Early Learning Coalition of  
Broward County, Inc. Retirement Plan

Report to Management  
For the Year Ended December 31, 2022



To the Board of Directors  
Early Learning Coalition of Broward County, Inc. Retirement Plan

Except as discussed in the following paragraph, in planning and performing our audit of the financial statements of Early Learning Coalition of Broward County, Inc. Retirement Plan (the "Plan") as of and for the year ended December 31, 2022, in accordance with auditing standards generally accepted in the United States of America, we considered the Plan's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of issuing our report on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Plan's internal control. Accordingly, we do not express an opinion on the effectiveness of the Plan's internal control.

We were engaged to perform an audit of the Plan as permitted by ERISA Section 103(a)(3)(C) pursuant to 29 CFR 2520.103-8 of the Department of Labor's Rules and Regulations for Reporting and Disclosure under the ERISA Income Security Act of 1974 (ERISA). Our audit did not include all of the procedures required by auditing standards generally accepted in the United States of America and did not include a consideration of internal control relating to the information summarized in Note 3 to those financial statements.

Our consideration of internal control was for the limited purpose described in the preceding paragraphs and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as discussed below, we identified certain deficiencies in internal control that we consider to be material weaknesses.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the Plan's financial statements will not be prevented, or detected and corrected, on a timely basis. We consider the deficiencies in the Plan's internal control, discussed on the accompanying memorandum, to be material weaknesses.

A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

We will review the status of these comments during our next audit engagement. We have already discussed this comment and suggestion with various Plan personnel, and we will be pleased to discuss these comments in further detail at your convenience, to perform any additional study of these matters, or to assist you in implementing the recommendations.

This communication is intended solely for the information and use of Plan management, the Plan Administrator, Trustees, and others within the management of the Plan Sponsor, and is not intended to be, and should not be, used by anyone other than these specified parties.

KEEFE McCULLOUGH

Fort Lauderdale, Florida  
(DATE)

DRAFT

**Status of Prior Year Internal Control Comments and Recommendations**

	STILL APPLICABLE	IMPLEMENTED OR NO LONGER RELEVANT
2020-01: Plan Administration	X	
2020-02: Documentation contained in personnel files		X

**Prior Year Internal Control Comments and Recommendations:**

**2020-01: Plan Administration:** It was noted during our audit procedures, that the Plan is self-administered. Due to the complex and specialized nature of employee benefit plans subject to ERISA, certain required compliance tests were not performed timely. The Plan was also not operating under a fully adopted plan document. In addition, the Plan had several other compliance failures and is in the process of submitting a plan to the IRS’s Voluntary Compliance Program (VCP) to correct compliance failures in the Plan.

**2022 update/status:**

During the 2022 audit, we noted that the VCP had been filed with the IRS and management was in the process of preparing a RFP for third-party administrative and compliance services for the Plan. We recommend that management continue to expedite the process to ensure the Plan’s compliance with the most recent IRS regulations.

**Management’s Response:**

Management agrees. The decision to self-administer the Plan was made at the time the Coalition was formed in 2002 when the organization had less than 10 employees. However, no internal Plan Administration policies or procedures were developed for the Coalition until staff began making ERISA compliance inquiries with Plan Sponsor Valic in 2016. In 2017, when significant compliance failures dating back to 2009 came to light, staff began consulting with ELC’s external auditors and Valic staff to identify the full scope of the problems and formulate a plan for corrective action. Staff also began a search for a Broward-based attorney that specialized in ERISA law to shepherd the agency through the necessary corrective action filings and procedures. In 2020, ELC engaged an attorney specializing in retirement plan compliance to prepare the voluntary correction plan that has now been submitted to the IRS. While we wait for the IRS to accept and approve the Coalition’s corrections, staff are preparing to release a Request for Proposals solicitation to procure a qualified, specialized third party administrator for the Plan to handle all administrative transactions and ensure ERISA compliance going forward.

**Current Year Internal Control Comments and Recommendations:**

**2022-01: Defaulted Participant Loans:** During our audit, we noted that there were several participant loans that were in default. Per IRS guidelines, uncured defaults cause the loans to become “deemed” distributions for tax purposes. Management was unable to obtain evidence from the service provider VALIC to determine if the defaulted loans had been properly treated as deemed distributions and reported on Form 1099-R in accordance with the Plan’s loan policy. We recommend that management review the IRS Self Correction Program and Voluntary Correction Program to correct any failures.

**Current Year Internal Control Comments and Recommendations (continued):**

**Management's Response:**

The service provider for the Plan has undergone multiple ownership changes in the last several years and it has become increasingly difficult to resolve open issues timely. Staff will continue to follow up to secure the documentation required while also pursuing the procurement strategy for a new service provider described above.

DRAFT





ITEM/MEETING	B241FIN1 / Board
DATE:	September 11, 2023
SUBJECT:	FY 2023 Preliminary Financial Results (Unaudited) Pending 13 <sup>th</sup> Month Adjustments
FOR ACTION:	No
RECOMMENDED ACTION:	<b>None. FYI only</b>
FINANCIAL IMPACT:	None
ELC STAFF LEAD	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 2023 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 2023 (July 1, 2022, to June 30, 2023) was a historic financial year for the ELC. For the first time since we were founded 23 years ago:

- We were sufficiently funded to enroll every child from every eligible Broward family that applied for School Readiness with no waiting time.
- We were able to pay reimbursement rates that were at or near Federal targets for parent access.
- We had large allocations of Federal stimulus dollars to invest in the growth and development of our child care system.

While we already know that this combination of favorable financial circumstances will be changing in FY 2024 and beyond, FY 2023 gave us a rare opportunity to measure the true size of the need for ELC services in Broward County and made it possible for us to analyze and innovate to pursue greater community impact with our services as never before.

Highlights of the Financial Year are as follows:

**Direct Services:**

**Direct Service Expenditures Compared to Prior Year**

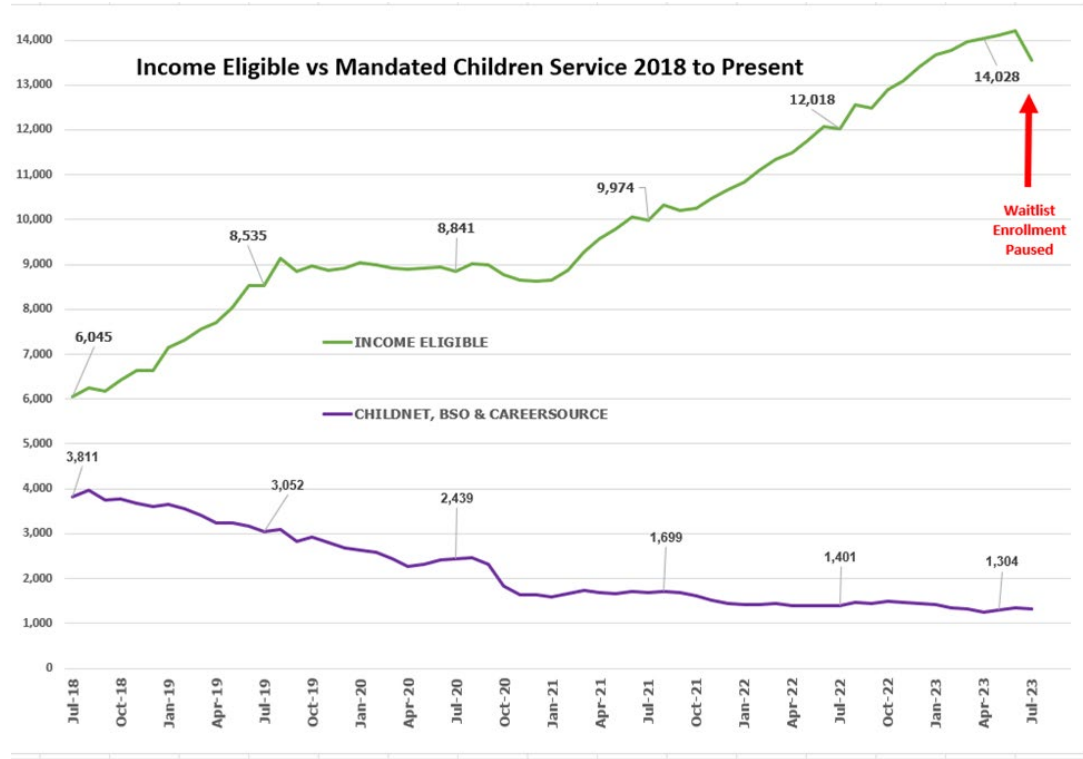
Expenditure Type	FY2023 Actual	FY2022 Actual	Increase Amount	Percent Increase
School Readiness	\$104,177,015	\$72,855,059	\$31,321,957	43%
Voluntary Pre-K	43,079,466	32,774,267	10,305,198	31%
Other Local Programs	2,706,064	2,095,651	610,413	29%
Grants & Stipends	122,335,462	43,687,281	78,648,181	180%
<b>Total</b>	<b>\$272,298,006</b>	<b>\$151,412,258</b>	<b>\$120,885,748</b>	<b>80%</b>

**1. School Readiness Direct Services Increased by 43% over the prior year:**

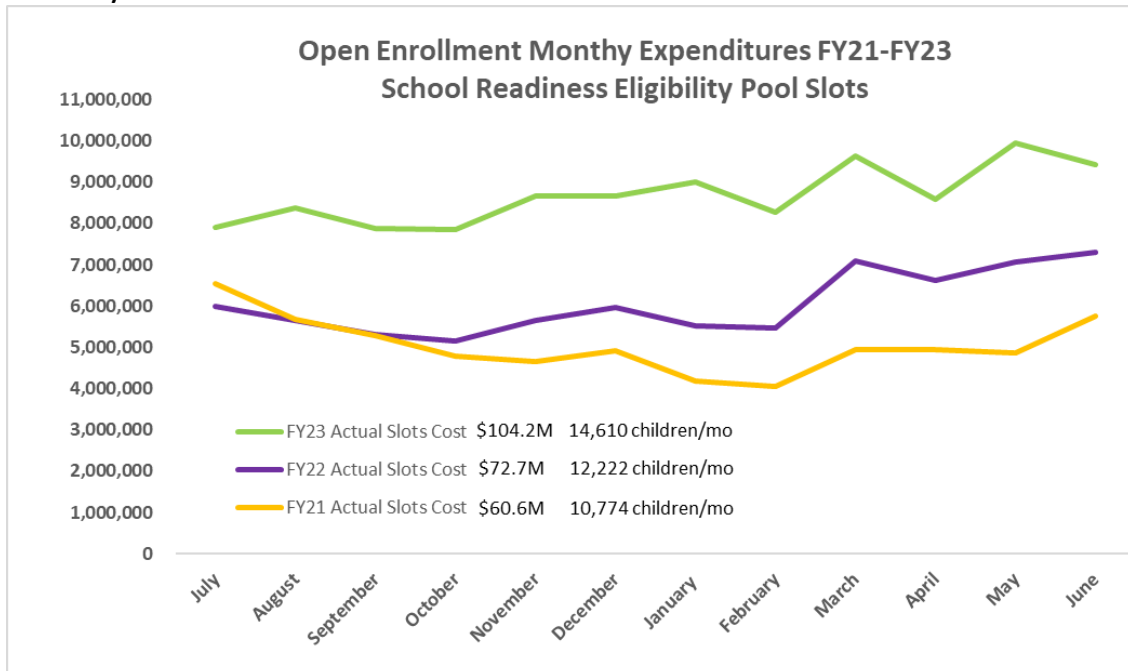
*More than 2 years of open enrollment starting in November 2020 showed the extent of Broward’s need*

for services and additional funding to sustain it. By the end of FY 23, more than 15,500 children per month received services, nearly 5,000 more than at the start of FY 21. Had open enrollment funding continued into FY24, we believe that number would have continued to climb. See the charts below to see counts of children served, expenditures, and enrollment activities over time.

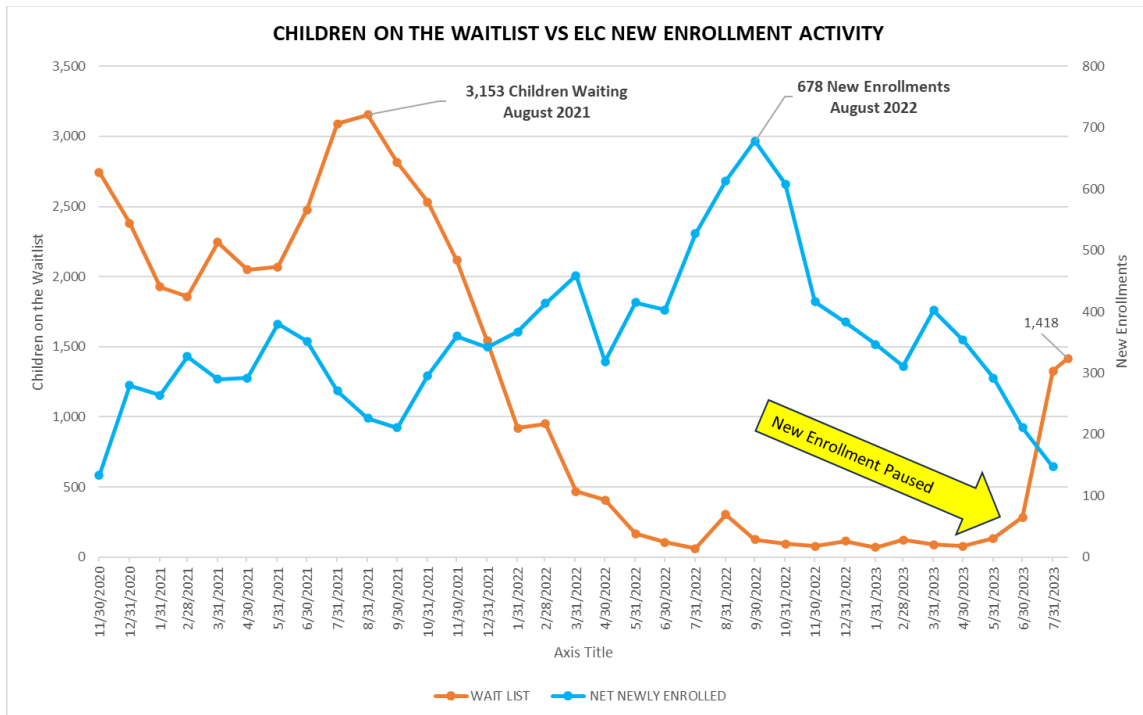
### Count of Unduplicated Children Served 2018 to July 2023



### Monthly School Readiness Over the Past 3 Years

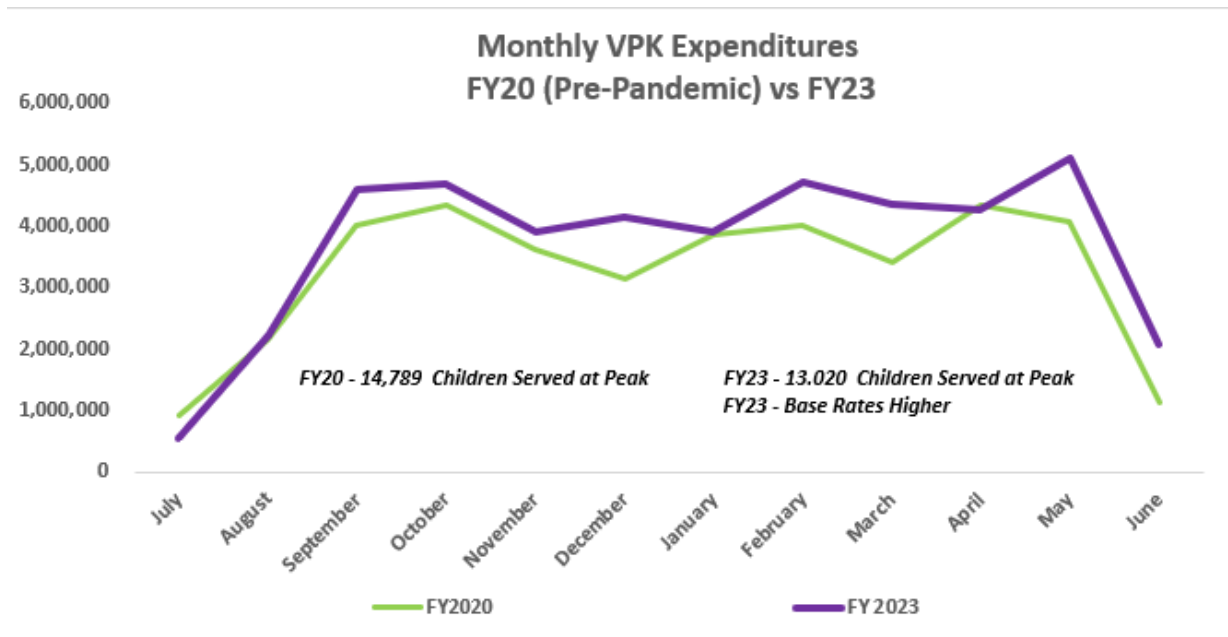


## Impact of Open Enrollment Funding on Broward Waiting List



### 2. VPK direct service expenditures were 31% higher than prior year.

VPK slot expenditures are comparable to pre-COVID, but mostly because of higher base rates and a one-time rate premium authorized by the legislature in FY23. The rate premium, which increased reimbursement for providers that paid their staff \$15/hr or more, will sunset after Summer VPK ends in FY24. The number of participants remained lower in 2023 than pre-pandemic levels despite a vigorous outreach campaign in FY23. VPK is funded each year by DEL to match actual participation and allocations are determined through a Statewide estimating conference process.



**3. Other Local Direct Service Program Expenditures Increased by 29% (CSC Vulnerable Populations Program)**

*In FY23 the average count of unduplicated children served in CSC’s Vulnerable Populations Program each month increased by approximately 7% over the prior year even though the vast majority of new children referred were rapidly transferred into School Readiness funding throughout the year. CSC has increased the funding available for this program by \$1.5 million through September 2024 to ensure all eligible children are served. The contract fiscal year runs from October to September. Young children are referred for prompt enrollment into this program through a variety of CSC-funded family support and other programs based on child vulnerability criteria established collaboratively by CSC and ELC staff. Families that are determined to be eligible for the School Readiness program are transferred when they are called from the SR waitlist.*

*In FY23 ELC did not need to use any portion of Broward County’s funding for Special Needs children because all children that would otherwise be served were all enrolled in School Readiness. Broward County provides over \$2 million per year in annual School Readiness funding that may also be used for Special Needs children on the waiting list, if applicable.*

**4. Grant and Stipend Expenditures Increased 180% over the prior year due to large CRRSA & ARPA Federal Stimulus Allocations:**

*Waves of Federal stimulus funding earmarked for the Coalitions peaked in FY23. Since March 2020 797 Child Care Small Businesses received Covid relief and stabilization grants and 5,111 individual educators received stipends. In FY23 alone, there were 665 providers and 4,495 educators. The grants helped child care providers stay in business during the Pandemic and the economic challenges that followed, while the stipends helped attract, stabilize, and train individual educators in the fragile early education workforce.*

<b>Pandemic Relief for Providers &amp; Families</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24 (Budgeted)</b>	<b>Total</b>
CARES, CRRSA, ARPA Grants/Stipends/Books	\$ 3,025,045	\$ 25,776,088	\$ 43,242,316	\$ 122,328,462	\$ 19,050,000	\$ 213,421,911
Broward Initiatives (Grants/Stipends/Books)	1,788,020	6,492,765	658,747	207,551		9,147,083
<b>Total</b>	<b>\$ 4,813,065</b>	<b>\$ 32,268,853</b>	<b>\$43,901,063</b>	<b>\$ 122,536,013</b>	<b>\$ 19,050,000</b>	<b>\$ 222,568,994</b>

**Non- Direct Program Support and Operating Expenditures:**

- *Expenditures increased by 16% in Eligibility, Customer Service, Provider Relations and Reimbursements over the prior years as the process of hiring new staff since open enrollment began was completed.*
- *Expenditures for Quality & Education more than doubled as grant funded staff positions were added and staff purchased large quantities of training materials and licensed learning products to implement the Build a World Class Workforce stipend program.*
- *Administrative expenditures remained low in FY23 at less than 2% of the total expenditures, but overall costs were higher than the prior year due to the community outreach, equipment, and software license costs of implementing open enrollment and workforce support programs. All vacant administration roles were also filled during the year.*

## Operating Expenditures Compared to Prior Year

Expenditure Type	FY2023 Actual	FY2022 Actual	Increase Amount	Percent Increase
Direct Services	\$272,298,006	\$151,412,258	\$120,885,748	80%
Eligibility & Provider Payment	8,774,938	7,549,303	1,225,634.91	16%
Quality & Education	8,766,013	3,685,571	5,080,442.66	138%
<b>Total Direct &amp; Program Support</b>	<b>\$289,838,957</b>	<b>\$162,647,131</b>	<b>127,191,826</b>	<b>78%</b>
Admin	5,223,544	4,015,990	1,207,554	30%
<b>Grand Total</b>	<b>\$295,062,501</b>	<b>\$166,663,121</b>	<b>\$128,399,380</b>	<b>77%</b>
<i>Admin % of Expenditures</i>	1.8%	2.4%		

### Year End Results

***Preliminary Year end results currently indicate a small net surplus of approximately \$13,730 pending auditor review and subject to adjustment. The surplus is due to the following:***

- \$5,500 in surplus income received at year end for activities that cross fiscal years or may require further adjustment.
- \$7,995 expense credit for a capital purchase (a server for the financial database) during the 4<sup>th</sup> quarter. The credit will be amortized through depreciation in future years and is net of \$1,584 of FY23 depreciation expense.
- \$243 in miscellaneous income

### Supporting Documents:

- Preliminary, Unaudited FY2023 Financial Statements pending 13<sup>th</sup> Month Adjustments for Discussion Only



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

## **PRELIMINARY FINANCIAL STATEMENTS For The Twelve Months Ended June 30, 2023 (Unaudited)**

**Submitted to the Board  
For Discussion Only  
September 11, 2023**

**Early Learning Coalition of Broward County, Inc.**  
**Statement of Financial Position**  
**As of June 30, 2023**

	<b>June 30, 2023</b>	<b>June 30, 2022</b>
<b>Assets:</b>		
Cash	\$ 5,236,272	\$ 10,062,564
Grants Receivable	16,624,806	2,524,126
Accounts Receivable	182,536	132,549
Due From Providers	321,911	190,379
Prepaid Expense	45,877	238,585
Fixed Assets	19,479	11,484
<b>Total Assets</b>	<b>\$ 22,430,881</b>	<b>\$ 13,159,687</b>
 <b>Liabilities:</b>		
Accounts Payable	3,065,948	1,733,623
Salary & Benefits Payable	348,414	182,528
Compensated Absences	487,981.71	393,550
Rent Abatement	227,243	209,758
Due to Providers	15,262,524	8,958,600
Due to Other Agencies	1,577,655	1,328,092
Deferred Revenue	1,113,503	19,654
<b>Total Liabilities</b>	<b>\$ 22,083,269</b>	<b>\$ 12,825,806</b>
 <b>Net Assets</b>		
Unrestricted	347,611	333,881
<b>Total Net Assets</b>	<b>347,611</b>	<b>333,881</b>
 <b>Total Liabilities and Net Assets</b>	 <b>\$ 22,430,880</b>	 <b>\$ 13,159,687</b>

**Early Learning Coalition of Broward County, Inc.**  
**Statement of Activities**  
**For the Twelve Month Period Ending June 30, 2023**

	Jun 2023 Actual	FY 2023 YTD Actual	FY 2022 YTD Actual
<b>Revenue</b>			
<b>Recurring</b>			
DEL School Readiness	\$ 8,235,877	\$ 91,588,851	\$ 67,195,540
DEL School Readiness Match	397,069	5,124,434	5,331,414
DEL SR Rate Differentials	1,157,570	13,686,079	7,768,504
DEL - School Readiness Program Assessments	3,981	444,941	403,260
DEL - Voluntary Pre-K	1,804,985	38,239,022	34,068,364
CSC -School Readiness	993,704	5,587,574	3,514,532
CSC - Vulnerable Populations	278,908	2,888,847	2,313,271
Broward County - School Readiness	125,626	2,253,132	2,037,894
Univ of Florida Lastinger Center		92,170	72,785
United Way & Cities - School Readiness	13,458	354,509	406,881
Miscellaneous Income	32,151	68,187	13,103
<b>Subtotal Recurring Revenue</b>	<b>\$ 13,043,329</b>	<b>\$ 160,327,746</b>	<b>\$ 123,125,547</b>
<b>Non-Recurring Pandemic Relief</b>			
DEL Preschool Development Grant	-	377,076	256,437
DEL - CARES/CRRSA Pandemic Relief	1,493,244	6,890,447	22,051,941
DEL - ARPA Stabilization & Workforce	39,412,775	121,208,241	21,245,313
DEL - ARPA VPK \$15/hr Wage Incentive	363,534	6,272,721	-
<b>Subtotal Non-Recurring Pandemic Relief</b>	<b>\$ 41,269,553</b>	<b>\$ 134,748,485</b>	<b>\$ 43,553,691</b>
<b>Total All Revenue</b>	<b>\$ 54,312,881</b>	<b>\$ 295,076,232</b>	<b>\$ 166,679,238</b>
<b>Expenses</b>			
<b>Direct Services</b>			
School Readiness (State and Local Funds)	\$ 9,440,387	\$ 104,177,015	\$ 72,855,059
DEL - Voluntary Pre-K	2,050,727	43,079,466	32,774,267
CSC - Vulnerable Populations	253,547	2,706,064	2,095,651
Stipends and Grants to Providers	40,455,756	122,335,462	43,687,281
<b>Subtotal Direct Services</b>	<b>\$ 52,200,417</b>	<b>\$ 272,298,006</b>	<b>\$ 151,412,258</b>
<b>Program Support</b>			
Eligibility, Customer Services & Providers	\$ 907,555	\$ 8,774,938	\$ 7,549,303
Quality & Education	709,639	8,766,013	3,685,571
<b>Subtotal Program Support</b>	<b>\$ 1,617,194</b>	<b>\$ 17,540,951</b>	<b>\$ 11,234,873</b>
<b>Total Program (Direct + Support)</b>	<b>\$ 53,817,611</b>	<b>\$ 289,838,957</b>	<b>\$ 162,647,131</b>
<b>Administration</b>	526,939	5,223,540	1.8% 4,015,990
<b>Total Expenses</b>	<b>\$ 54,344,550</b>	<b>\$ 295,062,497</b>	<b>\$ 166,663,121</b>
<b>Change in net assets</b>	<b>\$ (31,668)</b>	<b>\$ 13,730</b>	<b>\$ 16,117</b>
<b>Net assets, beginning of year</b>		333,881	317,763
<b>Net assets, end of the period</b>		<b>\$ 347,611</b>	<b>\$ 333,880</b>



**Early Learning Coalition of Broward County, Inc.**  
**Budget to Actual**  
**For The Period Ending June 30, 2023**

Revenue:	FY 2023 Budget Amendment 5	YTD Actual	Balance	% Budget Spent	Notes
<b>Recurring</b>					
DEL School Readiness	\$ 91,444,515	\$ 91,588,847	\$ (144,332)	100%	FY24 Allocation Carried Back to FY23
DEL School Readiness Match	5,124,438	5,124,438	-	100%	
DEL SR Rate Differentials	13,484,311	13,686,079	(201,768)	101%	FY24 Allocation Carried Back to FY23
DEL - School Readiness Program Assessments	620,191	444,941	175,250	72%	All CLASS Observations Completed
DEL - Voluntary Pre-K	51,732,328	38,239,022	13,493,306	74%	Participation lower since Pandemic
CSC -School Readiness	4,923,314	5,587,574	(664,260)	113%	Contract Ends Sep/Utilization will be 100%
CSC - Vulnerable Populations	2,485,992	2,888,847	(402,855)	116%	Contract Ends Sep/Utilization will be 100%
Broward County - School Readiness	3,256,496	2,253,132	1,003,364	69%	Contract Ends Sep/Utilization will be 100%
Univ of Florida Lastinger Center	85,000	92,170	(7,170)	108%	Additional funds awarded
United Way & Cities - School Readiness	400,000	354,509	45,491	89%	Intermittent Revenue
Miscellaneous Income	50,000	68,187	(18,187)	136%	Misc Program Income
<b>Subtotal Recurring Revenue</b>	<b>\$ 173,606,585</b>	<b>\$ 160,327,746</b>	<b>\$ 13,278,838</b>	<b>92%</b>	
<b>Non-Recurring Pandemic Relief</b>					
DEL Preschool Development Grant	387,496	377,076	10,420	97%	Program Ended January 2023
DEL - CARES/CRRSA Pandemic Relief	8,053,271	6,890,447	1,162,824	86%	Balance Reverted & Reappropriated FY24
DEL - ARPA Stabilization & Workforce	119,995,638	121,208,241	(1,212,603)	101%	Balance Reverted & Reappropriated FY24
DEL - ARPA VPK \$15/hr Wage Incentive	7,758,624	6,272,721	1,485,903	81%	Balance Reverted & Reappropriated FY24
<b>Subtotal Non-Recurring Pandemic Relief</b>	<b>\$ 136,195,029</b>	<b>\$ 134,748,485</b>	<b>\$ 1,446,544</b>	<b>99%</b>	
<b>Total All Revenue</b>	<b>\$ 309,801,614</b>	<b>\$ 295,076,232</b>	<b>\$ 14,725,382</b>	<b>95%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
School Readiness (State and Local Funds)	\$ 104,291,843	\$ 104,177,011	\$ 114,832	100%	
DEL - Voluntary Pre-K	50,155,887	43,079,466	7,076,421	86%	Participation lower since Pandemic
CSC - Vulnerable Populations	2,237,393	2,706,064	(468,671)	121%	Additional Funds Awarded June 2023
Stipends and Grants to Providers	127,981,523	122,335,462	5,646,061	96%	Residual ARPA Carried Forward to FY24
<b>Total Child Care Slots and Incentives</b>	<b>\$ 284,666,646</b>	<b>\$ 272,298,002</b>	<b>\$ 12,368,643</b>	<b>96%</b>	
<b>Sub Recipient Expense</b>					
Children's Forum	237,308	\$ 236,457	851	100%	
211 Broward	462,000	404,211	57,789	87%	Staff Vacancies
<b>Total Sub Recipient Expense</b>	<b>\$ 699,309</b>	<b>\$ 640,669</b>	<b>\$ 58,640</b>	<b>92%</b>	
<b>ELC Operating Expense</b>					
Salaries & Benefits	\$ 16,323,061	\$ 15,874,138	\$ 448,923	97%	
Attorneys	109,000	72,424	36,576	66%	
Auditors	42,500	32,000	10,500	75%	
Consultants & Temps	606,488	606,660	(171)	100%	
Staff & Board Travel & Training	75,000	55,151	19,849	74%	Intermittent Expenditures
Insurance	52,418	51,656	762	99%	
Office Rent, Utilities & Maintenance	471,989	500,300	(28,311)	106%	
Office Machine & Storage Leases	11,410	11,567	(156)	101%	
Software Licenses	230,154	249,496	(19,342)	108%	
Internet, Email, Phones	131,866	138,157	(6,291)	105%	
Cell Phones	93,900	108,258	(14,359)	115%	Addl Phones Needed for Field Staff
Sponsorships & Memberships	66,285	70,868	(4,583)	107%	
Books for Kids	550,000	314,212	235,788	57%	Intermittent Expenditures
Instructional Materials	4,822,841	3,608,438	1,214,402	75%	ARPA funds carried Forward to FY24
Other Operating Costs	273,803	302,042	(28,239)	110%	Addl Supplies for Trainings in the Field
Computer Equipment & Software	127,967	126,086	1,881	99%	
Furniture & Fixtures	11,542	790	10,752	7%	Intermittent Expenditures
Depreciation	-	1,584	(1,584)	0%	
Unallocated (Budget Only)	435,437	-	435,437	0%	Balance to Slots or Carried to FY24
<b>Total ELC Operating Expense</b>	<b>\$ 24,435,660</b>	<b>\$ 22,123,826</b>	<b>\$ 2,311,833</b>	<b>91%</b>	
<b>Total Operating &amp; Sub-Recipient Expense</b>	<b>\$ 25,134,968</b>	<b>\$ 22,764,495</b>	<b>\$ 2,370,473</b>	<b>91%</b>	
<b>Total Expense</b>	<b>\$ 309,801,614</b>	<b>\$ 295,062,497</b>	<b>\$ 14,739,116</b>	<b>95%</b>	

ITEM#/MEETING	B241FIN2 / Board
MEETING DATE:	September 11, 2023
SUBJECT:	July 2023 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve July 2023 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, 2023, are attached for review. Financial Highlights for the month of July 2023 are as follows:

**1. Overall**

ELC opened the 2023-2024 fiscal year with very high School Readiness expenditures (11% vs. 8% target) following more than two years of open enrollment that began in November 2020.

VPK expenditures will start ramping up for the fiscal year beginning in August, and new allocations for Stimulus-funded activities will roll out in September.

**2. School Readiness Direct Service:**

At the end of July 2023, School Readiness Direct Service expenditures were 13% higher than last year, which corresponds to 2,000 more children served during the month of July than last year. This year, however, we have had to pause all new enrollments because our base funding allocation for SR, including additional allocations expected this year, is not enough to sustain open enrollment at the 15,500 children/month peak enrollment reached in May 2023 that would likely have continued to rise well into FY24 (and possibly beyond).

With paused new enrollments, the count of children served during July showed a steep decline, as expected, and we served 622 fewer children than in June. However, it is possible that not all the decline is due to children leaving our system since some of them may yet return to services in August after taking a summer break from school. If attendance shows a similar pace of decline in August to what we have seen in July, we are ready to re-start enrollments at a pace sufficient to offset future monthly attrition (currently at 25% or 350 children/month) and hold enrollments at 14,000 children/month service target. See the attached utilization projections for more detail.

**3. VPK Direct Service**

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.

**4. Expected New Revenues**

**\$15 million additional allocation for School Readiness direct services:** The Division of Early Learning is in the process of getting approvals to allocate \$77 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 issue awards for the funds in September and Broward expects to receive \$15 million (20%) of the funding due to the large unmet need for SR services. However, while \$15 million is a welcome increase, it will only cover about half of the total amount needed to maintain enrollments at the high levels achieved in FY23. Staff continue to advocate for the remainder with DEL and Broward’s legislative delegation. We have also recently learned that the \$77 million pool of funds available for this year may recur in the governor’s budget for FY25.

**\$20 million in ARPA Discretionary and Stabilization Funding Allocations:** DEL is currently preparing to distribute awards from a pool of approximately \$305 million for ARPA workforce development activities and residual ARPA stabilization grant funds. See budget amendment #1 narrative for expenditure plan details.

**Recommended Action:**

Finance Committee recommend the Board Approve July 2023 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant.

**Supporting Documents:**

- July 2023 Interim Financial Statements
- July 2023 Utilization Report



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

## **INTERIM FINANCIAL STATEMENTS For The Month Ended July 31, 2023**

**Submitted to the Board  
September 11, 2023**

As Recommended by the Finance Committee  
at the August 29, 2023 Meeting

**Early Learning Coalition of Broward County, Inc.**  
**Statement of Financial Position**  
**As of July 31, 2023**

	<u>July 31, 2023</u>	<u>July 31, 2022</u>
<b>Assets:</b>		
Cash	\$ 6,680,890	\$ 28,143,481
Grants Receivable	29,886,874	11,960,914
Accounts Receivable	330,075	401,575
Due From Providers	321,911	174,694
Prepaid Expense	114,748	114,685
Fixed Assets	19,479	11,484
<b>Total Assets</b>	<b><u>\$ 37,353,977</u></b>	<b><u>\$ 40,806,833</u></b>
<b>Liabilities:</b>		
Accounts Payable	2,682,990	1,950,729
Salary & Benefits Payable	56,825	59,537
Compensated Absences	487,981.71	\$ 393,550
Rent Abatement	228,039	211,488
Due to Providers	9,876,205	8,753,537
Due to Other Agencies	1,514,937	1,328,092
Deferred Revenue	21,995,870	27,772,659
<b>Total Liabilities</b>	<b><u>\$ 36,842,849</u></b>	<b><u>\$ 40,469,592</u></b>
<b>Net Assets</b>		
Unrestricted	511,128	337,241
<b>Total Net Assets</b>	<b><u>511,128</u></b>	<b><u>337,241</u></b>
<b>Total Liabilities and Net Assets</b>	<b><u>\$ 37,353,977</u></b>	<b><u>\$ 40,806,833</u></b>

**Early Learning Coalition of Broward County, Inc.**  
**Statement of Activities**  
**For The Month Ended July 31, 2023**

	July 31, 2023	FY 2023 YTD Actual	FY 2022 YTD Actual
<b>Revenue</b>			
<b>Recurring</b>			
DEL School Readiness	\$ 7,254,323	\$ 7,254,323	\$ 6,634,338
DEL School Readiness Match	769,206	769,206	1,078,947
DEL SR Rate Differentials	1,239,653	1,239,653	-
DEL - School Readiness Program Assessments	11,100	11,100	-
DEL - Voluntary Pre-K	545,505	545,505	546,366
CSC -School Readiness	125,989	125,989	837,684
CSC - Vulnerable Populations	276,781	276,781	191,550
Broward County - School Readiness	829,517	829,517	499,312
Univ of Florida Lastinger Center	-	-	-
United Way & Cities - School Readiness	64,771	64,771	13,339
Miscellaneous Income	169,477	169,477	4,324
<b>Subtotal Recurring Revenue</b>	<b>\$ 11,286,322</b>	<b>\$ 11,286,322</b>	<b>\$ 9,805,861</b>
<b>Non-Recurring Pandemic Relief</b>			
DEL Preschool Development Grant	-	-	-
DEL - CARES/CRRSA Pandemic Relief	-	-	175,244
DEL - ARPA Stabilization & Workforce	6,780	6,780	5,866,772
DEL - ARPA VPK \$15/hr Wage Incentive	81,533	81,533	-
<b>Subtotal Non-Recurring Pandemic Relief</b>	<b>\$ 88,313</b>	<b>\$ 88,313</b>	<b>\$ 6,042,015</b>
<b>Total All Revenue</b>	<b>\$ 11,374,635</b>	<b>\$ 11,374,635</b>	<b>\$ 15,847,876</b>
<b>Expenses</b>			
<b>Direct Services</b>			
School Readiness (State & Local Funds)	\$ 9,063,106	\$ 9,063,106	\$ 7,899,997
DEL - Voluntary Pre-K	546,101	546,101	429,908
CSC - Vulnerable Populations	259,119	259,119	191,550
Stipends and Grants to Providers	59,192	59,192	5,990,789
<b>Subtotal Direct Services</b>	<b>\$ 9,927,518</b>	<b>\$ 9,927,518</b>	<b>\$ 14,512,245</b>
<b>Program Support</b>			
Eligibility, Customer Services & Providers	\$ 588,889	\$ 588,889	\$ 548,362
Quality & Education	351,724	351,724	468,349
<b>Subtotal Program Support</b>	<b>\$ 940,614</b>	<b>\$ 940,614</b>	<b>\$ 1,016,710</b>
<b>Total Program (Direct + Support)</b>	<b>\$ 10,868,131</b>	<b>\$ 10,868,131</b>	<b>\$ 15,528,955</b>
<b>Administration</b>	342,987	342,987	3% 315,561
<b>Total Expenses</b>	<b>\$ 11,211,119</b>	<b>11,211,119</b>	<b>\$ 15,844,516</b>
<b>Change in net assets</b>	<b>\$ 163,516</b>	<b>\$ 163,516</b>	<b>\$ 3,359</b>
<b>Net assets, beginning of year</b>		347,611	337,240
<b>Net assets, end of the period</b>		<b>\$ 511,127</b>	<b>\$ 340,599</b>

**Early Learning Coalition of Broward County, Inc.**  
**Budget to Actual**  
**For The Period Ending July 31, 2023**

Revenue:	FY24 Preliminary Budget	YTD Actual	Balance	% Budget Spent	Notes
<b>Recurring</b>					
DEL School Readiness	\$ 76,088,524	\$ 7,254,323	\$ 68,834,201	10%	\$15M Additional Allocation Pending
DEL School Readiness Match	5,124,438	769,206	4,355,232	15%	Expense Timing Varies w/ Local Match Avail
DEL SR Rate Differentials	9,745,555	1,239,653	8,505,902	13%	Additional Allocation Pending
DEL - School Readiness Program Assessments	-	11,100	(11,100)	0%	Allocation Pending, Residual FY23 Expense
DEL - Voluntary Pre-K	39,982,829	545,505	39,437,324	1%	Participation Lower since Pandemic
CSC -School Readiness	3,592,850	125,989	3,466,861	4%	FY23 Contract Year Ends Sep, will use 100%
CSC - Vulnerable Populations	3,485,992	276,781	3,209,211	8%	
Broward County - School Readiness	3,256,495	829,517	2,426,979	25%	\$900K Match Award that ends Sep Prioritized
Univ of Florida Lastinger Center	85,000	-	85,000	0%	Program Begins in August
United Way & Cities - School Readiness	400,000	64,771	335,229	16%	Intermittent Revenue
Miscellaneous Income	210,000	169,477	40,523	81%	\$160K Henderson Grant awarded July
<b>Subtotal Recurring Revenue</b>	<b>\$ 141,971,683</b>	<b>\$ 11,286,322</b>	<b>\$ 130,685,361</b>	<b>8%</b>	
<b>Non-Recurring Pandemic Relief</b>					
DEL Preschool Development Grant					
DEL - CARES/CRRSA Pandemic Relief					
DEL - ARPA Stabilization & Workforce	-	6,780	(6,780)	0%	Allocation Pending, Residual FY23 expense
DEL - ARPA VPK \$15/hr Wage Incentive	-	81,533	(81,533)	0%	Allocation Pending, Residual FY23 expense
<b>Subtotal Non-Recurring Pandemic Relief</b>	<b>\$ -</b>	<b>\$ 88,313</b>	<b>\$ (88,313)</b>	<b>0%</b>	
<b>Total All Revenue</b>	<b>\$ 141,971,683</b>	<b>\$ 11,374,635</b>	<b>\$ 130,597,049</b>	<b>8%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
School Readiness (State & Local Funds)	\$ 81,244,152	\$ 9,063,106	\$ 72,181,046	11%	High Enrollments
DEL - Voluntary Pre-K	38,445,028	546,101	37,898,927	1%	Participation Lower since Pandemic
CSC - Vulnerable Populations	3,137,393	259,119	2,878,274	8%	
Stipends and Grants to Providers	533,500	59,192	474,308	11%	
<b>Total Child Care Slots and Incentives</b>	<b>\$ 123,360,073</b>	<b>\$ 9,927,518</b>	<b>\$ 113,432,555</b>	<b>8%</b>	
<b>Sub Recipient Expense</b>					
Children's Forum	117,750	\$ 19,185	98,565	16%	Budget Increase Pending
211 Broward	462,000	29,785	432,215	6%	
<b>Total Sub Recipient Expense</b>	<b>\$ 579,750</b>	<b>\$ 48,970</b>	<b>\$ 530,780</b>	<b>8%</b>	
<b>ELC Operating Expense</b>					
Salaries & Benefits	\$ 16,061,916	\$ 1,056,815	\$ 15,005,101	7%	
Attorneys	109,000	2,350	106,650	2%	Intermittent Expenditures
Auditors	43,100	-	43,100	0%	Intermittent Expenditures
Consultants & Temps	164,150	4,331	159,819	3%	Intermittent Expenditures
Staff & Board Travel & Training	75,000	2,307	72,693	3%	Intermittent Expenditures
Insurance	69,000	5,471	63,530	8%	
Office Rent, Utilities & Maintenance	471,989	39,328	432,661	8%	
Office Machine & Storage Leases	4,806	-	4,806	0%	Invoice Pending
Software Licenses	195,144	46,112	149,032	24%	Annual license renewals paid in full in July
Internet, Email, Phones	162,674	8,474	154,200	5%	
Cell Phones	93,900	7,582	86,318	8%	
Sponsorships & Memberships	61,285	32,450	28,835	53%	Annual renewals paid in full In July
Books for Kids	50,000	-	50,000	0%	Intermittent Expenditures
Instructional Materials	50,000	15,996	34,004	32%	Intermittent Expenditures
Other Operating Costs	249,045	13,416	235,630	5%	Intermittent Expenditures
Computer Equipment & Software	50,000	-	50,000	0%	Intermittent Expenditures
Furniture & Fixtures	-	-	-	0%	
Depreciation	-	-	-	0%	
Unallocated (Budget Only)	120,850	-	120,850	0%	
<b>Total ELC Operating Expense</b>	<b>\$ 18,031,859</b>	<b>\$ 1,234,631</b>	<b>\$ 16,797,229</b>	<b>7%</b>	
<b>Total Operating &amp; Sub-Recipient Expense</b>	<b>\$ 18,611,609</b>	<b>\$ 1,283,601</b>	<b>\$ 17,328,008</b>	<b>7%</b>	
<b>Total Expense</b>	<b>\$ 141,971,682</b>	<b>\$ 11,211,119</b>	<b>\$ 130,760,564</b>	<b>8%</b>	



# SCHOOL READINESS 3 YEAR UTILIZATION FY 2023 - 2025

## Fiscal Year 2022-23

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness Base	School Readiness Gold Seal/QPI	Children's Services Council	Broward County	Local Funding	Total Slot Costs	Match	Net Billable	
A	Jul-22	21	13,240	-97	\$28.91	5,807,780	962,619	810,496	443,833	13,339	8,038,067	(35,015)	8,003,052	
A	Aug-22	23	13,891	+651	26.17	6,190,104	1,071,210	642,374	444,483	13,550	8,361,722	(34,400)	8,327,322	
A	Sep-22	22	13,817	-74	25.96	5,780,805	1,033,327	620,873	444,483	10,622	7,890,111	(28,557)	7,861,554	
A	Oct-22	21	14,260	+443	26.11	6,377,165	959,400	413,244		69,348	7,819,157	(30,693)	7,788,464	
A	Nov-22	22	14,453	+193	27.57	7,208,998	1,071,764	413,717		70,958	8,765,437	(28,975)	8,736,462	
A	Dec-22	22	14,676	+223	26.71	7,290,353	1,153,020	111,667		68,928	8,623,968	(36,876)	8,587,092	
A	Jan-23	22	14,967	+291	27.38	7,505,371	1,127,466	258,938	111,667	13,503	9,016,945	(38,924)	8,978,021	
A	Feb-23	20	15,000	+33	27.56	6,747,561	1,154,819	231,935	111,667	22,427	8,268,408	(37,139)	8,231,269	
A	Mar-23	23	15,099	+99	27.79	7,964,345	1,320,502	231,935	111,667	20,958	9,649,406	(43,568)	9,605,838	
A	Apr-23	20	15,176	+77	28.29	7,041,792	1,183,347	231,935	111,667	16,458	8,585,199	(41,996)	8,543,203	
A	May-23	23	15,290	+114	28.38	8,239,345	1,376,076	231,935	111,667	20,532	9,979,554	(51,272)	9,928,282	
A	Jun-23	22	15,448	+158	28.18	7,048,313	1,153,373	1,250,000	111,666	13,458	9,576,811	(48,893)	9,527,917	
Ave Enrollments ( FY23 Baseline)			14,610		\$27.42	<b>Proj Total</b>	<b>\$ 83,201,932</b>	<b>\$ 13,566,922</b>	<b>\$ 5,449,048</b>	<b>\$ 2,002,800</b>	<b>\$ 354,082</b>	<b>\$ 104,574,784</b>	<b>\$ (456,308)</b>	<b>\$ 104,118,476</b>
Baseline FY23 over FY22			2,387			<b>Budget</b>	<b>83,081,887</b>	<b>13,566,922</b>	<b>5,449,048</b>	<b>2,002,800</b>	<b>354,082</b>	<b>104,556,965</b>	<b>(456,308)</b>	<b>104,100,657</b>
Baseline FY23 over FY17			5,214	(FY17 Baseline= 9,396)		<b>Carry-Over</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Avg Cost FY23 over FY17			\$ 8.80	(FY17 Baseline = \$18.62 )		<b>Surplus(Deficit)</b>	<b>\$ (17,819)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (17,819)</b>	<b>\$ -</b>	<b>\$ (17,819)</b>	<b>\$ -</b>

## 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	Match	Net Billable	
A	Jul-23	21	14,826	-622	\$29.07	6,994,839	1,195,178	58,418	737,348	64,782	9,050,566	(51,624)	8,998,942	
P	Aug-23	23	14,794	-32	27.45	7,226,777	1,309,115	35,757	737,348	30,474	9,339,472	(49,782)	9,289,690	
P	Sep-23	21	14,462	-332	27.86	6,453,213	1,203,639	35,757	737,786	30,474	8,460,869	(45,453)	8,415,416	
P	Oct-23	22	14,130	-332	27.00	6,725,696	1,191,023	269,464	175,750	30,474	8,392,408	(47,617)	8,344,790	
P	Nov-23	22	14,098	-32	27.03	6,716,034	1,191,774	269,464	175,750	30,474	8,383,496	(47,617)	8,335,879	
P	Dec-23	21	14,066	-32	27.06	6,377,311	1,139,285	269,464	175,750	30,474	7,992,284	(45,453)	7,946,831	
P	Jan-24	23	14,034	-32	26.94	6,973,794	1,246,552	269,464	175,750	30,474	8,696,034	(49,782)	8,646,253	
P	Feb-24	21	14,002	-32	27.03	6,330,103	1,140,718	269,464	175,750	30,474	7,946,509	(45,453)	7,901,056	
P	Mar-24	21	13,970	-32	27.06	6,320,122	1,141,434	269,464	175,750	30,474	7,937,244	(45,453)	7,891,792	
P	Apr-24	22	13,938	-32	26.96	6,595,915	1,195,526	269,464	175,750	30,474	8,267,129	(47,617)	8,219,512	
P	May-24	23	13,953	+15	27.53	7,109,138	1,249,402	269,464	175,750	30,474	8,834,228	(50,621)	8,783,607	
P	Jun-24	20	14,041	+88	28.53	6,447,486	1,089,601	269,464	175,750	30,474	8,012,775	(46,208)	7,966,567	
Average Enrollments (Ba			14,193		\$27.46	<b>Proj Total</b>	<b>\$ 80,270,428</b>	<b>\$ 14,293,248</b>	<b>\$ 2,555,105</b>	<b>\$ 3,794,233</b>	<b>\$ 400,000</b>	<b>\$ 101,313,014</b>	<b>\$ (572,679)</b>	<b>\$ 100,740,334</b>
Increase to baseline FY2			(417)			<b>Budget</b>	<b>65,470,370</b>	<b>14,293,248</b>	<b>2,555,105</b>	<b>3,794,233</b>	<b>400,000</b>	<b>86,112,956</b>	<b>-</b>	<b>86,112,956</b>
Increase to baseline FY2			4,797	(FY17 Baseline= 9,396)		<b>Carry-Over</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Increase in Avg Cost ove			\$ 8.84	(FY17 Baseline = \$18.62 )		<b>Surplus(Deficit)</b>	<b>\$ (14,800,058)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (15,200,058)</b>	<b>\$ 572,679</b>	<b>\$ (14,627,379)</b>	<b>\$ -</b>

## 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	Match	Net Billable
P	Jul-24	23	13,844	-197	\$27.15	7,125,673	1,059,735	269,464	175,750	15,068	8,645,690	(49,782)	8,595,908
P	Aug-24	22	13,857	+13	27.19	6,670,783	1,157,210	269,464	175,750	15,307	8,288,514	(49,782)	8,238,732
P	Sep-24	21	13,870	+13	27.22	6,409,184	1,060,897	269,464	175,750	12,000	7,927,294	(49,782)	7,877,512
P	Oct-24	23	13,883	+13	27.36	7,101,217	1,111,277	269,464	175,750	78,342	8,736,050	(49,782)	8,686,268
P	Nov-24	21	13,896	+13	27.45	6,375,114	1,111,454	269,464	175,750	80,160	8,011,942	(49,782)	7,962,161
P	Dec-24	22	13,909	+13	27.36	6,785,785	1,064,282	269,464	175,750	77,867	8,373,147	(49,782)	8,323,366
P	Jan-25	23	13,922	+13	27.13	7,064,006	1,163,103	269,464	175,750	15,254	8,687,577	(49,782)	8,637,795
P	Feb-25	20	13,935	+13	27.27	6,065,489	1,065,348	269,464	175,750	25,335	7,601,386	(49,782)	7,551,604
P	Mar-25	22	13,948	+13	27.25	6,827,333	1,067,260	269,464	175,750	23,676	8,363,484	(49,782)	8,313,702
P	Apr-25	22	13,961	+13	27.24	6,786,149	1,117,081	269,464	175,750	18,593	8,367,036	(49,782)	8,317,255
P	May-25	22	13,974	+13	27.66	6,867,272	1,166,721	269,464	175,750	23,194	8,502,401	(49,782)	8,452,619
P	Jun-25	21	13,987	+13	28.59	6,916,658	1,020,493	269,464	175,750	15,204	8,397,569	(49,782)	8,347,787
Average Enrollments (Ba			13,916		\$27.41	<b>Proj Total</b>	<b>\$ 80,994,663</b>	<b>\$ 13,164,863</b>	<b>\$ 3,233,564</b>	<b>\$ 2,109,000</b>	<b>\$ 99,902,090</b>	<b>\$ (597,380)</b>	<b>\$ 99,304,710</b>
Increase to baseline FY2			(277)			<b>Budget</b>	<b>64,970,370</b>	<b>13,164,863</b>	<b>3,233,564</b>	<b>2,109,000</b>	<b>83,477,797</b>	<b>-</b>	<b>83,477,797</b>
Increase to baseline FY2			4,520	(FY17 Baseline= 9,396)		<b>Carry-Over</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Increase in Avg Cost ove			\$ 8.79	(FY17 Baseline = \$18.62 )		<b>Surplus(Deficit)</b>	<b>\$ (16,024,293)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (16,424,293)</b>	<b>\$ 597,380</b>	<b>\$ (15,826,914)</b>



# SCHOOL READINESS UTILIZATION FY 2021-2023

## Children Services Council Vulnerable Population Contract

**New Enrollments from Waitlist:**

Enroll per Mo: 39  
 Transfer to Sr/ Mo. 19 Avg  
 Age Out/Exit Care: 5 Avg  
 Rate Incr Effective 7/1/21 & 3/1/22

**Funding Changes:**

**Assumptions:**

Daily Average Cost forecast reflects current actual trends.  
 All currently requested rate increases approved

### 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
P	Aug-23	23	337	+15	37.20	288,340		288,340
P	Sep-23	21	352	+15	37.20	274,985		274,985

Projected Total	\$ 2,849,634
FY23 CSC Contract Year Bud	\$ 2,710,668
<b>Surplus(Deficit) CSC Contract Year</b>	<b>\$ (138,966)</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
P	Oct-23	22	367	+30	35.91	289,920		289,920
P	Nov-23	22	382	+15	35.91	301,770		301,770
P	Dec-23	21	384	+2	36.91	297,625		297,625
P	Jan-24	23	386	+2	35.91	318,790		318,790
P	Feb-24	21	388	+2	35.91	292,578		292,578
P	Mar-24	21	390	+2	35.91	294,086		294,086
P	Apr-24	22	392	+2	35.91	309,670		309,670
P	May-24	23	394	+2	36.41	329,928		329,928
P	Jun-24	20	396	+2	36.91	292,311		292,311
P	Jul-24	23	400	+4	35.91	330,353		330,353
P	Aug-24	22	405	+5	35.91	319,939		319,939
P	Sep-24	21	410	+5	35.91	309,167		309,167

Projected Total	\$ 3,686,138
FY23 CSC Contract Year Bud	\$ 3,090,754
<b>Surplus(Deficit) CSC Contract Year</b>	<b>\$ (595,384)</b>

ITEM#/MEETING	B241FIN3 / Finance Committee
MEETING DATE:	September 11, 2023
SUBJECT:	FY 2024 Budget Amendment #1
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve FY2024 Budget Amendment #1</b>
FINANCIAL IMPACT:	\$32,787,804 Net Increase to Revenue and Expense

**Background Information:**

In June 2023, 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 FY2024. The annual budget has been amended to reflect these and other proposed changes.

**Current Status:** Key changes and updates Included in FY2024 Budget Amendment #1 are as follows:

**1. Revenue and Related Expenditures**

***\$4,813,913 Net Increase to DEL funding allocations for FY24***

- DEL allocated approximately \$4.6 million more FY24 Gold Seal and Quality Performance Incentive (QPI) differentials to match our current pace of expenditure. Under the new funding formula, DEL must automatically increase allocations to any Coalition that requires additional funding for these differentials.
- DEL increased Broward’s proportionate share allocation from the Statewide Match funding pool by approximately \$432K for the first time in 3 years. 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.
- Two small additional adjustments totaling \$75K were made by DEL to cover expenses that cross fiscal years.

***\$27,973,891 New ARPA funding for Residual Stabilization Grants and Workforce Development Activities***

- \$7.5 million in residual ARPA Stabilization grant funds for one last round of stabilization grants for all providers that completed their final round 2 application in April 2023 and that are still in business. Approximately \$7 million in grants are scheduled to be issued as soon we receive advance funds from DEL to cover the cost. The remaining balance is for any straggler grants that need to be issued and for the cost of administering the grants. The average grant amount for this round will be approximately \$12K.
- \$305K in ARPA funds for residual rate premiums paid to VPK providers that paid their staff \$15/hr or more for summer services in July. Unfortunately, the rate premium was not renewed by the State legislature for the FY24 school year.
- \$20.1 million in ARPA Discretionary awards for workforce development activities are expected to be finalized in September. While approximately \$850K of this funding has already been awarded for curriculum purchase and CLASS activities, \$19.3 million earmarked for Broward must be “applied for” through a narrative and expenditure plan and approved by DEL to trigger the award.

Once this new allocation is finalized, we will be able to apply it to qualifying residual workforce expenses back to July 1, 2023, but we are not able to initiate new purchases or procurements until DEL actually

issues the Notice of Award. Staff are currently preparing the required documentation for the application, which was released at the end of August, and the line-item draft budget below has been incorporated into this amended budget. Staff are also preparing documentation in advance of any planned procurements so that RFPs or Sole Sourced postings may be issued promptly as soon as the funds are finalized.

**ARPA Discretionary Draft Budget October 1, 2023 to June 30, 2024**

Category	Description	Proposed Budget
<b>Pass Through &amp; Incentives</b>	Stipends & Grants for Educators	\$ 11,500,000
	School Readiness Learning Technology for Providers	2,000,000
	Curriculum for Providers	1,777,763
	Unallocated Pending Program Implementation	450,000
<b>Staff Costs</b>	14 FTE Existing Grant Funded Staff 3 FTE Existing Permanent Staff Allocating to ARPA	1,300,000
<b>Consultants</b>	Cadre of Mental Health Coaches (RFP)	250,000
	Cadre of Trainers on a Variety of Topics (RFP)	500,000
	BLI Business Development Training Workshops	50,000
	One Beat CPR Trainings	20,000
<b>Books for Kids</b>	Bookworms & Baby Bookworms (Family Engagement)	500,000
<b>Instructional Materials</b>	Mental Health Kits (Drop Shipped)	350,000
	CLASS trainings; Dimension Guides, Kits, Score Sheets	200,000
	CDA Academy Training Materials	15,000
<b>Conference Costs</b>	BECE Professional Development Conference	100,000
<b>Equipment &amp; Supplies</b>	Laptops, Cell Phones, Portable Projectors & Screens	100,000
<b>Furniture &amp; Fixtures</b>	Model Classroom (RFP)	50,000
<b>Administration</b>	Not to Exceed 5% of Total Expenditures	1,009,324
<b>Total</b>		<b>\$ 20,172,087</b>

**2. Staff Cost Expense Changes**

***\$675,459 Increase in Staff Cost expense:***

- \$163,459 increase to extend funding for 14 ELC staff in grant-funded roles through June 30, 2024. In the preliminary budget, these roles could only be funded through March 31, 2024 because concrete information about new allocations of stimulus dollars was not available for budgeting at the time. Now

that the ARPA funds allocation is in process, the positions can be budgeted all the way to the end of the fiscal year.

- \$60,000 for cost of increased 403B retirement plan match benefits in FY24 to maintain plan compliance with ERISA requirements. See regular business for proposed change to match policy.
- \$431,000 for a bonus pool to pay another round of mid-year performance bonuses to all staff, including the CEO based on individual 6-month progress toward annual performance goals. The presence of ARPA funding in the FY24 budget helps offset the cost of this one-time expenditure. The maximum bonus amount would be \$2,000. This request includes a one-time policy exception to allow total performance pay compensation amounts to exceed the Coalition's current cap at 5% of gross salary per year.


**Recommendation:**

Finance Committee recommend the Board Approve FY2024 Budget Amendment #1

**Supporting Documents:**

- Draft FY2023 Budget Amendment #1 and prior period comparisons.

# FY2024 Amended Budget by Business Activity (Proposed Amendment #1)

	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	\$ 59,759,563	\$ 7,275,000	\$ 4,827,390	\$ 4,082,240	\$ 75,944,193
DEL School Readiness Match	5,556,282	-	-	-	5,556,282
DEL School Readiness Rate Differentials	14,202,945	-	-	-	14,202,945
DEL Program Assessments	-	-	69,010	-	69,010
DEL - Voluntary Pre-K	38,445,028	1,153,351	-	384,450	39,982,829
CSC - Income Eligible	3,233,565	269,464	-	89,821	3,592,850
CSC - Vulnerable Populations	3,137,393	261,449	-	87,150	3,485,992
Broward County- Income Eligible	2,894,663	271,375	-	90,458	3,256,496
Univ of Florida Lastinger Ctr	-	-	85,000	-	85,000
Local Match: United Way & Cities	400,000	-	-	-	400,000
Miscellaneous Grants & Program Income	-	-	202,000	8,000	210,000
<b>Total Recurring</b>	<b>\$ 127,629,439</b>	<b>\$ 9,230,639</b>	<b>\$ 5,183,400</b>	<b>\$ 4,742,120</b>	<b>\$ 146,785,597</b>
<b>Non-Recurring Pandemic Relief</b>					
DEL - ARPA Stabilization & Workforce	-	-	26,285,446	1,383,445	27,668,891
DEL - ARPA VPK \$15/hr Wage Incentive	305,000	-	-	-	305,000
<b>Total Non-Recurring Pandemic Relief</b>	<b>\$ 305,000</b>	<b>\$ -</b>	<b>\$ 26,285,446</b>	<b>\$ 1,383,445</b>	<b>\$ 27,973,891</b>
<b>Total All Revenue</b>	<b>\$ 127,934,439</b>	<b>\$ 9,230,639</b>	<b>\$ 31,468,846</b>	<b>\$ 6,125,564</b>	<b>\$ 174,759,488</b>
<b>Expense:</b>					
<b>Child Care Slots</b>					
DEL School Readiness	\$ 86,047,018	\$ -	\$ -	\$ -	\$ 86,047,018
DEL - Voluntary Pre-K	38,750,028	-	-	-	38,750,028
CSC - Vulnerable Populations	3,137,393	-	-	-	3,137,393
Grants/Stipends	-	-	24,132,806	-	24,132,806
<b>Total Slots &amp; Grants/Stipends</b>	<b>\$ 127,934,439</b>	<b>\$ -</b>	<b>\$ 24,132,806</b>	<b>\$ -</b>	<b>\$ 152,067,245</b>
<b>Sub Recipient Expense</b>					
Children's Forum	-	-	191,794	20,000	211,794
211-Broward	-	337,000	-	125,000	462,000
<b>Total Sub Recipient Expense</b>	<b>\$ -</b>	<b>\$ 337,000</b>	<b>\$ 191,794</b>	<b>\$ 145,000</b>	<b>\$ 673,794</b>
<b>ELC Operating Expense</b>					
Staff Costs	-	\$ 8,348,409	\$ 4,586,522	\$ 3,802,444	\$ 16,737,375
Attorneys	-	-	-	134,000	134,000
Auditors	-	-	-	43,100	43,100
Consultants & Temps	-	6,250	837,900	70,000	914,150
Staff & Board Travel	-	-	60,000	15,000	75,000
Insurance	-	40,503	16,970	11,527	69,000
Office Rent & Utilities	-	290,168	116,133	78,883	485,184
Office Machines & Storage	-	-	-	4,806	4,806
Software Licenses	-	19,000	13,950	162,194	195,144
Phones/Internet/Web Page	-	83,416	34,949	44,309	162,674
Cell Phones	-	-	2,700	91,200	93,900
Sponsorships & Memberships	-	25,000	-	36,710	61,710
Books for Kids	-	-	550,000	-	550,000
Instructional Materiels	-	-	600,000	-	600,000
Fees, Supplies & Other Misc Ops Costs	-	4,000	13,560	231,485	249,045
Computer Equipment	-	-	136,844	13,156	150,000
Furniture & Fixtures	-	-	50,000	12,968	62,968
Unallocated (Budget Only)	-	76,892	124,718	1,228,783	1,430,392
<b>Total ELC Operating Expense</b>	<b>\$ -</b>	<b>\$ 8,893,639</b>	<b>\$ 7,144,246</b>	<b>\$ 5,980,564</b>	<b>\$ 22,018,449</b>
<b>Total ELC Operating Expense &amp; Subs</b>	<b>\$ -</b>	<b>\$ 9,230,639</b>	<b>\$ 7,336,040</b>	<b>\$ 6,125,564</b>	<b>\$ 22,692,243</b>
<b>Total Expense</b>	<b>\$ 127,934,439</b>	<b>\$ 9,230,639</b>	<b>\$ 31,468,846</b>	<b>\$ 6,125,564</b>	<b>\$ 174,759,488</b>
<b>Revenue over Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

73%

5%

18%

4%

100%

# Proposed FY2024 Preliminary Budget Three Year Comparison



<b>Revenue:</b>	FY2022 Actual	FY2023 Preliminary Actual (Unaudited)	FY2024 Preliminary Approved Jun 2023	FY2024 Amendment #1 Proposed	Change (Amendment 1 over FY24 Preliminary)	Reason for Change
<b>Recurring</b>						
DEL School Readiness	\$ 66,402,097	\$ 91,471,187	\$ 76,088,524	\$ 75,944,193	\$ (144,331)	FY23 Carry Back
DEL School Readiness Match	5,331,414	5,124,434	5,124,438	5,556,282	431,844	Actual Award Amt
DEL School Readiness Rate Differential	8,561,947	13,803,743	9,745,555	14,202,945	4,457,390	Actual Award Amt
DEL Program Assessments	403,260	444,941	-	69,010	69,010	FY23 Carry Forward
DEL - Voluntary Pre-K	34,068,364	38,239,022	39,982,829	39,982,829	-	
CSC - Income Eligible	3,514,532	5,587,574	3,592,850	3,592,850	-	
CSC - Vulnerable Populations	2,313,271	2,888,847	3,485,992	3,485,992	-	
Broward County- Income Eligible	2,037,895	2,253,132	3,256,496	3,256,496	-	
Univ of Florida Lastinger Ctr	72,785	92,170	85,000	85,000	-	
Local Match: United Way & Cities	406,881	354,509	400,000	400,000	-	
Miscellaneous Grants & Program Inco	13,103	68,187	210,000	210,000	-	
<b>Subtotal Recurring Revenue</b>	<b>\$ 123,125,548</b>	<b>\$ 160,327,746</b>	<b>\$ 141,971,684</b>	<b>\$ 146,785,597</b>	<b>\$ 4,813,913</b>	
<b>Non-Recurring Pandemic Relief</b>						
DEL Preschool Development Grant	256,437	377,076	-	-	-	
DEL-CARES/CRRSA Pandemic Relief	22,051,941	6,890,447	-	-	-	
DEL - ARPA Stabilization & Workforce	21,245,313	121,201,241	-	27,668,891	27,668,891	\$19.3 M Pending Award
DEL - ARPA VPK \$15/hr Wage Incentive		6,272,721		305,000	305,000	FY23 Carry Forward
<b>Subtotal Non-Recurring</b>	<b>\$ 43,553,691</b>	<b>\$ 134,741,485</b>	<b>\$ -</b>	<b>\$ 27,973,891</b>	<b>\$ 27,973,891</b>	
<b>Total All Revenue</b>	<b>\$ 166,679,239</b>	<b>\$ 295,069,232</b>	<b>\$ 141,971,684</b>	<b>\$ 174,759,488</b>	<b>\$ 32,787,804</b>	
<b>Expense:</b>						
<b>Child Care Slots &amp; Grants/Stipends</b>						
DEL School Readiness	\$ 72,852,347	\$ 104,149,015	\$ 81,244,152	\$ 86,047,018	\$ 4,802,866	Primarily Rate Incentives
DEL - Voluntary Pre-K	32,774,267	43,079,466	38,445,028	38,750,028	305,000	Summer VPK Incentives
CSC - Vulnerable Populations	2,095,651	2,706,064	3,137,393	3,137,393	-	
Grants/Stipends	43,687,281	122,356,462	533,501	24,132,806	23,599,306	ARPA Grants & PassThru
<b>Total Slots &amp; Grants/Stipends</b>	<b>\$ 151,409,546</b>	<b>\$ 272,291,007</b>	<b>\$ 123,360,074</b>	<b>\$ 152,067,245</b>	<b>\$ 28,707,171</b>	
<b>Sub Recipient Expense</b>						
Children's Forum	112,098	236,457	117,750	211,794	\$ 94,044	Budget Inc FY24 Only
211-Broward	447,355	404,211	462,000	462,000	-	
<b>Total Sub Recipient Expense</b>	<b>\$ 559,453</b>	<b>\$ 640,669</b>	<b>\$ 579,750</b>	<b>\$ 673,794</b>	<b>\$ 94,044</b>	
<b>ELC Operating Expense</b>						
Staff Costs	\$ 12,137,603	\$ 15,874,138	\$ 16,061,916	\$ 16,737,375	\$ 675,459	See Budget Narrative
Attorneys	46,613	72,424	109,000	134,000	25,000	ERISA Attorney
Auditors	46,800	32,000	43,100	43,100	-	
Consultants & Temps	583,489	606,660	164,150	914,150	750,000	ARPA Consultants
Staff & Board Travel	93,930	55,151	75,000	75,000	-	
Insurance	42,105	51,656	69,000	69,000	-	
Office Rent & Utilities	460,797	597,035	471,989	485,184	13,195	Bldg Share Costs Raised
Office Machines & Storage	7,005	11,567	4,806	4,806	-	
Software Licenses	221,725	274,403	195,144	195,144	-	
Phones/Internet/Web Page	147,324	194,772	162,674	162,674	-	
Cell Phones	59,449	108,258	93,900	93,900	-	
Sponsorships & Memberships	65,525	70,914	61,285	61,710	425	Staff Notaries
Books for Kids	249,260	314,212	50,000	550,000	500,000	ARPA Bookworms
Instructional Materiels	111,766	3,608,438	50,000	600,000	550,000	ARPA MH Kits & CLASS
Fees, Supplies & Other Misc Ops Costs	328,025	123,918	249,045	249,045	-	
Computer Equipment	90,253	125,906	50,000	150,000	100,000	ARPA Equip Estimate
Furniture & Fixtures	675	790	-	62,968	62,968	ARPA Model Clrm \$50K
Depreciation	1,778	1,584	-	-	-	
Unallocated (Budget Only)			120,851	1,430,392	1,309,541	
<b>Total ELC Operating Expense</b>	<b>\$ 14,694,122</b>	<b>\$ 22,123,826</b>	<b>\$ 18,031,860</b>	<b>\$ 22,018,449</b>	<b>\$ 3,986,589</b>	
<b>Total ELC Operating Expense &amp; Subs</b>	<b>\$ 15,253,575</b>	<b>\$ 22,764,495</b>	<b>\$ 18,611,610</b>	<b>\$ 22,692,243</b>	<b>\$ 4,080,633</b>	
<b>Total Expense</b>	<b>\$ 166,663,121</b>	<b>\$ 295,055,502</b>	<b>\$ 141,971,684</b>	<b>\$ 174,759,488</b>	<b>\$ 32,787,804</b>	
<b>Revenue over Expense</b>	<b>\$ 16,118</b>	<b>\$ 13,730</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

# Proposed FY24 Amendment #1 vs Year to Date Actual



	FY2024 Amendment #1 Proposed	July 2023 YTD Actual	Remaining Balance	Percent Spent	
<b>Revenue:</b>					
<b>Recurring</b>					
DEL School Readiness	\$ 75,944,193	\$ 7,254,323	\$ 68,689,870	10%	Allocation Adjustment to Cover FY23 Expenses
DEL School Readiness Match	5,556,282	769,206	4,787,076	14%	Actual Amount Awarded
DEL School Readiness Rate Differentials	14,202,945	1,239,653	12,963,293	9%	Actual Amount Awarded
DEL Program Assessments	69,010	11,100	57,910	16%	FY23 Expense Carried Forward to FY24
DEL - Voluntary Pre-K	39,982,829	545,505	39,437,324	1%	School Year Begins in August
CSC - Income Eligible	3,592,850	125,989	3,466,861	4%	
CSC - Vulnerable Populations	3,485,992	276,781	3,209,211	8%	
Broward County- Income Eligible	3,256,496	829,517	2,426,979	25%	Supplemental \$900K Award Expires Sep
Univ of Florida Lastinger Ctr	85,000	-	85,000	0%	Training Year Begins in Aug
Local Match: United Way & Cities	400,000	64,771	335,229	16%	Intermittent Revenue
Miscellaneous Grants & Program Income	210,000	169,477	40,523	81%	160K Henderson Grant Rec'd July
<b>Subtotal Recurring Revenue</b>	<b>\$ 146,785,597</b>	<b>\$ 11,286,322</b>	<b>\$ 135,499,275</b>	<b>8%</b>	
<b>Non-Recurring Pandemic Relief</b>					
DEL Preschool Development Grant	-	-	-	-	
DEL-CARES/CRRSA Pandemic Relief	-	-	-	-	
DEL - ARPA Stabilization & Workforce	27,668,891	6,780	27,662,111	0%	\$7.5M for Stabilization, \$19.3M for Workforce
DEL - ARPA VPK \$15/hr Wage Incentive	305,000	81,533	223,467	27%	Residual VPK Wage Premium for Summer
<b>Subtotal Pandemic Relief</b>	<b>\$ 27,973,891</b>	<b>\$ 88,313</b>	<b>\$ 27,885,578</b>	<b>0%</b>	
<b>Total All Revenue</b>	<b>\$ 174,759,488</b>	<b>\$ 11,374,635</b>	<b>\$ 163,384,853</b>	<b>7%</b>	
<b>Expense:</b>					
<b>Child Care Slots &amp; Grants/Stipends</b>					
DEL School Readiness	\$ 86,047,018	\$ 9,063,106	\$ 76,983,912	11%	Addl funds for slots pending from DEL
DEL - Voluntary Pre-K	38,750,028	546,101	38,203,927	1%	School Year Begins in August
CSC - Vulnerable Populations	3,137,393	259,119	2,878,274	8%	
Grants/Stipends	24,132,806	59,192	24,073,615	0%	\$7M Grants, Balance to ARPA D Activities
<b>Total Slots &amp; Grants/Stipends</b>	<b>\$ 152,067,245</b>	<b>\$ 9,927,518</b>	<b>\$ 142,139,727</b>	<b>7%</b>	
<b>Sub Recipient Expense</b>					
Children's Forum	211,794	19,185	192,609	9%	
211-Broward	462,000	29,785	432,215	6%	
<b>Total Sub Recipient Expense</b>	<b>\$ 673,794</b>	<b>\$ 48,970</b>	<b>\$ 624,824</b>	<b>7%</b>	
<b>ELC Operating Expense</b>					
Staff Costs	\$ 16,737,375	\$ 1,056,815	\$ 15,680,560	6%	
Attorneys	134,000	2,350	131,650	2%	Intermittent Expense
Auditors	43,100	-	43,100	0%	Intermittent Expense
Consultants & Temps	914,150	4,331	909,819	0%	Intermittent Expense
Staff & Board Travel	75,000	2,307	72,694	3%	Intermittent Expense
Insurance	69,000	5,471	63,529	8%	
Office Rent & Utilities	485,184	39,328	445,856	8%	
Office Machines & Storage	4,806	-	4,806	0%	Invoice pending
Software Licenses	195,144	46,112	149,031	24%	Annual Licenses Paid in Full in July
Phones/Internet/Web Page	162,674	8,474	154,200	5%	
Cell Phones	93,900	7,582	86,318	8%	
Sponsorships & Memberships	61,710	32,450	29,260	53%	Intermittent Expense
Books for Kids	550,000	-	550,000	0%	ARPA spend plan pending
Instructional Materials	600,000	15,996	584,004	3%	Intermittent Expense
Fees, Supplies & Other Misc Ops Costs	249,045	13,416	235,629	5%	Intermittent Expense
Computer Equipment	150,000	-	150,000	0%	Intermittent Expense
Furniture & Fixtures	62,968	-	62,968	0%	\$50K Model Classroom ARPA + Cabinets, Door
Unallocated (Budget Only)	1,430,392	-	1,430,392	0%	
<b>Total ELC Operating Expense</b>	<b>\$ 22,018,449</b>	<b>\$ 1,234,631</b>	<b>\$ 20,783,818</b>	<b>6%</b>	
<b>Total Non-Slot Expense</b>	<b>22,692,243</b>	<b>1,283,601</b>	<b>21,408,642</b>	<b>6%</b>	
<b>Total Expense</b>	<b>\$ 174,759,488</b>	<b>\$ 11,211,119</b>	<b>\$ 163,548,369</b>	<b>6%</b>	
<b>Revenue over Expense</b>	<b>\$ -</b>	<b>\$ 163,516</b>	<b>\$ (163,516)</b>		





ITEM#/MEETING	B241FIN4 / Board
MEETING DATE:	September 11, 2023
SUBJECT:	FY 2024 Purchases over \$35,000
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2024 Purchases over \$35,0000
FINANCIAL IMPACT:	\$2,173,205
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:**

## Program Purchases over \$35,000 for approval

Item	Vendor	Amount	Purpose	Renewal Status	Services
a.	Teachstone, Inc.	\$200,00	CLASS® Trainings & Materials	<ul style="list-style-type: none"> <li>• Sole Sourced</li> <li>• No Renewals</li> <li>• ARPA</li> </ul>	<ul style="list-style-type: none"> <li>• To supply training to educators to upskill staff under the Broward Above and Beyond Workforce Initiative.</li> <li>• See Executive Committee Packet for Detail</li> </ul>
b.	Children’s Forum	\$553,205	INCENTIVES\$ Wage Supplements	<ul style="list-style-type: none"> <li>• Sole Sourced</li> <li>• No Renewals</li> </ul>	<ul style="list-style-type: none"> <li>• To supply wage supplements for educators that achieve professional development milestones.</li> <li>• Budget Increase to Existing Agreement</li> <li>• See Executive Committee Packet for Detail</li> </ul>
c.	Scholastic	\$500,000	Broward Bookworms	<ul style="list-style-type: none"> <li>• Procured FY22</li> <li>• FY24 = Year 2</li> <li>• Up to 4 renewals</li> <li>• ARPA</li> </ul>	<ul style="list-style-type: none"> <li>• To provide book packs drop shipped to Broward families &amp; promote family engagement through literacy.</li> <li>• See Executive Committee Packet for Detail</li> </ul>
d.	TBD	\$70,000	Independent Contractor CLASS Observers	<ul style="list-style-type: none"> <li>• RFQ Pending</li> </ul>	<ul style="list-style-type: none"> <li>• To engage qualified independent contractors to conduct CLASS observations @\$350 per Observation.</li> <li>• See Executive Committee Packet for Detail</li> </ul>
e.	TBD	\$350,000	Mental Health Support Kits for Providers	RFQ Pending ARPA	<ul style="list-style-type: none"> <li>• Mental Health Support kits to support ARPA-funded Mental Health Support Initiative FY24</li> <li>• See Executive Committee Packet for Detail</li> </ul>
f.	TBD	\$500,000	Professional Development Trainers for Educators	RFQ Pending ARPA	<ul style="list-style-type: none"> <li>• To engage qualified trainers to conduct professional development trainings for educators to upskill the workforce.</li> <li>• See Executive Committee Packet for Detail</li> </ul>

**Recommended Action:**

- Finance Committee Recommend the Board Approve FY 2024 Vendor Purchases over \$35,000



<b>ITEM/MEETING</b>	B241RB1 / Board
<b>DATE:</b>	September 11, 2023
<b>SUBJECT:</b>	Agreements for Specialized Legal Services
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<ol style="list-style-type: none"> <li>1. Ratify Agreement with Bryant, Miller, Olive PA for FY24 Employment Law-Related Legal Services</li> <li>2. Ratify Agreement with the Klausner, Kaufman, Jensen &amp; Levinson PA for FY24 ERISA-Related Legal Services</li> </ol>
<b>FINANCIAL IMPACT:</b>	Not to Exceed \$60,000 FY 2024 Budget
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In 2022, ELC selected Goren, Cherof, Doody & Ezrol PA (Goren Cherof), a Broward-based law firm specializing in nonprofit and local government legal matters, through a public procurement to provide General Counsel legal services to ELC’s Board and staff. The scope of the contract services with Goren Cherof included employment law services that Goren Cherof previously handled through attorneys at the firm that specialize in this practice area. Due to staffing changes within the firm in July 2023, Goren Cherof recommended that the Coalition engage a specialized law firm to cover this element of the Goren Cherof Scope of Work to efficiently provide access to needed expertise in a collaborative arrangement with Goren Cherof. ELC subsequently executed an agreement for services from July 1, 2023 to June 30, 2024 in an amount not to exceed \$35,000 at the same rates established for Goren Cherof through procurement. The vendor’s qualifications and the Agreement Scope of Services are attached as supporting documents.

Also in July, ELC staff requested Goren Cherof’s assistance in engaging a law firm that specializes in ERISA and Retirement law to assist the ELC in navigating ongoing compliance matters with ELC’s 403B Retirement plan (Plan) and to provide expert advisory services to the staff and board in securing Plan service providers. ERISA and Retirement Plan legal services were not included in Goren Cherof’s scope of services. Julie Klahr connected staff with Robert Klausner, of Klausner, Kaufman, Jensen & Levinson. ELC subsequently executed an agreement for services from July 1, 2023 to June 30, 2024 in an amount not to exceed \$25,000. The vendor’s qualifications and the Agreement Scope of Services are attached as supporting documents.

**Current Status:**

Both attorneys were in attendance at the Executive Committee meeting on August 29, 2023 to introduce themselves and answer any questions the members may have about their services since the areas of employment law and ERISA compliance can affect Board and organizational fiduciary risk. Julie Klahr from Goren Cherof will discuss the need for the services and the arrangements at the Board meeting.

**Recommendations:**

Executive Committee recommends the Board:

1. Ratify Agreement with Bryant, Miller, Olive PA for FY24 Employment Law- Related Legal Services
2. Ratify Agreement with the Klausner, Kaufman, Jensen & Levinson PA for FY24 ERISA-Related Legal Services

**Supporting Documentation:**

- Bryant Miller Olive Qualifications and Scope of Services
- Klausner, Kaufman, Jensen & Levinson Qualifications and Scope of Services
- Goren Cherof Scope of Services

## **Exhibit A**

### ***Scope of Services and Billing***

**1) DEFINITIONS: None**

**2) DESCRIPTION OF THE WORK AND/OR SERVICES:**

The Vendor was selected to provide services based on qualifications and cost analysis to provide employment law training and advisory services to the Coalition Board and staff. The Vendor's Credentials are attached to this Agreement as **Exhibit B**.

The Scope of Services will include (but are not limited to):

- A. Assist Coalition staff in updating and strengthening Coalition human resource policies in consultation with the Coalition's General Counsel:
  - a. Provide model policies that align with all applicable State and Federal Laws
  - b. Advise Coalition staff is customizing policies to ensure:
    - i. Alignment with Coalition business model and culture
    - ii. Alignment with insurance policy requirements and other risk mitigation best practices
    - iii. Compliance with funding contract requirements
    - iv. Plain language presentation so that policies can be easily understood by and explained to staff, management and Board members.
  - c. Assist Coalition staff in presenting policies to the Coalition Board and discussing risk mitigation strategies.
- B. Provide separate in-person training sessions on employment law topics relevant to the Coalition Board, Coalition management and Coalition non-management staff. Including, but not limited to, such topics as:
  - a. Discrimination
  - b. Sexual Harassment
  - c. Wage and Hour Laws, including overtime and paid time off, among other issues
  - d. Family and Medical Leave Act
  - e. Americans with Disabilities Act
  - f. Health Insurance Portability and Accountability Act of 1996
  - g. Drug Free and Smoke Free Work Place
  - h. Workplace Conduct and Communication
  - i. Remote Work/Telework Issues
  - j. Confidentiality Obligations
  - k. Privacy Issues
  - l. Hiring and Firing
  - m. Performance Evaluations
  - n. Progressive Discipline

- o. Whistleblower Claims
  - p. Retaliation Claims
- C. Provide Ad hoc advisory services to Coalition Board and Management to mitigate Coalition risk and avoid claims.
  - D. Review Coalition insurance policy coverage
  - E. Provide legal representation in response to labor or employment law-related claims in collaboration with Coalition General Counsel and/or Counsel designated by insurance carriers as appropriate.
  - F. Declare any potential conflict of interest with the Early Learning Coalition's staff and/or vendors.

**3) BILLING AND SCHEDULE:**

The Vendor agrees to submit invoices detailing the services rendered monthly itemized by hours billed and matter. The Vendor shall be paid for services rendered in accordance with the schedule of fees set forth in the Vendor's Attorney Client Fee Contract, **Attachment 1 of this Exhibit A**, in an amount not to exceed **Thirty Five Thousand Dollars (\$35,000)**.

In the event there is a conflict between **Section 3 of Exhibit A** of this Agreement and **Section 3 (Compensation and Billing)** of this Agreement in terms of the time of invoicing and payment, **Section 3 of Exhibit A** of this Agreement shall prevail. Except as stated herein, all other matters concerning compensation and billing hereunder shall be as set forth in Section 3 of this Agreement.

**4) THE FLORIDA BAR RULES:**

The contractual relationship and obligations of the parties shall at all times be subject to the Rules Regulating the Florida Bar

**[This Section Intentionally Left Blank]**

## **Exhibit A Attachment 1**

### **Attorney Client Fee Contract**

June 27, 2023

**VIA ELECTRONIC MAIL: jklahr@gorencherof.com**

Ms. Christine Klima  
Chief Administrative Officer  
Early Learning Coalition of Broward County  
1475 West Cypress Creek Road, Suite 301  
Fort Lauderdale, Florida 33309  
c/o Julie Klahr, Esquire  
General Counsel  
Goren, Cherof, Doody & Ezrol, P.A.  
3099 East Commercial Boulevard, Suite 200  
Fort Lauderdale, Florida 33308

**Re: Engagement for Legal Services**

Dear Ms. Klima:

Thank you for selecting Bryant Miller Olive P.A. (BMO") to represent the Early Learning Coalition of Broward County. Attached please find an Agreement for Legal Services. The Agreement formalizes the terms of the representation and will govern it. Please read it carefully. If you have any questions, please do not hesitate to contact me. Note that the Agreement provides that the representation as to this matter will not begin until the Agreement is signed by both Parties.

If, after full consideration, you agree, please sign and date the Agreement and return a signed copy to me, either by email or hard copy.

I appreciate the confidence you have put in me and in BMO and this opportunity to be your attorneys.

Sincerely,



David C. Miller

Attachment

**AGREEMENT FOR LEGAL SERVICES**

This Agreement for Legal Services is entered into, by, and between the Early Learning Coalition of Broward County (the “Client”), and Bryant Miller Olive P.A. (the “Firm” or “BMO”).

1. Commencement of Representation. BMO’s representation of Client in this Matter – the date on which an attorney-client relationship as to this Matter begins – is the date on which all parties have fully and duly executed this Agreement, except as expressly otherwise provided herein. For purposes of this Agreement, “Matter” means the sole and specific subject described in Paragraph 2, “Scope of Engagement.” The Client agrees that no attorney-client relationship as to this Matter began prior to the date defined herein, regardless of circumstances, belief, or communications from any person, or whether any legal counsel or other services have been rendered prior to that date.

2. Scope of Engagement. The Client has proposed to engage BMO and BMO agrees to be engaged to provide legal counsel and representation in the area of Labor and Employment law (the “Services”). The Services will be provided on an assignment basis. Client will identify the assignment and communicate it in writing to BMO. BMO will respond in writing to the Client whether it accepts the assignment, with or without modifications. Only assignments so made and agreed in writing (which may consist of emails) between Client and BMO will fall within the Scope of the Engagement. The Scope of Engagement consists solely of the Matter expressly defined herein, regardless of any conduct or communication that may suggest otherwise or be inconsistent herewith. No deviation from or expansion of the Scope of Engagement is effective unless agreed to in writing by the Parties. Should legal or other services be required for this Matter that fall outside the Scope of Engagement, the Client hereby represents, with the intention and understanding that BMO will rely upon this representation, that it will either independently obtain such services or will conclude to forego such services and that BMO shall in no case be responsible for either course of action. While BMO may advise the Client if, in its opinion, such services may be advisable or necessary, such advice is not required hereunder and neither such advice nor the omission of such advice shall render BMO responsible for obtaining or providing such services on behalf of the Client or for any claims or liability of any kind arising from the obtaining or failure to obtain such services.

3. Client. The Client is the organization identified in the first, unnumbered paragraph of this Agreement. No other person or entity is the legal client. Client acts through its officials, officers, and employees or agents. However, such individuals are not themselves clients of the firm, even though they act with the authority of the client. BMO’s duties are owed to the client.

4. Staffing. David C. Miller will initially be the BMO attorney primarily performing the Services. Other BMO attorneys, paraprofessionals, and staff may be assigned as advisable, in BMO’s sole discretion, to best provide the Services.

5. Fees and Costs. The Client agrees that the Services will be provided on an hourly fee basis as set forth herein. Fees for Services performed by attorneys will be provided at \$250.00 per hour. Fees for services performed by paralegals or law clerks will be provided at \$125.00 per hour. If travel outside Miami-Dade or Broward counties is required to perform the Services, time incurred in such travel shall be paid by the Client at one-half the applicable hourly rate, provided, however, that work actually performed during travel time shall be paid at the full applicable rate. The Client agrees to pay for costs incurred by BMO pursuant to the provision of the Services. Those costs may include, but are not limited to, costs for computer research, court reporter charges, transcripts, translation or interpretation, mediation, arbitration, copies and printing (at 25 cents per page), facsimiles, and travel (including transportation, lodging, meals, and other costs attendant upon travel) undertaken to provide the Services

6. Payment. BMO will submit Statements of Account to the Client on at least a monthly basis. Client agrees to pay all amounts due within 30 days of the statement date. Should the Client dispute all or part of the charges in a Statement, it will submit to BMO in writing the specific charges it disputes within thirty days of the date of the Statement including the disputed charges. Failure to submit a dispute according

to the terms of this paragraph 5 shall conclusively waive any dispute as to them. If only a part of the charges in a Statement are disputed, the undisputed charges shall be paid within the time limits set forth herein.

7. Conflicts of Interest. BMO has performed a reasonable conflicts clearance investigation and has determined that no conflict of interest exists on its part that would prevent it from undertaking this representation.

8. Cooperation and Communication. The Client agrees to fully cooperate with BMO in the provision of the Services so that BMO can provide the highest quality of legal services to accomplish the Client's goals hereunder. Such cooperation includes full, timely, accurate, and clear communications by Client to BMO of its goals and desires and all other material information regarding the Matter, including prompt notice to BMO of any concerns, questions, or disagreements regarding the conduct of the Services. The Client will make itself, its personnel, and necessary documents and other information timely and reasonably accessible to BMO so that BMO can efficiently perform under the Agreement. The Client will take reasonable steps to ensure the confidentiality of communications between it and BMO and the confidentiality of other information that may be privileged. From time to time, BMO and its attorneys may discuss possible outcomes of the Matter. The Client represents that it understands such statements are opinions and projections only and not guarantees of any particular outcome.

9. Insurance. If the Client suspects that it is covered by insurance for payment of all or any part of its obligations under this Agreement, it will immediately so advise BMO. BMO will not be liable to any claim arising from the Client's failure to provide notice to an insurer. BMO is not responsible for notifying or making a claim to any insurer of the Client.

10. Preservation of Information. If this Matter relates to pending, threatened, or reasonably anticipated litigation, the Client is hereby advised it is under a legal obligation to preserve all information that could reasonably be material to the subject matter of the litigation or that could, through its disclosure, if required, lead to the discovery of admissible evidence. BMO has or will promptly consult with the Client regarding these obligations and, if not, the Client will promptly inquire of BMO about them.

11. Termination. This Agreement may be terminated upon written notice by either party. Immediately upon termination, BMO will be relieved of any and all further responsibility for providing the Services, except as such relief may be limited by applicable rules, law, or court requirements. Upon termination, the Client will have no further monetary obligation to BMO under this Agreement except for payment of all fees and costs incurred to that date or incurred pursuant to further Services provided by BMO pursuant to applicable rules, law, or court requirements. Upon termination of this Agreement, BMO will, at its option, retain, return, or dispose of files relating to this Matter (subject to applicable law, if any). If Client desires the return of all or any portion of those files, it agrees that it will promptly request that return.

12. Third Parties. This Agreement is entered into solely for the benefit of BMO and the Client and not for the benefit of any third party.

13. Information. BMO is bound by and observes the rules relating to the confidentiality of clients and client information. The Client agrees that BMO may now and in the future identify the Client as a current or former client, as the case may be, and may use public information about the Matter and its association with the Client for purposes of marketing or obtaining other business. All such use will be in compliance with applicable rules.

14. Authority. The Parties represent and warrant that each are authorized to enter into this Agreement without the consent and joinder of any other party and that the individuals executing this Agreement have full power and authority to bind their respective party to the terms hereof.

15. Counterparts. This Agreement may be executed in one or more counterparts, any one of which need not contain the signatures of more than one party, but all such counterparts taken together will constitute one and the same instrument.

16. Miscellaneous. This Agreement is governed by the laws of the State of Florida. It will be interpreted, applied, and construed according to its express language and without regard to authorship. This Agreement is the entire agreement regarding its subject matter. The Client has entered into this Agreement solely on the basis of its express terms herein and not in reliance on any other understanding, promise, agreement, or communication whatsoever. Should any portion of this Agreement be judicially determined to be invalid or unenforceable, the remainder of the Agreement shall remain in full force and effect and the Parties will promptly negotiate to replace the invalid or unenforceable portion. **Any dispute arising from the application or interpretation or claimed violation of this Agreement, if not resolved between the Parties, shall be decided by a judge and not a jury in a court of competent jurisdiction in Broward County, Florida.** The Client agrees that venue is proper in Broward County and agrees not to dispute the propriety of such venue. The prevailing party in such litigation shall be entitled to its costs, including its reasonable attorney’s fees, including appellate costs and attorney’s fees. Neither Party shall be liable for its non-performance or delayed performance if caused by Force Majeure. Force Majeure is defined as a fire, flood, act of God, war, terrorism, riot, national emergency, sabotage, civil disturbance, strike, labor dispute, governmental act, law, ordinance, rule or regulation, or events which are not the fault or are beyond the control of the Party. This Agreement may be modified only by a writing executed by both Parties. This Agreement and the obligations and duties hereunder may not be transferred or assigned by either Party without the other Party’s written agreement. Failure by either Party to enforce a right hereunder shall not constitute a waiver of such right in the future. Excuse of a default by a Party shall not excuse future defaults. Headings herein are for convenience only and shall be given no legal effect.

17. Electronic Signatures; Electronic Transmission of Signatures. The Parties agree that this Agreement may be executed by electronic signature technology and that such electronic signature shall act as their legal signatures on this Agreement and shall be treated in all respects as an original handwritten signature. Signatures electronically transmitted shall be valid and treated in all respects as original.

18. Benefit of Counsel. The Client is hereby encouraged to obtain the advice of independent legal or other advice regarding the decision to enter into this Agreement. The Client agrees it has obtained such legal or other advice.

WHEREFORE, after ample time and due and fully informed consideration, and knowingly, voluntarily, and with full understanding of the rights and obligations entailed hereunder, and intending to be legally bound, the Parties do hereby agree to the terms and conditions set forth herein.

**BRYANT MILLER OLIVE P.A.**



BY: \_\_\_\_\_  
David C. Miller

Date: July 14, 2023

**EARLY LEARNING COALITION OF BROWARD COUNTY, INC.**

Renee Jaffe  
BY: [Renee Jaffe \(Jul 14, 2023 10:12 EDT\)](#)  
Renee Jaffe, CEO

Date: Jul 14, 2023



**Exhibit B*****Vendor's Credentials***



**David C. Miller**  
**Attorney**  
 Office phone: 305-374-7349  
[dmiller@bmlaw.com](mailto:dmiller@bmlaw.com)  
 Office Location: Miami  
 vCard

David C. Miller

**PROFESSIONAL SUMMARY**

Mr. Miller is Board-Certified in Labor and Employment Law by the Florida Bar, which designates him as an expert in the field. He represents management exclusively. His primary focus is in three areas: Dealing with labor unions — bargaining, grievances, arbitrations, and litigation; Employment litigation — discrimination, whistleblower, wage/hour, retaliation and other causes of action before federal and state courts and administrative agencies; and human resources counseling — helping managers deal with day-to-day issues, training, compliance, policies and procedures, drafting ordinances, public records, and Sunshine Law.



Mr. Miller also has a strong focus representing public sector employers who sponsor pension plans, helping them with compliance, drafting, dealing with regulators, and litigation. Mr. Miller has appeared in numerous forums, including the Florida Supreme Court; the U.S. Court of Appeals for the Eleventh Circuit; the U.S. Court of Appeals for the District of Columbia Circuit; Florida State District and Circuit courts; the National Labor Relations Board; the Florida Public Employees Relations Commission; the Florida Department of Administrative Hearings; the Florida Commission on Human Rights; the Miami-Dade Equal Opportunity Board; the Broward County Human Rights Division; and local administrative agencies such as pension and personnel boards. Mr. Miller was named in Florida Trend Legal Elite in 2016 and 2019 and named as one of Florida's Super Lawyers every year since 2010.

### **PRACTICE AREAS**

- Labor & Employment
- Litigation
- Appellate Advocacy

### **EDUCATION**

**College:** Newberry College- B.A., *Magna Cum Laude*

**Law School:** Stetson University College of Law- J.D., *Magna Cum Laude*, Stetson Law Review Editorial Board

**Other school or degree:** University of Tennessee- M.S.

## **Exhibit A**

### ***Scope of Services and Billing***

#### **1) DEFINITIONS:**

- A. Coalition Retirement Plan shall mean** the Coalition's Employee 403B Retirement Savings Plan established with the Variable Annuity Life Insurance Corporation (VALIC) effective September 1, 2002, as amended.
- B. ERISA shall mean** the Employee Retirement Income Security Act of 1974; a federal law that sets minimum standards for most voluntarily established retirement and health plans in private industry to provide protection for individuals in these plans.

#### **2) DESCRIPTION OF THE WORK AND/OR SERVICES:**

The Vendor was selected to provide services based on qualifications and cost analysis to provide ERISA legal advisory services to the Coalition in procuring one or more qualified vendors to provide the Coalition staff and Board with specialized plan administration, investment, and fiduciary services for the Coalition Retirement Plan (the Plan). The Vendor's Credentials are attached to this Agreement as **Exhibit B**.

The Scope of Services will include (but are not limited to):

- A.** Assist Coalition staff in developing written technical requirements and the scope of services required that the Coalition may incorporate into its standard procurement solicitation document in consultation with the Coalition's General Counsel and in accordance with applicable Florida law.
- B.** Assist Coalition staff in developing a plan to advertise the solicitation to ensure multiple qualified vendor responses.
- C.** Assist Coalition staff in identifying potential members of a vendor selection committee with sufficient knowledge or experience to make an informed decision during the procurement process.
- D.** Assist Coalition staff with raising Coalition Board member awareness of the Fiduciary risks, benefits and responsibilities that are inherent in the Plan and propose options for mitigation.
- E.** Provide technical legal advisory services related to ERISA law and best practices for retirement plans to the selection committee and Coalition Board during the vendor selection process.
- F.** Assist Coalition staff in negotiating contract terms and conditions with selected vendors if necessary.
- G.** Answer ad-hoc ERISA compliance questions from the Coalition Board and staff, as needed.
- H.** Declare any potential conflict of interest with the Early Learning Coalition's staff and/or vendors.

**3) BILLING AND SCHEDULE:**

The Vendor agrees to submit invoices detailing the services rendered monthly itemized by hours billed and matter. The Vendor shall be paid for services rendered in accordance with the schedule of fees set forth in the Vendor's Attorney Client Fee Contract, **Attachment 1 of this Exhibit A**, in an amount not to exceed **Twenty Five Thousand Dollars (\$25,000)**.

In the event there is a conflict between **Section 3 of Exhibit A** of this Agreement and **Section 3 (Compensation and Billing)** of this Agreement in terms of the time of invoicing and payment, **Section 3 of Exhibit A** of this Agreement shall prevail. Except as stated herein, all other matters concerning compensation and billing hereunder shall be as set forth in Section 3 of this Agreement.

**4) THE FLORIDA BAR RULES:**

The contractual relationship and obligations of the parties shall at all times be subject to the Rules Regulating The Florida Bar.

**[This Section Intentionally Left Blank]**

**Exhibit A Attachment 1**

***Attorney Client Fee Contract***

THIS AGREEMENT, made this 19<sup>th</sup> day of June, 2023, and effective July 1, 2023, by and between EARLY LEARNING COALITION OF BROWARD COUNTY, INC. (hereinafter referred to as the "CLIENT") and KLAUSNER, KAUFMAN, JENSEN & LEVINSON, a partnership of professional associations (hereinafter referred to as the "ATTORNEY").

WITNESSETH:

WHEREAS, the CLIENT is desirous of retaining the services of the ATTORNEY to provide legal counsel to the CLIENT; and

WHEREAS, the ATTORNEY is desirous of providing these services to the BOARD;

NOW, THEREFORE, in consideration of the promises and mutual covenants contained in this Agreement, the parties agree to the following:

1. Services. The ATTORNEY shall provide legal services to the CLIENT in drafting and assisting in the evaluation of a request for proposal and responses for a third party retirement administrator as more fully described in the attached agreement and scope of work.

2. Compensation. In consideration of the foregoing work, the BOARD agrees to compensate the ATTORNEY for all legal services at the rate of FOUR HUNDRED (\$400.00) DOLLARS per hour for attorneys. This fee is computed on an hourly basis in 1/10th hour increments. Travel time is billed at 1/2 time. This rate shall be guaranteed for the term of the agreement, at which time a new fee may be quoted. All billing is by line item and with detail. Out-of-pocket costs and disbursements made by the Firm on behalf of the CLIENT will be reimbursed as billed. Overnight and bulk mail costs are billed as incurred. Photocopies shall be billed at \$.25 per page.

3. Representations. The ATTORNEY represents that it has expertise in the area of public employee retirement systems and is competent to perform the duties required by this Agreement.

4. Fiduciary Responsibility. The parties recognize that the role of the ATTORNEY in representing the CLIENT is that of a fiduciary and the ATTORNEY shall act in accordance with generally accepted principles of fiduciary responsibility.

5. Insurance

a. The ATTORNEY shall procure and maintain in full force and effect during the term of this Agreement, Professional Liability Insurance with a limit of not less than \$5,000,000.00 aggregate. The ATTORNEY shall provide the CLIENT with proof of the required insurance, if requested, in a form acceptable to the CLIENT prior to the commencement of this Agreement and at least annually thereafter during the month of October. The ATTORNEY shall notify the CLIENT immediately in writing if the required insurance policy is cancelled, materially changed, or not renewed. The CLIENT may be named as a Certificate Holder on such policy, at the CLIENT'S option.

b. The ATTORNEY shall procure and maintain in full force and effect during the term of this Agreement, Cyber Liability Insurance with limits set forth in the attached Indication of Terms. The ATTORNEY shall provide the CLIENT with proof of the required insurance, if requested, in a form acceptable to the CLIENT prior to the commencement of this Agreement and at least annually thereafter during the month of May. The ATTORNEY shall notify the CLIENT immediately in writing if the required insurance policy is cancelled, materially changed, or not renewed. The CLIENT may be named as a Certificate Holder on such policy, at the CLIENT'S option.

6. Public Records

ATTORNEY will comply with public records laws, specifically to:

a. Keep and maintain public records required by the CLIENT to perform the service.

b. Upon request from the CLIENT or its public records custodian, provide the CLIENT with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.

c. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if ATTORNEY does not transfer the records to the public agency.

d. Upon completion of the contract, transfer, at no cost, to CLIENT all public records in possession of ATTORNEY or keep and maintain public records required by the CLIENT to perform the service. If ATTORNEY transfers all public records to CLIENT upon completion of the contract, ATTORNEY shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If ATTORNEY keeps and maintains public records upon completion of the contract,

ATTORNEY shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to CLIENT, upon request from CLIENT or its public records custodian, in a format that is compatible with the information technology systems of CLIENT.

**IF ATTORNEY HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO ITS DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS:**

Kasey Lafrance, Contract Administration Manager  
Early Learning Coalition of Broward County, Inc  
1475 W Cypress Creek Rd, Suite 301  
Fort Lauderdale, FL  
Email: [contracts@elcbroward.org](mailto:contracts@elcbroward.org)

7. Section 448.095, Florida Statutes. The ATTORNEY agrees to register with and use the E-Verify system to verify the work authorization status of all employees hired on and after January 1, 2021. Additionally, the ATTORNEY agrees to require any subcontractor to provide them with an affidavit stating that the subcontractor does not employ, contract with, or subcontract with an unauthorized alien.
8. Prior Agreements. This Agreement supersedes all prior agreements with the ATTORNEY, oral or written.
9. Applicable Law. The parties agree that all acts performed under this Agreement are deemed performed in Florida. This Agreement shall be interpreted in accordance with the laws of the State of Florida.
10. Modification. This Agreement may be modified or revised only by written amendment signed by the CLIENT and by the ATTORNEY.
11. Notices. All written communications from the ATTORNEY to the CLIENT shall be addressed to:

Christine Klima, Chief Administrative Officer  
Early Learning Coalition of Broward County, Inc  
1475 W Cypress Creek Rd, Suite 301  
Fort Lauderdale, FL  
Email: [cklima@elcbroward.org](mailto:cklima@elcbroward.org)

All written communications from the CLIENT to the ATTORNEY shall be addressed to:

Robert D. Klausner  
Klausner, Kaufman, Jensen & Levinson  
7080 N.W. 4th Street  
Plantation, Florida 33317  
Email: Bob@robertdklausner.com

Notices addressed in the above manner and sent by certified mail, registered mail or delivered by hand, shall be sufficient under this Agreement. Any party may designate a different address by notifying the other party of such new address in writing.

12. Termination. This Agreement may be terminated with or without cause upon thirty (30) days written notice. The terms of the Agreement shall remain in effect as is unless modified in writing.

13. Entire Agreement. This Agreement constitutes the entire agreement between the parties hereto.

IN WITNESS WHEREOF, the parties have duly executed this Agreement on the day and year first above written.

**CLIENT**

*Renee Jaffe*

Renee Jaffe (Jun 15, 2023 11:50 EDT)

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Chief Executive Officer

**KLAUSNER, KAUFMAN, JENSEN & LEVINSON  
A Partnership of Professional Associations**

*Robert Klausner*

Robert Klausner (Jun 8, 2023 09:53 EDT)

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PARTNER



## **Exhibit B**

### ***Vendor's Credentials***



Mr. Klausner is the principal in the law firm of Klausner, Kaufman, Jensen & Levinson. For 44 years, he has been engaged in the practice of law, specializing in the representation of public employee pension funds. The firm represents state and local retirement systems in more than 25 states and territories and is listed in the U.S. News & World Report's Best Law Firms. Mr. Klausner has assisted in the drafting of many state and local laws on public employee retirement throughout the United States. Mr. Klausner is a frequent speaker on pension education programs and has also published numerous articles on fiduciary obligations of public employee pension trustees. He is co-author of the book *State and Local Government Employment Liability*, published by Thomson-Reuters West Publishers and is the author of the first comprehensive book on the law of public employee retirement systems, *State and Local Government Retirement Law: A Guide for Lawyers, Trustees, and Plan Administrators*, originally published in April 2009, and an expanded version published annually. Mr. Klausner graduated Phi Beta Kappa from the University of Florida with a Bachelor of Arts and from the University Florida College of Law with the degree of Juris Doctor. Since 1995, Mr. Klausner has been listed in the publication *The Best Lawyers in America* and holds an "AV pre-eminent" rating, the highest rating for competence and ethics, from Martindale Hubbell national lawyer rating service. In 2008, Mr. Klausner successfully represented the Commonwealth of Kentucky and the Kentucky Retirement Systems in the United States Supreme Court in *Kentucky Retirement Systems v. Equal Employment Opportunity Commission*, 128 S. Ct. 2361 (2008). Mr. Klausner lives in Cooper City, Florida with his wife of 45 years, Kathy. They have four daughters, 4 sons-in law, and 7 beautiful grandchildren.

## Exhibit A

### **Scope of Services**

**1) DEFINITIONS: None**

**2) DESCRIPTION OF THE WORK AND/OR SERVICES:**

The Vendor was selected to provide services on April 11, 2022 through Coalition public procurement No. PR22-5034-00-FY22 Request for Qualifications. The services under this agreement shall align with the intent and purpose of the Vendor's submission to the Coalition in response to this procurement and the following Coalition service requirements:

- a. Serve in the capacity of Coalition General Counsel
- b. Provide timely legal advice, and serve as a trusted advisor to the Board of Directors, Executives, Committees, and all Department Heads of the Early Learning Coalition while ensuring all requests for legal services are promptly addressed with the highest priority.
- c. Attend all Coalition Board meetings;
- d. Attend all Audit, Finance, Executive, Nominating and Governance Committee meetings
- e. Attend other Committee or staff meetings upon request
- f. Review and provide legal approval and guidance based on statutory, regulatory and funding requirements including but not limited to scope of work, budget and budget modifications for contracts, professional service agreements, purchases, settlement agreements, RFP's, ITN's, RFQ's and leases;
- g. Respond to questions of a legal nature, provide guidance to Board and staff in the interpretation, implementation and adherence to all laws, regulations and any other applicable policies to ensure compliance;
- h. Conduct research and analysis of specific legal questions, prepares memoranda and provide comments on documents submitted for review from a legal perspective;
- i. Provide guidance, general legal advice, opinions and representation in a variety of legal areas including, but not limited to:
  - Florida Government in Sunshine/Public Records/Roberts Rules/Governance
  - State and Federal Contracts Law/Compliance
  - State/Federal Procurement
  - Employment Law
  - Insurance/Risk Management
  - Public Assistance Fraud/Compliance
  - Provider Claims
  - Employment
  - Non-Profit Corporate Law

{00524657.2 3591-0000000 }

- Public Law and Civil Litigation

- j. Declare any potential conflict of interest with the Early Learning Coalition’s staff and/or vendors.
- k. Perform related duties as needed.

**3) BILLING AND SCHEDULE:**

The Vendor agrees to submit invoices detailing the services rendered monthly itemized by hours billed and matter. The Vendor shall be paid for services rendered in accordance with the schedule of fees set forth in the Vendor’s Attorney Client Fee Contract, **Attachment 1 of this Exhibit A**, in an amount not to exceed **One Hundred Thousand Dollars (\$100,000)**.

In the event there is a conflict between **Section 3 of Exhibit A** of this Agreement and **Section 3 (Compensation and Billing)** of this Agreement in terms of the time of invoicing and payment, **Section 3 of Exhibit A** of this Agreement shall prevail. Except as stated herein, all other matters concerning compensation and billing hereunder shall be as set forth in Section 3 of this Agreement.

**4) THE FLORIDA BAR RULES:**

The contractual relationship and obligations of the parties shall at all times be subject to the Rules Regulating The Florida Bar.

**RATE SCHEDULE**

**A. IDENTIFICATION**

Client: EARLY LEARNING COALITION OF BROWARD COUNTY, INC.

Matters: General Matters

**B. HOURLY RATES FOR LEGAL PERSONNEL**

Partners	\$250.00/hour
Associates	\$250.00/hour
Law Clerks	\$125.00/hour
Paralegals	\$125.00/hour

**C. STANDARD CHARGES**

We charge for our time in minimum units of .10 hours.

**D. COSTS AND EXPENSES**

In-office photocopying	\$0.35/page
Facsimile transmittal	\$10.00
File retrieval costs	\$50.00

Credit card payments will be subject to a 3% service charge.

Costs and expenses not specifically listed, such as overnight delivery or outsourced printing, shall be charged at actual cost.

**Exhibit A Attachment 1**



**INTENTIONALLY OMITTED**

<b>ITEM/MEETING</b>	B241RB2 / Board
<b>DATE:</b>	September 11, 2023
<b>SUBJECT:</b>	ELC 403B Retirement Plan Match Policy Update & Plan to Procure Plan Service Providers
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	1. Approve Increase to ELC 403B Retirement Plan Match Policy as Presented Effective October 1, 2023 2. Approve Plan to Procure New Plan Services Providers
<b>FINANCIAL IMPACT:</b>	Estimated \$60,000 FY 2024 Budget, \$80,000 annualized
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

Since the ELC was first established in 2002, ELCs 403B Retirement Plan (the Plan) has been self-administered and housed with the Variable Annuity Life Insurance Company (Valic). During its first 15 years, the Plan had very few participants. No internal administration policies or procedures were developed for the Plan and important compliance updates were overlooked. Starting in 2016, however, staff began working with auditors and attorneys to bring the Plan into compliance and shepherd the Coalition through necessary corrective action filings and other procedures.

In 2020 and 2021 the plan was re-stated and began receiving annual Plan audits as required by IRS and Department of Labor regulations. In 2022 and 2023 staff implemented new internal compliance procedures, made compliance related distributions to staff, and formally applied to enter the IRS Voluntary Correction Program (VCP) to resolve all remaining Plan problems. Through this process, it became clear that Valic could not supply the level of customer service or compliance support that the Coalition needed.

In July 2023, staff engaged ERISA and Retirement Law expert Robert Klausner of Klausner, Kaufman, Jensen & Levinson to advise Coalition staff and Board members in procuring new vendor services for the Plan as well as assist staff with compliance issues in the interim.

The Plan currently has assets of approximately \$4.5 million and permits all permanent staff to contribute upon hire. Employer match has a 1-year vesting period and the following match policy:

- Group 1: Staff who were hired prior to October 1, 2017 receive a dollar for dollar match up to 1.99% and 7% match for contributions of 2% or more.
- Group 2: Staff hired on or after October 1, 2017 receive a dollar for dollar match up to 3%

**Current Status:**

**Staff request approval for two proposed actions:**

**1. Increase the employer match limit from 3% to 4% for Group 2:**

Since procuring new vendor services and potential design changes to the Plan will take time, staff request authority to increase the dollar-for-dollar match limit for Group 2 from 3% to 4% to ensure compliance with IRS guidelines for match compensation paid to staff at all income levels. The proposed change would affect approximately 136 Plan participants and will increase FY24 employee benefits costs by an estimated \$60,000. Without this change, the Plan may fail annual non-discrimination testing required by the IRS, which could jeopardize acceptance of our VCP application.

**2. Approve Procurement Plan for New Plan Vendor Services:**

**Robert Klausner discussed the services required and the role of the ELC Board in ensuring Plan compliance at the August 29, 2023 Executive Committee meeting. He recommends that the Coalition proceed as follows:**

- Conduct the procurement through a directed invitation to bid in lieu of a public procurement as allowed by the Coalition’s Grant Agreement with DEL and Florida law to attract only qualified proposals.
- Include experts with Retirement Plan Administration knowledge on the vendor selection panel.
- Retain a qualified investment consultant to evaluate the adequacy and fees associated with investment options offered.
- Decide whether the Coalition prefers a Third-Party Administrator (TPA) that also offers the investment platform for self-directed options.
- Determine the number and type of investment options to solicit (if the TPA offers the platform)
- Establish minimum qualifications for the TPA including, but not limited to:
  - ✓ Demonstrated experience with governmental retirement and other programs including 403B 401K, 457 Plans and other common offerings.
  - ✓ Experience with Plan Record-keeping, tax reporting and implementation of minimum distribution obligations
  - ✓ Demonstrated experience in plan self-correction or VCP requirements and willing and able to complete ELC’s current VCP.
  - ✓ Have adequate cyber-security for participant data, including insurance of not less than \$5 million.
  - ✓ Provide references and certify that they are not currently party to litigation.
  - ✓ Prepared to agree to be a fiduciary as defined by Florida law and agree that any contract is subject to Florida law venue in either state or federal court in Broward County.
  - ✓ Able to provide assurance that investment offerings comply with Florida Statutes Section 112.662 relating to ESG limitations.
  - ✓ Uses E-Verify

**Recommendation:**

Executive Committee recommend the Board:

1. Approve Increase to ELC 403B Retirement Plan Match Policy as Presented Effective October 1, 2023
2. Approve Plan to Procure New Plan Services Providers

**Supporting Documentation:**

- None



<b>ITEM/MEETING</b>	B241RB3 / Board
<b>DATE:</b>	September 11, 2023
<b>SUBJECT:</b>	CEO FY23 Performance Evaluation Results
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<ol style="list-style-type: none"> <li>1. Approve FY23 CEO Evaluation Results</li> <li>2. Approve \$10,000 Performance Bonus for FY23 effective June 30, 2023 (accrued)</li> <li>3. Approve Adjustment to CEO base pay to \$210,155 effective August 15, 2023 as presented.</li> </ol>
<b>FINANCIAL IMPACT:</b>	Up to \$10,000 Pay for Performance
<b>ELC STAFF LEAD</b>	Judith Merritt

**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 which 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.

At the June 2023 Board meeting, a streamlined CEO Performance Evaluation tool was approved by the Board. The updated tool along with a completed CEO self-assessment was sent to members on July 28, 2023. All members were asked to rate each item included in the Evaluation by August 11, 2022. The Board member response rate was 100%. We received 19 responses in total, as one Board member had been on the Board less than six months, so they were not asked to complete an evaluation at this time.

**Current Status:**

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 4.3 - Exceeds Expectations.

In Section I of the CEO Performance Evaluation, 96.5% of the Board rated the CEO as Exceeds Expectations or Outstanding, which increased from 79% for FY 21-22. 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, 100% of the Board rated the CEO as either Exceeds Expectations or Outstanding, up from 71% last year. The average (unweighted score) was 4.1.



The above information has been incorporated into the DEL CEO Evaluation (attached for your review) which is signed by the Board Chair and submitted to DEL prior to August 30 each year.

The CEO is appreciative of the Board’s feedback provided in the Evaluation and will incorporate it into her development plan and the work being done.

The Executive Committee members recommended that the CEO receive a \$10,000 performance bonus for her FY2023 performance.

For FY 2024, the Executive Committee members also recommended that the CEO's base salary be adjusted to the 30<sup>th</sup> percentile of her salary grade in accordance with ELC’s Salary administration policy<sup>1</sup>. The CEO’s current base salary is only at the 17<sup>th</sup> percentile, while all other staff in place for a year or more are at the 41<sup>st</sup> percentile. The Executive Committee recommendation also included keeping in place the option to approve an additional bonus in an amount not to exceed \$10,000 for the FY 2024 performance period. The performance bonus typically goes before the Board in the August/September meeting cycle. The bonus is at the discretion of the Board and would be subject to the limitations of the updated DEL/HHS salary cap that is approved by Congress annually.

Proposed CEO Compensation Package Effective 8/15/23	Proposed	Current
Proposed CEO base salary (30 <sup>th</sup> Percentile of Grade 50)	\$210,155	\$193,836
Maximum performance bonus	10,000	10,000
<b>Total Potential Compensation Package</b> <i>(Subject to HHS Salary Cap approved by Congress eff. 1/1/24)</i>	<b>\$220,155</b>	<b>\$ 203,836</b>

<sup>1</sup>The 30<sup>th</sup> percentile is the minimum salary level for each grade in ELC’s salary administration policy established in 2019. The current average percentile for staff who have served in their role for one year or longer is the 41.38<sup>th</sup> percentile. The ELC salary scale is adjusted annually on July 1 by ELC’s compensation consultants (Compensation Resources, Inc.) to account for inflation and local market conditions. In FY24, the scale shifted upwards by 3.1%. When such shifts result in a staff member falling below the 30<sup>th</sup> percentile, we adjust their salary to bring them up to the 30<sup>th</sup> so that all staff salaries are within the market range for their role.

**Recommendations:**

1. Approve FY23 CEO Evaluation Results
2. Approve \$10,000 Performance Bonus for FY23 effective June 30, 2023 (accrued)
3. Approve Adjustment to CEO base pay to \$210,155 effective August 15, 2023, as presented.

**Supporting Documentation:**

- CEO Performance Self-Evaluation Report FY 22-23
- CEO Performance Evaluation Results FY 22-23 Ratings/Comments
- CEO DEL Performance Evaluation FY22-23

## CEO Self Evaluation

### 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 22/23 Key Highlights:**

- Over the 7.5 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 conduct individual check-ins with members to see how they are doing, answer questions, or get feedback on specific items/issues and/or to keep members updated on a situation.
- I provide frequent board updates through my CEO reports and emailed Board bulletins in between meetings and frequent postings on social media.
- Increased board engagement opportunities including:
  - Lunch and Learns - 6
  - Child Care Provider visits - 6
  - Legislator Meeting - 5
  - Board Meet and Greets – 2 (with first one in February 2023)
  - Black History Month Speaker US Congresswoman Shelia Cherfilus-McCormick
  - State of Child Care Event (attended by many State and Local leaders)
  - Provider Appreciation Event
  - PLAN meetings
  - ELC Staff BBQ
- Board members were kept up to date on relevant early learning and related conferences.
- Joint committee development of Honorary Board member position.
- Worked closely with Chairs of the Ad-Hoc Fundraising committee (and members) to kick off friend/fundraising efforts.

##### 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 22/23 Key Highlights:**

- Worked closely with the Chair of the Ad Hoc Strategic Plan committee/committee members to finalize and obtain approval for ELC's new 5-year Strategic Plan (Sept. 2022) and continue to track/monitor status on an ongoing regular basis.
- Continue to find new and/or innovative ways to achieve the goals of the organization:
  - Launched Behavior Bites Zoom Inclusion Support series for educators
  - Introduced/Obtained outside funding for new peer navigator positions (to assist families navigating the evaluation process for children identified as having challenges)
  - Launched (and graduated) the first cohort of ELC's CDA training academy for educators
  - Usage of QR coding to track outreach efforts and increase ease for parents to access ELC resources
  - In absence of an SR waitlist, devised/rolled out a "no waiting" application processing plan
  - Led Statewide effort to create a streamlined/efficient process utilizing already existing CRM for ARPA – Build a World Class Workforce (WCW) initiative; 1<sup>st</sup> Coalition to roll out plan and offer stipend opportunities and training to Broward early educators (and maximized utilization of entire ARPA WCW funding award)
- Enrolled over 4,588 new School Readiness children (333 more than FY 21/22 and a 7% increase through aggressive outreach and enrollment efforts)
- Utilized Covid-Relief funding to continue to increase number of inclusion staff
- Built/rolled out 7 NEW CRM components to increase operational and program efficiency and improve/increase data collection capacity
- Increased Advocacy efforts through:
  - Successful State of Childcare Event with panelists from across the State
    - 60 attendees, 4 municipal leaders, 7 Legislators
  - Increased visibility with municipalities to raise awareness and increase match funding
  - Visit (to ELC offices) from US Congresswoman Sheila Cherfilus-McCormick
  - 13 municipal proclamations for Provider Appreciation Day
- Successfully rolled out a plan to have Municipal leaders and local Legislators share ELC information, resources, and our Newsletter with their constituencies
- Launched friend/fundraising efforts; granted \$5,000 seed money from PNC
- Increased ELC's reach in the community through outreach and various social media outlets:
  - Facebook – 20,333 to 122,990 visitors (567% increase)
  - Instagram – 1,380 to 20,970 visitors (1500% increase)
  - Website Traffic SR – 23,754 visitors to 30,254 visitors (30% increase)
  - Website Traffic VPK – from 15,866 to 20,676 visitors (30% increase)
- Finalist for 211/Memorial Nonprofit Organization of the Year (2023)
- Sun Sentinel Top Workplace 2023 award (for 2nd year in a row)

### 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 22/23 Key Highlights:

- Navigated and balanced an extremely complicated budget (with insufficient funding for enrollments but millions in Covid Relief funding for provider grants, educator stipends, and workforce programs)
- Advocated persistently and awarded an additional \$20 million in School Readiness funding to cover the increase in (new) enrollments in FY 22/23
- Persistently advocated for an additional \$77 million in the FY 23/24 early learning budget to fill in funding gaps among ELCs, which Legislators recommended, and the Governor approved
- Clean single audit and test of internal controls
- Clean DEL program monitoring and fiscal monitoring
- Clean Broward County and Children's Services Council monitoring
- Processed \$96 million in ARPA Grants to 628 childcare small businesses
- Paid out \$1,841,800.00 in ARPA stipends to over 3,000 early educators
- Continue to pay all Child Care small businesses on time or early
- Kicked off the new fundraising committee created to strengthen the organization by obtaining outside funding to build a reserve and create sources of funding for unallowable items, raising \$23,232.

### 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 22/23 Key Highlights:

- Great Morale with staff satisfaction at an all-time high of 92% (based on 70% staff response); up from 88% in FY 21/22
- ECL's turnover rate is 12.76%; down from 17% in FY 21/22 and 22% below the industry standard
- Recipient of the Sun Sentinel's Top Workplace 2023 (for the second time)
- 50% of Promotions were filled internally, as evidence of ELC's efforts to support, train, and encourage staff growth
- Advocated/Received approval 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 market rate survey

## 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 22/23 Key Highlights:

- Attended/Presented at 9 Municipality Commission meetings
- Met with 6 Broward legislative delegates (in high need zip codes) and various State legislators.
- Created/Planned and participated as a panelist at the ELC's State of Child Care event attended by:
  - 60 Community Partners/Leaders including 4 municipality leaders and 7 legislators
- Hosted a presentation at the ELC Broward by US Congresswoman Shelia Cherfilus-McCormick
- Attended/Received 13 municipal proclamations for Provider Appreciation Day
- Partnered with many community organizations to brainstorm ways to collaborate and/or increase efforts to best serve the children and families in Broward including (CSC, Healthy Start, Broward Behavioral Health Council, etc.)
- Participated in 28 Outreach/Community events throughout the county
- Continue to serve on more than 5 community board meetings/workgroups as well as AELC (Statewide).
- Joined the Fort Lauderdale Chamber of Commerce; Attended various Chamber workgroup meetings and events
- Member/Attend Broward League of Cities meetings/events
- Co-Chair of Broward Reads
- Serve on the Executive Committee of the AELC; Chair of the AELC Large Coalition Board, and Chair of Southeast Florida AELC
- 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 22/23 Key Highlights:

- Well respected within the community and Statewide
- Participation in regular Statewide DEL and AELC meetings and other community boards/workgroups
- Ensure ELC Broward follows and as is up to date on all State, Federal, and local rules/regulations (as evidenced by clean (outside) audits and DEL Monitorings)

- Participant/Graduate of the Jim Moran Institute's Non-Profit Executive Program for local CEO's
- 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
- Attended relevant early learning and related conferences, webinars, trainings, etc.
- Demonstrates the ability to address (and anticipate) problems, challenges, and conflicts
- 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)

**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 1	Status	FY 22/23 Year 1 Summary
1. Deploy a successful targeted outreach and enrollment initiative	1. A minimum of 3,000 families will apply for SR services quarterly.	Q1: 3000 Q2: 3000 Q3: 3000 Q4: 3000	Q1: 2,345 Q2: 1,673 Q3: 2,488 Q4: 2,735	On Track	<ul style="list-style-type: none"> <li>• ELC received 9241 new SR applications (from the waitlist), resulting in 5,128 new enrollments; a 20% increase in enrollments</li> <li>• Average of 2410 families applied quarterly</li> <li>• On track should funding permit - at 77% of the 5-year goal</li> </ul>
	2. At least 1000 families annually will use QR codes, social media, and customized URLs created for outreach purposes to access information about School Readiness Services.	1,000	3,514	On Track	<ul style="list-style-type: none"> <li>• ELC utilized extensive marketing and outreach campaigns</li> <li>• Engaged 3 large employers (Publix, McDonald's, Telperformance) about SR services for their employees</li> <li>• Distributed over 10K SR flyers to 22 Broward Title 1 schools</li> </ul>
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%	76%	Not Met	<ul style="list-style-type: none"> <li>• ELC SR retention rate is 76%</li> <li>• ELC implemented several case management and process efficiencies such as texting to increase SR retention and will continue to find new strategies to meet the 5-year goal and retain 85% of eligible families</li> </ul>

**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 1	Status	FY 22/23 Year 1 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	14,446	14,304	On Track	<ul style="list-style-type: none"> <li>• The State Estimating Conference projected Broward enrollment to be 65% of 4 - year olds; actual enrollment was 64% of 4-year-olds.</li> </ul>

**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 1	Status	FY 22/23 Year 1 Summary
1. Childcare providers being CLASS assessed because they offer School Readiness (SR) services will participate in quality improvement opportunities, which will increase quality and raise the countywide CLASS score average from 5.0 to a 6	1. 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score to a 4.5 or higher within a year.	90%	93%	Exceeded	<ul style="list-style-type: none"> <li>• 3% above the 5-year goal.</li> </ul>
	2. 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.	85%	67%	On Track	<ul style="list-style-type: none"> <li>• 79% of the 5-year goal achieved.</li> </ul>
	3. 55% of SR providers scoring between a 5 and a 5.49 on their CLASS assessment will raise their score to a 5.5 or higher within a year.	55%	32%	On Track	<ul style="list-style-type: none"> <li>• 58% of the 5-year goal achieved.</li> </ul>
	4. 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC training focused on increasing scores.	90%	86%	On Track	<ul style="list-style-type: none"> <li>• only 4% below the 5-year goal.</li> </ul>
	5. 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC training focused on increasing scores.	85%	84%	On Track	<ul style="list-style-type: none"> <li>• Only 1% below the 5-year goal.</li> </ul>
	6. 65% of SR providers scoring between a 5 and 5.49 on their CLASS assessment will attend ELC training focused on increasing scores	65%	95%	Exceeded	<ul style="list-style-type: none"> <li>• 30% above the 5-year goal.</li> </ul>



GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
2. Providers participating in the Broward Above and Beyond will successfully recruit, upskill, and retain qualified staff.	1. Once a baseline is developed, a to-be-determined metric will be established to demonstrate an increase in the successful recruitment of early educators at the Above and Beyond participating sites.	Metric Being Established based on FY22/23 data	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing baseline benchmarks
	2. Once a baseline is developed, 50% of early educators will attain the next level in personal development goals (CDA or higher).	50%	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing benchmarks
	3. Once a baseline is developed, the retention level of early educators will be at a minimum of 80% at the Above and Beyond sites.	80%	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing benchmarks
3. Early Learning educators will gain the foundational skills to increase classroom preparedness and effective child/educator interactions to help increase Broward's average CLASS scores.	1. Broward County Above and Beyond CLASS Observation Provider Instructional Support Average, the CLASS Observation domain that is most often lowest, will increase from a 3.6 to a 5.	5	4.4	On Track	• 26 of the Above and Beyond sites had a pre Instructional Support score. Those sites, on average, increased their average score to a 4.4

#### 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 1	Status	FY 22/23 Year 1 Summary
Objective 1: VPK providers will participate in quality improvement opportunities, which will result in a countywide CLASS score average of at least 5.25	1. 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score a 4.5 or higher within a year.	80%	N/A	N/A	• This was the first year of CLASS assessments for VPK providers. This outcome (and efforts to increase CLASS scores) will begin to be measured in FY 23/24 • Baseline established with a VPK CLASS score average of 5.29, which is a really good CLASS score
	2. 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.	70%	N/A	N/A	Same as Above
	3. 50% of VPK providers scoring between a 5 and a 5.25 on their CLASS assessment will raise their score to a 5.25 or higher within a year	50%	N/A	N/A	Same as Above
	4. 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC training focused on increasing scores.	80%	N/A	N/A	Same as Above
	5. 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC training focused on increasing scores.	70%	N/A	N/A	Same as Above
	6. 60% of VPK providers scoring between a 5 and 5.25 on their CLASS assessment will attend ELC training focused on increasing scores	60%	N/A	N/A	Same as Above

#### 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 1	Status	FY 22/23 Year 1 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%	33%	Not Met	• FY 22/23 ELC staff made 1,045 referrals to Early Steps, with 348 families completing the evaluation process resulting in a 33% follow-through rate (An increase in overall referrals from the prior year of 212) • FY 21/22 ELC staff made 833 referrals to Early Steps, with only 387 families completing the evaluation process, resulting in a 46% 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%	53%	Not Met	• FY 22/23 ELC staff made 659 referrals to FDLRS, with 355 families completing the evaluation process, resulting in a 53% follow-through rate • FY 21/22 ELC staff made 751 referrals to FDLRS, with 364 families completing the evaluation process, resulting in the 62% follow-through rate
	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	2	On Track	• ELC created two (2) partnerships for support services, one with Lighthouse of Miami--eye examinations in preschools and Peer Support Specialists for Special Needs families funded by AD Henderson • 50% of the 5-year goal achieved
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	8,714.00	On Track	• 58% of the 5-year goal achieved
	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	11	On Track	• 73% of the 5-year goal achieved

**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 1	Status	FY 22/23 Year 1 Summary
1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	1. ELC leadership will meet (one on one) with new local Legislators, Broward County commissioners/county administration, and newly elected municipal leaders (in high-needs areas) at least 1x/within the first year of their role.	13	10	On Track	<ul style="list-style-type: none"> <li>Met one on one with 10 out of 13 newly elected leaders</li> <li>Prioritized areas with higher needs for ELC services</li> </ul>
	2. ELC leadership will meet/present to 80% of current legislators, Broward County commissioners/county administration, and municipal leaders (in high-needs areas) at least 1x/annually.	80%	87%	Exceeded	<ul style="list-style-type: none"> <li>9 presentations at various city commission meetings</li> <li>Engaged with 4 of the 9 county commissioners</li> <li>Engaged with 6 of the 9 Broward Legislators who represent our high SR concentrated areas</li> <li>Met with 55 Broward leaders</li> </ul>
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	1. A minimum of 30 community leaders/elected officials will participate in at least one ELC's activities/events annually.	30	50	Exceeded	<ul style="list-style-type: none"> <li>State of Childcare event had over 50 community leaders and elected officials</li> </ul>
	2. ELC will build relationships with a minimum of 10 Faith-based community leaders or business partners.	10	5	On Track	<ul style="list-style-type: none"> <li>Achieved 50% of the 5-year goal.</li> <li>Relationships established with 5 faith-based leaders, Calvary Chapel, Mt. Hermon, AME, Otis Kemp, IFSF</li> <li>Will continue to work on achieving the goal</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 1	Status	FY 22/23 Year 1 Summary
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.	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%	76.67%	Exceeded	<ul style="list-style-type: none"> <li>ELC is at 90% retention (excluding involuntary separations)</li> </ul>
	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%	12.76%	Exceeded	<ul style="list-style-type: none"> <li>Staff voluntary turnover rate is 7.14% without involuntary, with an overall turnover rate of 12.76%</li> </ul>
	3. 25% of promotional opportunities are filled internally.	25%	50%	Exceeded	<ul style="list-style-type: none"> <li>50% of all promotional opportunities, or 17 of 34, were promotions from within.</li> </ul>
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	92%	Exceeded	<ul style="list-style-type: none"> <li>Staff satisfaction is at an all-time high of 92% (based on a 70% response rate) and up from 88% satisfaction from last year</li> <li>ELC was the recipient of the Sun Sentinel's Top Work Place 2023 (2nd year in a row)</li> </ul>
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%	48%	On Track	<ul style="list-style-type: none"> <li>48% of the modules have been created. We are on track to exceed 85%.</li> </ul>
	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	60%	On Track	<ul style="list-style-type: none"> <li>IT department has moved 60% of the ELC infrastructure to the cloud.</li> </ul>
	3. A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.	95%	93.40%	On Track	<ul style="list-style-type: none"> <li>The results of the security survey for the year show that 93.4% of staff passed the quarterly test.</li> </ul>
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.	To Be Established	\$0	On Track	<ul style="list-style-type: none"> <li>Ad Hoc Fundraising Committee has been established with initial seed money of \$5,000 and a proposed mixer scheduled for September 2023</li> <li>Honorary Board member protocols established to enhance ELC visibility in the friend/fundraising arena.</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.	To Be Established	\$22,232	On Track	<ul style="list-style-type: none"> <li>Ad Hoc Fundraising Committee met on 3 occasions to establish the role of the committee and strategy for friend/fundraising. Our unofficial Year 1 goal was \$25,000</li> </ul>

Goal 7. ELC Broward is a healthy, efficient, and effective organization.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
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%	77%	On Track	<ul style="list-style-type: none"> <li>The Board Survey is split into two areas, Self Assessment and Board Assessment. Not all areas were at 90%.</li> <li>Board Self Assessment, 6 of 8 questions above 90%</li> <li>Board Assessment 4 of 5 questions above 90%</li> <li>When combining the two Assessments, 3 of the 13 (total) questions did not achieve the required goal, resulting in a 77% overall rating.</li> <li>Self Assessment Average 87.6%</li> <li>Board Assessment Average of 93.9%</li> <li>Overall, a huge increase in scores from FY 21/22</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%	88%	On Track	<ul style="list-style-type: none"> <li>88% of the Board members completed the Annual board Survey (with only 2 members not completing it)</li> </ul>
	3. ELC will track the activity of Board members and report on that engagement	N/A	N/A	On Track	<ul style="list-style-type: none"> <li>ELC staff have been tracking engagement and will provide each Board member with their own engagement report.</li> </ul>
6. The ELC will have a cohesive board where every member has a voice.	1. Board ratings after meetings will average 8 or higher	8	100%	On Track	<ul style="list-style-type: none"> <li>All meetings scored above an 8 (once we began administering the approved rating survey).</li> </ul>
	2. 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%	94%	Exceeded	<ul style="list-style-type: none"> <li>94% of Board members believed that opportunity existed for constructive, respectful debate on issues (The prior year was 74%).</li> </ul>

## CEO Evaluation Results

### 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 22/23 Key Highlights:**

- Over the 7.5 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 conduct individual check-ins with members to see how they are doing, answer questions, or get feedback on specific items/issues and/or to keep members updated on a situation.
- I provide frequent board updates through my CEO reports and emailed Board bulletins in between meetings and frequent postings on social media.
- Increased board engagement opportunities including:
  - Lunch and Learns - 6
  - Child Care Provider visits - 6
  - Legislator Meeting - 5
  - Board Meet and Greets – 2 (with first one in February 2023)
  - Black History Month Speaker US Congresswoman Shelia Cherfilus-McCormick
  - State of Child Care Event (attended by many State and Local leaders)
  - Provider Appreciation Event
  - PLAN meetings
  - ELC Staff BBQ
- Board members were kept up to date on relevant early learning and related conferences.
- Joint committee development of Honorary Board member position.
- Worked closely with Chairs of the Ad-Hoc Fundraising committee (and members) to kick off friend/fundraising efforts.

##### 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 22/23 Key Highlights:**

- Worked closely with the Chair of the Ad Hoc Strategic Plan committee/committee members to finalize and obtain approval for ELC's new 5-year Strategic Plan (Sept. 2022) and continue to track/monitor status on an ongoing regular basis.
- Continue to find new and/or innovative ways to achieve the goals of the organization:
  - Launched Behavior Bites Zoom Inclusion Support series for educators
  - Introduced/Obtained outside funding for new peer navigator positions (to assist families navigating the evaluation process for children identified as having challenges)
  - Launched (and graduated) the first cohort of ELC's CDA training academy for educators
  - Usage of QR coding to track outreach efforts and increase ease for parents to access ELC resources
  - In absence of an SR waitlist, devised/rolled out a "no waiting" application processing plan
  - Led Statewide effort to create a streamlined/efficient process utilizing already existing CRM for ARPA – Build a World Class Workforce (WCW) initiative; 1<sup>st</sup> Coalition to roll out plan and offer stipend opportunities and training to Broward early educators (and maximized utilization of entire ARPA WCW funding award)
- Enrolled over 4,588 new School Readiness children (333 more than FY 21/22 and a 7% increase through aggressive outreach and enrollment efforts)
- Utilized Covid-Relief funding to continue to increase number of inclusion staff
- Built/rolled out 7 NEW CRM components to increase operational and program efficiency and improve/increase data collection capacity
- Increased Advocacy efforts through:
  - Successful State of Childcare Event with panelists from across the State
    - 60 attendees, 4 municipal leaders, 7 Legislators
  - Increased visibility with municipalities to raise awareness and increase match funding
  - Visit (to ELC offices) from US Congresswoman Sheila Cherfilus-McCormick
  - 13 municipal proclamations for Provider Appreciation Day
- Successfully rolled out a plan to have Municipal leaders and local Legislators share ELC information, resources, and our Newsletter with their constituencies
- Launched friend/fundraising efforts; granted \$5,000 seed money from PNC
- Increased ELC's reach in the community through outreach and various social media outlets:
  - Facebook – 20,333 to 122,990 visitors (567% increase)
  - Instagram – 1,380 to 20,970 visitors (1500% increase)
  - Website Traffic SR – 23,754 visitors to 30,254 visitors (30% increase)
  - Website Traffic VPK – from 15,866 to 20,676 visitors (30% increase)
- Finalist for 211/Memorial Nonprofit Organization of the Year (2023)
- Sun Sentinel Top Workplace 2023 award (for 2nd year in a row)

### 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 22/23 Key Highlights:

- Navigated and balanced an extremely complicated budget (with insufficient funding for enrollments but millions in Covid Relief funding for provider grants, educator stipends, and workforce programs)
- Advocated persistently and awarded an additional \$20 million in School Readiness funding to cover the increase in (new) enrollments in FY 22/23
- Persistently advocated for an additional \$77 million in the FY 23/24 early learning budget to fill in funding gaps among ELCs, which Legislators recommended, and the Governor approved
- Clean single audit and test of internal controls
- Clean DEL program monitoring and fiscal monitoring
- Clean Broward County and Children's Services Council monitoring
- Processed \$96 million in ARPA Grants to 628 childcare small businesses
- Paid out \$1,841,800.00 in ARPA stipends to over 3,000 early educators
- Continue to pay all Child Care small businesses on time or early
- Kicked off the new fundraising committee created to strengthen the organization by obtaining outside funding to build a reserve and create sources of funding for unallowable items, raising \$23,232.

### 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 22/23 Key Highlights:

- Great Morale with staff satisfaction at an all-time high of 92% (based on 70% staff response); up from 88% in FY 21/22
- ECL's turnover rate is 12.76%; down from 17% in FY 21/22 and 22% below the industry standard
- Recipient of the Sun Sentinel's Top Workplace 2023 (for the second time)
- 50% of Promotions were filled internally, as evidence of ELC's efforts to support, train, and encourage staff growth
- Advocated/Received approval 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 market rate survey

## 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 22/23 Key Highlights:

- Attended/Presented at 9 Municipality Commission meetings
- Met with 6 Broward legislative delegates (in high need zip codes) and various State legislators.
- Created/Planned and participated as a panelist at the ELC's State of Child Care event attended by:
  - 60 Community Partners/Leaders including 4 municipality leaders and 7 legislators
- Hosted a presentation at the ELC Broward by US Congresswoman Shelia Cherfilus-McCormick
- Attended/Received 13 municipal proclamations for Provider Appreciation Day
- Partnered with many community organizations to brainstorm ways to collaborate and/or increase efforts to best serve the children and families in Broward including (CSC, Healthy Start, Broward Behavioral Health Council, etc.)
- Participated in 28 Outreach/Community events throughout the county
- Continue to serve on more than 5 community board meetings/workgroups as well as AELC (Statewide).
- Joined the Fort Lauderdale Chamber of Commerce; Attended various Chamber workgroup meetings and events
- Member/Attend Broward League of Cities meetings/events
- Co-Chair of Broward Reads
- Serve on the Executive Committee of the AELC; Chair of the AELC Large Coalition Board, and Chair of Southeast Florida AELC
- 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 22/23 Key Highlights:

- Well respected within the community and Statewide
- Participation in regular Statewide DEL and AELC meetings and other community boards/workgroups
- Ensure ELC Broward follows and as is up to date on all State, Federal, and local rules/regulations (as evidenced by clean (outside) audits and DEL Monitorings)

- Participant/Graduate of the Jim Moran Institute’s Non-Profit Executive Program for local CEO’s
- 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
- Attended relevant early learning and related conferences, webinars, trainings, etc.
- Demonstrates the ability to address (and anticipate) problems, challenges, and conflicts
- 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)

### 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	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Dawn Liberta	5.0	5.0	4.0	4.0	5.0	5.0	4.7
Twan Russell	3.0	4.0	3.0	4.0	4.0	5.0	3.8
Monica King	4.0	5.0	5.0	5.0	5.0	5.0	4.8
Cindy Arenberg Seltzer	5.0	5.0	5.0	4.0	4.0	4.0	4.5
Michael Asseff	5.0	5.0	4.0	5.0	4.0	4.0	4.5
Sharonda Bailey	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Beverly Batson	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Richard Campillo	4.0	4.0	4.0	4.0	4.0	4.0	4.0
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
Melody McDonald	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Renee Podolsky	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Amoy Reid	4.5	4.5	4.5	4.0	4.0	4.5	4.3
Maria Hernandez	4.0	4.0	4.0	5.0	3.0	4.0	4.0
Ellie Schrot	4.0	5.0	5.0	4.0	5.0	4.0	4.5
Zachary Talbot	4.0	5.0	4.0	5.0	4.0	4.0	4.3
Kristina West	4.0	5.0	5.0	4.0	4.0	5.0	4.5
Julie Winburn	5.0	4.0	4.0	4.0	4.0	3.0	4.0
<b>Leadership Indicators Avg</b>	<b>4.4</b>	<b>4.7</b>	<b>4.4</b>	<b>4.5</b>	<b>4.4</b>	<b>4.4</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 1	Status	FY 22/23 Year 1 Summary
1. Deploy a successful targeted outreach and enrollment initiative	1. A minimum of 3,000 families will apply for SR services quarterly.	Q1: 3000 Q2: 3000 Q3: 3000 Q4: 3000	Q1: 2,345 Q2: 1,673 Q3: 2,488 Q4: 2,735	On Track	<ul style="list-style-type: none"> <li>• ELC received 9241 new SR applications (from the waitlist), resulting in 5,128 new enrollments; a 20% increase in enrollments</li> <li>• Average of 2410 families applied quarterly</li> <li>• On track should funding permit - at 77% of the 5-year goal</li> </ul>
	2. At least 1000 families annually will use QR codes, social media, and customized URLs created for outreach purposes to access information about School Readiness Services.	1,000	3,514	On Track	<ul style="list-style-type: none"> <li>• ELC utilized extensive marketing and outreach campaigns</li> <li>• Engaged 3 large employers (Publix, McDonald's, Telperformance) about SR services for their employees</li> <li>• Distributed over 10K SR flyers to 22 Broward Title 1 schools</li> </ul>
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%	76%	Not Met	<ul style="list-style-type: none"> <li>• ELC SR retention rate is 76%</li> <li>• ELC implemented several case management and process efficiencies such as texting to increase SR retention and will continue to find new strategies to meet the 5-year goal and retain 85% of eligible families</li> </ul>

**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 1	Status	FY 22/23 Year 1 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	14,446	14,304	On Track	<ul style="list-style-type: none"> <li>• The State Estimating Conference projected Broward enrollment to be 65% of 4 - year olds; actual enrollment was 64% of 4-year-olds.</li> </ul>

**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 1	Status	FY 22/23 Year 1 Summary
1. Childcare providers being CLASS assessed because they offer School Readiness (SR) services will participate in quality improvement opportunities, which will increase quality and raise the countywide CLASS score average from 5.0 to a 6	1. 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score to a 4.5 or higher within a year.	90%	93%	Exceeded	<ul style="list-style-type: none"> <li>• 3% above the 5-year goal.</li> </ul>
	2. 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.	85%	67%	On Track	<ul style="list-style-type: none"> <li>• 79% of the 5-year goal achieved.</li> </ul>
	3. 55% of SR providers scoring between a 5 and a 5.49 on their CLASS assessment will raise their score to a 5.5 or higher within a year.	55%	32%	On Track	<ul style="list-style-type: none"> <li>• 58% of the 5-year goal achieved.</li> </ul>
	4. 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC training focused on increasing scores.	90%	86%	On Track	<ul style="list-style-type: none"> <li>• only 4% below the 5-year goal.</li> </ul>
	5. 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC training focused on increasing scores.	85%	84%	On Track	<ul style="list-style-type: none"> <li>• Only 1% below the 5-year goal.</li> </ul>
	6. 65% of SR providers scoring between a 5 and 5.49 on their CLASS assessment will attend ELC training focused on increasing scores	65%	95%	Exceeded	<ul style="list-style-type: none"> <li>• 30% above the 5-year goal.</li> </ul>

GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
2. Providers participating in the Broward Above and Beyond will successfully recruit, upskill, and retain qualified staff.	1. Once a baseline is developed, a to-be-determined metric will be established to demonstrate an increase in the successful recruitment of early educators at the Above and Beyond participating sites.	Metric Being Established based on FY22/23 data	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing baseline benchmarks
	2. Once a baseline is developed, 50% of early educators will attain the next level in personal development goals (CDA or higher).	50%	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing benchmarks
	3. Once a baseline is developed, the retention level of early educators will be at a minimum of 80% at the Above and Beyond sites.	80%	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing benchmarks
3. Early Learning educators will gain the foundational skills to increase classroom preparedness and effective child/educator interactions to help increase Broward's average CLASS scores.	1. Broward County Above and Beyond CLASS Observation Provider Instructional Support Average, the CLASS Observation domain that is most often lowest, will increase from a 3.6 to a 5.	5	4.4	On Track	• 26 of the Above and Beyond sites had a pre Instructional Support score. Those sites, on average, increased their average score to a 4.4

#### 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 1	Status	FY 22/23 Year 1 Summary
Objective 1: VPK providers will participate in quality improvement opportunities, which will result in a countywide CLASS score average of at least 5.25	1. 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score a 4.5 or higher within a year.	80%	N/A	N/A	• This was the first year of CLASS assessments for VPK providers. This outcome (and efforts to increase CLASS scores) will begin to be measured in FY 23/24 • Baseline established with a VPK CLASS score average of 5.29, which is a really good CLASS score
	2. 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.	70%	N/A	N/A	Same as Above
	3. 50% of VPK providers scoring between a 5 and a 5.25 on their CLASS assessment will raise their score to a 5.25 or higher within a year	50%	N/A	N/A	Same as Above
	4. 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC training focused on increasing scores.	80%	N/A	N/A	Same as Above
	5. 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC training focused on increasing scores.	70%	N/A	N/A	Same as Above
	6. 60% of VPK providers scoring between a 5 and 5.25 on their CLASS assessment will attend ELC training focused on increasing scores	60%	N/A	N/A	Same as Above

#### 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 1	Status	FY 22/23 Year 1 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%	33%	Not Met	• FY 22/23 ELC staff made 1,045 referrals to Early Steps, with 348 families completing the evaluation process resulting in a 33% follow-through rate (An increase in overall referrals from the prior year of 212) • FY 21/22 ELC staff made 833 referrals to Early Steps, with only 387 families completing the evaluation process, resulting in a 46% 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%	53%	Not Met	• FY 22/23 ELC staff made 659 referrals to FDLRS, with 355 families completing the evaluation process, resulting in a 53% follow-through rate • FY 21/22 ELC staff made 751 referrals to FDLRS, with 364 families completing the evaluation process, resulting in the 62% follow-through rate
	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	2	On Track	• ELC created two (2) partnerships for support services, one with Lighthouse of Miami--eye examinations in preschools and Peer Support Specialists for Special Needs families funded by AD Henderson • 50% of the 5-year goal achieved
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	8,714.00	On Track	• 58% of the 5-year goal achieved
	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	11	On Track	• 73% of the 5-year goal achieved

**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 1	Status	FY 22/23 Year 1 Summary
1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	1. ELC leadership will meet (one on one) with new local Legislators, Broward County commissioners/county administration, and newly elected municipal leaders (in high-needs areas) at least 1x/within the first year of their role.	13	10	On Track	<ul style="list-style-type: none"> <li>Met one on one with 10 out of 13 newly elected leaders</li> <li>Prioritized areas with higher needs for ELC services</li> </ul>
	2. ELC leadership will meet/present to 80% of current legislators, Broward County commissioners/county administration, and municipal leaders (in high-needs areas) at least 1x/annually.	80%	87%	Exceeded	<ul style="list-style-type: none"> <li>9 presentations at various city commission meetings</li> <li>Engaged with 4 of the 9 county commissioners</li> <li>Engaged with 6 of the 9 Broward Legislators who represent our high SR concentrated areas</li> <li>Met with 55 Broward leaders</li> </ul>
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	1. A minimum of 30 community leaders/elected officials will participate in at least one ELC's activities/events annually.	30	50	Exceeded	<ul style="list-style-type: none"> <li>State of Childcare event had over 50 community leaders and elected officials</li> </ul>
	2. ELC will build relationships with a minimum of 10 Faith-based community leaders or business partners.	10	5	On Track	<ul style="list-style-type: none"> <li>Achieved 50% of the 5-year goal.</li> <li>Relationships established with 5 faith-based leaders, Calvary Chapel, Mt. Hermon, AME, Otis Kemp, IFSF</li> <li>Will continue to work on achieving the goal</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 1	Status	FY 22/23 Year 1 Summary
1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.	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%	76.67%	Exceeded	<ul style="list-style-type: none"> <li>ELC is at 90% retention (excluding involuntary separations)</li> </ul>
	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%	12.76%	Exceeded	<ul style="list-style-type: none"> <li>Staff voluntary turnover rate is 7.14% without involuntary, with an overall turnover rate of 12.76%</li> </ul>
	3. 25% of promotional opportunities are filled internally.	25%	50%	Exceeded	<ul style="list-style-type: none"> <li>50% of all promotional opportunities, or 17 of 34, were promotions from within.</li> </ul>
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	92%	Exceeded	<ul style="list-style-type: none"> <li>Staff satisfaction is at an all-time high of 92% (based on a 70% response rate) and up from 88% satisfaction from last year</li> <li>ELC was the recipient of the Sun Sentinel's Top Work Place 2023 (2nd year in a row)</li> </ul>
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%	48%	On Track	<ul style="list-style-type: none"> <li>48% of the modules have been created. We are on track to exceed 85%.</li> </ul>
	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	60%	On Track	<ul style="list-style-type: none"> <li>IT department has moved 60% of the ELC infrastructure to the cloud.</li> </ul>
	3. A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.	95%	93.40%	On Track	<ul style="list-style-type: none"> <li>The results of the security survey for the year show that 93.4% of staff passed the quarterly test.</li> </ul>
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.	To Be Established	\$0	On Track	<ul style="list-style-type: none"> <li>Ad Hoc Fundraising Committee has been established with initial seed money of \$5,000 and a proposed mixer scheduled for September 2023</li> <li>Honorary Board member protocols established to enhance ELC visibility in the friend/fundraising arena.</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.	To Be Established	\$22,232	On Track	<ul style="list-style-type: none"> <li>Ad Hoc Fundraising Committee met on 3 occasions to establish the role of the committee and strategy for friend/fundraising. Our unofficial Year 1 goal was \$25,000</li> </ul>

Goal 7. ELC Broward is a healthy, efficient, and effective organization.					
Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
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%	77%	On Track	<ul style="list-style-type: none"> <li>The Board Survey is split into two areas, Self Assessment and Board Assessment. Not all areas were at 90%.</li> <li>Board Self Assessment, 6 of 8 questions above 90%</li> <li>Board Assessment 4 of 5 questions above 90%</li> <li>When combining the two Assessments, 3 of the 13 (total) questions did not achieve the required goal, resulting in a 77% overall rating.</li> <li>Self Assessment Average 87.6%</li> <li>Board Assessment Average of 93.9%</li> <li>Overall, a huge increase in scores from FY 21/22</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%	88%	On Track	<ul style="list-style-type: none"> <li>88% of the Board members completed the Annual board Survey (with only 2 members not completing it)</li> </ul>
	3. ELC will track the activity of Board members and report on that engagement	N/A	N/A	On Track	<ul style="list-style-type: none"> <li>ELC staff have been tracking engagement and will provide each Board member with their own engagement report.</li> </ul>
6. The ELC will have a cohesive board where every member has a voice.	1. Board ratings after meetings will average 8 or higher	8	100%	On Track	<ul style="list-style-type: none"> <li>All meetings scored above an 8 (once we began administering the approved rating survey).</li> </ul>
	2. 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%	94%	Exceeded	<ul style="list-style-type: none"> <li>94% of Board members believed that opportunity existed for constructive, respectful debate on issues (The prior year was 74%).</li> </ul>

### Overall Board Rating Results for Goals – Year 1 Strategic Plan of 4.1

Responders	Strategic Plan 5 Year Goals
Laurie Sallarulo	4.0
Dawn Liberta	4.0
Twan Russell	4.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	4.5
Sharonda Bailey	4.0
Beverly Batson	4.0
Richard Campillo	4.0
Kirk Englehardt	5.0
Carol Hylton	4.0
Melody McDonald	4.0
Renee Podolsky	4.0
Amoy Reid	4.0
Maria Hernandez	4.0
Ellie Schrot	4.0
Zachary Talbot	4.0
Kristina West	4.0
Julie Winburn	4.0
<b>Goal Avg</b>	<b>4.1</b>

### Overall Board Rating Results for 6 domains and Goals weighted equals: 4.3

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

<b>Board Member</b>	<b>Comments - # 1 Board Interactions &amp; Supports</b>
Monica	Renee does a great job of keeping the Board informed with regular detailed updates. She has created opportunities for increased Board Interaction.
Maria	Performance above expectations
Cindy	Renee has been working diligently to keep the board engaged and informed during these fluid times.
Dawn	Renee does a great job in offering recommendations to the board but, at the same time, requests feedback to ensure the best recommendations are being put in place. She works closely with the board and reaches out to get feedback and returns calls and emails immediately. As the Vice Chair, she ensures to reach out prior to any committee meeting I will be facilitating to ensure I don't have any questions. In the past, we have had some concerns as a board in ensuring board members are comfortable speaking freely. Renee has worked with the board and has successfully made improvements.
Kristina	Renee does a tremendous job communicating with the board and driving engagement. She sets up meetings to check in and has been a tremendous asset in assisting with new chair roles.
Laurie	This is an area Renee has worked hard to improve and it shows.
Renee P	Workshops were a great addition

<b>Board Member</b>	<b>Comments - # 2 Business Ethics, Management &amp; Leadership</b>
Monica	Clearly communicates the organization's goals and advocates effectively at the state to achieve these goals.
Maria	Strong leadership is exhibited in this area, especially in AQ processes and ongoing performance tracking/reviews.
Cindy	This has been the most creative and innovative year the ELC has ever had! Huge kudos to Renee and the staff!!!
Dawn	Renee works closely with the Chair of the Ad Hoc Strategic Plan committee/committee members to finalize and obtain approval for ELC's new 5-year Strategic Plan (Sept. 2022) and continue to track/monitor status on an ongoing regular basis. Continue to find new and/or innovative ways to achieve the goals of the organization. Renee was able to obtain outside funding for new peer navigator positions (to assist families navigating the evaluation process for children identified as having challenges) ELC Broward was the 1st Coalition to roll out a plan and offer stipend opportunities and training to Broward early educators (and maximized utilization of entire ARPA WCW funding award). With the leadership of Renee ELC, Broward was able to enroll over 4,588 new School Readiness children (333 more than FY 21/22 and a 7% increase through aggressive outreach and enrollment efforts. ELC has been awarded the Sun Sentinel Top Workplace for two years in a row.
Renee P	The new innovative programs for providers are an enhancement.

<b>Board Member</b>	<b>Comments - # 3 Fiscal Sustainability &amp; Mission</b>
Monica	Outstanding management of Finances
Maria	CEO is exceeding expectations in this area. There is a very strong oversight and stewardship of the ELC funding and its priorities.
Cindy	The fiscal challenges this year were the opposite of those in years past – so much money coming down in various buckets with little time for processing and little guidance from the state. Making all of it work administratively, helping providers and their staff receive the stipends they were entitled to and most importantly getting thousands more children enrolled was a fantastic feat of teamwork and productivity!!
Dawn	Renee and her staff have done a great time navigating and balancing an extremely complicated budget (with insufficient funding for enrollments but millions in Covid Relief funding for provider grants, educator stipends, and workforce programs). Advocated persistently and awarded an additional \$20 million in School Readiness funding to cover the increase in (new) enrollments in FY 22/23. Under Renee’s leadership, ELC had a clean single audit and test of internal controls and a clean DEL program monitoring and fiscal monitoring Clean Broward County and Children’s Services Council monitoring• Processed \$96 million in ARPA Grants to 628 childcare small businesses • Paid out \$1,841,800.00 in ARPA stipends to over 3,000 early educators • Continue to pay all Child Care small businesses on time or early• Kicked off the new fundraising committee created to strengthen the organization by obtaining outside funding to build a reserve and create sources of funding for unallowable items, raising \$23,232.
Kirk	The finance and accounting team is outstanding and has helped us understand how the complex funding mechanism works. I hope that education continues and becomes more of a regular thing. It’s very helpful.
Renee P	Navigated and balanced an extremely complicated budget.

<b>Board Member</b>	<b>Comments - # 4 Human Resources &amp; Staff Moral</b>
Monica	Excellent employee satisfaction results.
Maria	Under this CEO’s leadership, the ELC was selected as one of the best places to work. Great job!
Cindy	It is difficult to judge many of these factors from the Board seat, but the survey certainly indicates a happy workplace. I have definitely seen improvement in giving staff more opportunities to be creative and to shine. That was on full display this year.
Dawn	The last staff satisfaction survey showed an all-time high of 92% (based on 70% staff response); up from 88% in FY 21/22. ECL's turnover rate is 12.76%; down from 17% in FY 21/22 and 22% below the industry standard. ELC was the recipient of the Sun Sentinel’s Top Workplace 2023 (for the second time). 50% of Promotions were filled internally, as evidence of ELC’s efforts to support, train, and encourage staff growth. Renee has ensured all staff remains at or above the 30th percentile of the current market rate survey.
Kirk	Best place to work 2 years in a row – that speaks volumes about staff support and morale.
Kristina	Renee encourages respect within the organization and given recent awards, employee morale seems high.
Laurie	Renee has built a strong executive team.
Renee P	Recipient of the Top Workplace for the second time
Richard	As a Board member, I have limited insights into Renee’s interaction with staff but the excellent outcomes of staff surveys lead me to believe she is doing an excellent job in developing a winning culture.

<b>Board Member</b>	<b>Comments - # 5 Community &amp; Public Relations</b>
Monica	The visibility of the ELC has increased and Renee regularly advocates for the organization.
Maria	It is recommended that this CEO increase her presence in Community convening, meetings, and other related events.
Cindy	Renee has been steadily growing in this area.
Dawn	Renee works within the community and sits on many committees which ensures the community is aware of the great things ELC is doing and any changes that may be rolling out locally or statewide. She works closely with state legislation, local representatives, and local leaders to implement best practices for our clients/members/patrons, and local agencies. Renee works as an advocate for our Child Care centers and pushes ways to improve outcomes for our children.
Kirk	I've seen tremendous improvement in public relations/marketing/communications over the past year.
Laurie	This is also an area Renee has worked hard to develop.
Renee P	Great increase in the community
Richard	I sense that Renee has become comfortable with being the face of EL and encourage her to continue to develop relationships with local and state officials that both impact policy as well as budgets.

<b>Board Member</b>	<b>Comments - # 6 Professional Skills &amp; Abilities</b>
Monica	Renee has a strong work ethic and a high standard of honesty and integrity.
Maria	This CEO possesses all the necessary skills to lead the organization and bring it forward to a new level of performance.
Dawn	Renee maintains high standards of ethics, honesty, and integrity. She is well organized and efficient in competing objects not only from the board but the community as well. The community respects her opinion and looks to Renee to help make improvements to better our children and families.

<b>Board Member</b>	<b>CEO Goal Comments</b>
Monica	Renee is doing an excellent job and has amassed a great team that is keeping the organization moving forward. Areas that have not met their goals – are being addressed with new strategies (i.e. navigators to support families to follow through with an Early Steps referral) Overall an outstanding job.
Maria	Excellent performance. It could be beneficial to re-evaluate this CEO's goals as some of them are not directly connected to her performance but rather to several aspects of the ELC system's performance.
Dawn	Renee has led the Strategic Planning and ELC Broward was working on these goals prior to the approval by the board to ensure our families were/are receiving the services possible. Renee and the staff are meeting or on track to meet all but 3 objectives. The objectives that have not been met are being diligently worked on.
Kirk	I believe Renee continues to lead with vision and integrity. This will be increasingly important as we enter years where additional funding may not be as easy to obtain.
Richard	Excellent job of navigating the ELC through the post-pandemic period. As the ELC returns to a new baseline of spending, I am confident that Renee will set the right priorities to ensure we are maximizing children in our system of care but also supporting our small business providers that are the backbone of the system. We need to ensure that we engage, enable, and support the provider network in this challenging staffing environment. Thank you Renee for your leadership!

# Chief Executive Officer/Executive Director

## Annual Performance Evaluation

Officer/Director's Name: Laurie Sallarulo

Date: 8/21/2023

Evaluation Period: July 2022 – June 2023

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>	Comments regarding the performance in this domain:  Board members indicated they have a good relationship with the CEO, creates opportunities for increased Board participation and keeps them informed with frequent updates. CEO has worked hard to improve and its showing with all the increased opportunities.



**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 has strong leadership; she works closely with all the Board but specifically the Committee and Board Chairs. CEO has spearheaded many initiatives, and this has been the most creative and innovative year the ELC has ever had.</p> <p>ELC Broward was the first Coalition to roll out a plan and offer stipend opportunities and training to Broward early educators (and maximized utilization of entire ARPA WCW funding award). With the leadership of Rene ELC, Broward was able to enroll over 4,588 new School Readiness children (333 more than FY 21/22 and a 7% increase through aggressive outreach and enrollment efforts.</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>The fiscal challenges this year were the opposite of those in years past – so much money coming down in various buckets with little time for processing. Making all of it work administratively, helping providers and their staff receive the stipends they were</p>

	<p>entitled to and most importantly getting thousands more children enrolled was a fantastic feat of teamwork and productivity!!</p> <p>Under Renee’s leadership, ELC had a clean single audit, DEL program monitoring, fiscal monitoring as well as a clean Broward County and Children’s Services Council monitoring.</p> <p>The finance and accounting team is outstanding and has helped us understand how the complex funding mechanism works.</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
3	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.
3	Recruits and retains a talented and diverse staff.
3	Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.
3	Encourages and supports staff to participate in ongoing professional development opportunities.
3	Establishes clear patterns of authority, responsibility, supervision, and communication with staff.
Rating Average (total divided by 5): <b>3</b>	Comments regarding the performance in this domain:  As the Board Chair I see that Renee has built a strong executive team.  The CEO encourages respect within the organization and given recent awards, employee morale seems high.  ELC Broward was the recipient of the Sun Sentinel’s Top Workplace 2023, for the second year in a row. Staff satisfaction rate was 92%, raising from 88% for the prior year.

**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>	Comments regarding the performance in this domain:  Renee has steadily been growing in this area, we have seen a tremendous improvement in public relations, marketing, and communications in the past year. Renee works within the community and sits on many committees which ensures the community is aware of the things ELC offers. She works closely with State legislation, local representatives, and local leaders to implement best practices for our clients/members/patrons and local agencies.

**Domain 6: Professional Skills and Abilities**

Rating	Performance Indicators
3	Maintains high standards of ethics, honesty, and integrity in all professional matters.
3	Is well organized and efficient in the accomplishment of objectives.
3	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.
3	Effectively communicates verbally and in written form.
3	Actively engages in continuous professional development.
Rating Average (total divided by 5): <b>3</b>	Comments regarding the performance in this domain:  Renee maintains high standards of ethics, honesty, and integrity. She is well organized and efficient in competing objects not only from the board but the community as well. The community respects her opinion and looks to Renee to help make improvements to better our children and families.

**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: 

## ELC Broward Contract List 2023-2024

Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Division of Early Learning	\$150,739,951	<i>School Readiness, VPK, PDG &amp; Stimulus</i>	Revenue	7/1/23-6/30/24	Active
Broward County	\$2,342,795	<i>SR Match &amp; Special Needs</i>	Revenue	10/1/22- 9/30/27	Active
Children's Services Council	\$3,503,028	<i>Financially Assisted Child Care</i>	Revenue	10/1/22-9/30/23	Active
Children's Services Council	\$3,503,028	<i>Financially Assisted Child Care</i>	Revenue	10/1/23-9/30/24	Pending
Children's Services Council	\$2,373,317	<i>Vulnerable Populations</i>	Revenue	10/1/22-9/30/23	Active
Children's Services Council	\$3,348,317	<i>Vulnerbale Populations</i>	Revenue	10/1/23-9/30/24	Pending
City of Fort Lauderdale	\$50,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
City of Hollywood	\$10,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/23-9/30/24	Pending
City of Deerfield Beach	\$15,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
United Way	\$130,000	<i>SR Match Funds</i>	Revenue	7/1/23-6/30/24	Active
University of Florida	\$90,000	<i>Training Courses for providers</i>	Revenue	9/1/22-8/31/23	Active
Children's Forum	\$575,000	<i>INCENTIVES<sup>®</sup> Program</i>	Subrecipient	7/1/23-6/30/24	Active
First Call for Help/211	\$461,092	<i>Community Referral Services</i>	Subrecipient	7/1/23-6/30/24	Active
Accessible Comm for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
AT&T	\$93,900	<i>Cell Phones and Hot Spots</i>	State Term PO	7/1/23-6/30/24	Ongoing
BlueJean Software, Inc.	\$33,000	<i>Hosting and Support Services</i>	Vendor	7/1/23-6/30/24	Active
Bryan, Miller, Olive, Attorneys	\$35,000	<i>Labor and employment legal services</i>	Vendor	7/15/23-6/30/24	Active
Causetech DBA Achieve	\$9,463	<i>Website Hosting</i>	Vendor	7/1/23-6/30/24	Active
Carmen Nicholas	\$33,500	<i>Independent CLASS Observer</i>	Vendor	7/1/23-6/30/24	Active
Comcast	\$6,724	<i>Internet</i>	Vendor	7/1/23-6/30/24	Active
Crown Center	\$416,078	<i>Office Lease (est. annual cost)</i>	Lease	2/1/19-1/31/29	Active
FL Dept of Law Enforcement	\$1,863/yr	<i>LiveScan Service (est. annual cost)</i>	Vendor	10/29/18-Ongoing	Active
Goren, Cherof,Doody,Ezrol, PA	\$100,000	<i>Legal Services</i>	Vendor	8/1/23-6/30/24	Active
Intermedia.net, Inc.	\$22,800	<i>Office 365 &amp; Support</i>	Vendor	8/4/2021-Ongoing	Active
Keefe McCullough, LLP	\$42,600	<i>External Audit Preparation</i>	Vendor	7/1/23-6/30/24	Active
Klausner, Kaufman, Jensen, Levinson	\$25,000	<i>Retirement plan legal services</i>	Vendor	7/1/23-6/30/24	Active
One Beat	\$20,000	<i>CPR Training for Providers</i>	Vendor	7/1/23-6/30/24	Active
Revation Systems, Inc.	\$261,113.04	<i>Telecommunications Services</i>	Vendor	9/15/21-9/30/24	Active
School Board Broward County	\$12,605.51/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/22-9/4/25	Active
Sharp	\$14,353.12	<i>Copier and Printer Rental</i>	State Term PO	11/1/20-9/1/25	Active
Teaching Strategies Gold	\$12,950	<i>Child Assessment Software</i>	Vendor	7/1/23-6/30/24	Active
Trusaic	\$6,500	<i>Monthly Fee for up to 500 W2's</i>	Vendor	6/1/23-6/30/24	Active
Webauthor	\$75,000	<i>CRM Software</i>	Vendor	7/1/23-6/30/24	Active
Brown & Brown	\$0	<i>Information Sharing Agreement</i>	MOU	8/1/20-7/31/26	Active
Broward County	\$0	<i>Crisis Intervention &amp; Support</i>	MOU	11/18/20-11/17/25	Active
Child Abuse Prevention -CAPTA	\$0	<i>Interagency Referrals Cooperation</i>	MOU	9/1/21-8/31/26	Active
School Board Broward County	\$0	<i>Community Partnership</i>	MOU	1/20/2021-6/1/2045	Active
Seventeenth Circuit Court	\$0	<i>Cooperation Agreement</i>	MOU	6/23/20-Ongoing	Active
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active
Women in Distress	\$0	<i>Community Partnership</i>	MOU	6/2/21-6/1/24	Active



## FYI 2 – Cash Disbursements

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

### Cash disbursement for June 2023

Vendor Name	Amount	Purpose
Abila	7,409.43	MIP Accounting Software License
ADP, Inc.	2598.98	May 2023 Processing Charges
ADP, Inc.	1262.60	May 2023 Time & Attendance
AT&T Mobility	15,978.33	April 2023 Cell phones and Mobile hot spot
AT&T Mobility	9644.02	May 2023 Cell Phone & Data Charges
Blue Jean Software, Inc.	6,706.25	May 2023 Hosting & Maintenance & Support
Boyd Richard Parker & Colonnelli	2,026.00	November 2022 Legal Services
Boyd Richard Parker & Colonnelli	7,974.00	October 2022 Legal Services
Brittany McCray	30,746.00	Payment Agreement Date 5/31/2023
Business Card	6,226.29	Bank of America Ops Purchase C Klima (no individual items > \$1,000.00)
Business Card- United Way of Broward	1,140.00	Annual Behavioral Health Conference Registration for Inclusion Staff
Business Card- AEC Broward	2,082.10	Provider Appreciation Event On 5/17/23
Business Card- Amazon.com	1,099.60	Computer Speker for Offsite Trainings
Business Leadership Institute for Early L	6,250.00	May 2023 Professional Development Training
Business Leadership Institute for Early L	6,250.00	April 2023 Professional Development Training
Carmen Nicholas	3,500.00	Class Observations for May 2023
Dell Marketing L.P.	9,589.27	PowerEdge R650XS
FPL	1,017.85	May 2023 Service at Crown Center Ste 301
Goren Cherof, Doody, & Ezrol, PA	3,325.00	May 2023 Legal Services
Hazel Solis Rojas, P.A	21,754.00	Payment Per Agreement Dated 05/31/2023
Indeed	9,000.00	May 2023 Jos Posting
Indeed	3,000.00	April 2023 Jos Posting
Junior Achievement of South Florida, Inc	5,000.00	Books, Bucks & Backpacks Sponsorship
No More Mondays, LLC	12,800.00	May 2023 Training and Virtual Consultation
Nova Southeastern University	5,712.00	December 2022 Child Care Training
Nova Southeastern University	5,481.00	November 2022 Child Care Training
Nova Southeastern University	7,005.00	October 2022 Child Care Training
Revation Systems, Inc	7,255.27	May 2023 Services
Scholastic Inc.	15,382.95	Children's Books Ranging In Age Group
The Audio-Visual Group	2,927.00	Samsung-75 4K & UC-SB1-Cam UC
The School Board of Broward County	1,030.00	June 2023 Gulfstream Lease & Custodial Fees
Vantiv Health, LLC	4,250.00	Software Development
Webauthor.Com LLC	5,000.00	June 2023 CRM Software License &AWS
Weauthor.Com LLC	7,500.00	Custom Development



## FYI 3 – 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 2023

Vendor Name	Amount	Purpose
Association Of Early Learning Coalitions	32,450.00	FY23-24 Annual Membership Dues
ADP, Inc.	2609.69	June 2023 Processing Charges
ADP, Inc.	1262.60	June 2023 Time & Attendance
AT&T Mobility	8,452.60	June 2023 Cell Phone & Data Charges
Blue Jean Software, Inc.	3,818.75	June 2023 Hosting & Maintenance & Support
Business Card	4,103.95	Bank of America Ops Purchase C Klima (no individual items > \$1,000.00)
Business Card- Intermedia.NET INC	3,185.80	June 2023 Office 365
Business Card- Constant Contact	4,887.40	Email Marketing Management Software
Chris Becerra DBA Chris Becerra Consult.	3,200.00	Professional Development Training Services
Citrix Systems, INC	10,886.40	ShareFile Storage Services
Colonial Life	8,801.43	June 2023 Employee Benefits
Dell Marketing L.P.	2,361.45	Dell USB-C & Base
Florida Department of Education-Division	24,140.63	FY22-23 Interest Return To DEL
Fort Lauderdale Crown Center, LLC	27,406.92	Cam Recon
FPL	1,109.40	June 2023 Service at Crown Center Ste 301 & 309
Goren Cherof, Doody, & Ezrol, PA	6,250.00	June 2023 Legal Services
GOTO Technologies USA, INC	1909.00	Log Meln Rescue Subscription
JeffRon Ventures, LLC	8,730.00	Executive Coaching Service
Kaplan Early Learning Co.	15,995.55	Social Emotional Support Kits
KnowBe4, Inc.	3,888.00	Security Awareness Training For 200 Employee
Last Pass	16,560.00	Annual Business Renewal
M. Hanson & Company, Inc	10,563.12	Cabinet With Hinged Door & Lock Core Keys
Nagios Enterprises LLC	2,515.50	50-Node License & Maintenance Plan
Netwrix Corporation	1,274.00	Audit For Active Directory
Nova Southeastern University	25,509.00	Childcare Training
Q-Q Research Consultants, LLC	22,055.00	Community Needs assessment
Revation Systems, Inc	7,255.33	June 2023 Services
Scholastic Inc.	11,220.00	Children's Books Ranging in Age Group
Sharity, Inc	6,000.00	Milestone 2: Implementation & Development
Staples	1,193.40	June 2023 Office supplies
Staples	1,010.71	July 2023 Office Supplies
Sun Life assurance	23,777.89	July 2023 Employee Benefits
Travelers Casualty	30,528.21	Cyber Insurance
University Of Florida	15,000.00	Community of Practice Facilitator Institute Program
Webauthor.Com LLC	5,000.00	July 2023 CRM Software Licenses
Western NRG, Inc.	1,483.65	Essential Protection Service



## Match YTD Match Fundraising Report

Funder	Amount	Status
Coconut Creek	29,249	Pending Response
Cooper City	5,677	Pending Response
Coral Springs (Community Chest)	80,058	Pending Application
Dania Beach	-	No Funding
Davie	-	Application Closed
Deerfield Beach	41,394	Pending Response
Ft. Lauderdale	50,000	Applications Available Summer
Hallandale	19,044	Pending Approval
Hollywood	180,00	Pending Approval
Lauderdale By The Sea	1,000	Approved
Lighthouse Point	2,515	Pending Response
Lauderdale Lakes	52,749	Pending Response
Lauderhill	102,068	Pending Response
Margate	46,137	Pending Response
Miramar	-	Application Closed
North Lauderdale	5,000	Pending Approval
Oakland Park	33,705	Applications Available October
Parkland	2,012	Pending Response
Pembroke Park (Town)	2,875	Pending Response
Pembroke Pines	35,000	Pending Response
Plantation	21,500	Pending approval
Pompano Beach	21,900	Pending Contract
Tamarac	-	Application Closed
Sunrise	64,607	Pending Approval
Southwest Ranches	1,581	Pending Response
West Park	18,469	Pending Response
Weston	5,893	Applications Available November
Wilton Manors	4,240	Applications Available October
<b>Total Municipalities (SR)</b>	<b>\$ 646,673</b>	<b>Total Requested FY23</b>
United Way	130,000	Committed as of July 1, 2023
Child Care Providers	500,000	Committed as of July 1, 2023
Broward County	2,342,795	Committed as of July 1, 2023
CSC	1,936,814	Committed as of July 1, 2023
<b>Total All Match</b>	<b>\$ 5,556,282</b>	<b>Total SR Match</b>





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

## Board Engagement Calendar FY 23-24

### Childcare Small Business Site Visits

**\*Please Reach out to Lizbeth DelVecchio at [Ldelvecchio@elcbroward.org](mailto:Ldelvecchio@elcbroward.org) if you would like to RSVP for a site visit.**

Date	Childcare Center Name	Address	Time
Sep. 13, 2023	Delmar Arts Academy at the Y	1409 NW 6th St, Fort Lauderdale, FL 33311	9:30 AM - 11:00 AM
<i>Oct. 10, 2023</i>	<i>My Little Family Center</i>	<i>18433 Pines Blvd. Pembroke Pines, FL 33029</i>	<i>9:30 AM - 11:00 AM</i>
Nov. 8, 2023	Preschool Kids Planet	328 E Hillsboro Blvd, Deerfield Beach, FL 33441	9:30 AM - 11:00 AM
Dec. 12, 2023	City of Miramar Preschool	TBA	9:30 AM - 11:00 AM
Jan. 30, 2024	TBA	TBA	9:30 AM - 11:00 AM
Feb. 20, 2024	TBA	TBA	9:30 AM - 11:00 AM
Mar. 13, 2024	TBA	TBA	9:30 AM - 11:00 AM
Apr. 10, 2024	TBA	TBA	9:30 AM - 11:00 AM
May. 8, 2024	TBA	TBA	9:30 AM - 11:00 AM
Jun. 25, 2024	TBA	TBA	9:30 AM - 11:00 AM
Jul. 11, 2024	TBA	TBA	9:30 AM - 11:00 AM

### The State of Childcare Luncheon Event

Date	Location	Time
TBA	TBA	TBA

### ELC Board Meet, Greet, & Eat Social

**ELC Broward: 1475 W. Cypress Creek Rd., Suite 301, Fort Lauderdale, FL 33309**

Date	Location	Time
Sep. 11, 2023	The Early Learning Coalition of Broward County, Training Room A/B	8:30 AM – 9:30 AM
TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA
TBA	TBA	TBA

### ELC Lunch & Learn Workshops \*Optional\*

**ELC Broward: 1475 W. Cypress Creek Rd., Suite 301, Fort Lauderdale, FL 33309**

Date	Topic	Location	Time
Sep. 21, 2023	Strategic Plan	The Early Learning Coalition of Broward County, Training Room A/B	1:00 PM – 2:00 PM
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA

## Monthly PLAN Meetings

**ELC Broward: 1475 W. Cypress Creek Rd., Suite 301, Fort Lauderdale, FL 33309**

Date	Location	Time
Sep. 20, 2023	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Oct. 18, 2023	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Nov. 15, 2023	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Dec. 20, 2023	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Jan. 17, 2024	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Feb. 21, 2024	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Mar. 20, 2024	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Apr. 17, 2024	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
May 15, 2024	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM
Jun. 19, 2024	The Early Learning Coalition of Broward County, Training Room A/B	10:00 AM - 11:00 AM

## Legislative Meetings

**\*Please Reach out to Lizbeth DelVecchio at [Ldelvecchio@elcbroward.org](mailto:Ldelvecchio@elcbroward.org) if you would like to RSVP for a legislative meeting.**

Date	Individual	Location	Time
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA

## Notable Early Learning Conferences

**\*Please Reach out to Melody Martinez at [Mmartinez@elcbroward.org](mailto:Mmartinez@elcbroward.org) if you would like assistance organizing accommodations\***

Dates	Conference Name	Location	Registration Info
Sep. 19-20, 2023	Zero to Three Learn Conference	Minneapolis Convention Center- Minneapolis, MN	<a href="#">Click to Register</a>
Oct. 5-8, 2023	Council for Professional Recognition CDA - Early Educators Leadership Conference (Leading Career Pathways to Equity)	Renaissance Orlando at SeaWorld- Orlando, FL	<a href="#">Click to Register</a>
Oct. 11-15, 2023	Florida Association for the Education of Young Children (FLAEYC)	Moni Orlando Resort- Orlando, FL	<a href="#">Click to Register</a>
Nov. 15-18, 2023	NAEYC Annual Conference	Nashville, TN	<a href="#">Click to Register</a>
Nov. 28-Dec. 1, 2023	Division for Early Childhood's 39 <sup>th</sup> Annual International Conference on Young Children with Disabilities and their Families	Hilton Minneapolis- Minneapolis, MN	<a href="#">Click to Register</a>
Jan. 22-25, 2023	National Head Start Winter Leadership Institute	Crystal City, VA	<a href="#">Click to Register</a>
Mar. 7-9, 2024	Southern Early Childhood Association Conference	Crown Plaza Atlanta Perimeter – Atlanta, GA	<a href="#">Click to Register</a>
Mar. 7-10, 2024	American Montessori Society – The Montessori Event	Gaylord Palms Resort and Convention Center – Orlando, FL	<a href="#">Click to Register</a>
Mar. 8-9, 2024	Rocky Mountain Early Childhood Conference	Denver Marriott Tech Center – Denver, CO	<a href="#">Click to Register</a>
Mar. 11-12, 2024	International Conference on Play-Based Learning and Early Childhood Curriculum	Miami, FL	<a href="#">Click to Register</a>
Mar. 14-16, 2024	Virginia Association for the Education of Young Children (vaeyc)	Roanoke, VA	<a href="#">Click to Register</a>
Apr. 3-4 2024	InterAct CLASS Summit	San Diego, CA	<a href="#">Click to Register</a>
Apr. 15-19, 2024	National Training Institute on Effective Practices: Addressing Challenging Behavior (NTI) Conference	Tampa Marriott Water Street – Tampa, FL	<a href="#">Click to Register</a>
Apr. 15-18, 2024	National Head Start Conference	Oregon Convention Center – Portland, OR	<a href="#">Click to Register</a>
May. 19-22, 2024	Child Care Aware 2024 Symposium	Arlington, VA	<a href="#">Click to Register</a>
Jun. 26-30, 2024	FL Family Child Care Home Association Annual Conference	Clearwater Beach, FL	<a href="#">Click to Register</a>





# WINE & CHEESE SOCIAL

Join us for an engaging event to sip, socialize, and learn about ELC Broward's impactful services and ways to support the great work of the ELC.

**THE SMALL WINE SHOP  
410 N. ANDREWS AVENUE  
FORT LAUDERDALE, FL. 33301**

**Thursday, October 5th, 2023  
6:00 PM - 8:30 PM**

**RSVP at: [Idelvechio@elcbroward.org](mailto:Idelvechio@elcbroward.org)**

**By invite only (no plus one)/Deadline September 29, 2023**

 **State Farm™**  
**Sara Stevenson**

6760 Taft St.  
Hollywood, FL 33024  
(954)989-8719  
[Sarawithsara.net](http://Sarawithsara.net)



**GOREN CHEROF  
DOODY & EZROL P.A.**  
ATTORNEYS AT LAW  
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# 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.elcbroward.org/donate](http://www.elcbroward.org/donate)**



## 5 Year Strategic Plan Goals - Year 1 Results

### GOAL 1 Eligible families will be aware of and access ELC SR Services

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. Deploy a successful targeted outreach and enrollment initiative	1. A minimum of 3,000 families will apply for SR services quarterly.	Q1: 3000 Q2: 3000 Q3: 3000 Q4: 3000	Q1: 2,345 Q2: 1,673 Q3: 2,488 Q4: 2,735	On Track	<ul style="list-style-type: none"> <li>• ELC received 9241 new SR applications (from the waitlist), resulting in 5,128 new enrollments; a 20% increase in enrollments</li> <li>• Average of 2410 families applied quarterly</li> <li>• On track should funding permit - at 77% of the 5-year goal</li> </ul>
	2. At least 1000 families annually will use QR codes, social media, and customized URLs created for outreach purposes to access information about School Readiness Services.	1,000	3,514	On Track	<ul style="list-style-type: none"> <li>• ELC utilized extensive marketing and outreach campaigns</li> <li>• Engaged 3 large employers (Publix, McDonald's, Telperformance) about SR services for their employees</li> <li>• Distributed over 10K SR flyers to 22 Broward Title 1 schools</li> </ul>
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%	76%	Not Met	<ul style="list-style-type: none"> <li>• ELC SR retention rate is 76%</li> <li>• ELC implemented several case management and process efficiencies such as texting to increase SR retention and will continue to find new strategies to meet the 5-year goal and retain 85% of eligible families</li> </ul>

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

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 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	14,446	14,304	On Track	<ul style="list-style-type: none"> <li>• The State Estimating Conference projected Broward enrollment to be 65% of 4 - year olds; actual enrollment was 64% of 4-year-olds.</li> </ul>

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

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
1. Childcare providers being CLASS assessed because they offer School Readiness (SR) services will participate in quality improvement opportunities, which will increase quality and raise the countywide CLASS score average from 5.0 to a 6	1. 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score to a 4.5 or higher within a year.	90%	93%	Exceeded	<ul style="list-style-type: none"> <li>• 3% above the 5-year goal.</li> </ul>
	2. 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.	85%	67%	On Track	<ul style="list-style-type: none"> <li>• 79% of the 5-year goal achieved.</li> </ul>
	3. 55% of SR providers scoring between a 5 and a 5.49 on their CLASS assessment will raise their score to a 5.5 or higher within a year.	55%	32%	On Track	<ul style="list-style-type: none"> <li>• 58% of the 5-year goal achieved.</li> </ul>
	4. 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC training focused on increasing scores.	90%	86%	On Track	<ul style="list-style-type: none"> <li>• only 4% below the 5-year goal.</li> </ul>

	5. 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC training focused on increasing scores.	85%	84%	On Track	• Only 1% below the 5-year goal.
	6. 65% of SR providers scoring between a 5 and 5.49 on their CLASS assessment will attend ELC training focused on increasing scores	65%	95%	Exceeded	•30% above the 5-year goal.
2. Providers participating in the Broward Above and Beyond will successfully recruit, upskill, and retain qualified staff.	1. Once a baseline is developed, a to-be-determined metric will be established to demonstrate an increase in the successful recruitment of early educators at the Above and Beyond participating sites. ☐	Metric Being Established based on FY22/23 data	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing baseline benchmarks
	2. Once a baseline is developed, 50% of early educators will attain the next level in personal development goals (CDA or higher).	50%	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing benchmarks
	3. Once a baseline is developed, the retention level of early educators will be at a minimum of 80% at the Above and Beyond sites.	80%	N/A	N/A	• As per the Strategic Plan, Year 1 is establishing benchmarks
3. Early Learning educators will gain the foundational skills to increase classroom preparedness and effective child/educator interactions to help increase Broward's average CLASS scores.	1. Broward County Above and Beyond CLASS Observation Provider Instructional Support Average, the CLASS Observation domain that is most often lowest, will increase from a 3.6 to a 5.	5	4.4	On Track	• 26 of the Above and Beyond sites had a pre Instructional Support score. Those sites, on average, increased their average score to a 4.4

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

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
Objective 1: VPK providers will participate in quality improvement opportunities, which will result in a countywide CLASS score average of at least 5.25	1. 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessment will raise their score a 4.5 or higher within a year.	80%	N/A	N/A	• This was the first year of CLASS assessments for VPK providers. This outcome(and efforts to increase CLASS scores) will begin to be measured in FY 23/24 • Baseline established with a VPK CLASS score average of 5.29, which is a really good CLASS score
	2. 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will raise their score to a 5 or higher within a year.	70%	N/A	N/A	Same as Above
	3. 50% of VPK providers scoring between a 5 and a 5.25 on their CLASS assessment will raise their score to a 5.25 or higher within a year	50%	N/A	N/A	Same as Above
	4. 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC training focused on increasing scores.	80%	N/A	N/A	Same as Above
	5. 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC training focused on increasing scores.	70%	N/A	N/A	Same as Above
	6. 60% of VPK providers scoring between a 5 and 5.25 on their CLASS assessment will attend ELC training focused on increasing scores	60%	N/A	N/A	Same as Above

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

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
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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%	33%	Not Met	<ul style="list-style-type: none"> <li>FY 22/23 ELC staff made 1,045 referrals to Early Steps, with 348 families completing the evaluation process resulting in a 33% follow-through rate (An increase in overall referrals from the prior year of 212)</li> <li>FY 21/22 ELC staff made 833 referrals to Early Steps, with only 387 families completing the evaluation process, resulting in a 46% follow-through rate</li> </ul>
	2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS	75%	53%	Not Met	<ul style="list-style-type: none"> <li>FY 22/23 ELC staff made 659 referrals to FDLRS, with 355 families completing the evaluation process, resulting in a 53% follow-through rate</li> <li>FY 21/22 ELC staff made 751 referrals to FDLRS, with 364 families completing the evaluation process, resulting in the 62% follow-through rate</li> </ul>
	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	2	On Track	<ul style="list-style-type: none"> <li>ELC created two (2) partnerships for support services, one with Lighthouse of Miami--eye examinations in preschools and Peer Support Specialists for Special Needs families funded by AD Henderson</li> <li>50% of the 5-year goal achieved</li> </ul>
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	8,714.00	On Track	<ul style="list-style-type: none"> <li>58% of the 5-year goal achieved</li> </ul>
	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	11	On Track	<ul style="list-style-type: none"> <li>73% of the 5-year goal achieved</li> </ul>

**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 1	Status	FY 22/23 Year 1 Summary
1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.	1. ELC leadership will meet (one on one) with new local Legislators, Broward County commissioners/county administration, and newly elected municipal leaders (in high-needs areas) at least 1x/within the first year of their role.	13	10	On Track	<ul style="list-style-type: none"> <li>Met one on one with 10 out of 13 newly elected leaders</li> <li>Prioritized areas with higher needs for ELC services</li> </ul>
	2. ELC leadership will meet/present to 80% of current legislators, Broward County commissioners/county administration, and municipal leaders (in high-needs areas) at least 1x/annually.	80%	87%	Exceeded	<ul style="list-style-type: none"> <li>9 presentations at various city commission meetings</li> <li>Engaged with 4 of the 9 county commissioners</li> <li>Engaged with 6 of the 9 Broward Legislators who represent our high SR concentrated areas</li> <li>Met with 55 Broward leaders</li> </ul>
2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.	1. A minimum of 30 community leaders/elected officials will participate in at least one ELC's activities/events annually.	30	50	Exceeded	<ul style="list-style-type: none"> <li>State of Childcare event had over 50 community leaders and elected officials</li> </ul>
	2. ELC will build relationships with a minimum of 10 Faith-based community leaders or business partners.	10	5	On Track	<ul style="list-style-type: none"> <li>Achieved 50% of the 5-year goal.</li> <li>Relationships established with 5 faith-based leaders, Calvary Chapel, Mt. Hermon, AME, Otis Kemp, IFSF</li> <li>Will continue to work on achieving the goal</li> </ul>

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

Objective	Outcomes	Target	Year 1	Status	FY 22/23 Year 1 Summary
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1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.	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%	76.67%	Exceeded	<ul style="list-style-type: none"> <li>• ELC is at 90% retention (excluding involuntary separations)</li> </ul>
	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%	12.76%	Exceeded	<ul style="list-style-type: none"> <li>• Staff voluntary turnover rate is 7.14% without involuntary, with an overall turnover rate of 12.76%</li> </ul>
	3. 25% of promotional opportunities are filled internally.	25%	50%	Exceeded	<ul style="list-style-type: none"> <li>• 50% of all promotional opportunities, or 17 of 34, were promotions from within.</li> </ul>
	4. At least 85% of Staff respond that they are overall satisfied working at the ELC.	85%	92%	Exceeded	<ul style="list-style-type: none"> <li>• Staff satisfaction is at an all-time high of 92% (based on a 70% response rate) and up from 88% satisfaction from last year</li> <li>• ELC was the recipient of the Sun Sentinel's Top Work Place 2023 (2nd year in a row)</li> </ul>
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%	48%	On Track	<ul style="list-style-type: none"> <li>• 48% of the modules have been created. We are on track to exceed 85%.</li> </ul>
	2. 90% of ELC data infrastructure will be stored in the cloud.	90%	60%	On Track	<ul style="list-style-type: none"> <li>• IT department has moved 60% of the ELC infrastructure to the cloud.</li> </ul>
	3. A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.	95%	93.40%	On Track	<ul style="list-style-type: none"> <li>• The results of the security survey for the year show that 93.4% of staff passed the quarterly test.</li> </ul>
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.	To Be Established	\$0	On Track	<ul style="list-style-type: none"> <li>• Ad Hoc Fundraising Committee has been established with initial seed money of \$5,000 and a proposed mixer scheduled for September 2023</li> <li>• Honorary Board member protocols established to enhance ELC visibility in the friend/fundraising arena.</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.	To Be Established	\$22,232	On Track	<ul style="list-style-type: none"> <li>• Ad Hoc Fundraising Committee met on 3 occasions to establish the role of the committee and strategy for friend/fundraising. Our unofficial Year 1 goal was \$25,000</li> </ul>
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%	77%	On Track	<ul style="list-style-type: none"> <li>• The Board Survey is split into two areas, Self Assessment and Board Assessment. Not all areas were at 90%.</li> <li>• Board Self Assessment, 6 of 8 questions above 90%</li> <li>• Board Assessment 4 of 5 questions above 90%</li> <li>• When combining the two Assessments, 3 of the 13 (total) questions did not achieve the required goal, resulting in a 77% overall rating.</li> <li>• Self Assessment Average 87.6%</li> <li>• Board Assessment Average of 93.9%</li> <li>• Overall, a huge increase in scores from FY 21/22</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%	88%	On Track	<ul style="list-style-type: none"> <li>• 88% of the Board members completed the Annual board Survey (with only 2 members not completing it)</li> </ul>
	3. ELC will track the activity of Board members and report on that engagement	N/A	N/A	On Track	<ul style="list-style-type: none"> <li>• ELC staff have been tracking engagement and will provide each Board member with their own engagement report.</li> </ul>



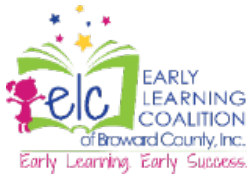
6. The ELC will have a cohesive board where every member has a voice.	1. Board ratings after meetings will average 8 or higher	8	100%	On Track	<ul style="list-style-type: none"> <li>• All meetings scored above an 8 (once we began administering the approved rating survey).</li> </ul>
	2. Results of the annual board self-survey will show that 90% of the board report that they feel they have a voice in meetings.	90%	94%	Exceeded	<ul style="list-style-type: none"> <li>• 94% of Board members believed that opportunity existed for constructive, respectful debate on issues (The prior year was 74%).</li> </ul>

ELC of Broward County

Committee Membership 2023-2024

COMMITTEE	Member Name	Seat	By Laws
<b>EXECUTIVE</b> 4 needed for a Quorum	<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 June 2020 - Again in 2022
Officer	3 Twan Russell	Second Vice Chair	effective June 2020 - Again in 2022
Officer	4 Monica King	Secretary/PRC Chair	effective June 2020 - Again in 2022
Officer	5 Cindy Arenberg Seltzer	Treasurer	effective June 2020 - Again in 2022
	6 Michael Asseff	Nominating Com. Chair	effective June 2020 - Again in 2022
	7 Renee Podolsky	Audit Com. Chair	effective June 2022
<b>FINANCE</b> 4 needed for a Quorum	<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	
	2 Maria Hernandez	Member	effective 07/01/23
	3 Dawn Liberta	Member	effective 09/13/21
	4 Renee Podolsky	Member	
	5 Twan Russell	Member	
	6 Laurie Sallarulo	Member	
	7 Zachary Talbot	Member	effective June, 2020
<b>PROGRAM REVIEW</b> 5 needed for a Quorum	<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 07/01/22
	2 Cindy Arenberg-Seltzer	Member	effective 07/01/22
	3 Richard Campillo	Member	effective 07/01/18
	4 Dawn Liberta	Member	effective 07/01/18
	5 Melody McDonald	Member	effective 10/06/22
	6 Renee Podolsky	Member	effective 05/10/23
	7 Laurie Salarullo	Member	effective 07/01/18
	8 Ellie Schrot	Member	effective 05/17/23
<b>AUDIT</b> 3 needed for a Quorum	<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 07/01/22
	2 Michael Asseff	Member	
	3 Beverley Batson	Member	effective 12/19/19
	4 Monica King	Member	effective 04/07/17
	5 Twan Russell	Member	effective 12/09/16
<b>GOVERNANCE</b> 4 needed for a Quorum	<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 06/30/20
	2 Michael Asseff	Member	effective 06/2020
	3 Kirk Englehardt	Member	effective 09/13/21
	4 Carol Hylton	Member	effective 02/2021
	5 Laurie Sallarulo	Member	effective 09/15/22
	6 Renee Podolsky	Member	effective 10/06/22
	7 Amoy Reid	Member	effective 10/06/22
<b>NOMINATING</b> 4 needed for a Quorum	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition . No Term Limits</i>		
	1 Michael Asseff	Chair	effective 06/30/20
	2 Sharonda Davis-Bailey	Member	effective 04/27/22
	3 Amoy Reid	Member	effective 12/19/19
	4 Twan Russell	Member (Officer)	
	5 Laurie Salarullo	Member (Board Chair)	
	6 Julie Winburn	Member	effective 05/2022
<b>AD HOC FUNDRAISING</b> 3 needed for a Quorum Re-established 8/2022 Report to Executive Comm	1	Chair	
	2 Michael Asseff	Co-Chair	effective 02/13/20 confirmed 08/29/22 Co-Chair effective 05/10/23
	3 Amoy Reid	Member	effective 02/13/20 confirmed 08/10/22
	4 Zachary Talbot	Member	effective 08/30/22
	5 Kirk Englehardt	Member	effective 09/20/22





# ELC of Broward County

## FY 2023-2024 Board/Committee Meetings Calendar

July 2023						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
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23	24	25	26	27	28	29
30	31					

August 2023						
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September 2023						
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October 2023						
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November 2023						
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December 2023						
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31						

January 2024						
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February 2024						
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March 2024						
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31						

April 2024						
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May 2024						
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June 2024						
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23	24	25	26	27	28	29
30						

**Board Mondays/9:30 am**

- Sep 11, 23
- Oct 16, 23
- Dec 11, 23
- Feb 12, 24
- Mar 11, 24
- May 6, 24 (RETREAT 9am)
- Jun 17, 24

**Finance/Executive Tuesdays/1:30 pm**

- Aug 29, 23
- Oct 3, 23
- Nov 28, 23
- Jan 23, 24
- Feb 27, 24
- Apr 30, 24
- Jun 4, 24

**Governance Mondays/ 11 am**

- Oct 23, 23
- Feb 26, 24
- Apr 22, 24

**Nominating Wednesdays**

- Sep 27, 23
- Jan 24, 24
- Apr 17, 24

**Audit Wednesdays**

- Aug 30, 23, 2:30 pm
- Jan 31, 24

**Program Review**

- Aug 28, 23, 2:00 pm
- Dec 14, 23
- Mar 28, 24
- Jun 6, 24

**Ad-Hoc Fundraising:**

- Aug 30, 2023, 12:30 pm
- Oct 16, 2023, 11:30 am
- Feb 12, 2024, 12:00 pm

**ELC Offices closed for holidays on:**

July 4; Sep 4; Nov 10, 23, 24; Dec 25; Jan 1, 15; Feb 19; May 27

**Federal Holidays:**

- Oct 9 Columbus
- June 19 Juneteenth
- Oct 14 Columbus

**Holidays:**

- Sep 25 Yom Kippur
- Sep 30 Sukkot
- Dec 8 Hanukkah Start
- Dec 15 Hannukah Ends
- Dec 26 Kwanzaa
- Feb 14 Ash Wed/Lent
- Mar 19 Spring Break week
- Mar 29 Good Friday
- April 23 Passover Starts

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

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

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

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



Match		Refers to a statutorily specified percentage of program or project costs that must be contributed by an entity in order to be eligible for State or Federal funding; the value of third-party in-kind contributions and that portion of project or program costs not borne by the State or Federal government
Market Rate		The price that a child care provider charges for daily, weekly, or monthly child care services.
Office of Child Care	OCC	The Office of Child Care (OCC) supports low-income working families by providing access to affordable, high-quality early care and afterschool programs. OCC administers the Child Care and Development Fund (CCDF) and works with state, territory and tribal governments to provide support for children and their families juggling work schedules and struggling to find child care programs that will fit their needs and that will prepare children to succeed in school. The Office of Child Care was established in September 2010 and replaces the former Child Care Bureau. The Office of Child Care partners with states, territories, and tribes to administer the Child Care and Development Fund (CCDF) program.
Other Cost Accumulator	OCA	OCA is a cost accounting system to maintain the collection of costs in an organized and systematic manner.
Professional Development Initiative	PD	A continuum of learning and support activities designed to prepare individuals for work with and on behalf of young children and their families, as well as ongoing experiences to enhance this work, leading to improvements in knowledge, skills, practices, and dispositions.
Performance Funding Project	PPF	In 2014, the Florida Legislature created the Early Learning Performance Funding Project (ELPPF). 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 ELPPF 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.