



Early Learning Coalition of Broward County, Inc.

Board Meeting Agenda

September 12, 2022, at 9:00 AM

Zoom Meeting

Meeting ID: 813 0815 1426 Passcode:145950

<https://us06web.zoom.us/j/81308151426?pwd=RUZUS2pseG80TGhmbVBQcDBudHpLQT09>

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

I.	Call to Order		Laurie Sallarulo, Chair
II.	Roll Call		Melody Martinez, Board Liaison
III.	Chair Report		Laurie Sallarulo, Chair
IV.	CEO Report	3	Renee Jaffe, CEO
V.	Consent Agenda		Laurie Sallarulo, Chair
	a. Approve June 13, 2022, Meeting minutes	6	
	b. B231CA1 – Approve CSC Financially Assisted Child Care Agreement Renewal	11	
	c. B231CA2 – Approve CSC Vulnerable Populations Program Agreement Renewal	12	
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	f. B231CA5 – Approve Related Party Lease Renewal with Broward County School Board	15	
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	h. B231CA7 - Approve Amendment #4 of Keefe McCullough Agreement for FY22 Financial Audit and other Services for the period July 1, 2022-June 30, 2023	21	
	Finance Committee		Cindy Arenberg Seltzer, Committee Chair Christine Klima, CAO
	• B231FIN1 – Preliminary FY 22 Financial Results – FYI Only	36	
	• B231FIN2 – Approve July 2022 Interim Financial Statements	44	
	• B231FIN3 – Approve FY23 Budget Amendment #1	53	
	Regular Business		Renee Jaffe, CEO/Judith Merritt, COO Kirk Englehardt Ad Hoc Chair and Dawn Liberta Governance Chair
	• B231RB1 – Approve DRAFT 5-Year Strategic Plan	56	
	• B231RB2 – Approve CEO Performance Evaluation Results and CEO Performance Pay	68	Judith Merritt, COO Judith Merritt, COO
	• B231RB3 – Approve CEO Goals for FY 22/23	99	

	Audit Committee		Renee Podolsky, Committee Chair
	Ad Hoc Strategic Planning Committee		Kirk Englehardt, Committee Chair
	Governance Committee		Dawn Liberta, Committee Chair
	Nominating Committee		Michael Asseff, Committee Chair
	Program Review Committee		Monica King, Committee Chair
	Provider Representative Update		Beverley Batson, Representative private Faith-based child care provider Melody McDonald, Representative private child care provider
	FYI Items <ul style="list-style-type: none"> ● FYI 1 FY 22-23 ELC Contracts ● FYI 2 Education and Quality Training Calendar ● FYI 3 Cash Disbursements ● FYI 4 Match Report ● FYI 5 FY 22-23 Committee Membership ● FYI 6 FY 22-23 Board Meeting Attendance ● FYI 7 FY 22-23 Board Calendar ● FYI 8 Glossary of Terms 	108 109 111 112 113 114 115 116	
	Unfinished Business New Business Matters from the Board Matters from the CEO Matters from our Partners Public Comment Next ELC Board Meeting: November 14, 2022 Adjourn		
<p>Please Note: Agenda is subject to revisions and additions per the discretion of the Chair of the Coalition. Notification will be sent of any such revisions or additions. Members of the Public: Please sign up at the entry desk for public comments to be made on particular agenda items no later than five minutes after the Coalition meeting has been called to order.</p>			

CEO Report

Board Meeting – September 12, 2022

VPK Update

VPK applications continue to be processed for the 2022/2023 school year. As of September 2, we had 14,862 approved applications for the school year (which is a bit higher than where we were last year at this time). ELC staff dramatically stepped-up outreach efforts (last spring) for both School Readiness and VPK registration, which includes print ads, radio ads, outreach events, and social media. Between our outreach efforts and the decrease in Covid-19 cases, we believe VPK application/enrollment numbers will continue to increase for the FY 22/23 VPK year. The statewide Estimating Conference just met, and their initial projections are that 72 percent (170,025) of the 4-year-old population in Florida will attend VPK. Last year's forecast was 64 percent (153,245) of the 4-year-old population. The Estimating Conference initial projection for Broward County is a school year enrollment of 15,491 children, or 73 percent of eligible 4 year-olds. As VPK classes are still beginning, we should have some reliable data within a few weeks that gives us a more accurate idea as to where we stand compared to the Estimating Conference projections.

The Division of Early Learning rolled-out new requirements for VPK instructors for this school year, as well as premium payment rates for those VPK providers agreeing to pay at least \$15 for VPK staff. Unfortunately, the roll out has caused a lot of confusion for Coalitions and providers. A lack of statewide capacity to conduct required VPK instructor/director courses led to a last-minute change in due date for requirement fulfillment from the start of VPK classes (which for most programs aligns with start of Broward public schools) to October 15th. Additionally, essential guidance concerning requirements for payment of the premium for providers agreeing to the \$15 per hour wage for VPK staff did not come until mid-August. This caused some scrambling on our part to get accurate information to providers, and patience and understanding on the providers' part to make decisions about opening VPK classes.

School Readiness Enrollment Update

Staff continues to enroll families at a rapid pace. Our weekly average of enrollments since the fiscal year began is 114 children. This is at least partly due to the aggressive outreach that has been conducted by the communications/outreach staff. Since the beginning of this fiscal year, we have enrolled 1,162 children. Applications are being processed within a week of application submission.

Reminder - VPK Legislative Changes Effective July 1, 2022

As previously mentioned, Legislation passed during both this legislative session and last year's legislative session that will have a huge impact on State's VPK system, which went into effect beginning, July 1, 2022. Here is an overview:

- **All** VPK classrooms will be CLASS assessed (different than School Readiness where only providers with schools that have more than 20 percent School Readiness children or providers with Class 1 licensing violations are CLASS assessed and CLASS assessments are only conducted on a random sample of 50 percent of the program's classrooms).
- VPK providers receiving CLASS scores under 4.0 will not be able to renew their VPK contracts.
- The base student allocation (BSA) for school year VPK will be increased by \$317 per child, from \$2,486 to \$2,803. The rate for Summer VPK will increase from \$2,122 to \$2,393, which is an increase of \$271 (which is the largest increase, and the most funding the State's VPK program has ever received).
- The State allocated \$100 million of non-recurring dollars to support per-child supplements for any VPK provider that agrees to pay wages of at least \$15 per hour to its VPK instructors (Broward has received an allocation of approximately \$10 million from this \$100 million). This equated to a \$631.80 base student allocation (BSA) increase.

The American Recovery Plan (ARP)

The ELC continues to work with providers to distribute the American Recovery Plan (ARP) grant awarded. As of August 19, 2022, ELC staff has approved a total of 634 ARP provider grant applications totaling more than \$47 million in grant awards. As previously reported, the grant awards are paid in three installments issued at 90-day intervals. Additionally, ELC staff has already paid 512 providers for the first two installments. The third and

final distributions will begin in September 2022. The ELC is thrilled to be able to assist so many providers in such a time of need.

ARP Stabilization

Late Breaking News - Now that ARPA stabilization grants are in full swing and funding continues to be allocated and distributed, DEL has shifted its focus on spending plans and activities for ARPA discretionary funds (which also includes remaining funding from CARES and CCRSA) in the amount of **\$316,452,171**.

DEL has been working with various groups to obtain feedback on the drafted plan and has a preliminary approval from DOE etc. to get feedback from ELCs, child care small businesses and other related partners and then bring the finalized plan to legislators for approval. A final plan should be provided to Coalitions in the next few weeks. DEL has a deadline of 9/30 to submit their plan for approval.

Back to School Outreach

The Communications/Outreach staff, along with staff volunteers, have actively participated in many back-to-school events, talking to parents about SR childcare and VPK, and promoting the ELC’s Broward Bookworms program. They have also been making/posting/sending videos of the events to community leaders to keep them engaged in what we are doing.

Our team participated in the following events:

DATE	EVENT	HOSTED BY	EVENT VIDEO/ATTENDEES/INFO
07/16/22	Community Baby Shower (Pompano Beach, FL)	Healthy Start Coalition	https://www.youtube.com/watch?v=V_5in9_v-8w&t=4s
07/23/22	Back-to-School Health and Community Fair (Miramar, FL)	Hope for Society Foundation & Children’s Services Council	Co-sponsored by City of Miramar Mayor Wayne Messam & Commissioner Maxwell Chambers https://www.youtube.com/watch?v=IfSx_qKou0s
07/30/22	Back-To-School Extravaganza at Dillard High School (Ft. Lauderdale, FL)	Children’s Services Council & YMCA	Interviewed State Rep. Christina Hunschofsky and Broward Property Appraiser, Marty Kair https://www.youtube.com/watch?v=pvzkOF6oteY&t=12s
08/06/22	Back-To-School Round-Up (Sunrise, FL)	City of Sunrise	Interviewed Deputy Mayor Jacqueline Guzman and Director of Leisure Services, Kevin Pickard https://www.youtube.com/watch?v=C_5RVcXZ0JM
08/15/22	Back-to-School at Gulfstream Academy (Hallandale Beach, FL)	United Way	Interviewed Mayor Joy Cooper https://www.youtube.com/watch?v=M0wA4neAkGM

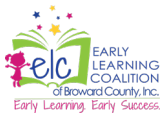
Ad-Hoc Fundraising Committee

Over the summer, Renee Jaffe met with the new chair of the Ad-Hoc Fundraising committee, Kristina West, to discuss first and next steps for this new committee. A meeting has been scheduled for September 30, 2022, 12:30 – 1:30pm. The Committee currently consists of Michael Asseff, Amoy Reid and Zachary Talbot. Please reach out to Judith Merritt if you would like to join the committee as more members are needed.

Board Vacancy

ELC staff have posted the vacancy created when Khalil resigned from the Board on the ELC website, distributed several email outreach flyers to the community on several occasions and forwarded the application and flyer to the ELC board members several times. Additionally, ELC staff have personally reached out to community partners and members of the community they believe would be a suitable fit for the ELC Board vacancy. There has been some verbal interest and ELC staff are hoping these efforts result in applications. The timeline is to have a Nominating committee meeting prior to the next Board meeting, where Nominating Committee can present a recommended candidate. We are asking Board

members to continue outreach to find candidates for the open position. Additionally, Broward School Board is in the process of designating a replacement to fill the vacancy left by Laurie Rich Levinson.



Early Learning Coalition of Broward County, Inc.
Board Meeting Minutes
June 13, 2022, at 12:00 PM
 Virtual & in-office Meeting

Members in Attendance	Laurie Sallarulo; Cindy Arenberg-Seltzer; Dawn; Liberta; Monica King; Michael Asseff; Kristina West; Kirk Englehardt; Ellie Schrot; Laurie Rich Levinson; Renee Podolsky; Richard Campillo; Amoy Reid; Beverly Batson; Sharonda Bailey; Julie Winburn
Members Absent	Zachary Talbot; Twan Russell; Carol Hylton
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Howard Bakalar, CPO; Judith Merritt, COO, Allison Metsch, Sr. Director of Education & Quality; Melody Martinez, Board Liaison; Lizbeth Juan, Executive Assistant; Stephanie Landreville, Controller; Amy Moore, Senior Director of Family Services and Provider Relations; Ancel Pratt III, Senior Director of Communications
Others in Attendance	Julie Klahr, General Counsel; Melody McDonald

Item	Action/Discussion
Welcome & Call to Order	Chair Laurie Sallarulo called the meeting to order at 12:12 PM. The roll was called, and a quorum was established.
Chair Report	Laurie Sallarulo welcomed everyone and appointed Kristina West as the Chair of the Ad Hoc Fundraising Committee and Renee Podolsky as the Chair of the Audit Committee effective July 1, 2022. The Chair announced that Khalil Zeinieh has resigned from his position on the board due to work and personal obligations, and we want to recognize him for all the work he has done. He was the chair of the Program Review Committee, and we are looking for volunteers. Dawn Liberta recommended Monica King and she accepted.
CEO Report	CEO informed committee members that we now need an additional member in the Finance committee and would love to get more people on Audit and Governance. Dawn Liberta added that the provider appreciation event was fantastic and gave Kudos to the staff for all their hard work.
Mission Moment – Provider Appreciation Recap	Allison Metsch shared a short clip on the Provider appreciation Recap. Howard Bakalar shared that starting next week, PLAN meetings will be in person. Dawn Liberta asked if it's possible to send out our Board meeting dates so that the Providers can attend in person.

Consent Agenda

1. Approve May 9, 2022, Meeting minutes
2. B227CA1 – Approve FY 2023 DEL Grant Agreement
3. B227CA2 – Approve FY 2023 United Way School Readiness Match Revenue Agreement
4. B227CA3 – Approve FY 2023 Children’s Forum Sub Recipient Agreement Renewal
5. B227CA4 – Approve FY 2023 211 Broward Sub Recipient Agreement
6. B227CA5 – Approve FY 2023 Scholastic Vendor Agreement Renewal
7. B227CA6 – Approve FY 2023 BLI Vendor Agreement Renewal
8. B227CA7 – Approve FY 2023 M Network Agreement
9. B227CA8 – Approve FY 2023 Goren Cherof Doody & Ezrol Contract
10. B227CA9 – Approve FY 2023 ATT State Term Contract Purchase Order
11. B227CA10 – Approve FY 2023 Webauthor Contract Renewal
12. B227CA11 – Approve FY 2023 Keefe McCullogh Contract Renewal
13. B227CA12 – Approve FY 2022-2023 Board Calendar
14. B227CA13 – Approve FY 2022-2023 COOP

A **Motion** was made by Cindy Arenberg-Seltzer to approve the consent agenda. **Seconded** by Monica King. The **Motion was unanimously approved. Motion Passes.**

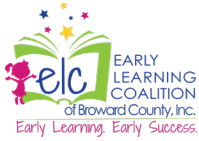
DRAFT

Finance Committee	<u>Approve February Interim Financials</u>
1. B227FIN1 – Approve April 2022 Interim Financial Statements	<p>Cindy A. Seltzer presented the Interim Financial Statements for the ten-month period ending April 30, 2022.</p> <p>A Motion was brought forth by the Finance Committee to approve April 2022 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant. The Motion was unanimously approved. Motion Passes.</p>
2. B227FIN2 – Approve FY 2023 Preliminary Budget Framework	<p><u>Approve Preliminary FY 2023 Budget Framework</u></p> <p>CAO shared a PowerPoint presentation covering the Preliminary FY 2023 Budget, Key expenditures for FY23.</p> <p>A Motion was brought forth by the Finance Committee to approve the Preliminary FY 2023 Budget Framework. The Motion was unanimously approved. Motion Passes.</p>
3. B227FIN3 – Approve One-Time 3% COLA for All Staff	<p><u>One-Time, 3% Cost of Living Increase Effective July 1, 2022</u></p> <p>Laurie Sallarulo suggested that the 3% COLA might not be sufficient to keep staff, given the increased cost of living in Broward County. After a Board discussion, Laurie said we could approve the motion as is at 3% but asked ELC staff to review the financial impact of an additional COLA and present at the next Executive/Finance Committee Meeting.</p> <p>A Motion was brought forth by the Finance Committee to Approve a One-Time, 3% Cost of Living Increase Effective July 1, 2022, for All Staff, Including the CEO, as Recommended by Salary Survey Consultants. The Motion was unanimously approved. Motion Passes.</p>
4. B227FIN4 – Approve FY 2023 Individual Purchases over \$35K	<p><u>Purchases over \$35,000 within the FY23 Budget</u></p> <p>A Motion was brought forth by the Finance Committee to Approve FY 2023 Purchases over \$35,000. The Motion was unanimously approved. Motion Passes.</p>
5. B227FIN5 – Approve FY 2023 Related Party Estimated Contracts and Expenditures	<p><u>Related Party Transaction within the FY23 Budget</u></p> <p>In accordance with Florida Statutes and the DEL Grant Agreement, all Coalitions are required to secure Board prior approval by a 2/3 vote for all related party contracts and purchases. Item</p> <p>A Motion was brought forth by the Finance Committee to Approve Item A (Provider Contract for VPK Services) FY 2023 Estimated Related Party</p>

	<p>Purchases and Agreements. The Motion was unanimously approved. Motion Passes.</p> <p>The following Board members abstained from the vote and completed the required conflict of interest documentation.</p> <ul style="list-style-type: none"> • Laurie R. Levinson abstains because she currently is Broward County School Board Member/Chair. • Sharonda Bailey abstains because she has a VPK contract with Broward County School Board <p>A Motion was brought forth by the Finance Committee to Approve Item B (Provider Contract for SR and/or VPK Services, ARPA Grants) FY 2023 Estimated Related Party Purchases and Agreements. The Motion was unanimously approved. Motion Passes.</p> <p>The following Board members abstained from the vote and completed the required conflict of interest documentation.</p> <ul style="list-style-type: none"> • Beverly Batson abstains because she is the Provider Rep <p>A Motion was brought forth by the Finance Committee to Approve Item C (Sponsorship for annual publication of the Broward County Family Resource Guide) FY 2023 Estimated Related Party Purchases and Agreements. The Motion was unanimously approved. Motion Passes.</p> <p>The following Board members abstained from the vote and completed the required conflict of interest documentation.</p> <ul style="list-style-type: none"> • Cindy Arenberg Seltzer abstains because she is the CEO of the Children’s Services Council. • Dawn Liberta abstains because she is the Board Chair for CSC.
<p>Regular Business</p>	<p>No Discussion.</p>
<p>NOMINATING COMMITTEE</p> <p>1. B227NOM1 – Approve Provider Representative</p> <p>2. B227NOM2 – Approve Officer Nominations</p>	<p>Nominating Committee Chair Michael Asseff welcomed new Provider Representative Melody McDonald and thanked the 4 candidates that were interviewed.</p> <p>Judith Merritt, COO gave a summary of the applications and the Board’s final decision.</p> <p>A Motion was brought forth by the Nominating Committee to Approve Melody McDonald as the Private for-profit child care provider to fill the vacant Private Provider Representative vacancy. The Motion was unanimously approved. Motion Passes.</p> <p>Judith Merritt, COO informed committee members that the terms of the current elected Board Officer positions, which began on July 1, 2020, will end on June 30, 2022. Board members were asked to submit nominations to ELC</p>

	<p>staff.</p> <p>No additional nominations were presented, the existing Officer all confirmed that they would maintain their current roles for an additional 2-year term.</p> <p>Dawn Liberta 1st Vice-Chair from 7/1/22 – 6/30/24 Twan Russell 2nd Vice-Chair from 7/1/22 – 6/30/24 Cindy A. Seltzer Treasure from 7/1/22 – 6/30/24 Monica King as Secretary from 7/1/22 – 6/30/24</p> <p>A Motion was brought forth by the Nominating Committee to Approve Board Officer Nominations FY 22-23 – FY 23-24. The Motion was unanimously approved. Motion Passes.</p>
UNFINISHED BUSINESS	None
NEW BUSINESS	None
MATTERS FROM CHAIR	There was no discussion.
MATTERS FROM COMMITTEES	None
PUBLIC COMMENT	There was no discussion.
NEXT MEETING DATE	TBD
ADJOURN	Dawn Liberta Motioned to Adjourn meeting at 1:37 PM

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 prior to approval at the next meeting.



ITEM/ MEETING:	B231CA1 / BOARD
DATE:	September 12, 2022
SUBJECT:	Children’s Services Council Financially Assisted Child Care Agreement Renewal
FOR ACTION:	YES
RECOMMENDED ACTION:	Empower the Chair to Execute a Children’s Services Council Financially Assisted Child Care Agreement Renewal for the period October 1, 2022 to September 30, 2023 pending finalized negotiations and legal review.
FINANCIAL IMPACT:	\$3,592,850
ELC STAFF LEAD	C. Klima

Background

Each year CSC’s Financially Assisted Child Care funding plays a critical role in the Coalition’s efforts to expand School Readiness to serve as many eligible Broward children as possible and maximize the amount of Federal match and other funding the Coalition has available each year:

1. CSC is the largest School Readiness Match pool funder and plays a leadership role, along with Broward County and the United Way, in helping the Coalition attract additional match funding from Broward municipalities to fill out the pool.
2. The match pool, currently \$10.2 million for FY23, allows the Coalition to enroll more income eligible children into School Readiness, including those from families with income up to 200% of poverty (compared to 150% for non-matched School Readiness). Funding from CSC, combined with the dollar for dollar Federal match, supports more than 700, or 60% of the 1,153 estimated slots in the pool.

The Agreement runs on the Government fiscal year from October 1, 2022 - September 30, 2023.

Current Status:

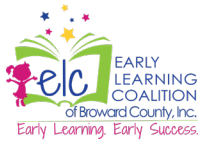
Coalition staff are currently negotiating updated terms and conditions for the Agreement renewal with CSC staff, but the basic scope and purpose of the Agreement will remain unchanged. Coalition legal counsel will review the draft for legal sufficiency prior to Coalition signature.

Recommended Action:

The Executive Committee recommends the Board empower the Chair to Execute a Children’s Services Council Financially Assisted Child Care Agreement Renewal for the period October 1, 2022 to September 30, 2023 pending finalized negotiations and legal review.

Supporting Documents:

None



ITEM/ MEETING:	B231CA2 / BOARD
DATE:	September 12, 2022
SUBJECT:	Children’s Services Council Vulnerable Populations Agreement Renewal
FOR ACTION:	YES
RECOMMENDED ACTION:	Empower the Chair to Execute a Children’s Services Council Vulnerable Populations Program Agreement Renewal for the period October 1, 2022 to September 30, 2023 pending finalized negotiations and legal review.
FINANCIAL IMPACT:	\$2,434,171
ELC STAFF LEAD	C. Klima

Background

The Children’s Services Council (CSC) Vulnerable Populations Program funds child care services for exceptionally vulnerable children ages birth to 5 (not yet in kindergarten) in exceptionally vulnerable populations throughout Broward County that are not otherwise eligible for the School Readiness program.

Vulnerable Populations Program children are referred for immediate services from several CSC funded family support and other programs. The Agreement runs on the CSC fiscal year October 1 - September 30 and serves approximately 650 unduplicated children per year.

Current Status

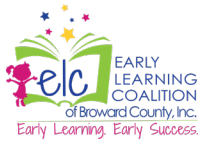
Coalition staff are currently negotiating updated terms and conditions for an annual renewal Agreement with CSC staff, but the basic scope and purpose of the Agreement will remain unchanged. Coalition legal counsel will review the draft for legal sufficiency prior to Coalition signature.

Recommended Action

The Executive Committee recommends the Board empower the Chair to execute a Vulnerable Populations Program Agreement renewal for the period October 1, 2022 to September 30, 2023 pending finalized negotiations and legal review.

Supporting Documents

None



ITEM/ MEETING:	B231CA3 / BOARD
DATE:	September 12, 2022
SUBJECT:	Broward County School Readiness Match & Special Needs Funding Agreement
FOR ACTION:	YES
RECOMMENDED ACTION:	Empower the Chair to Execute a new Broward County School Readiness Match & Special Needs Funding Agreement for the period October 1, 2022 to September 30, 2023 pending finalized negotiations and legal review.
FINANCIAL IMPACT:	TBD
ELC STAFF LEAD	C. Klima

Background

Since 2017 the Coalition has received funding from Broward County for School Readiness Match and Special Needs child care for children ages birth to 5 (not yet in kindergarten). At \$2.3 million per year over five years (\$2.8 million in FY22) the Agreement allowed the Coalition to:

1. Immediately enroll Special Needs children into child care while they wait to be enrolled for the long term 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 initial 5-year grant cycle will end and must be replaced by a new base Agreement to start a new 5-year grant cycle beginning October 1, 2022. The base Agreement and each annual renewal thereafter run on the Government fiscal year, October 1 to September 30.

Current Status:

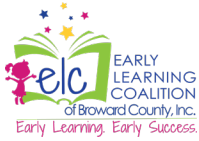
Coalition staff are currently negotiating updated terms and conditions for the new base Agreement with County staff, but the basic scope and purpose of the Agreement will remain unchanged. Coalition legal Counsel will review the draft for legal sufficiency prior to Coalition signature. The Agreement, which will be effective retroactively to October 1, 2022, will go to the Broward County Commission for final approval in October or November 2022.

Recommended Action:

The Executive Committee recommends the Board empower the Chair to execute a new Broward County School Readiness Match & Special Needs Funding Agreement for the period October 1, 2022 to September 30, 2023 pending finalized negotiations and legal review.

Supporting Documents:

None



ITEM/ MEETING:	B231CA4 / BOARD
DATE:	September 12, 2022
SUBJECT:	Revation Systems, Inc Amendment Increase
FOR ACTION:	YES
RECOMMENDED ACTION:	Empower the Chair to Execute an Amendment increase for \$24,301 Revation Systems, Inc Agreement for the period October 1, 2022, to September 30, 2024, pending legal review
FINANCIAL IMPACT:	\$24,301 (\$11,913 FY23 Budget)
ELC STAFF LEAD	C. Klima

Background

In June 2021, the ELC Board approved Revation Systems, Inc. (Revation) to supply ELC’s Voice Over Internet Phone (VOIP) services following a public procurement authorized at the April 2021 Board meeting. Staff initiated contract negotiations in the ensuing weeks to ensure a smooth transition from ELC’s previous vendor, Mitel. Revation system has now been providing services for a full year since October 1, 2021, and there are two years remaining on the Agreement.

Current Status:

In order to further increase the efficiency and effectiveness of communication with clients, staff would like to initiate an Amendment to increase funds by \$24,301 for the Agreement to include the following provisions:

- A new texting feature which will allow Family Service staff members the ability to send text messages directly to clients from the Revation app on their laptops.
- The new feature will be an additional **\$825.84/month x 24 months** with a one-time fee of **\$4,480**. We are currently paying **\$7,253.14/month**, which will come out to a total of **8,079/month** starting October 1, 2022- September 30, 2024.

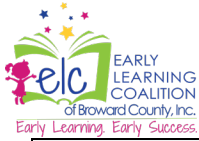
Fiscal Year	Number of Service Months	Monthly Service Fees Per FY	One-time upgrade fee	New Text feature fee	Total Cost
FY23	9	\$65,278	\$4,480	\$7,433	\$77,191
FY24	12	\$87,038		\$9,910	\$96,948
FY25	3	\$21,759		\$2,478	\$24,237
Total	24				\$198,376

Recommended Action:

The Executive Committee recommends the Board empower the Chair to Execute an Amendment increase for \$24,301 Revation Systems, Inc Agreement for the period October 1, 2022, to September 30, 2024, pending legal review

Supporting Documents:

None



ITEM/MEETING:	B231CA5 / BOARD
DATE:	September 12, 2022
SUBJECT:	Related Party Lease Agreement Renewal with the School Board of Broward County at Gulfstream
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Three-Year Related Party Lease Agreement Renewal with the School Board of Broward County at the Gulfstream Early Learning Center for the period September 5, 2022 through September 4, 2025.
FINANCIAL IMPACT:	\$37,839 total over three years (\$12,606 for Year 1)
ELC STAFF LEAD	C. Klima

Background:

Since 2018 the Coalition has leased a small office space from the School Board of Broward County (SBBC) at the Gulfstream Early Learning Center of Excellence in Hallandale Beach to provide in-person eligibility and other services for Coalition clients in a South Broward location. The current three-year lease agreement will expire in September and the Coalition wishes to renew it for another three years.

The lease agreement renewal for this space is considered a related party transaction because the School Board has a representative on the Coalition Board.

In accordance with Florida Statutes and the DEL Grant Agreement, all related party agreements must be disclosed and approved by a 2/3 majority of the Board, and related parties must declare a conflict and abstain from voting for contracts and purchases where they are an interested party as an individual or as an organizational representative. (The full text of the requirements is attached)

Current Status:

The new Agreement includes the following provisions:

- **Term:** September 5, 2022 to September 4, 2025
- **Space:** 254 square feet, Building 1, Room 115A (see attached floorplans)
- **Rental Fees Paid In-Kind:** In lieu of paying monthly rental fees to the School Board, the Coalition will provide In-Kind Services equivalent to at least \$21,600 per year (\$1,800/month) measured by the cost of Coalition staff that are outposted there.
- **Rental and Other Fees Paid Monthly:** The Coalition will also pay its pro-rata share of the operating expenses (electric, water, and Refuse) estimated at \$245.51 per year with a 3% annual cost escalator, as well as \$12,360 per year (\$1,030/month) for custodial services.
- **Cost per Square Foot per Month:** \$11.22 (\$7 in-kind, \$4.22 cash)

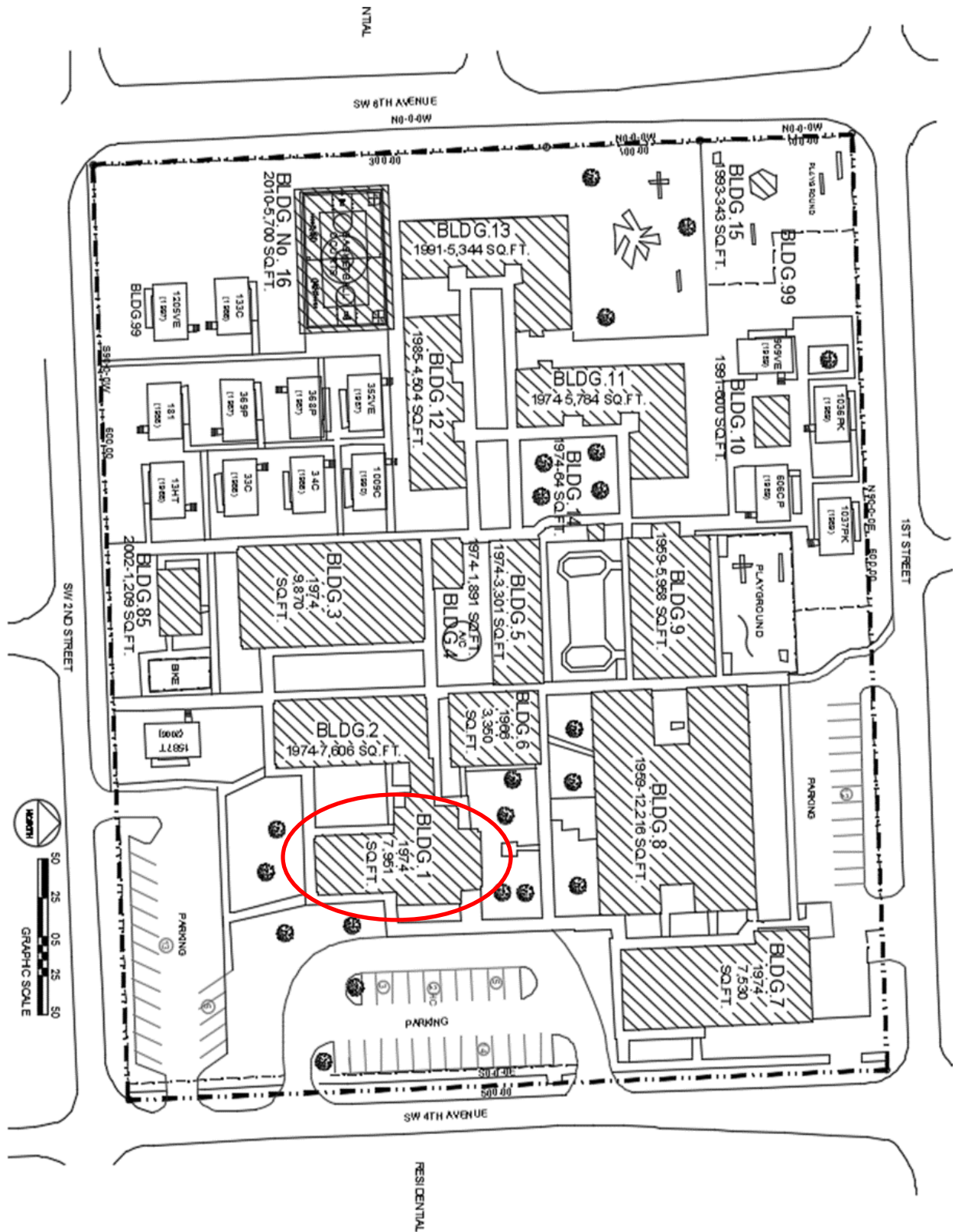
Recommended action:

The Executive Committee recommends that the Board approve three-year Related Party Lease Agreement Renewal with the School Board of Broward County at the Gulfstream Early Learning Center for the period September 5, 2022 through September 4, 2025.

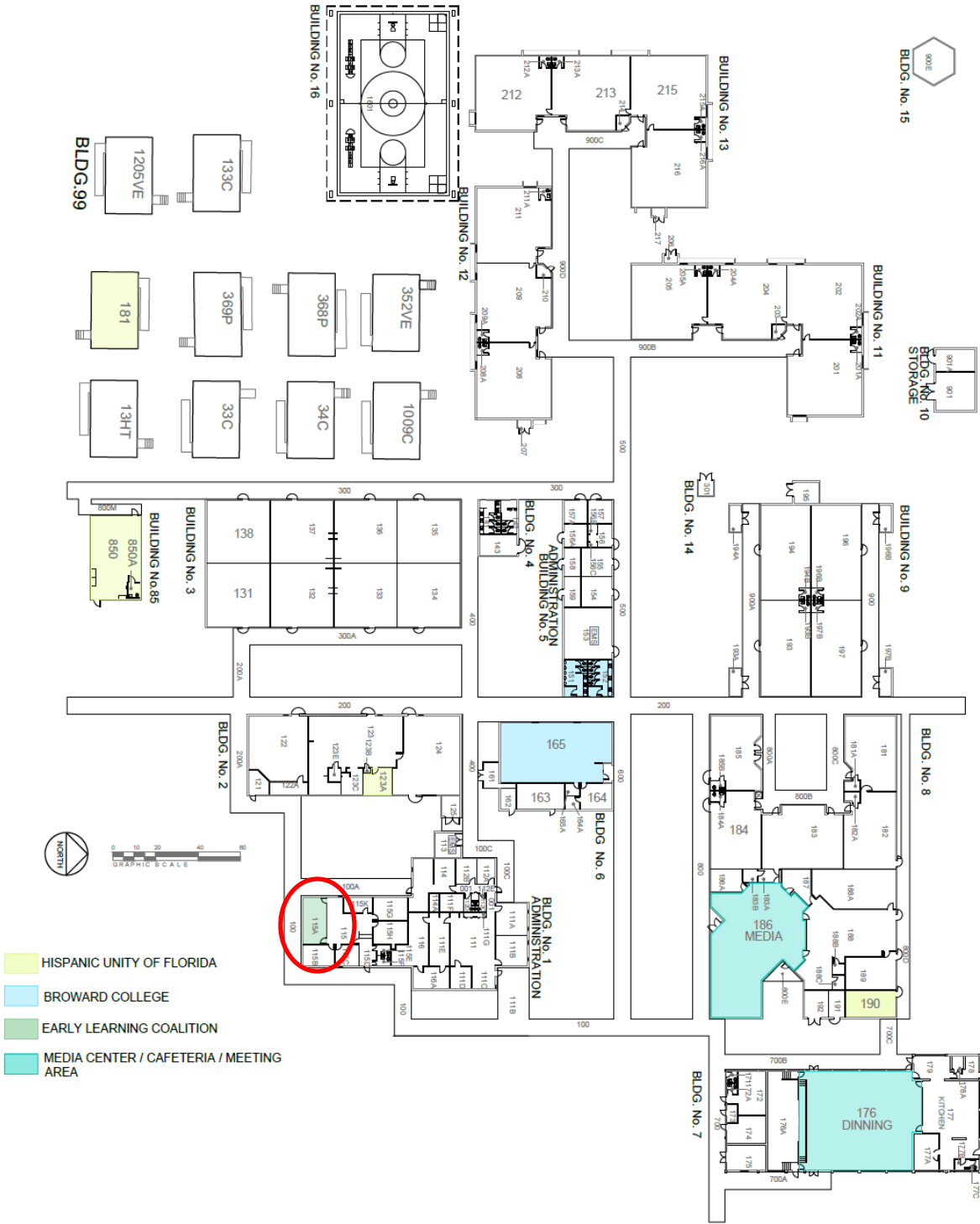
Supporting Documents

- SBBC Lease Exhibit A and B Floorplans
- Related party disclosure requirements under DEL Grant Agreement

Gulfstream Early Childhood Center of Excellence "EXHIBIT A"



Gulfstream Early Learning Center of Excellence "EXHIBIT B"



**DEL FY2021-22 GRANT AGREEMENT
EXHIBIT III AUDIT REQUIREMENTS (Page 59)**

2. Related Party Disclosures

...[T]he grantee shall comply with all applicable provisions of Chapter 112, F.S., Public Officers and Employees, as required by s. 1002.83(8) and s. 1002.84(20), F.S. for related party transactions.

2.1. Documentation of related party activity to support proper written notification to the entity's governing board is required and must be submitted to OEL for review/acceptance. Such supporting documentation includes the following items.

2.1.1. The impacted individual must complete the necessary conflict of interest disclosure forms.

2.1.2. Any governing board member(s) benefitting from the activity must disclose in advance in writing the conflict of interest and must abstain from the vote process.

2.1.3. Meeting minutes that reflect a valid vote of approval by two-thirds vote of the entire membership of the governing board.

2.1.4. A copy of the agreement or written summary of the transaction including the start date, purpose, amount/cost incurred and funding/OCA code(s) charged.

2.1.5. Related documentation to verify compliance with state purchasing rules.

2.2. No related party activities may be executed without approval from the Office.

2.2.1. Transactions under \$25,000 must be submitted to OEL for processing within 30 days after receipt of governing board approval.

2.2.2. Transactions of \$25,000 or more must be submitted to OEL for prior written approval before the contract/agreement/activity can be executed.

2.3. Related party activities and/or conflicts of interest occur when for any transaction the benefits of an interested party may be seen as competing with those of the State of Florida. Such conflicts of interest:

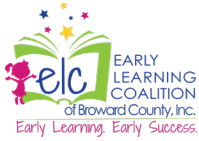
2.3.1. May be financial or non-financial.

2.3.2. May include actual, potential and perceived conflicts of interest.

2.3.3. Include organizational conflicts of interest that occur because of a relationship with an affiliate or subsidiary organization.

2.3.4. May occur due to governing board members and/or active entity employees.

2.4. Each ELC shall submit one electronic copy of the support files described above in Section 2.1 and any other supporting files considered necessary electronically to the report recipient indicated in Exhibit VI – List of Reports. If the ELC does not have access to the OEL SharePoint site, OEL will provide alternative written instructions.



ITEM/MEETING:	B231CA6 / BOARD
DATE:	September 12, 2022
SUBJECT:	Related Party Purchase from the School Board of Broward County for Training Room Facility Usage Fees
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Related Party Purchases for Training Room Facility Usage Fees at SBBC Gulfstream Center for period of September 1, 2022-June 30, 2023
FINANCIAL IMPACT:	\$2,464 (estimated cost for VPK training events)
ELC STAFF LEAD	C. Klima

Background:

In accordance with Florida Statutes and the DEL Grant Agreement, all related party agreements must be disclosed and approved by a 2/3 majority of the Board, and related parties must declare a conflict and abstain from voting for contracts and purchases where they are an interested party as an individual or as an organizational representative. The School Board of Broward County has a representative on the Coalition’s Board of Directors.

Current Status:

Coalition staff would like to host up to four (4) “VPK Bootcamp” provider professional training sessions at the training facility on the Gulfstream Center campus because the facility is large and equipped with the type of classroom settings that the curriculum requires.

SBBC Policy 1341 details the use of School Board Facilities on non-school days, including the need and costs for security and custodial support. Rental fees are waived due to The Coalition’s leasing agreement for office space already in place with SBBC and there will be four rooms made available for the trainings. SBBC has provided a quote for \$616 for security and custodial fees per training.

Recommended action:

The Executive Committee recommends that the Board approve related party transactions for training room facility usage fees at SBBC Gulfstream Center for period of September 1, 2022-June 30, 2023

Supporting Documents

- Quote from SBBC for trainings



GULFSTREAM EARLY LEARNING CENTER

120 SW 4th Avenue, Hallandale Beach



QUOTE

Bill To:
 Early Learning Coalition of Broward County
 1475 W Cypress Creek Rd Suite 301
 Fort Lauderdale, FL 33309
 954-377-2188

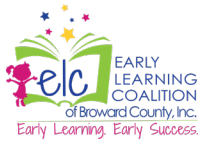
Contact:
 Family & Community Engagement
 120 SW 4th Avenue
 Hallandale Beach, FL 33009
 754-323-4716

Event Details

Date: Saturday, 9-24-22 Times:
Approximate Number of Participants:
Use of Rooms: Cafeteria, Media Center, Model Training Room, Arts Model Classroom
Focus: Early Learning Coalition Professional Development for Community Early Childhood Providers

Quantity	Description	Total
1	Campus Monitor: \$44.00 an hour X 7 hours	\$308.00
1	Custodial: \$176 for first four hours (minimum) + \$44.00 each additional hour X 7 hours	\$308.00
Total		\$616.00

Fees detailed in School Board of Broward County Policy 1341: *USE OF BROWARD COUNTY SCHOOL FACILITIES FOR NON-SCHOOL PURPOSES*



ITEM/ MEETING:	B231CA7 / BOARD
DATE:	September 12, 2022
SUBJECT:	Amendment 4 of Keefe McCullough Agreement FY22 Financial Audit and other Services for the period July 1, 2022-June 30, 2023
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Amendment #4 of Keefe McCullough Agreement for FY22 Financial Audit and other Services for the period July 1, 2022-June 30, 2023
FINANCIAL IMPACT:	\$100 additional (Original approved budget was \$42,500)
ELC STAFF LEAD	C. Klima

Background

In February 2020, ELC selected Keefe McCullough, a Fort Lauderdale based CPA firm that specializes in not for profits, to provide single audit services for a 5-year auditor Agreement Cycle.

In June 2022 the Board exercised the second renewal option for FY 2023 of the Keefe McCullough Agreement with a \$42,500 FY 23 budget.

Current Status:

ELC has received the new Engagement letters from Keefe McCullough with specific parameters for the upcoming Audit of FY 2022 as follows:

Service	Cost
FY 2021-2022 Audit of Financial Statements	\$27,250
Preparation of 2021 IRS Form 990	\$2,750
Plan Year end 2022 403B Annual Financial Audit	\$10,600
Preparation of 2021 IRS Tax Return Form 5500	\$2,000
Total	\$42,600

Recommended Action:

Audit Committee has approved the Engagement Letters and recommends the Board approve Amendment #4 of Keefe McCullough Agreement for FY22 Financial Audit and other Services for the period July 1, 2022-June 30, 2023

Supporting Documents:

- Engagement Letter for Audit of FY 2021-2022 Financial Statements and Form 990
- Engagement Letter for Plan Year 2022 403B Audit and Preparation of 2021 Form 5500



August 23, 2022

Ms. Christine Klima, Chief Administrative Officer
Early Learning Coalition of Broward, Inc.
1475 West Cypress Creek Road, #301
Ft. Lauderdale, FL 33309

Dear Christine:

We are pleased to confirm our understanding of the services we are to provide for Early Learning Coalition of Broward, Inc. (the "Organization") for the year ended June 30, 2022. This engagement letter represents the second renewal of the original agreement dated April 20, 2020.

Audit Scope and Objectives

We will audit the financial statements of the Organization, which comprise the statement of financial position as of June 30, 2022, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements. Also, the following supplementary information accompanying the financial statements will be subjected to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America (GAAS), and we will provide an opinion on it in relation to the financial statements as a whole in a report combined with our auditor's report on the financial statements, as required:

1. Schedule of expenditures of federal awards and state financial assistance.

We will also prepare the Organization's federal information return (Form 990) for the year ended June 30, 2022.

The objectives of our audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and issue an auditor's report that includes our opinion about whether your financial statements are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America, and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgement of a reasonable user made based on the financial statements.

The objectives also includes reporting on:

- Internal control over financial reporting and compliance with the provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.
- Internal control over compliance related to major programs/projects and an opinion (or disclaimer of opinion) on compliance with federal and state statutes, regulations, and the terms and conditions of federal awards and state financial assistance that could have a direct and material effect on each major program/project in accordance with the Single Audit Act Amendments of 1996 and Title 2 U.S. *Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)* and the Florida Single Audit Act and Chapter 10.650, *Rules of the Auditor General*.

Auditor's Responsibilities for the Audit of the Financial Statements and Single Audit

We will conduct our audit in accordance with GAAS; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; the provisions of the Uniform Guidance; the Florida Single Audit Act and Chapter 10.650, *Rules of the Auditor General*, and will include tests of your accounting records, a determination of major federal programs and state projects in accordance with Uniform Guidance and Chapter 10.650, *Rules of the Auditor General* and will include other procedures we consider necessary to enable us to express such an opinion. As part of an audit in accordance with GAAS and Government Auditing Standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the Organization or to acts by management or employees acting on behalf of the Organization. Because the determination of waste and abuse is subjective, *Government Auditing Standards* do not expect auditors to perform specific procedures to detect waste or abuse in financial audits nor do they expect auditors to provide reasonable assurance of detecting waste or abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is an unavoidable risk that some material misstatements or noncompliance may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS and *Government Auditing Standards*. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements or on major federal programs and state projects. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that comes to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. We will include such matters in the reports required for a Single Audit. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

We will also conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmation of receivables and certain assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will also request written representations from your attorneys as part of the engagement.

We have identified the following significant risk(s) of material misstatement as part of our audit planning:

- Management override of controls
- Improper revenue recognition
- The risk of non-compliance with rules and regulations

Our audit of financial statements does not relieve you of your responsibilities.

Audit Procedures - Internal Control

We will obtain an understanding of the Organization and its environment, including internal control relevant to the audit, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

As required by the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*, we will perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with compliance requirements applicable to each major federal award program and state project. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. Accordingly, we will express no such opinion. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards, *Government Auditing Standards*, the Uniform Guidance, the Florida Single Audit Act and Chapter 10.650, *Rules of the Auditor General*.

Audit Procedures - Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the Organization's compliance with provisions of applicable laws, regulations, contracts, and agreements, including grant agreements. However, the objective of those procedures will not be to provide an opinion on overall compliance, and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

The Uniform Guidance and Chapter 10.650, *Rules of the Auditor General* requires that we also plan and perform the audit to obtain reasonable assurance about whether the auditee has complied with federal and state statutes, regulations, and the terms and conditions of federal award programs and state projects applicable to major programs/projects. Our procedures will consist of tests of transactions and other applicable procedures described in the *OMB Compliance Supplement* and Florida State Projects Compliance Supplement for the types of compliance requirements that could have a direct and material effect on each of the Organization's major programs/projects. For programs/projects that are included in the *OMB Compliance Supplement* or the Florida State Projects Compliance Supplement, our compliance and internal control procedures will relate to the compliance requirements that the *OMB Compliance Supplement* or the Florida State Projects Compliance Supplement identifies as being subject to audit. The purpose of these procedures will be to express an opinion on the Organization's compliance with requirements applicable to each of its major programs/projects in our report on compliance issued pursuant to the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*.

Other Services

We will prepare the Organization's federal information return for the year ended June 30, 2022 based on information provided by you. We will also assist in preparing the financial statements, schedule of expenditures of federal awards and state financial assistance, and related notes of the Organization in conformity with accounting principles generally accepted in the United States of America, the Uniform Guidance, and Chapter 10.650, *Rules of the Auditor General* based on information provided by you. These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*. We will perform the services in accordance with applicable professional standards, including the Statements on Standards for Tax Services issued by the American Institute of Certified Public Accountants. The other services are limited to the financial statements, schedule of expenditures of federal awards and state financial assistance, related notes, and tax services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities. We will advise management with regard to tax positions taken in the preparation of the information return, but management must make all decisions with regard to those matters.

You agree to assume all management responsibilities relating to the tax services, financial statements, schedule of expenditures of state financial assistance, related notes, and any other nonaudit services we provide. You will be required to acknowledge in the management representation letter the tax services provided and our assistance with preparation of the financial statements, the schedule of expenditures of federal awards and state financial assistance, and related notes and that you have evaluated the adequacy of our services and have reviewed and approved the results of the services, the financial statements, the schedule of expenditures of federal awards and state financial assistance, and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the nonaudit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

Responsibilities of Management for the Financial Statements and Single Audits

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for (1) designing, implementing, establishing, and maintaining effective internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including internal controls over federal programs and state projects, and for evaluating and monitoring ongoing activities to help ensure that appropriate goals and objectives are met; (2) following laws and regulations; (3) ensuring that there is reasonable assurance that government programs are administered in compliance with compliance requirements; and (4) ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements. You are also responsible for the selection and application of accounting principles; for the preparation and fair presentation of the financial statements, schedule of expenditures of federal awards and state financial assistance, and all accompanying information in conformity with accounting principles generally accepted in the United States of America; and for compliance with applicable laws and regulations (including federal and state statutes), rules and the provisions of contracts and grant agreements (including award agreements). Your responsibilities also include identifying significant contractor relationships in which the contractor has responsibility for program compliance and for the accuracy and completeness of that information.

You are also responsible for making drafts of financial statements, schedule of expenditures of federal awards and state financial assistance, all financial records and related information available to us and for the accuracy and completeness of that information (including information from outside of the general and subsidiary ledgers). You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, identification of all related parties and all related party relationships and transactions, and other matters; (2) access to personnel, accounts, books, records, supporting documentation, and other information as needed to perform an audit under the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*; (3) additional information that we may request for the purpose of the audit, and (4) unrestricted access to persons within the Organization from whom we determine it necessary to obtain audit evidence. At the conclusion of our audit we will require certain written representations from you about the financial statements; schedule of expenditure of federal awards and state financial assistance; federal award programs and state projects; compliance with laws, regulations, contracts, and grant agreements; and related matters.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Organization involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Organization received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the Organization complies with applicable laws, regulations, contracts, agreements, and grants. You are also responsible for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements that we report. Additionally, as required by the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*, it is management's responsibility to evaluate and monitor noncompliance with federal and state statutes, regulations, and the terms and conditions of federal awards state financial assistance; take prompt action when instances of noncompliance are identified including noncompliance identified in audit findings; promptly follow up and take corrective action on reported audit findings; and prepare a summary schedule of prior audit findings and a separate corrective action plan.

You are responsible for identifying all federal and state awards received and understanding and complying with the compliance requirements and for the preparation of the schedule of expenditures of federal awards and state financial assistance (including notes and noncash assistance received) in conformity with the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*. You agree to include our report on the schedule of expenditures of federal awards and state financial assistance in any document that contains, and indicates that we have reported on, the schedule of expenditures of federal awards and state financial assistance. You also agree to include the audited financial statements with any presentation of the schedule of expenditures of federal awards and state financial assistance that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the schedule of expenditures of federal awards and state financial assistance in accordance with Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*; (2) you believe the schedule of expenditures of federal awards and state financial assistance, including its form and content, is stated fairly in accordance with the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the schedule of expenditures of federal awards and state financial assistance.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies of previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the Audit Scope and Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions for the report, and for the timing and format for providing that information.

Engagement Administration, Fees, and Other

We understand that your employees will prepare all cash, accounts receivable, and other confirmations we request and will locate any documents selected by us for testing.

At the conclusion of the engagement, we will complete the appropriate sections of the Data Collection Form that summarizes our audit findings. It is management’s responsibility to electronically submit the reporting package (including financial statements, schedule of expenditures of federal awards and state financial assistance, summary schedule of prior audit findings, auditors’ reports, and corrective action plan) along with the Data Collection Form to the federal audit clearinghouse. We will coordinate with you the electronic submission and certification. The Data Collection Form and the reporting package must be submitted within the earlier of 30 calendar days after receipt of the auditor’s reports or nine months after the end of the audit period.

We will provide copies of our reports to the Organization; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of Keefe McCullough and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals, will be made available upon request and in a timely manner to the Florida Auditor General or its designee, a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of Keefe McCullough personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of five years after the report release date or for any additional period requested by a state or federal agency. If we are aware that a federal or state awarding agency, pass-through entity, or auditee is contesting an audit finding, we will contact the party(ies) contesting the audit finding for guidance prior to destroying the audit documentation.

William G. Benson, C.P.A. is the engagement partner and is responsible for supervising the engagement and signing the reports or authorizing another individual to sign them.

Our fee for auditing services rendered will be based upon the difficulty of your engagement and the time and skill level of our personnel assigned. Work is assigned, according to its complexity, to the appropriate member of our staff. Our fee for the audit engagement will not exceed the following:

	Audited Financial Statements	Preparation of IRS Form 990
June 30, 2022	\$ 27,250	\$ 2,750

An invoice for the services provided will be presented at the completion of the engagement or at the end of each semi-monthly period, whichever occurs first. Payment of our invoice is due when rendered. If our time charges are less than the estimated fee above, our fee will be adjusted downward accordingly. If circumstances arise indicating the time expended and/or to be expended will be in excess of the time covered by our estimated fee above, we will immediately consult with you to discuss the reasons and resulting estimated added fee.

Reporting

We will issue written reports upon completion of our Single Audits. Our reports will be addresses to the Board of Directors. Circumstances may arise in which our reports may differ from their expected form and content based on the results of our audits. Depending on the nature of these circumstances, it may be necessary for us to modify our opinion, add a separate section, or add an emphasis-of-matter or other-matter paragraph to our auditor’s reports, or if necessary, withdraw from this engagement. If our opinion is other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or issue reports, or we may withdraw from this engagement.

The *Government Auditing Standards* report on internal control over financial reporting and on compliance and other matters will state that (1) the purpose of the report is solely to describe the scope of testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity’s internal control or on compliance and (2) the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity’s internal control and compliance. The Uniform Guidance and Chapter 10.650, *Rules of the Auditor General* report on internal control over compliance will state that the purpose of the report on internal control over compliance is solely to describe the scope of testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*. Both reports will state that the report is not suitable for any other purpose.

We appreciate the opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Very Truly Yours,

KEEFE MCCULLOUGH

William G. Benson, C.P.A.

RESPONSE:

This letter correctly sets forth the understanding of Early Learning Coalition of Broward, Inc.

Digitally signed by Renee Jaffe
Date: 2022.09.02 14:24:49 -04'00'

Management signature

Chief Executive Officer

Title

Date

Renee Podolsky (Aug 31, 2022 15:32 EDT)

Governance Signature

Audit Committee Chair

Title

Aug 31, 2022

Date

August 19, 2022

Ms. Christine Klima, Chief Administrative Officer
Early Learning Coalition of Broward, Inc. Retirement Plan
1475 West Cypress Creek Road, #301
For Lauderdale, Florida 33309

Dear Christine:

We are pleased to confirm our understanding of the services we are to provide for Early Learning Coalition of Broward, Inc. Retirement Plan (the "Plan") for the year ended December 31, 2022 in connection with its annual reporting obligation under the Employee Retirement Income Security Act of 1974 (ERISA).

Audit Scope and Objectives

Except as described below, we will audit the financial statements of the Plan, an employee benefit plan subject to the Employee Retirement Income Security Act of 1974 (ERISA), as permitted by ERISA Section 103(a)(3)(C) (ERISA Section 103(a)(3)(C) audit). The financial statements which comprise the statement of net assets available for benefits as of December 31, 2021, and the related statement of changes in net assets available for benefits for the year then ended, and the disclosures (collectively, the "financial statements"). We will also report on the supplemental schedules of the Plan for the year ended December 31, 2021. The following supplementary information accompanying the financial statements, as applicable, will be subjected to the auditing procedures applied in our audit of the financial statements and certain additional procedures:

1. Assets (Held at End of Year) and Assets (Acquired and Disposed of Within Year).
2. Loans or Fixed Income Obligations in Default or Classified as Uncollectible.
3. Reportable Transactions.
4. Nonexempt Transactions.
5. Delinquent Participant Contributions.

These financial statements and supplemental schedules are required to be included in the Plan's Form 5500 filing with the Employee Benefits Security Administration (EBSA) of the Department of Labor (DOL).

Except as described in the following paragraph, the objectives of our audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and issue an auditor's report that includes our opinion about whether your financial statements are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America ("GAAP"). Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards ("GAAS") will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment of a reasonable user made based on the financial statements.

You have determined it is permissible in the circumstances and elected to have the audits of the Plan's financial statements performed in accordance with ERISA Section 103(a)(3)(C) pursuant to 29 CFR 2520.103-8 of the DOL's Rules and Regulations for Reporting and Disclosure under ERISA. As permitted by ERISA Section 103(a)(3)(C), our audit need not extend to any statements or information related to assets held for investment of the Plan (investment information) by The Variable Annuity Life Insurance Company, the custodian, which is a bank or similar institution or insurance carrier that is regulated, supervised, and subject to periodic examination by a state or federal agency, that prepared and certified the statements or information regarding assets so held in accordance with 20 CFR 2520.103-5. Our audit will not extend to the certified investment information, except for obtaining and reading the certification, comparing the certified investment information with the related information presented and disclosed in the financial statements and supplemental schedules, and reading the disclosures relating to the certified investment information to assess whether they are in accordance with the presentation and disclosure requirements of accounting principles generally accepted in the United States of America. Accordingly, the objective of an ERISA Section 103(a)(3)(C) audit is not to express an opinion about whether the financial statements as a whole are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America.

Auditor's Responsibilities for the Audit of the Financial Statement

Except as described above, we will conduct our audit in accordance with GAAS and will include tests of your accounting records and other procedures we consider necessary, except that assets and related transactions certified by the trustee will not be tested. As part of an audit in accordance with GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations, including prohibited transactions with parties in interest or other violations of ERISA rules and regulations, that are attributable to the Plan or to acts by management or employees acting on behalf of the Plan.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is an unavoidable risk that some material misstatements may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS, except as previously noted. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors, fraudulent financial reporting, or misappropriation of assets that comes to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential and will include prohibited transactions in the supplemental schedule of nonexempt transactions as required by the instructions to Form 5500. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

We will obtain an understanding of the Plan and its environment, including internal control relevant to the audit, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. Accordingly, we will express no such opinion. However, during the audit, we will communicate to you and those charged with governance internal control related matters that are required to be communicated under professional standards.

We have identified the following significant risk of material misstatement as part of our audit planning:

- Management override of internal controls

We will also conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Plan's ability to continue as a going concern for a reasonable period of time.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts and direct confirmation of investments, except those certified to by the trustee, and certain other assets and liabilities by correspondence with financial institutions, and other third parties. We will also request written representations from your attorneys as part of the engagement.

In addition, we will perform certain procedures directed at considering the Plan's compliance with applicable Internal Revenue Service (IRS) requirements for tax exempt status and ERISA plan qualification requirements. However, you should understand that our audit is not specifically designed for and should not be relied upon to disclose matters affecting plan qualifications or compliance with the ERISA and IRS requirements. If during the audit we become aware of any instances of any such matters or ways in which management practices can be improved, we will communicate them to you.

Our audit of the financial statements does not relieve you of your responsibilities.

Other Services

We will prepare the Plan's Form 5500, including required schedules, for the year ended December 31, 2022 based on information provided to you. After we have completed the Plan's Form 5500 and required schedules, we will authorize the Plan to include our auditor's report on the financial statements and supplemental schedules with the Plan's Form 5500 filing. We will also assist in preparing the financial statements of the Plan in conformity with GAAP based on information provided by you.

We will perform the services in accordance with applicable professional standards, including the Statements on Standards for Tax Services issued by the American Institute of Certified Public Accountants. The other services are limited to the financial statement and Form 5500 services previously defined. We, in our sole professional judgement, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities. We will advise management with regard to the preparation of the Form 5500, but management must make all decisions with regard to those matters.

Responsibilities of Management for the Financial Statements

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for designing, implementing, and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including monitoring ongoing activities; for the selection and application of accounting principles; for establishing an accounting and financial reporting process for determining appropriate value measurements; and for the preparation and fair presentation of the financial statements in conformity with accounting principles generally accepted in the United States of America. You are also responsible for making drafts of financial statements, all financial records and related information available to us and for the accuracy and completeness of that information (including the information from outside of the general and subsidiary ledgers).

You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, identification of all related parties and all related-party relationships and transactions, and other matters; (2) additional information that we may request for the purpose of the audit, and (3) unrestricted access to persons within the plan from whom we determine it necessary to obtain audit evidence. You are also responsible for maintaining a current plan instrument, including all plan amendments; and for administering the Plan and determining that the Plan's transactions that are presented and disclosed in the financial statements are in conformity with the Plan's provisions, including maintaining sufficient records with respect to each of the participants to determine the benefits due or which may become due to such participants. You are also responsible for determining whether (1) an ERISA Section 103(a)(3)(C) audit is permissible under the circumstances; (2) the investment information is prepared and certified by a qualified institution as described in 29 CFR 2520.103-8; (3) the certification meets the requirements in 29 CFR 2520.103-5; and (4) the certified investment information is appropriately measured, presented, and disclosure in accordance with the applicable financial reporting framework. You are also responsible for providing to us, prior to the dating of our report, a draft of the Plan's Form 5500 that is substantially complete. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the written management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Plan involving (1) Plan management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Plan received in communications from employees, former employees, regulators, or others. In addition, you are responsible for identifying and ensuring that the Plan complies with applicable laws and regulations. You are responsible for the fair presentation of the supplemental schedules and the form and content of the supplemental schedules in conformity with the DOL's Rules and Regulations for Reporting and Disclosure under ERISA. You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon.

You agree to assume all management responsibilities for any nonattest services we provide; oversee the services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

Engagement Administration, Fees, and Other

We understand that your personnel will prepare schedules, analyses and all confirmations we request and will locate any invoices or other documents selected by us for testing.

The audit documentation for this engagement is the property of Keefe, McCullough & Co., LLP and constitutes confidential information. However, we may be requested to make certain audit documentation available to the U.S. Department of Labor pursuant to authority given to it by law. If requested, access to such audit documentation will be provided under the supervision of Keefe, McCullough & Co., LLP’s personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the U.S. Department of Labor. The U.S. Department of Labor may intend, or decide, to distribute the copies of information contained therein to others, including other governmental agencies.

Martha G. Parker, C.P.A. is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it.

Our fees for the services described in this letter are as follows:

<u>Year End</u>	<u>Annual Financial Audit</u>	<u>Preparation of IRS Tax Return (Form 5500)*</u>
December 31, 2021	\$ 10,600	\$ 2,000
		* if applicable

As noted above, the fee for the annual financial audit will not exceed \$ 10,600. The fee estimate is based on anticipated cooperation from personnel and the assumption that unexpected circumstances will not be encountered during the engagement. If significant additional time is necessary, we will keep you informed of any problems we encounter and our fees will be adjusted accordingly. An invoice for the services provided will be presented at the completion of the engagement or at the end of each semi-monthly billing period, whichever occurs first. Payment of our invoice is due when rendered.

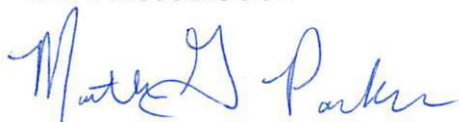
Reporting

We will issue a written report upon completion of our audit of the Plan's financial statements. Our report will be addressed to the Plan Administrator and Trustee of the Plan. Circumstances may arise in which our report may differ from its expected form and content based on the results of our audit. Depending on the nature of these circumstances, it may be necessary for us to further modify our report or add an emphasis-of-matter or other-matter paragraph to our auditor’s report, or if necessary, withdraw from this engagement. If our report will include other modifications, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the engagement, we may decline to issue a report or withdraw from this engagement.

We appreciate the opportunity to be of service to the Plan and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Regards,

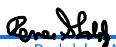
KEEFE McCULLOUGH



Martha G. Parker, C.P.A.

Acknowledgment:

Early Learning Coalition of Broward, Inc. Retirement Plan


Renee Podolsky (Aug 31, 2022 15:32 EDT)

Officer's signature

Audit Committee Chair

Officer's title

Aug 31, 2022

Date

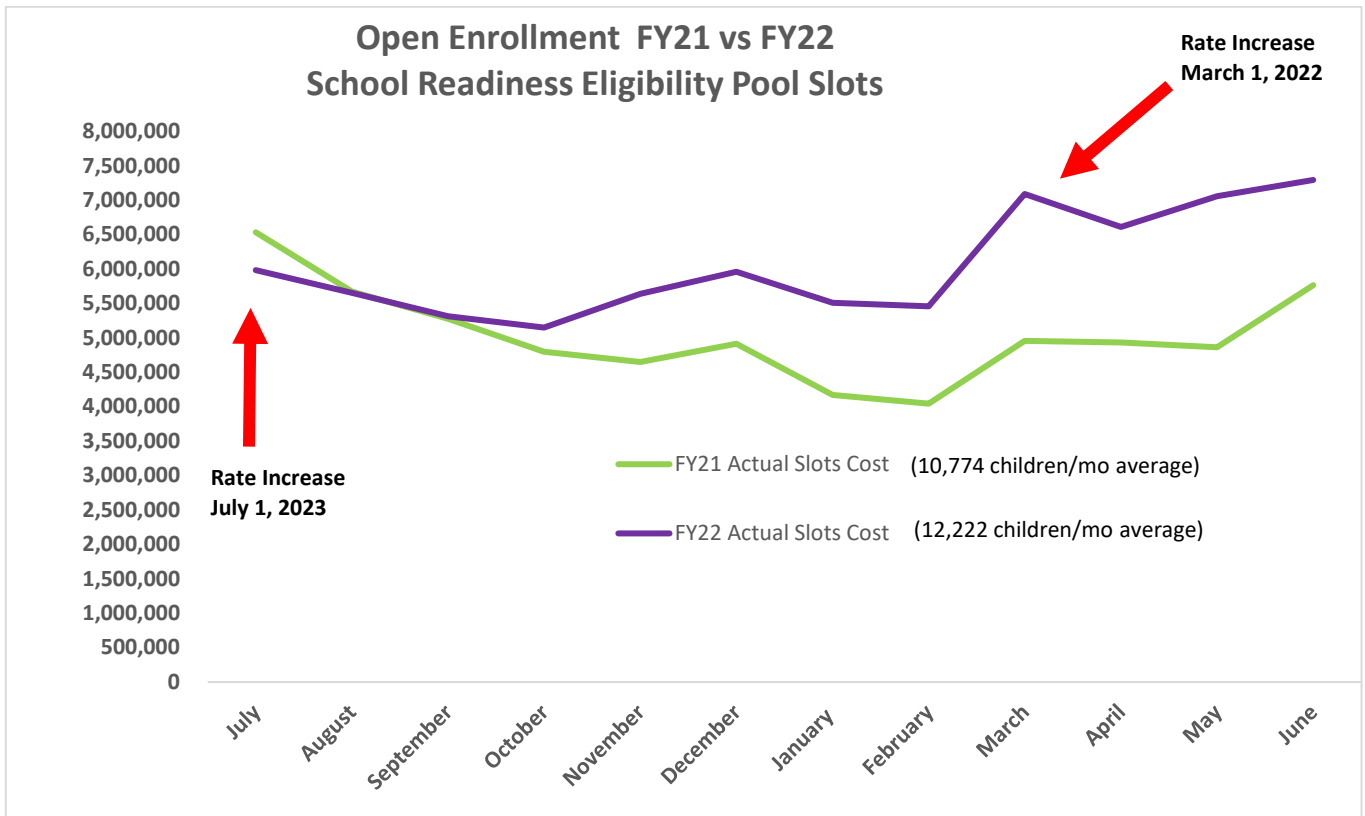
ITEM/MEETING	B231FIN1 / BOARD
DATE:	September 12, 2022
SUBJECT:	FY 2022 Preliminary Financial Results (Unaudited) Pending 13 th Month Adjustments
FOR ACTION:	No
RECOMMENDED ACTION:	None. FYI only
FINANCIAL IMPACT:	None
ELC STAFF LEAD	C. Klima

Background:

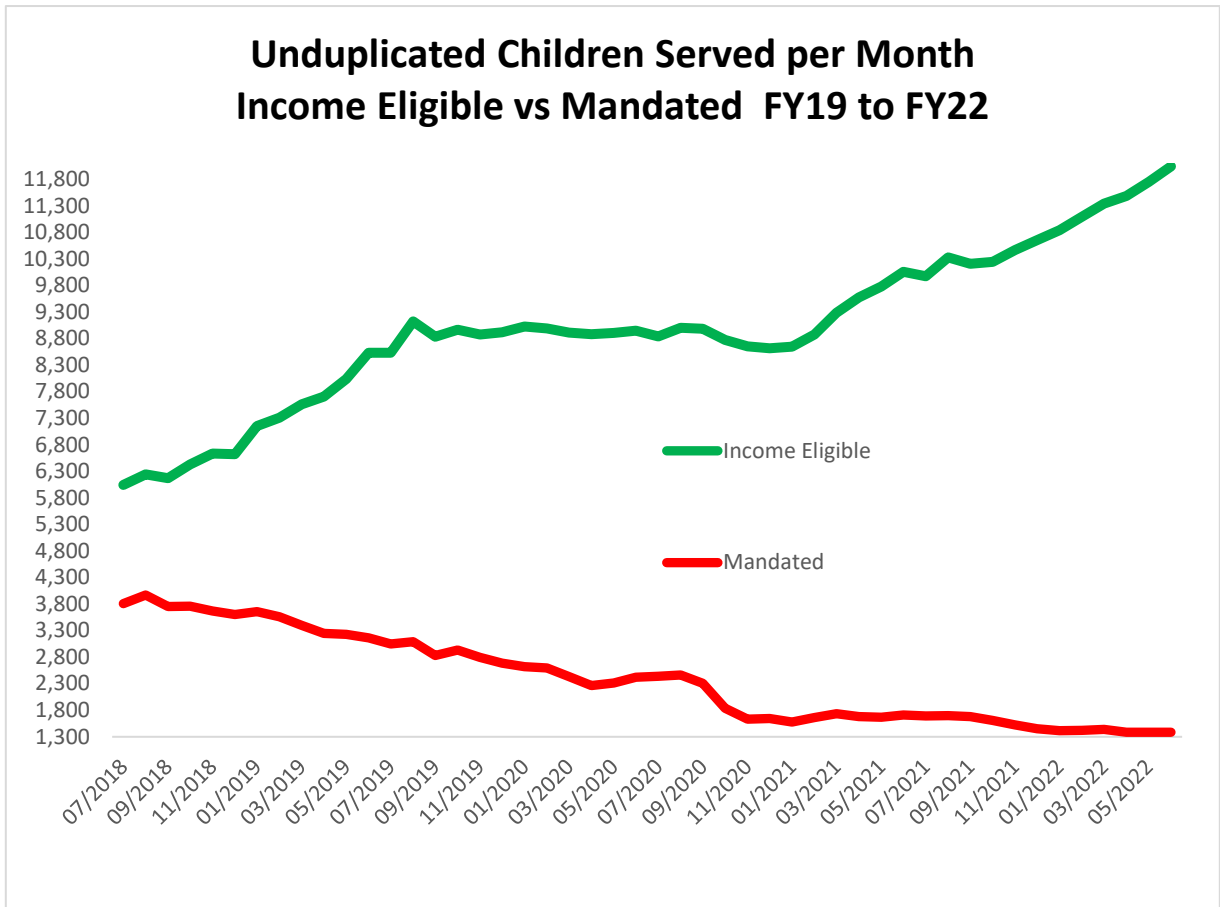
During the month of August, following the end of each fiscal year, the ELC prepares preliminary financial results for the financial year just ended for information and discussion purposes only. Until the end of September, when “13th month” (and final) invoices are due to DEL, ELC’s books for fiscal year 2022 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: Financial Highlights of Fiscal Year 2022 (July 1, 2021 to June 30, 2022) include:

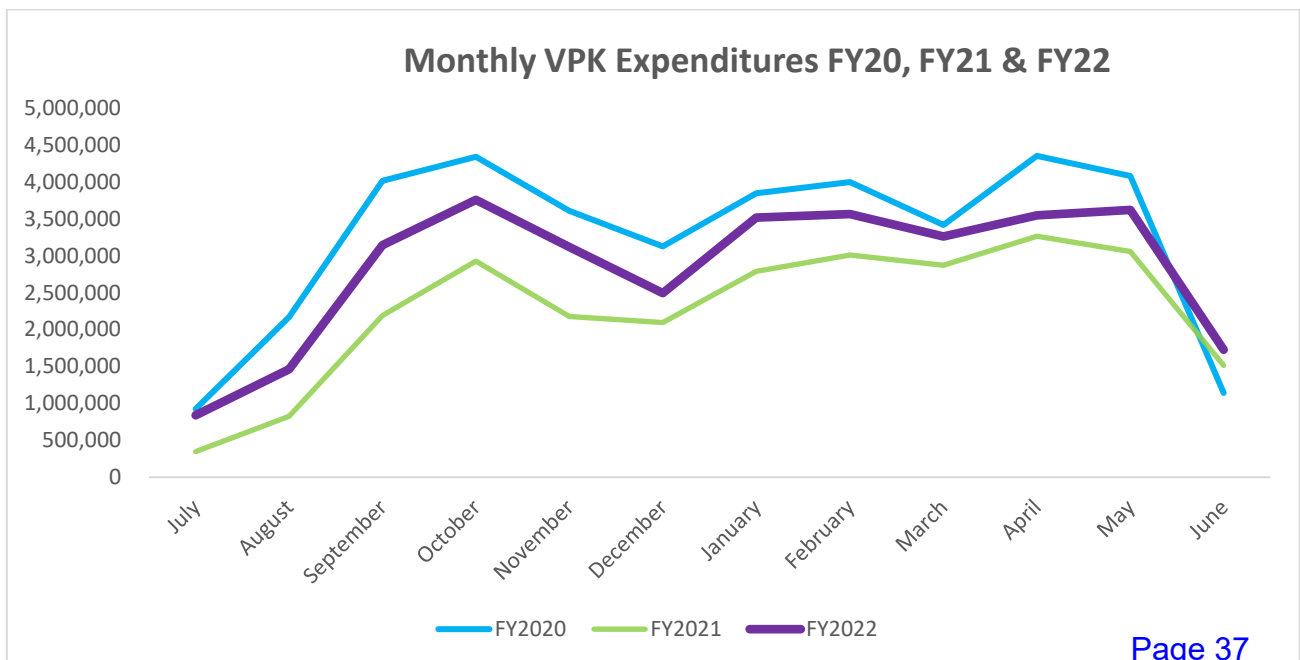
1. **New, sustainable funding allowed ELC Broward to achieve two long-sought School Readiness goals for the first time in Coalition history:**
 - a. Cleared Broward’s historically persistent waiting list of over 3,000 children and eliminated waiting time for new enrollments from April 2022 forward. The average number of children served each month in FY 22 increased by nearly 1,500 children since the prior year; and by over 2,800 children or 30% since 2017
 - b. Brought Broward’s Maximum Reimbursement Rate for Providers up to the current Federal Targets (75th Percentile) by securing DEL approval for two incremental increases in FY22 on top of two secured in prior years.



2. **Elimination of waiting time spurred a marked increase in the number of Income Eligible children served in the School Readiness pool each month during two years of open enrollment; while the number of children referred for mandated services from Child Welfare Agencies, CareerSource and other partner agencies gradually declined.**



3. **VPK slot expenditures remained below pre-Covid levels throughout FY22 but were higher than the prior year. The State of Florida VPK estimating conference report projects that VPK participation rates will return to pre-Covid levels in FY23 (73%). Average children served each month was 14,000, 9,000 and 12,000 in FY20, FY21, and FY22 respectively.**



4. More than \$43 Million in Pandemic Relief Initiatives Paid Directly to Providers and Families (Over \$80 million since June 2020). CRRSA and ARPA Grants and other Supports will continue in FY23

Pandemic Relief Special Pass Through Initiatives		FY20	FY21	FY22	Total
Stipends & Grants (CARES, CRRSA, ARPA) Statewide Initiatives		\$ 462,645	\$ 12,981,868	\$ 43,193,891	\$ 56,638,404
First Responders Slots & Other Support (CARES) Statewide Initiative		2,562,400	12,794,220		15,356,620
Stipends & Grants (CCDF) Local Broward Initiatives		1,784,103	6,177,835		7,961,938
Books for Kids (Bookworms & others) Local Broward Initiatives		3,917	280,982	213,782	498,681
Total		\$ 4,813,065	\$ 32,234,905	\$43,407,673	\$ 80,455,643

5. The Majority of School Readiness Fund Overpayments that resulted from DEL’s faulty 2018 EFS Mod system rollout was collected in installments during FY22.

- More than \$1.7 million in overpayments have been collected in full
- 9 Providers with remaining balances will complete their installment plans over the next 2 fiscal years
- 7% of providers were confirmed delinquent or closed, and \$391K (16%) has been referred to DEL as uncollectable
- ELC Accounting staff are working on the final analysis for all three affected fiscal years covering the period July 1, 2018 through June 3, 2021 and will return funds collected to date back to DEL after the FY22 books are closed.

EFS Mod Overpayment Recovery Status as of August 2022		
Status	Count of Providers	Overpayment Amount
Zero Balance	343	
Paid in Full	250	\$ 1,782,952
Installment Plans	9	316,392
Delinquent/Closed	48	391,509
Total	650	\$ 2,490,853

6. Preliminary Year end results currently indicate a small net surplus of approximately 21k due to the following:

- Approximately \$24K in surplus income received at year end from the University of Florida for administration of FOTA stipends. This amount may be adjusted when the FY22 books are closed in September.
- \$3K in depreciation and other expenses for costs not otherwise allowable for reimbursement by DEL or other funding.

Supporting Documents:

- Preliminary, Unaudited FY2022 Financial Statements pending 13th Month Adjustments for Discussion Only



Early Learning Coalition of Broward County, Inc.

**PRELIMINARY, UNAUDITED FINANCIAL STATEMENTS
FISCAL YEAR 2021-2022
For The Twelve Months Ended June 30, 2022**

Submitted to the Board for Discussion Only

September 12, 2022

Early Learning Coalition of Broward County, Inc.
FY 2021-2022 Statement of Financial Position
As of June 30, 2022

	June 30, 2022	June 30, 2021
Assets:		
Cash	\$ 10,062,564	\$ 4,958,880
Grants Receivable	2,286,215	11,796,405
Accounts Receivable	132,739	185,588
Due From Providers	190,379	1,730,461
Prepaid Expense	238,585	206,707
Fixed Assets	11,484	13,262
Total Assets	\$ 12,921,967	\$ 18,891,303
 Liabilities:		
Accounts Payable	\$ 1,507,445	\$ 1,702,337
Salary & Benefits Payable	182,584	428,381
Compensated Absences	393,550	394,749
Rent Abatement	209,758	169,154
Due to Providers	8,942,087	14,471,502
Due to Other Agencies	1,328,092	1,371,929
Deferred Revenue	19,654	35,488
Total Liabilities	\$ 12,583,170	\$ 18,573,539
 Net Assets		
Unrestricted	338,797	317,764
Total Net Assets	338,797	317,764
 Total Liabilities and Net Assets	 \$ 12,921,967	 \$ 18,891,303

Early Learning Coalition of Broward County, Inc.
FY 2021-2022 Statement of Activities
For The Month Ending June 30, 2022

	Jun 2022 Actual	FY 2022 YTD Actual	FY 2021 YTD Actual
Revenue			
DEL School Readiness	\$ 7,662,169	\$ 74,971,629	\$ 64,093,701
DEL School Readiness Match Pool	397,667	5,331,417	5,489,725
DEL Preschool Development Grant	10,439	256,456	872,970
DEL - CARES/CRRSA Pandemic Relief	237,446	22,047,036	27,543,012
DEL-ARPA Pandemic Relief	8,319,622	21,245,313	
ESSER II Elem & Secndry School Emerg. Relief II	10,500	403,260	
DEL - Voluntary Pre-K	1,727,896	34,070,298	27,139,415
CSC - Income Eligible	553,836	3,483,105	4,502,338
CSC - Vulnerable Populations	210,109	2,312,873	1,725,958
Broward County- SR Match	139,853	1,896,240	1,902,150
Broward County - Special Needs	911	141,655	303,639
Univ of Florida Lastinger Ctr	5,215	72,910	49,900
Local Match: United Way & Cities	13,339	406,881	371,321
BECE & Misc	(106)	13,103	291,208
Total Revenue	\$ 19,288,896	\$ 166,652,174	\$ 134,285,337
Expenses			
Child Care Slots and Incentives:			
DEL School Readiness	\$ 6,231,236	\$ 62,134,777	\$ 49,028,656
DEL School Readiness Match Pool	397,667	5,331,417	5,489,725
DEL-CARES/CRRSA Pandemic Relief	-	13,230	12,861,548
DEL - Voluntary Pre-K	1,661,897	32,759,542	26,047,263
CSC - Income Eligible	525,240	3,148,517	3,981,297
CSC - Vulnerable Populations	187,726	2,095,359	1,552,987
Broward County- Income Eligible	124,314	1,685,547	1,690,800
Broward County - Special Needs	809	125,915	269,901
Municipalities-SR Local Match	13,758	406,885	371,341
BECE & Misc	-	250	207,406
Stipends and Grants to Providers	8,689,543	43,688,569	18,993,199
Placeholder: Restricted Allocations	-	-	
Total Child Care Slots and Incentives	\$ 17,832,191	\$ 151,390,008	\$ 120,494,124
Sub Recipient Expense			
School Board of Broward County	\$ -	\$ -	\$ 1,192,800
Children's Forum	26,500	109,386	87,791
211 Broward	51,577	447,355	455,193
Total Sub Recipient Expense	\$ 78,078	\$ 556,741	\$ 1,735,783
ELC Expense			
Salaries & Benefits	\$ 1,197,881	\$ 12,137,659	\$ 10,279,570
Attorneys	10,056	52,138	62,127
Auditors	-	36,500	37,500
Temporary Staff	8,200	46,637	2,697
Consultants	52,050	572,330	185,427
Staff & Board Travel	22,142	88,386	10,465
Insurance	2,239	42,105	33,492
Office Rent & Maintenance	46,870	562,585	524,544
Office Machines & Storage	1,084	8,310	10,679
Software Licenses	22,944	240,496	207,835
Internet, Email, Website, Phones	12,854	216,068	168,964
Cell Phones	9,635	59,263	55,444
Sponsorships & Memberships	848	66,600	47,170
Books for Kids	195,043	213,893	280,982
Other Operating Costs	6,612	248,719	106,872
Computer Equipment & Software	-	90,253	34,763
Furniture & Fixtures	-	675	6,773
Depreciation	1,778	1,778	3,916
Total ELC Expense	\$ 1,590,236	\$ 14,684,393	\$ 12,059,222
Total Expenses	\$ 19,500,505	\$ 166,631,141	\$ 134,289,130
Change in net assets	\$ (211,609)	\$ 21,033	\$ (3,792)
Net assets, beginning of year		317,763	321,556
Net assets, end of the period		\$ 338,796	\$ 317,763

Early Learning Coalition of Broward County, Inc.
FY 2021-2022 Annual Budget to Actual by Month
For The Period Ending June 30, 2022
Detail

	FY 2022 Budget Amendment 4	YTD Actual	Balance	% of Budget	Notes
Revenue:					
DEL School Readiness	\$ 74,791,942	\$ 74,971,629	\$ (179,687)	100%	Additional Funds Allocated in 4th Quarter
DEL School Readiness Match Pool	5,380,330	5,331,417	48,913	99%	
DEL Preschool Development Grant	583,513	256,456	327,057	44%	Balance Carried Forward to FY23
DEL - CARES/CRRSA Pandemic Relief	28,032,779	22,047,036	5,985,743	79%	Balance Carried Forward to FY23
DEL-ARPA Pandemic Relief	62,858,213	21,245,313	41,612,900	34%	Balance Carried Forward to FY23
DEL-CLASS Related Grants	356,870	403,260	(46,390)	113%	Additional Funds Allocated in 4th Quarter
DEL - Voluntary Pre-K	40,113,923	34,070,298	6,043,625	85%	Lower than Normal due to Pandemic
CSC - Income Eligible	4,594,530	3,483,105	1,111,425	76%	Balance Carried Forward to FY23
CSC - Vulnerable Populations	2,968,621	2,312,873	655,748	78%	Balance Carried Forward to FY23
Broward County- SR Match	1,896,249	1,896,240	9	100%	
Broward County - Special Needs	559,084	141,655	417,429	25%	Balance will be shifted to BC Match
Univ of Florida Lastinger Ctr	35,000	72,910	(37,910)	208%	Additional Funds Allocated in 4th Quarter
Local Match: United Way & Cities	500,000	406,881	93,119	81%	Target to be revised in FY23
BECE & Misc	50,000	13,103	36,897	26%	Lower fees charged for Virtual BECE
Total Revenue	\$ 222,721,054	\$ 166,652,174	\$ 56,068,880	75%	
Expense					
Child Care Slots and Incentives					
DEL School Readiness	\$ 60,770,917	\$ 62,134,777	\$ (1,363,860)	102%	Additional Funds Allocated in 4th Quarter
DEL School Readiness Match Pool	5,380,330	5,331,417	48,913	99%	
DEL-CARES/CRRSA Pandemic Relief	128,086	13,230	114,856	10%	Restricted to VPK Closure Costs
DEL - Voluntary Pre-K	38,571,079	32,759,542	5,811,538	85%	Lower than normal due to Pandemic
CSC - Income Eligible	4,135,077	3,148,517	986,560	76%	Balance Carried Forward to FY23
CSC - Vulnerable Populations	2,671,759	2,095,359	576,400	78%	Balance Carried Forward to FY23
Broward County- Income Eligible	1,685,555	1,685,547	8	100%	
Broward County - Special Needs	496,963	125,915	371,048	25%	Balance will be shifted to BC Match
Local Match: United Way & Cities	500,000	406,885	93,115	81%	
Stipends and Grants to Providers	87,595,574	43,688,569	43,907,005	50%	Balance Carried Forward to FY23
Placeholder: Restricted Allocations	3,350,118	-	3,350,118	0%	Balance Carried Forward to FY23
Total Child Care Slots and Incentives	\$ 205,285,459	\$ 151,390,008	\$ 53,895,451	74%	
Sub Recipient Expense					
Children's Forum	139,212	\$ 109,386	29,826	79%	Staff Vacancies in 3rd & 4th Quarters
Nova Southeastern University	175,000	-	175,000	0%	Expensed as Consultant Fees
211 Broward	462,000	447,355	14,645	97%	
Total Sub Recipient Expense	\$ 776,212	\$ 556,741	\$ 219,471	72%	
ELC Expense					
Salaries & Benefits	\$ 13,002,564	\$ 12,137,659	\$ 864,905	93%	Balance Reallocated to Slots
Attorneys	99,000	52,138	46,862	53%	
Auditors	42,500	36,500	6,000	86%	
Temporary Staff	50,000	46,637	3,363	93%	
Consultants	971,479	572,330	399,149	59%	Outreach funds carried forward to FY23
Staff & Board Travel & Training	75,000	88,386	(13,386)	118%	Intermittent Expenditures
Insurance	42,418	42,105	313	99%	
Office Rent & Maintenance	468,769	562,585	(93,816)	120%	Shared Costs Pro Rata Adjustment
Office Machines & Storage	10,085	8,310	1,775	82%	Storage cost declining
Software Licenses	230,154	240,496	(10,342)	104%	
Internet, Email, Website, Phones	119,954	216,068	(96,114)	180%	Phone, Email Server Vendor Transitions
Cell Phones	50,000	59,263	(9,263)	119%	Cell Phone Vendor Transition
Sponsorships & Memberships	59,115	66,600	(7,485)	113%	Add'l Sponsorship Added 4th Qtr (JA)
Books for Kids	650,000	213,893	436,107	33%	Bookworms outreach increase FY23
Other Operating Costs	281,308	248,719	32,590	88%	
Computer Equipment & Software	58,916	90,253	(31,337)	153%	AV equipment for Hybrid Meetings
Furniture & Fixtures	11,542	675	10,867	6%	Intermittent Expenditures
Depreciation	-	1,778	(1,778)	0%	
Unallocated (Budget Only)	436,580	-	436,580	0%	Reallocate to Slots or Carried Forward
Total ELC Expense	\$ 16,659,383	\$ 14,684,393	\$ 1,974,991	88%	
Total Non-Slot Expense	\$ 17,435,595	\$ 15,241,133	\$ 2,194,462	87%	
Total Expense	\$ 222,721,054	\$ 166,631,141	\$ 56,089,913	75%	

Early Learning Coalition of Broward County, Inc.
FY 2021-2022 Annual Budget to Actual YTD
For The Period Ending June 30, 2022
Summary

	FY 2022 Budget Amendment 4	YTD Actual	Balance	% of Budget	Notes
Revenue:					
DEL School Readiness	\$ 74,791,942	\$ 74,971,629	\$ (179,687)	100%	Additional Funds Allocated in 4th Quarter
DEL School Readiness Match Pool	5,380,330	5,331,417	48,913	99%	
DEL Preschool Development Grant	583,513	256,456	327,057	44%	Balance Carried Forward to FY23
DEL - CARES/CRRSA Pandemic Relief	28,032,779	22,047,036	5,985,743	79%	Balance Carried Forward to FY23
DEL-ARPA Pandemic Relief	62,858,213	21,245,313	41,612,900	34%	Balance Carried Forward to FY23
DEL-CLASS Related Grants	356,870	403,260	(46,390)	113%	Additional Funds Allocated in 4th Quarter
DEL - Voluntary Pre-K	40,113,923	34,070,298	6,043,625	85%	Lower than Normal due to Pandemic
CSC - Income Eligible	4,594,530	3,483,105	1,111,425	76%	Balance Carried Forward to FY23
CSC - Vulnerable Populations	2,968,621	2,312,873	655,748	78%	Balance Carried Forward to FY23
Broward County- SR Match	1,896,249	1,896,240	9	100%	
Broward County - Special Needs	559,084	141,655	417,429	25%	Balance will be shifted to BC Match
Univ of Florida Lastinger Ctr	35,000	72,910	(37,910)	208%	Additional Funds Allocated in 4th Quarter
Local Match: United Way & Cities	500,000	406,881	93,119	81%	Target to be revised in FY23
BECE & Misc	50,000	13,103	36,897	26%	Lower fees charged for Virtual BECE
Total Revenue	\$ 222,721,054	\$ 166,652,174	\$ 56,068,880	75%	
Expense					
Child Care Slots and Incentives					
DEL School Readiness	\$ 60,770,917	\$ 62,134,777	\$ (1,363,860)	102%	Additional Funds Allocated in 4th Quarter
DEL School Readiness Match Pool	5,380,330	5,331,417	48,913	99%	
DEL-CARES/CRRSA Pandemic Relief	128,086	13,230	114,856	10%	Restricted to VPK Closure Costs
DEL - Voluntary Pre-K	38,571,079	32,759,542	5,811,538	85%	Lower than normal due to Pandemic
CSC - Income Eligible	4,135,077	3,148,517	986,560	76%	Balance Carried Forward to FY23
CSC - Vulnerable Populations	2,671,759	2,095,359	576,400	78%	Balance Carried Forward to FY23
Broward County- Income Eligible	1,685,555	1,685,547	8	100%	
Broward County - Special Needs	496,963	125,915	371,048	25%	Balance will be shifted to BC Match
Municipalities-SR Local Match	500,000	406,885	93,115	81%	
Stipends and Grants to Providers	87,595,574	43,688,569	43,907,005	50%	Balance Carried Forward to FY23
Placeholder: Restricted Allocations	3,350,118	-	3,350,118	0%	Balance Carried Forward to FY24
Total Child Care Slots and Incentives	\$ 205,285,459	\$ 151,390,008	\$ 53,895,451	74%	
Program Expense					
Children's Forum	\$ 107,712	\$ 98,187	\$ 9,525	91%	
Nova Southeastern University	175,000		175,000	0%	Expenses Charged to Consultants
211 Broward	337,000	322,395	14,605	96%	
Eligibility, Payments & CCR&R	7,416,980	7,848,452	(431,472)	106%	Increased Enrollment Activities
Quality & Education	4,693,120	2,982,824	1,710,296	64%	CRRSA & PDG funds carried forward to FY23
Total Program Expense	\$ 12,729,812	\$ 11,251,858	\$ 1,477,954	88%	
Administrative Expense					
Children's Forum	31,500	11,199	20,301	36%	Staff Vacancies in 3rd & 4th Quarter
211 Broward	125,000	124,959	41	100%	
ELC Administration	4,549,283	3,853,117	696,166	85%	2.3% of Revenues (ELC Only)
Total Administrative Expense	\$ 4,705,783	\$ 3,989,275	\$ 716,508	85%	2.4% of Revenues (All Admin)
Total Expenses	\$ 222,721,054	\$ 166,631,141	\$ 56,089,913	75%	

ITEM#/MEETING	B231FIN2 / BOARD
MEETING DATE:	September 12, 2022
SUBJECT:	July 2022 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve July 2022 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, 2022 are attached for review. Financial Highlights for the month of July 2022 are as follows:

1. Overall

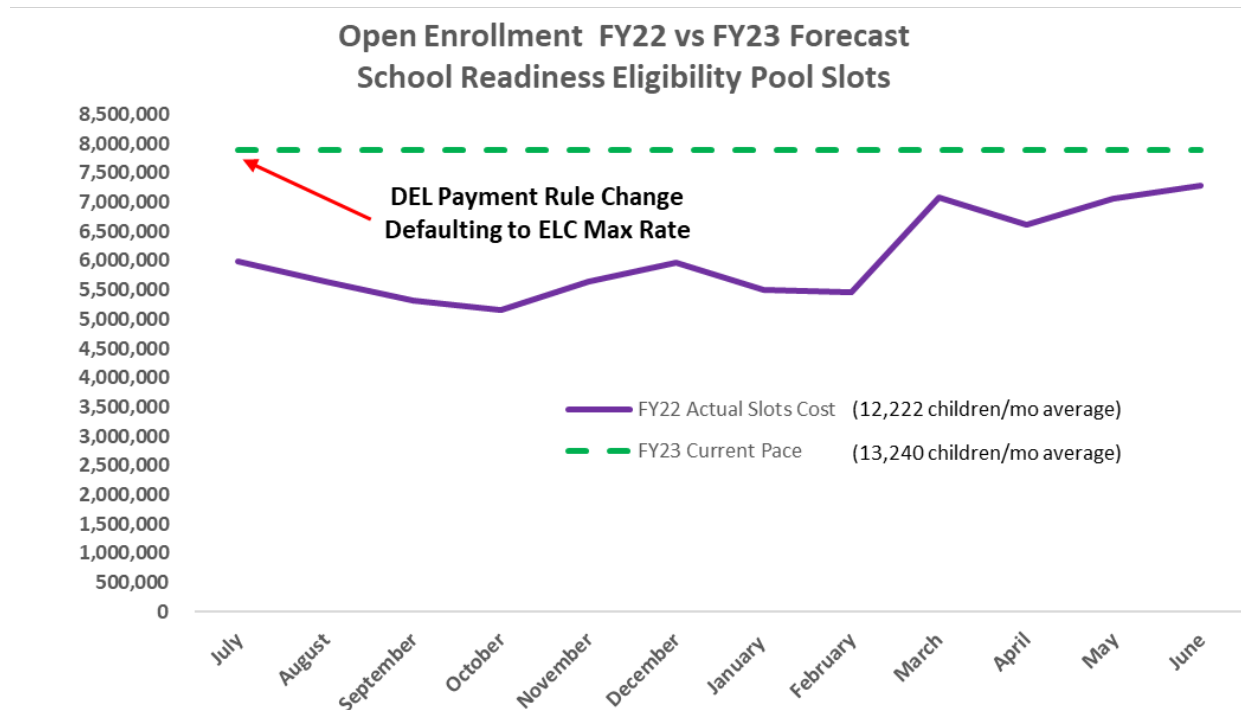
ELC opened the 2022-2023 fiscal year with strong School Readiness expenditures following nearly two years of open enrollment that began in November 2020 and achieved the Coalition’s long-sought goal to eliminate waiting time for all applicants. During the first month of the year, the number of children served hit a new high mark of 13,200. A steady stream of new enrollments is expected to continue throughout FY23 as word of “no waiting” for services spreads through communities. A recently launched coordinated outreach campaign is also expected to draw interest to Broward’s application portal and connect more and more families with ELC’s services.

VPK and Stimulus Program expenditures will start ramping up for the fiscal year beginning in August.

2. School Readiness Slot Expenditure Projections Updated due to New SR Program Payment Rules Effective July 1

At the end of July, 2022 DEL implemented a key payment rule change in EFS Mod that significantly increased the amount of monthly reimbursements paid to some providers Statewide. The change, which was retroactive to July 1, was part of the new School Readiness Funding Formula legislation that was enacted in June. The new rule defaults all provider payments to the Coalition’s maximum reimbursement base rate regardless of the provider’s private pay rate. It ends the practice of comparing the provider’s private pay rate and the Coalition’s maximum reimbursement rate and then paying the lesser of the two.

Staff estimate that the change may add up to \$650K to per month to slot expenditures, or approximately \$7.9 million when annualized, depending on enrollment and attendance trends over the next several months. However, staff will continue to immediately enroll all eligible families that apply for services despite this potential cost increase. DEL made a firm commitment last March to supplement School Readiness allocations in FY23 to prevent the re-appearance of waitlists. On August 31 staff will meet with DEL leadership to discuss the next steps.



3. Expected New Revenues

- **Allocation based on number of children served and cost of quality care for each Coalition:** DEL will be making new allocations to the Coalitions from a \$72 million Statewide funding pool sometime after October based on a new formula designed to fill funding gaps for the cost of providing quality care. In preliminary calculations, DEL estimated that Broward would receive approximately \$2.7 million from this pool.
- **ARPA Round Two and Discretionary Funding Allocations:** DEL is currently preparing Statewide allocations from a pool of approximately \$719 million for Round Two Stabilization Grants to providers that will be similar but larger than Round One. ARPA Round Two will run through September 30, 2023. DEL is also developing a plan to allocate a Statewide pool of more than \$316 million ARPA discretionary dollars for Workforce Support Initiatives that will run through September 30, 2024. The proposed activities, which have a preliminary approval from legislators but will require a final approval once finalized, will likely mirror Broward’s “Above and Beyond” program activities that are already underway with CRRSA funding, but on a much larger scale as well as a few other additional early learning workforce supports and quality/CLASS related components. Staff are currently collaborating with DEL and other Coalitions to begin the planning process on how to implement the new initiatives detailed in the plan and determine what staff and other resources may be required in order to achieve the program goals.

Recommended Action:

Finance Committee recommends the Board approve July 2022 Interim Financial Statements, pending approval of an annual audit performed by a qualified independent certified public accountant.

Supporting Documents:

- July 2022 Interim Financial Statements
- July 2022 Utilization Report



Early Learning Coalition of Broward County, Inc.

INTERIM FINANCIAL STATEMENTS FISCAL YEAR 2022-2023 For The Month Ended July 31, 2022

Submitted to the Board

September 12, 2022

Approved by the Finance Committee at the August 30, 2022 Meeting

Early Learning Coalition of Broward County, Inc.
FY 2022-2023 Statement of Financial Position
As of July 31, 2022

	July 31, 2022	July 31, 2021
Assets:		
Cash	\$ 28,171,212	\$ 1,234,907
Grants Receivable	11,635,178	20,429,724
Accounts Receivable	407,765	342,646
Due From Providers	174,694	1,509,077
Prepaid Expense	115,086	171,002
Fixed Assets	11,484	13,262
Total Assets	\$ 40,515,419	\$ 23,700,620
 Liabilities:		
Accounts Payable	\$ 1,707,841	\$ 1,669,666
Salary & Benefits Payable	59,599	49,922
Compensated Absences	393,550	394,749
Rent Abatement	211,488	173,801
Due to Providers	8,750,788	7,776,419
Due to Other Agencies	1,328,092	1,325,866
Deferred Revenue	27,724,169	11,991,278
Total Liabilities	\$ 40,175,528	\$ 23,381,700
 Net Assets		
Unrestricted	339,892	318,919
Total Net Assets	339,892	318,919
 Total Liabilities and Net Assets	 \$ 40,515,419	 \$ 23,700,620

Early Learning Coalition of Broward County, Inc.
FY 2022-2023 Statement of Activities
For The One Month Ending July 31, 2022

	<u>Jul 2022</u> Actual	<u>FY 2022</u> YTD Actual	<u>FY 2021</u> YTD Actual
Revenue			
DEL School Readiness	\$ 6,508,820	\$ 6,508,820	\$ 5,896,181
DEL School Readiness Match Pool	1,078,947	1,078,947	464,331
DEL - CARES/CRRSA Pandemic Relief	172,882	172,882	-
DEL-ARPA Pandemic Relief	5,950,229	5,950,229	-
DEL-CLASS Related Grants	-	-	-
DEL - Voluntary Pre-K	544,974	544,974	841,627
CSC - Income Eligible	828,456	828,456	-
CSC - Vulnerable Populations	209,258	209,258	234,619
Broward County- SR Match	499,312	499,312	177,897
Broward County - Special Needs	-	-	205,202
Univ of Florida Lastinger Ctr	-	-	25,093
Local Match: United Way & Cities	13,339	13,339	13,308
BECE & Misc	1,784	1,784	25
Total Revenue	<u>\$ 15,808,000</u>	<u>\$ 15,808,000</u>	<u>\$ 7,858,284</u>
Expenses			
Child Care Slots and Incentives:			
DEL School Readiness	\$ 5,540,917	\$ 5,540,917	\$ 5,071,951
DEL School Readiness Match Pool	1,078,947	1,078,947	464,331
DEL-CARES/CRRSA Pandemic Relief	-	-	-
DEL - Voluntary Pre-K	429,908	429,908	736,573
CSC - Income Eligible	810,496	810,496	230,544
CSC - Vulnerable Populations	191,550	191,550	159,388
Broward County- Income Eligible	443,833	443,833	182,402
Broward County - Special Needs	-	-	22,305
Municipalities-SR Local Match	13,339	13,339	35,208
BECE & Misc	-	-	(50,000)
Stipends and Grants to Providers	6,072,746	6,072,746	109,502
Placeholder: Restricted Allocations	-	-	-
Total Child Care Slots and Incentives	<u>\$ 14,581,736</u>	<u>\$ 14,581,736</u>	<u>\$ 6,962,205</u>
Sub Recipient Expense			
Children's Forum	10,110	10,110	7,680
211 Broward	31,891	31,891	36,132
Total Sub Recipient Expense	<u>\$ 42,001</u>	<u>\$ 42,001</u>	<u>\$ 43,812</u>
ELC Expense			
Salaries & Benefits	\$ 921,710	\$ 921,710	\$ 761,351
Attorneys	7,750	7,750	6,308
Auditors	-	-	-
Temporary Staff	-	-	2,444
Consultants	116,500	116,500	3,880
Staff & Board Travel	1,021	1,021	3,038
Insurance	4,295	4,295	2,813
Office Rent & Maintenance	40,912	40,912	43,678
Office Machines & Storage	981	981	401
Software Licenses	31,727	31,727	18,909
Internet, Email, Website, Phones	13,316	13,316	4,859
Cell Phones	8,236	8,236	4,383
Sponsorships & Memberships	30,075	30,075	1,862
Books for Kids	-	-	-
Other Operating Costs	6,396	6,396	19,707
Computer Equipment & Software	-	-	6,640
Furniture & Fixtures	790	790	-
Total ELC Expense	<u>\$ 1,183,709</u>	<u>\$ 1,183,709</u>	<u>\$ 880,271</u>
Total Expenses	<u>\$ 15,807,446</u>	<u>\$ 15,807,446</u>	<u>\$ 7,886,289</u>
Change in net assets	<u>\$ 554</u>	<u>\$ 554</u>	<u>\$ (28,005)</u>
Net assets, beginning of year		338,797	321,556
Net assets, end of the period		<u>\$ 339,351</u>	<u>\$ 293,551</u>

Early Learning Coalition of Broward County, Inc.
FY 2022-2023 Annual Budget to Actual by Month
For The Period Ending July 31, 2022
Detail

	FY2023 Preliminary	YTD Actual	Balance	% of Budget	Notes
Revenue:					
DEL School Readiness	\$ 81,478,713	\$ 6,508,820	\$ 74,969,893	8%	SR + SR Match =9%
DEL School Readiness Match Pool	5,380,330	1,078,947	4,301,383	20%	
DEL Preschool Development Grant	350,000	-	350,000	0%	PDG Expenditures Resume in August
DEL - CARES/CRRSA Pandemic Relief	3,650,000	172,882	3,477,118	5%	Above & Beyond Stipends in Process
DEL-ARPA Pandemic Relief	35,000,000	5,950,229	29,049,771	17%	ARPA Grants 2nd Installments
DEL-CLASS Related Grants	256,870	-	256,870	0%	Restricted for CLASS Observation Costs
DEL - Voluntary Pre-K	53,671,980	544,974	53,127,006	1%	Regular School Year Begins in August
CSC - Income Eligible	3,844,530	828,456	3,016,074	22%	Funds Expire Sep 30, prioritized spending
CSC - Vulnerable Populations	2,468,621	209,258	2,259,363	8%	
Broward County- SR Match	1,708,173	499,312	1,208,861	29%	Funds Expire Sep 30, prioritized spending
Broward County - Special Needs	498,923	-	498,923	0%	All Special Needs Children in SR program
Univ of Florida Lusting Ctr	70,000	-	70,000	0%	Intermittent Expenditures
Local Match: United Way & Cities	400,000	13,339	386,661	3%	Intermittent Expenditures
BECE & Misc	50,000	1,784	48,216	4%	Intermittent Program Income
Total Revenue	\$ 188,828,140	\$ 15,808,000	\$ 173,020,140	8%	
Expense					
Child Care Slots and Incentives					
DEL School Readiness	\$ 67,917,249	\$ 5,540,917	\$ 62,376,332	8%	SR + SR Match =9%
DEL School Readiness Match Pool	5,380,330	1,078,947	4,301,383	20%	
DEL-CARES/CRRSA Pandemic Relief	128,086	-	128,086	0%	Restricted to VPK Closure Costs
DEL - Voluntary Pre-K	51,607,673	429,908	51,177,765	1%	VPK Regular School Year begins August
CSC - Income Eligible	3,460,077	810,496	2,649,581	23%	Funds Expire Sep 30, prioritized spending
CSC - Vulnerable Populations	2,221,759	191,550	2,030,209	9%	
Broward County- Income Eligible	1,518,376	443,833	1,074,543	29%	Funds Expire Sep 30, prioritized spending
Broward County - Special Needs	443,487	-	443,487	0%	All Special Needs Children in SR program
Local Match: United Way & Cities	400,000	13,339	386,661	3%	Intermittent Expenditures
Stipends and Grants to Providers	37,398,000	6,072,746	31,325,254	16%	ARPA Grant 2nd Installments
Placeholder: Restricted Allocations	247,552	-	247,552	0%	
Total Child Care Slots and Incentives	\$ 170,722,589	\$ 14,581,736	\$ 156,140,853	9%	
Sub Recipient Expense					
Children's Forum	148,797	\$ 10,110	138,687	7%	
211 Broward	462,000	31,891	430,109	7%	
Total Sub Recipient Expense	\$ 610,797	\$ 42,001	\$ 568,796	7%	
ELC Expense					
Salaries & Benefits	\$ 14,559,844	\$ 921,710	\$ 13,638,134	6%	
Attorneys	109,000	7,750	101,250	7%	
Auditors	42,500	-	42,500	0%	
Temporary Staff	50,000	-	50,000	0%	
Consultants	616,279	116,500	499,779	19%	Communication Campaign
Staff & Board Travel & Training	75,000	1,021	73,979	1%	
Insurance	52,418	4,295	48,123	8%	
Office Rent & Maintenance	468,769	40,912	427,857	9%	
Office Machines & Storage	10,085	981	9,104	10%	
Software Licenses	230,154	31,727	198,427	14%	Annual Licenses paid in Full
Internet, Email, Website, Phones	119,954	13,316	106,638	11%	
Cell Phones	91,200	8,236	82,964	9%	
Sponsorships & Memberships	59,115	30,075	29,040	51%	Annual Dues paid in Full
Books for Kids	550,000	-	550,000	0%	Book Orders in Process
Instructional Materials	47,505	-	47,505	0%	Training Scheduling in Process
Other Operating Costs	233,803	6,396	227,407	3%	
Computer Equipment & Software	58,916	-	58,916	0%	Expenditures as Needed
Furniture & Fixtures	11,542	790	10,752	7%	
Depreciation	-	-	-	0%	
Unallocated (Budget Only)	108,670	-	108,670	0%	
Total ELC Expense	\$ 17,494,754	\$ 1,183,709	\$ 16,311,045	7%	
Total Non-Slot Expense	\$ 18,105,551	\$ 1,225,709	\$ 16,879,842	7%	
Total Expense	\$ 188,828,140	\$ 15,807,446	\$ 173,020,694	8%	

Early Learning Coalition of Broward County, Inc.
FY 2022-2023 Annual Budget to Actual YTD
For The Period Ending July 31, 2022
Summary

	FY2023 Preliminary	YTD Actual	Balance	% of Budget	Notes
Revenue:					
DEL School Readiness	\$ 81,478,713	\$ 6,508,820	\$ 74,969,893	8%	SR + SR Match =9%
DEL School Readiness Match Pool	5,380,330	1,078,947	4,301,383	20%	
DEL Preschool Development Grant	350,000	-	350,000	0%	PDG Expenditures Resume in August
DEL - CARES/CRRSA Pandemic Relief	3,650,000	172,882	3,477,118	5%	Above & Beyond Stipends in Process
DEL-ARPA Pandemic Relief	35,000,000	5,950,229	29,049,771	17%	ARPA Grants 2nd Installments
DEL-CLASS Related Grants	256,870	-	256,870	0%	Restricted for CLASS Observation Costs
DEL - Voluntary Pre-K	53,671,980	544,974	53,127,006	1%	Regular School Year Begins in August
CSC - Income Eligible	3,844,530	828,456	3,016,074	22%	Funds Expire Sep 30, prioritized spending
CSC - Vulnerable Populations	2,468,621	209,258	2,259,363	8%	
Broward County- SR Match	1,708,173	499,312	1,208,861	29%	Funds Expire Sep 30, prioritized spending
Broward County - Special Needs	498,923	-	498,923	0%	All Special Needs Children in SR program
Univ of Florida Lastinger Ctr	70,000	-	70,000	0%	Intermittent Expenditures
Local Match: United Way & Cities	400,000	13,339	386,661	3%	Intermittent Expenditures
BECE & Misc	50,000	1,784	48,216	4%	Intermittent Program Income
Total Revenue	\$ 188,828,140	\$ 15,808,000	\$ 173,020,140	8%	
Expense					
Child Care Slots and Incentives					
DEL School Readiness	\$ 67,917,249	\$ 5,540,917	\$ 62,376,332	8%	SR + SR Match =9%
DEL School Readiness Match Pool	5,380,330	1,078,947	4,301,383	20%	
DEL-CARES/CRRSA Pandemic Relief	128,086	-	128,086	0%	Restricted to VPK Closure Costs
DEL - Voluntary Pre-K	51,607,673	429,908	51,177,765	1%	VPK Regular School Year begins August
CSC - Income Eligible	3,460,077	810,496	2,649,581	23%	Funds Expire Sep 30, prioritized spending
CSC - Vulnerable Populations	2,221,759	191,550	2,030,209	9%	
Broward County- Income Eligible	1,518,376	443,833	1,074,543	29%	Funds Expire Sep 30, prioritized spending
Broward County - Special Needs	443,487	-	443,487	0%	All Special Needs Children in SR program
Municipalities-SR Local Match	400,000	13,339	386,661	3%	Intermittent Expenditures
Stipends and Grants to Providers	37,398,000	6,072,746	31,325,254	16%	ARPA Grant 2nd Installments
Placeholder: Restricted Allocations	247,552	-	247,552	0%	
Total Child Care Slots and Incentives	\$ 170,722,589	\$ 14,581,736	\$ 156,140,853	9%	
Program Expense					
Children's Forum	\$ 114,979	\$ 7,812	\$ 107,167	7%	
211 Broward	337,000	22,597	314,403	7%	
Eligibility, Payments & CCR&R	7,693,642	689,710	7,003,933	9%	
Quality & Education	4,844,265	206,635	4,637,630	4%	Trainings & Other Activities Start Sept
Total Program Expense	\$ 12,989,886	\$ 926,754	\$ 12,063,132	7%	
Administrative Expense					
Children's Forum	33,817	2,298	31,519	7%	
211 Broward	125,000	9,294	115,706	7%	
ELC Administration	4,956,848	287,364	4,669,484	6%	1.8% of Revenues (ELC Only)
Total Administrative Expense	\$ 5,115,665	\$ 298,955	\$ 4,816,710	6%	1.9% of Revenues (All Admin)
Total Expenses	\$ 188,828,140	\$ 15,807,446	\$ 173,020,694	8%	

SCHOOL READINESS 2 YEAR UTILIZATION FY 2022 -2023

New Enrollments from Waitlist:

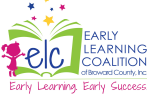
Enrollment based on zero waiting time eff
April 1, 2022

Funding Changes:

CSC Income Eligible Fund Deferred to FY23 as needed
Broward County +\$450K from Special Needs
Broward County +\$500K Addtl Allocation

Assumptions:

Daily Average Cost forecast reflects current actual trends.
Rate Increases effective 7/1/21 & 3/31/22
Provider Reimbursement at ELC Max Rates Eff 7/1/22
(Affecting Approximately 374 Providers)



Fiscal Year 2021-22

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
A	Jul-21	22	88%	11,467	-186	\$24.64	5,985,151	230,544	6,215,696	(43,029)	6,172,667
A	Aug-21	23	80%	11,806	+339	20.97	5,459,472	233,987	5,693,459	(35,188)	5,658,271
A	Sep-21	22	87%	11,680	-126	20.91	4,729,923	644,212	5,374,136	(35,198)	5,338,937
A	Oct-21	21	88%	11,652	-28	20.91	4,927,036	189,932	5,116,968	(39,627)	5,077,340
A	Nov-21	22	89%	11,755	+103	21.64	5,406,451	189,000	5,595,451	(35,185)	5,560,266
A	Dec-21	23	87%	11,895	+140	21.87	5,792,987	189,000	5,981,987	(40,269)	5,941,718
A	Jan-22	21	88%	12,153	+258	21.35	5,258,729	189,660	5,448,389	(35,712)	5,412,677
A	Feb-22	20	90%	12,465	+312	21.60	5,196,317	189,000	5,385,317	(34,964)	5,350,353
A	Mar-22	23	89%	12,682	+217	24.35	6,914,687	189,000	7,103,687	(43,558)	7,060,129
A	Apr-22	21	92%	12,768	+86	24.79	6,459,103	189,000	6,648,103	(44,772)	6,603,331
A	May-22	22	91%	13,009	+241	24.71	6,884,088	189,000	7,073,088	(47,562)	7,025,526
A	Jun-22	21	89%	13,337	+328	28.32	7,406,374	525,265	7,931,639	(40,833)	7,890,806
Average Enrollments (Baseline)				12,222		\$23.01				Projected Total	\$ 73,092,022
Increase to baseline FY22 over FY21				1,448						Budget	73,092,023
Surplus(Deficit) \$ 0											
Increase to baseline FY22 over FY17				2,826	(FY17 Baseline= 9,396)					CSC Carry-Over	\$ -
Increase in Avg Cost over FY17				\$ 4.39	(FY17 Baseline = \$18.62)					Surplus(Deficit)	\$ 0

Fiscal Year 2022-23

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
A	Jul-22	21	86%	13,240	-97	\$28.45	7,098,712	810,496	7,909,208	(35,015)	7,874,193
P	Aug-22	23	94%	13,250	+10	27.14	7,628,465	642,362	8,270,827	(38,590)	8,232,237
P	Sep-22	22	94%	13,260	+10	27.25	7,306,378	642,362	7,948,740	(36,912)	7,911,828
P	Oct-22	21	94%	13,270	+10	25.33	6,800,649	258,941	7,059,590	(35,234)	7,024,355
P	Nov-22	22	94%	13,280	+10	25.31	7,134,232	258,941	7,393,173	(36,912)	7,356,261
P	Dec-22	22	94%	13,290	+10	25.30	7,139,511	258,941	7,398,452	(36,912)	7,361,540
P	Jan-23	22	94%	13,300	+10	25.30	7,144,791	258,941	7,403,732	(36,912)	7,366,820
P	Feb-23	20	94%	13,310	+10	25.36	6,492,072	258,941	6,751,013	(33,556)	6,717,456
P	Mar-23	23	94%	13,320	+10	25.28	7,484,613	258,941	7,743,554	(38,590)	7,704,965
P	Apr-23	20	94%	13,330	+10	25.36	6,501,671	258,941	6,760,612	(33,556)	6,727,055
P	May-23	23	94%	13,340	+10	25.73	7,635,049	258,941	7,893,990	(39,188)	7,854,803
P	Jun-23	22	94%	13,350	+10	26.67	7,575,077	258,941	7,834,018	(39,200)	7,794,818
Average Enrollments (Baseline)				13,295		\$26.04				Projected Total	\$ 89,926,332
Increase to baseline FY23 over FY22				1,073						Budget	81,960,666
Surplus(Deficit) \$ (7,965,665)											
Increase to baseline FY22 over FY17				3,899	(FY17 Baseline= 9,396)					CSC Carry-Over	\$ -
Increase in Avg Cost over FY17				\$ 7.42	(FY17 Baseline = \$18.62)					Surplus(Deficit)	\$ (7,965,665)

Fiscal Year 2023-24

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
P	Jul-23	21	94%	13,250	-100	\$26.47	7,096,964	269,495	7,366,459	(36,291)	7,330,168
P	Aug-23	23	94%	13,260	+10	26.36	7,769,244	269,495	8,038,739	(39,747)	7,998,992
P	Sep-23	21	94%	13,270	+10	26.46	7,103,022	269,495	7,372,517	(36,291)	7,336,226
P	Oct-23	22	94%	13,280	+10	26.35	7,428,642	269,495	7,698,138	(38,019)	7,660,118
P	Nov-23	22	94%	13,290	+10	26.35	7,434,080	269,495	7,703,576	(38,019)	7,665,556
P	Dec-23	21	94%	13,300	+10	26.39	7,101,071	269,495	7,370,567	(36,291)	7,334,276
P	Jan-24	23	94%	13,310	+10	26.31	7,784,219	269,495	8,053,714	(39,747)	8,013,967
P	Feb-24	21	94%	13,320	+10	26.39	7,111,453	269,495	7,380,948	(36,291)	7,344,657
P	Mar-24	21	94%	13,330	+10	26.39	7,116,644	269,495	7,386,139	(36,291)	7,349,848
P	Apr-24	22	94%	13,340	+10	26.34	7,461,270	269,495	7,730,766	(38,019)	7,692,746
P	May-24	23	94%	13,350	+10	26.77	7,948,704	269,495	8,218,200	(40,345)	8,177,854
P	Jun-24	20	94%	13,360	+10	27.85	7,170,739	269,495	7,440,234	(36,643)	7,403,591
Average Enrollments (Baseline)				13,305		\$26.53				Projected Total	\$ 91,308,000
Increase to baseline FY23 over FY22				10						Budget	83,334,368
Surplus(Deficit) \$ (7,973,631)											
Increase to baseline FY22 over FY17				3,909	(FY17 Baseline= 9,396)					CSC Carry-Over	\$ -
Increase in Avg Cost over FY17				\$ 7.92	(FY17 Baseline = \$18.62)					Surplus(Deficit)	\$ (7,973,631)

SCHOOL READINESS UTILIZATION FY 2021-2022

Children Services Council Vulnerable Population Contract

Enroll per Mo: 39
 Transfer to Sr/ Mo. 27 Avg
 Age Out/Exit Care: 5 Avg
 Rate Incr Effective 7/1/21 & 3/1/22



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

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day		Total Slots	Adjustments	Net Billable
A	Oct-20	22	197	-57	25.33		109,761		109,761
A	Nov-20	22	205	+8	21.85		98,552		98,552
A	Dec-20	21	185	-20	25.31		98,332		98,332
A	Jan-21	23	148	-37	22.93		78,062		78,062
A	Feb-21	20	162	+14	27.90		90,404		90,404
A	Mar-21	22	157	-5	27.62		95,413		95,413
A	Apr-21	21	168	+11	28.82		101,673		101,673
A	May-21	23	203	+35	25.12		117,272		117,272
A	Jun-21	21	231	+28	29.15		141,411		141,411
A	Jul-21	22	251	+20	28.88		159,452		159,452
A	Aug-21	21	275	+24	30.71		177,365		177,365
A	Sep-21	20	281	+6	31.22		175,445		175,445
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
P	Aug-22	21	270	+2	34.52		195,727		195,727
P	Sep-22	20	272	+2	32.95		179,251		179,251
							Projected Total	\$	3,605,765
							FY2021 CSC Contract Ext thru FY22		3,616,065
							Surplus(Deficit) CSC Contract Year	\$	10,300
P	Oct-22	22	279	+7	33.18		203,648		203,648
P	Nov-22	22	286	+7	33.18		208,758		208,758
P	Dec-22	21	293	+7	33.18		204,146		204,146
P	Jan-23	23	300	+7	34.18		235,830		235,830
P	Feb-23	20	307	+7	33.18		203,715		203,715
P	Mar-23	22	314	+7	33.18		229,196		229,196
P	Apr-23	21	321	+7	33.18		223,655		223,655
P	May-23	23	328	+7	33.18		250,297		250,297
P	Jun-23	21	335	+7	33.18		233,409		233,409
P	Jul-23	22	342	+7	33.18		249,633		249,633
P	Aug-23	21	349	+7	36.34		266,322		266,322
P	Sep-23	20	356	+7	33.18		236,229		236,229
							Projected Total	\$	2,744,838
							FY23 CSC Contract Year Bud	\$	2,284,388
							Surplus(Deficit) CSC Contract Year	\$	(460,451)

ITEM#/MEETING	B231FIN3 / BOARD
MEETING DATE:	September 12, 2022
SUBJECT:	FY 2023 Budget Amendment #1
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve FY2023 Budget Amendment #1
FINANCIAL IMPACT:	\$10,624,894 Net Increase to Revenue and Expense

Background Information:

In June 2022, the Board approved a preliminary annual budget that reflected estimated revenues and expenditures pending receipt of 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 FY2023. In addition, ELC has received updated budget information from the Children’s Services Council (CSC) and Broward County for contracts that will be renewed or extended starting in October 2022. The annual budget has been amended to reflect these and other proposed changes.

Current Status: Key changes and updates Included in FY2023 Budget Amendment #1 are as follows:

1. Revenue and Related Expenditures

\$8,650,350 Net Increase to DEL funding allocations for FY23

- DEL allocated approximately \$437K less than staff estimated for FY23 Gold Seal and Quality Performance Incentive (QPI) differentials for FY23. However, this is not expected to have a negative impact because recent changes to Florida’s Statewide funding formula requires DEL to automatically increase allocations to any Coalition that requires additional funding for these differentials.
- DEL reduced Broward’s proportionate share allocation from the Statewide Match funding pool by approximately \$256K for the second year in a row. 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%. As DEL incrementally increases the proportional awards to other large Coalitions, Broward’s award is slightly reduced. Miami, Palm Beach and Broward submitted the three largest match funding requests in the State.
- Broward’s allowable carry-forward balance for the Pre-School Development Grant (PDG) Program for Mental Health training for providers was reduced by \$12.5K following reconciliation of expenditures in FY22. If additional PDG funding for this purpose becomes available in FY23, Broward will apply for an increase.
- DEL allocated \$1.9 million less than originally forecast by DEL for VPK \$15/hour wage reimbursement premiums. However, DEL will adjust the award upward if Broward’s utilization rate for these funds warrants it.
- DEL allocated approximately \$11 million more than staff estimated for stimulus grant funding carryforward. DEL restricts the use of these funds in the award and the allocations may only be used for grants to provider, one-time outreach activities, approved workforce development activities, VPK Covid closures or admin/program support activities in accordance with DEL funding award guidelines.

\$1,974,579 Net increase to local funding projections for FY23 including:

- \$925K carryforward for CSC Financially Assisted Child Care funding to be expended before the contract expires on September 30, 2022.
- \$1 million carryforward for Broward County Subsidized Child Care funding to be expended before the contract expires on September 30, 2022.

2. Other Expense Reallocation:

\$17.7 Net Decrease to other Operating Expenditures:

- \$101K reduction in consultant expenses (savings realized by hiring CLASS Observers full time)
- \$82K increase in other miscellaneous operating expenses as indicated in attached supporting documents.

Supporting Documents:

- Draft FY2023 Budget Amendment #1 with comparison to last three years

FY2023 Budget Amendment #1 by Business Activity (Proposed)



Revenue:

	FY 2023	FY 2023	FY 2023	FY 2023	FY 2023
	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Education & Quality Services	Administration	Total Budget
DEL School Readiness	\$ 67,581,820	\$ 6,046,282	\$ 3,675,000	\$ 3,738,955	\$ 81,042,057
DEL School Readiness Match	5,124,438	-	-	-	5,124,438
DEL Preschool Development Grant	-	-	320,621	16,875	337,496
OEL-Special Funding SRPAS, ESSER II	-	-	521,191	-	521,191
DEL-CRRSA	114,855	-	7,535,752	402,664	8,053,271
DEL-ARPA	-	-	41,627,426	-	41,627,426
DEL - Voluntary Pre-K	50,041,032	1,268,472	-	422,824	51,732,328
CSC - Income Eligible	4,292,993	357,749	-	119,250	4,769,993
CSC - Vulnerable Populations	2,221,759	185,147	-	61,716	2,468,621
Broward County- Income Eligible	2,450,924	229,774	-	76,591	2,757,290
Broward County - Special Needs	443,487	41,577	-	13,859	498,923
Univ of Florida Lastinger Ctr	-	-	70,000	-	70,000
Local Match: United Way & Cities	400,000	-	-	-	400,000
BECE & Misc	-	-	50,000	-	50,000
Total Revenue	\$ 132,671,309	\$ 8,129,002	\$ 53,799,991	\$ 4,852,733	\$ 199,453,034

Expense:

Child Care Slots & Incentives

DEL - School Readiness	\$ 67,581,820				\$ 67,581,820
DEL - School Readiness Match	5,124,438				5,124,438
DEL - CARES First Responders	114,855				114,855
DEL - Voluntary Pre-K	50,041,032				50,041,032
CSC - Income Eligible	4,292,993				4,292,993
CSC - Vulnerable Populations	2,221,759				2,221,759
Broward County-Income	2,450,924				2,450,924
Broward County - Special Needs	443,487				443,487
Local Match: United Way & Cities	400,000				400,000
Learning Pods Collaborative	-				-
Stipends & Grants to Providers	-		45,092,871		45,092,871
Placeholder: Restricted Allocations	-		3,692,740		3,692,740
Total Child Care Slots & Incentives	\$ 132,671,309	\$ -	\$ 48,785,612	\$ -	\$ 181,456,920

Sub Recipient Operating Expenses

Nova Southeastern University				\$ -	\$ -
Children's Forum	-		114,979	\$ 33,817	148,797
211 Broward	337,000		-	\$ 125,000	462,000
Total Sub Recipient Operating	\$ -	\$ 337,000	\$ 114,979	\$ 158,817	\$ 610,797

ELC Operating Expenses

Staff Costs		\$ 7,419,026	\$ 3,676,187	\$ 3,464,632	\$ 14,559,844
Attorneys		-	-	109,000	109,000
Auditors		-	-	42,500	42,500
Temporary Staff		-	-	50,000	50,000
Consultants		27,250	391,979	96,500	515,729
Staff & Board Travel		-	15,000	60,000	75,000
Insurance		31,584	11,700	9,134	52,418
Office Rent & Utilities		288,391	101,294	79,085	468,769
Office Machines & Storage		-	-	6,332	6,332
Software Licenses		7,785	12,950	209,419	230,154
Phones/Internet/Web Page		87,425	32,385	12,056	131,866
Cell Phones		-	-	91,200	91,200
Sponsorships & Memberships		-	-	61,285	61,285
Books for Kids		-	550,000	-	550,000
Instructional Materials		-	80,000	-	80,000
Fees, Supplies & Other Costs		4,000	-	269,803	273,803
Computers & Software		58,604	-	312	58,916
Furniture & Fixtures		-	-	11,542	11,542
Unallocated Budget Only		(132,063)	27,906	121,117	16,960
Total ELC Operating	\$ -	\$ 7,792,002	\$ 4,899,400	\$ 4,693,915	\$ 17,385,317

Total ELC & Sub Recipient

	\$ -	\$ 8,129,002	\$ 5,014,379	\$ 4,852,733	\$ 17,996,113
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Total Expense	\$ 132,671,309	\$ 8,129,002	\$ 53,799,991	\$ 4,852,733	\$ 199,453,034
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Revenue Over Expense	\$ -	\$ -	\$ -	\$ -	\$ -
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Percent Total Expenses	66.52%	4.08%	26.97%	2.43%	100.00%
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Proposed FY2023 Amended Budget Three Year Comparison



Revenue:

	FY21	FY22	FY23	FY23	+/-	
	FY2021 Actual	FY22 Preliminary Actual (Unaudited)	FY23 Preliminary Approved June 2022	FY23 Amendment 1 Proposed	Change Amendment 1 over Preliminary	Reason for Change
DEL School Readiness	\$ 64,093,701	\$ 74,971,629	\$ 81,478,712	\$ 81,042,057	\$ (436,655)	Gold Seal & QPI Final Allocation
DEL School Readiness Match Pool	5,489,725	5,331,417	5,380,330	5,124,438	(255,892)	SR Match Final Allocation
DEL Preschool Development Grant	872,970	256,456	350,000	337,496	(12,504)	PDG Prior Year Carryforward
DEL CLASS Observation Funding		403,260	256,870	521,191	264,321	CLASS Obs. Support Final Allocation
DEL-CRRSA Pandemic Relief	27,543,012	22,047,036	3,650,000	8,053,271	4,403,271	Workforce & Grants Carryforward
DEL - ARPA		21,245,313	35,000,000	41,627,426	6,627,426	Round 1 Grants Carryforward
DEL - Voluntary Pre-K	27,139,415	34,070,298	53,671,980	51,732,328	(1,939,652)	\$15/hr Premium Final Allocation
CSC - Income Eligible	4,502,338	3,483,105	3,844,530	4,769,993	925,462	Prior Year Carryforward
CSC - Vulnerable Populations	1,725,958	2,312,873	2,468,621	2,468,621	-	
Broward County- Income Eligible	1,902,157	1,896,240	1,708,173	2,757,290	1,049,117	Prior Year Carryforward
Broward County - Special Needs	303,639	141,655	498,923	498,923	-	
DCF Entrant	-	-	-	-	-	
Univ of Florida Lastinger Ctr	49,900	72,910	70,000	70,000	-	
Local Match: United Way & Cities	371,301	406,881	400,000	400,000	-	
BECE & Misc	291,221	13,103	50,000	50,000	-	
Total Revenue	\$ 134,285,337	\$ 166,652,174	\$ 188,828,140	\$ 199,453,034	\$ 10,624,894	

Expense:

	FY21	FY22	FY23	FY23	+/-	
	FY2021 Actual	FY22 Preliminary Actual (Unaudited)	FY23 Preliminary Approved June 2022	FY23 Amendment 1 Proposed	Change Amendment 1 over Preliminary	Reason for Change
Child Care Slots & Incentives						
DEL School Readiness	\$ 49,029,070	\$ 62,134,777	\$ 67,917,249	\$ 67,581,820	\$ (335,429)	Gold Seal & QPI Final Allocation
DEL School Readiness Match Pool	5,489,725	5,331,417	5,380,330	5,124,438	(255,892)	SR Match Final Allocation
DEL-CARES Pandemic Relief	12,861,548	13,230	128,086	114,855	(13,231)	Restricted for VPK Covid Closures
DEL - Voluntary Pre-K	26,047,263	32,759,542	51,607,673	50,041,032	(1,566,641)	\$15/hr Premium Final Allocation
CSC - Income Eligible	3,981,297	3,148,517	3,460,077	4,292,993	832,916	Prior Year Carryforward
CSC - Vulnerable Populations	1,552,987	2,095,359	2,221,759	2,221,759	-	
Broward County- Income Eligible	1,690,800	1,685,547	1,518,376	2,450,924	932,548	Prior Year Carryforward
Broward County - Special Needs	269,901	125,915	443,487	443,487	-	
DCF Entrant Refugee Program	-	-	-	-	-	
Local Match: United Way & Cities	371,341	406,885	400,000	400,000	-	
Learning Pods Collaborative	206,000	-	-	-	-	
Stipends and Grants to Providers	19,009,243	43,688,819	35,645,551	45,092,871	9,447,320	CRRSA & ARPA Carryforward
Placeholder: Restricted Allocations		-	2,000,000	3,692,740	1,692,740	CRRSA & ARPA Carryforward
Total Child Care Slots & Incentives	\$ 120,509,176	\$ 151,390,008	\$ 170,722,589	\$ 181,456,920	\$ 10,734,331	

Sub Recipient Expense						
School Board of Broward County	1,192,800	-	-	-	\$ -	
Nova Southeastern University	-	-	-	-	-	
Children's Forum	72,739	109,386	148,797	148,797	-	
211-Broward	455,193	447,355	462,000	462,000	-	
Total Sub Recipient Expense	\$ 1,720,732	\$ 556,741	\$ 610,797	\$ 610,797	\$ -	

ELC Expense						
Salaries & Benefits	\$ 10,279,570	\$ 12,137,659	\$ 14,559,844	\$ 14,559,844	\$ 0	
Attorneys	62,127	52,138	109,000	109,000	-	
Auditors	37,500	36,500	42,500	42,500	-	
Temporary Staff	2,697	46,637	50,000	50,000	-	
Consultants	185,427	572,330	616,279	515,729	(100,550)	CLASS Observers Now In-House
Staff & Board Travel	10,465	88,386	75,000	75,000	-	
Insurance	33,492	42,105	52,418	52,418	-	
Office Rent & Utilities	432,396	562,585	468,769	468,769	-	
Office Machines & Storage	8,545	8,310	10,085	6,332	(3,753)	Reduced Storage Doc Storage Cost
Software Licenses	194,325	240,496	230,154	230,154	-	
Internet & Phones	101,141	216,068	119,954	131,866	11,912	Addition VOIP Seats & Features
Cell Phones	55,444	59,263	91,200	91,200	-	
Sponsorships & Memberships	46,984	66,600	59,115	61,285	2,170	Ft. Lauderdale Chamber Dues
Books for Kids	280,982	213,893	550,000	550,000	-	
Intructional Materials	27,436	30,000	47,505	80,000	32,495	CLASS Curricula
Other Operating Costs	254,987	218,719	233,803	273,803	40,000	Supplies & Other SR, VPK Outreach
Computer Equipment & Software	35,013	90,253	58,916	58,916	-	
Furniture & Fixtures	6,773	675	11,542	11,542	-	
Depreciation	3,916	1,778	-	-	-	
Unallocated (Budget Only)	-	-	108,670	16,960	(91,710)	
Total ELC Expense	\$ 12,059,221	\$ 14,684,393	\$ 17,494,754	\$ 17,385,317	\$ (109,437)	

Total Non-Slot Expense	\$ 13,779,953	\$ 15,241,133	\$ 18,105,550	\$ 17,996,113	\$ (109,437)	
Total Expense	\$ 134,289,129	\$ 166,631,141	\$ 188,828,140	\$ 199,453,034	\$ 10,624,894	
Revenue over Expense	\$ (3,792)	\$ 21,033	\$ -	\$ -	\$ -	

ITEM#/MEETING	B231RB1 / BOARD
MEETING DATE:	September 12, 2022
SUBJECT:	ELC Broward DRAFT 5 Year Strategic Plan
FOR ACTION:	Yes
RECOMMENDED ACTION:	Review, Discuss and Approve DRAFT 5 Year Strategic Plan
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Ad Hoc Strategic Planning Committee and Governance Committee
ELC STAFF LEAD	Judith Merritt

Background

At the May 2021 Board meeting, members approved a one-year interim Strategic Plan for FY 21/22 but requested ELC staff develop a more robust 5 Year plan for FY 22/23 – FY 27/28.

Based on the Board’s above decision, ELC staff began prep work for a new 5-year plan early in FY 21/22, including an updated SWOT Analysis, review of ELC data, development of the Strategic Plan timeline and process to secure a new Strategic Plan consultant.

Current Status

Throughout the past twelve months the ELC staff as well as the Ad Hoc Strategic Planning Committee met regularly with a consultant to develop a DRAFT 5 Year Strategic Plan. The initial DRAFT was presented to the full Board at the Board Retreat in May 2022, where Board members provided feedback and suggestions to the plan presented. After the Retreat, ELC staff updated the plan and then brought the updated plan to the Ad Hoc Strategic Planning Committee to review the changes/edits and provide additional feedback on the plan. On July 11, 2022, the Ad Hoc Strategic Plan Committee met and recommended the Board approve the DRAFT plan. This final DRAFT was then presented to the Governance Committee on August 29, 2022, where committee members met to review and update all Board related objectives in the plan and devise corresponding outcomes. The Governance Committee members made minor changes and are recommending the Board objectives and outcomes included in the DRAFT 5 Year Strategic Plan be approved by the full Board.

Recommendation

The Ad Hoc Strategic Planning Committee, Governance Committee and ELC staff, recommend the Board approve the presented DRAFT 5 Year Strategic Plan.

Supporting Documents

- DRAFT 5 Year Strategic Plan – Executive Summary
- DRAFT 5 Year Strategic Plan – Detailed Report
- DRAFT 5 Year Strategic Plan – Initial Word Outline
- Article – Rating Meetings



FIVE-YEAR STRATEGIC PLAN

Executive Summary

Vision

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

Mission

Lead and support the early learning community to promote and deliver high-quality early learning experiences to young children, accessible to all eligible families in Broward County.

Core Values

- **Customer Centric:** Delivering outstanding customer service to providers, families, community partners, etc. is at the core of everything we do and vital to delivering our mission
- **Education:** We believe ongoing education/educational support and advocacy promote positive early learning experiences and the opportunity for all children in our community to succeed.
- **Inclusion:** We believe all children develop and learn at their own pace. Inclusive learning environments allow for positive learning experiences, development, and social/emotional growth to help children reach their full potential regardless of economic means
- **Innovation:** We are committed to finding innovative and creative ways to better help and support our families, providers, partners, staff, and community
- **Quality:** We are committed to providing quality services, programs, and support and take pride in the assistance, programs, and services we provide to our providers, families, children, and partners
- **Collaborative:** We forge collaborations with our community, partners, providers, and parents who are the “Most important individuals to ensure a child’s success”
- **Equity:** Equity, inclusion, and cultural competence is embodied in our values, practices, and programming so that all children, parents, families, and providers have the opportunity to be successful.

Goals FY23 - FY28

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

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

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

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

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

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



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Goals

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

Objective 1: Deploy a successful targeted outreach and enrollment initiative.

Outcome 1: A minimum of 3,000 families will apply for SR services quarterly. (Current quarterly average is 2,700)

Outcome 2: At least one thousand families annually will use QR codes, social media, and customized URLs created for outreach purposes to access information about School Readiness Services.

Objective 2: Families that are eligible to continue receiving SR services will receive them.

Outcome 1: The overall retention rates for potentially SR eligible families will increase from 80% to 85%

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

Objective 1: ELC will reach and enroll as many VPK eligible families as possible.

Outcome 1: ELC Broward will meet or exceed State of Florida estimating conference estimates for VPK

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

Objective 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 a 5.0 to a 6

Outcome 1: 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC trainings focused on increasing scores.

Outcome 1(a): 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.

Outcome 2: 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC trainings focused on increasing scores.

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FIVE-YEAR STRATEGIC PLAN

Objective 2: Providers participating in the Broward Above and Beyond will successfully recruit, upskill, and retain qualified staff.

Outcome 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 Above and Beyond participating sites.

Outcome 2: Once a baseline is developed, 50% of early educators will attain the next level in personal development goals (CDA or higher).

Outcome 3: Once a baseline is developed, retention level of early educators will be at a minimum of 80% at Above and Beyond sites.

Objective 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.

Outcome 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.

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

Objective 1: VPK providers will participate in quality improvement opportunities, which will result in a countywide CLASS score average of at least a 5.25

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

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Outcome 1: 65% of families with children ages 0-2 who have received a referral, will follow through with their referrals to Early Steps (current rate is 47 percent, 387 of 833 families).

Outcome 2: 75% of families with children ages 3-5 who have received a referral, will follow through with their referrals to FDLRS (current rate is 63 percent, 364 of 580 families).

Outcome 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)

Objective 2: Expand ELC's literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to reading experiences.

Outcome 1: Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000 families.

Outcome 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.

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 1: Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.

Outcome 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.

Outcome 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.

Objective 2: ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.

Outcome 1: A minimum of 30 community leaders/elected officials will participate in at least one ELC's activities/events annually.

Outcome 2: ELC will build relationships with a minimum of 10 Faith based community leaders or business partners annually.

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Outcome 1: ELC is hiring the right staff, for the right positions and retaining them as evidenced by retaining 75% of new hires at one year.

Outcome 2: ELC annual staff turnover will be 5% below the National turnover average for similar organizations.

Outcome 3: 25% of promotional opportunities are filled internally.

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Objective 2: Continue to optimize use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.

Outcome 1: 85% of the CRM Plan will be fully implemented. **Outcome 2:** 90% of ELC data infrastructure will be stored in the cloud. **Outcome 3:** A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.

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Outcome 2: 100% of board members will complete an individual scorecard and meet or exceed 80% of their goals

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DRAFT 5 Year Strategic Plan

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DRAFT 5 Year Strategic Plan

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Reported: At each meeting then quarterly

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HOW CAN YOU QUICKLY AND EFFECTIVELY RATE A MEETING WITHIN SECONDS

The [Entrepreneurial Operating System](#)® (EOS) has a meeting process and agenda for effective meetings called a Level 10 Meeting™. They are called “Level 10” because as the last item on the meeting agenda, each participant is asked to honestly rate the meeting 1-10, 10 being a perfect meeting.

To better get a quick gauge of how each meeting went based on the perception of each participant (staff or board), it is recommended that meetings are rated at the end. This involves quickly going around the room without explaining the “why” of the score and each person giving a 1-10 rating. This is then used by the governance committee to monitor how successfully you are meeting your goal of “every voice heard”, etc. Remember, the goal is to get a true rating of 10 (or at least an 8+).

Using five criteria, rate each criterion either a 0, a 1, or a 2 (0 is “heck, No!” and a 2 is “Yes, absolutely!”)

#	Criteria	Value
1	Did we come to the meeting prepared, and did we follow the agenda?	0 – 1 –2
2	Was the team/board engaged (was everyone heard?)	0 – 1 –2
3	Were we open and honest?	0 – 1 –2
4	Did we solve a <i>real</i> issue forever?	0 – 1 –2
5	Do we Have Clarity on Next Steps?	0 – 1 –2

Add them up, then share your total number with the team.

I

ITEM/MEETING	B231RB2 / BOARD
DATE:	September 12, 2022
SUBJECT:	CEO Performance Evaluation Results and Performance Pay
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve CEO Evaluation Results and Approve CEO Performance Pay
FINANCIAL IMPACT:	Up to \$10,000 Pay for Performance
ELC STAFF LEAD	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 - a leadership performance evaluation tool which consists of 10 leadership indicators and counts towards 40% of the CEO’s evaluation; Section II - CEO Goals metrics, which counts towards 60% of the evaluation.

On August 5, 2022, all Board members were sent an email with the CEO’s FY 21/22 Performance Evaluation which included a self-evaluation and CEO Goals Scorecard. All members were asked to rate each item included in the Performance Evaluation by August 19, 2022. The Board member response rate was 84% (or 16 out of 19 Board members). Two of those that responded have been on the Board less than 6 months, so their ratings were not included in the overall aggregation for the CEO Evaluation.

Current Status:

The Boards 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 10 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 Board members.

The overall combined score of the CEO’s Performance Evaluation is 4.2 - Exceeds Expectations.

In Section I of the CEO Performance Evaluation, 79% of the Board rated the CEO as Exceeds Expectations or Outstanding and in Section II - CEO Goals/Outcomes, 71% rated the CEO either Exceeds Expectations or Outstanding. Zero Board member scored the CEO Below Expectations in any section.

The CEO is appreciative of the Board’s feedback provided in the Evaluation and has been incorporated into her personal professional development plans or the Strategic Plan as appropriate. As was practice in FY 21/22, the CEO will meet one on one with individual Board members throughout FY 22/23 where growth opportunities and related activities will be discussed. Additionally, she will continue to participate in leadership training and Executive Coaching to continue to grow and develop as a leader.

The CEO is eligible for up to \$10,000 in Performance Pay, as determined by the Board, and the expense has been accrued as a placeholder to FY22 contracts, which ended on June 30, 2022.

Recommendations:

1. Executive Committee recommends approval of CEO Evaluation Results to the Full Board
2. Executive Committee recommends CEO Performance Pay to the Full Board

Supporting Documentation:

- CEO Performance Self Evaluation Report FY 21-22
- CEO Performance Evaluation Results FY 21-22 Ratings/Comments



Annual Chief Executive Officer (CEO) Self-Assessment for FY 21/22

PERFORMANCE INDICATORS

1. BOARD INTERACTIONS

- Works effectively with individual board members
- Works effectively with the board as a whole
- Keeps the Board up to date regarding important information and updates

Key Highlights:

- More 1:1 meetings with board members/sought feedback from a broader constituency of board members
- Continued to work on refining board updates to make them more valuable and concise
- Optimized frequency of Board updates (CEO Reports, CEO Updates, and Board Bulletins)
- Invited members to ELC events such as our Child Care (legislative) Town Hall, ELC Cafes, Provider Appreciation

I have good relationships with Board members. I meet with members both through regular check in calls/meetings and as needed to get feedback. Through regular communications I keep board members abreast of important information, updates, and ELC services/initiatives. I have tried to streamline communications/board packets wherever possible. While progress has been made, this is still an area of focus for FY 22/23.

I will continue to make more of an effort to ensure Board members are invited to attend ELC events. In the new fiscal year additional efforts will be made to involve the Board in legislative meetings and provide in advance notice of relevant childcare conferences and webinars.

2. BUSINESS ETHICS/INNOVATION

- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Upholds organizational values
- Works ethically and with integrity
- Inspires the trust of others

Key Highlights:

- Created/Rolled out the Above & Beyond initiative, different from other models around the state, our model not only addresses early learning labor shortages, but also focuses on increasing overall classroom quality.
- Created/Rolled out an efficient & unique way for new educators to take their required 45-hour trainings for **FREE** through a local agreement with NOVA, not done elsewhere throughout the State.
- Became IACET accredited for the first time in ELC history, enabling us to award CEU credits for trainings.
- Rolled out 6 new CRM modules; updated 5 existing modules - Broward leads the state in Webauthor innovation.
- Utilized the CRM for Provider Covid 19 relief grants to increase ease of applying and speed up grant processing time – statewide data (point in time) indicated we led the state in quick processing time.
- Embedded our Provider Workforce Survey in the Provider Covid Relief Grant application (in the CRM) to ensure 100% participation of survey response. No other Coalition was able to collect this amount of valuable data.
- Initiated/Coordinated Covid-19 Rapid Test kit distribution to providers.
- ELC Broward sought out by other Coalitions related to how we operate, our programming, and IT solutions.

- ELC's turnover rate for year is at 17% far below the 37.3% nationwide average, despite a tight labor market.
- Recipient of the Sun Sentinel's Top Workplace 2022

Across the organization, the ELC implemented innovative and efficient solutions or upgrades to achieve 13 out of 13 strategic plan goals and objectives; resolve issues and improve overall organization operations and program excellence. Through a variety of innovative program initiatives, the ELC has begun to address the countywide early learning labor market challenges while continuing to increase the overall classroom quality. The ELC also ensured we were ahead of the game as we planned a year in advance for major legislative changes that impact all VPK providers (which went into effect in July 2022). We ensured we were appropriately staffed and had programming in place such as trainings, resources, and coaching to prepare VPK providers.

The organization continues to put an emphasis on utilizing technology to increase efficiencies and ease processes for providers, parents, and staff as evidenced by the number of CRM components created or updated this year as well as the innovative ways, we prioritized new and creative CRM modules to efficiently expedite new initiatives. We have had requests from colleagues around the state asking for guidance and demos related to our CRM that have led to them follow our lead and now use Webauthor's CRM as well. In fact, to date we have shared modules we created with the ELCs of Lake, Pinellas, Miami, Polk, Flagler/Volusia, and Manatee.

I am fortunate enough to work with a strong Executive and Senior Team. Together we continue to find ways to strengthen the organization while also upholding organizational values that are modeled for the rest of the organization.

3. COMMUNICATIONS (See Board Section for Board Communication)

- Effectively expresses thoughts verbally and in writing
- Exhibits good listening and comprehension skills
- Keeps Board and others adequately informed
- Selects and uses appropriate communication methods
- Deals effectively with conflict

Key Highlights:

- Regular/Frequent updates and information provided to childcare small businesses, families, board members, staff, elected officials through email bulletins, monthly ELC Newsletters, and social media postings.
- ELC utilizes various methods of communication to reach targeted audiences including email, social media, media spots (both radio and TV), local resource publications, virtual/in person info sessions, robo calls, our new CHAT feature for parents, text messaging, EFS provider and parent portals
- Aggressive outreach efforts helped to inform Broward families about the SR program resulting in an additional **4,255 NEW** enrollments in FY 21/22.
- Increased outreach and new outreach methods to increase awareness of Bookworms program, resulted in registration of **9,314** families and 11,404 book packets in less than 6 months.

The ELC prioritizes communication and transparency and provides ongoing information and updates to childcare small businesses, families, board members, staff, community partners and local elected officials, which are provided utilizing a variety of means to reach our targeted audience.

Communication and Outreach were a big focus during FY 21/22. Through an internal evaluation, I decided a reorganization was necessary and devised a plan to create a standalone Communications Department (which previously did not exist) to oversee communication, outreach, and advocacy. The department was put into place in the early Spring of 2022 and much of the foundational plans have been initiated. While the impact of the new department will not be fully realized until later in FY 22/23, there were a few actions quickly put into place like an increase in the ELC's social media presence, increase in outreach for SR and VPK, relaunching of the Bookworms program with farther reach, and the addition of QR codes on all outreach materials to better track outreach data and ease of sign up.

Through our outreach campaign in FY 21/22 in multiple languages, the ELC was able to enroll an additional **4,255** children into our School Readiness program (off the waitlist) eliminating a waitlist for the first time in the ELC's existence.

4. COMMUNITY RELATIONS

- Effectively represents the ELC in the community
- Establishes working relationships with organizations and individuals in early learning
- Is involved in and aware of outside community affairs
- Advocates effectively to the Florida Legislature, community leaders, stakeholders and policy makers
- Serves as the primary spokesperson and public face for the organization
- Establishes positive relationships with community partners, funders, government agencies etc.

Key Highlights:

- Attended/Presented at various Municipality Commission and Education Advisory Board meetings
- Met with 11 local legislative delegates locally and in Tallahassee
- Presented ELC's Legislative Priorities to the Broward Delegation
- Participated in 2 Panels related to early learning (both requested by local elected officials)
- Hosted/Presented at ELC's Child Care Townhall attended by providers, elected officials, community partners, and board members
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- Continue to serve on more than 5 community board meetings/workgroups as well as AELC (Statewide).
- Co-Chair of Broward Reads

I represent the ELC well and continue to work to strengthen and increase community relations, advocacy efforts, and increase the community's awareness of the ELC and ELC services. My efforts have resulted in being a trusted source of answers and information from elected officials and community partners and Statewide colleagues.

This past year the ELC quickly established legislative priorities and as a member of the Association of Early Learning Coalitions (AELC) Legislative committee, I participated in the establishment of State legislative priorities, as well as helped to carve out advocacy action plans related to key legislation.

5. DIVERSITY COMMITMENT

- Shows respect and sensitivity for cultural differences
- Promotes diversity initiatives
- Builds a diverse Board and staff

Key Highlights:

- Racial Equity Institute contracted to conduct Racial Equity training for ELC staff/board members
- ELC conducted 4 Racial Equity Café Series presentations throughout the year
- Leadership team (and a handful of board members) participated in a DEL funded group equity coaching series
- Participated in CEO racial equity training series (with other Broward non-profit leaders)

In FY 21/22 the ELC continued to prioritize our racial equity/antiracism efforts. An internal racial equity workgroup made up of approximately 20 staff members met regularly to address and engage activities included in the ELC's internal Racial Equity Plan. The plan focused on Awareness and Education; Environment and Representation; and Policies and Practices. The plan included measurable outcomes that were reviewed quarterly.

6. EMPLOYEE MORALE/CULTURE

- Shows respect and sensitivity for cultural differences
- Promotes harassment free environment
- Makes quality hiring decisions; builds a diverse workforce
- Shows a commitment to equal opportunity
- Maintains a climate which attracts, keeps and motivates a diverse staff of top quality people

Key Highlights:

- Recipient of the Sun Sentinel's Top Work Place 2022
- Staff Satisfaction Rate of 88% (on 3rd party survey) with 77% response rate, considered very high
- Ensured all staff are at or above the 30th percentile of the current market rate survey
- In June recommended a 3% COLA for all staff to be more competitive in the labor market

I strive to have the highest level of staff morale. I am thrilled with our high staff satisfaction rate and low turnover rate. And I am beyond proud ELC is the recipient of our Top Work Place in South Florida award. To ensure continued success in this area, I'm committed to using the staff satisfaction data to address where there are growth opportunities.

As many staff now permanently work in a hybrid or telework status, we have put efforts in place to keep staff connected to each other through constant email communication, our ELC Buzz staff newsletter, staff meetings and activities, morale events, and webinars including presentations related to mental health and healthy living.

7. FISCAL RESPONSIBILITY

- Works within approved budget
- Conserves organizational resources
- Brings fiscal recommendations to the Board
- Works ethically and with integrity
- Ensure no major/substantial audit findings

Key Highlights:

- **Wait List eliminated for new childcare subsidy applicants**
- **Provider rates increased to Federal target levels**

Additional notable accomplishments:

- 100% Utilization of School Readiness funding, including School Readiness Match
- Secured approval for and implemented 2 rate increases: finally reaching the long-sought Federal target rates
- Issued 2,043 Covid-19 relief grants to 648 providers totaling over \$43 million
- Clean single audit and tests of internal controls
- Clean DEL program monitoring and fiscal monitoring
- Clean monitoring by Broward County and Children's Services Council
- Peacefully collected nearly all of the \$3 million overpayments resulting from DEL's faulty rollout of EFS Mod.

With diligent management of cost allocations, child enrollments and the timing of rate increases and other expenses, we were able to fully utilize 100% of our funds that would otherwise have expired on June 30. We also maximized the amount of other funding allocations that could be carried into the next fiscal year. These efforts will enable the ELC to begin FY 22/23 perfectly positioned to pay for the childcare of every eligible family that applies for services throughout the year; and their childcare provider will be reimbursed at a level closer to covering the cost of quality. This optimal financial positioning, combined with a simultaneous, professionally managed comprehensive outreach campaign, will afford the Coalition a once-in-a-generation opportunity to provide SR services to every eligible Broward child.

8. JOB KNOWLEDGE

- Demonstrates knowledge of the ELC and the services provided
- Competent in required job skills and knowledge
- Keeps abreast of current developments related to/impacting the organization/community
- Uses resources effectively

Key Highlights:

- Conducted dozens of presentations related to ELC/ELC services &/or status of the childcare industry
- Participation in regular Statewide DEL & AELC meetings and other community boards/workgroups
- Attended relevant and early learning related conferences, webinars, trainings, etc.
- Nominated/Elected to be Chair of the AELC's Large Coalition subcommittee

I believe over the past 6 ½ years in my role, I have demonstrated great knowledge of the early learning and childcare subsidy world, DEL's rules and regulations, ELC services, and the impact of ELC's services on the larger community (and vice versa). Community partners and ELC colleagues around the state often reach out to me for information, data, and feedback related to early learning. More and more the ELC Broward is being asked to have a seat at the table regarding important community issues that intersect with early learning.

See Fiscal section regarding utilizing resources efficiently.

9. JUDGEMENT

- Displays willingness to make decisions
- Exhibits sound and accurate judgement
- Supports and explains reasoning for decisions
- Includes appropriate people in decision making process
- Makes timely decisions

Key Highlights:

- ELC continued to get things done efficiently and on time despite the lingering pandemic
- Successful performance across the organization despite increased workloads/responsibilities related to Covid relief efforts, with minimal staffing increases or disruption of services.
- Continued to cultivate a collaborative work environment with Exec and Senior team to ensure sound decisions

As the CEO of the ELC I must make many important decisions and judgement calls based on experience, judgement, data, feedback, and collaboration. This year included unprecedented judgement calls related to how to use extremely large amounts of Covid-Relief related funding and staff appropriately, understanding that not all funding is recurring. I also had to make some hard decision related to the staffing configuration of the organization to strengthen communication, outreach, and advocacy efforts, that resulted in a reorganization (in that area of the organization) that has already resulted in positive changes. Some of the decisions have not been easy, but I do feel, I have made sound decisions for the organization as well as the provider community and families as evidenced by the many accomplishments shared in this document and included in the year end data in the FY 21/22 Strategic Plan.

10. MANAGEMENT:

- Ensures the ELC has a long-range strategy which achieves its mission/vision (Strategic Plan)
- Provides leadership in developing program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

Key Highlights:

- Met or exceeded 13 out of 13 goals and objectives in the FY 21/22 Strategic Plan
- Developed a new well thought out Strategic Plan for FY 22/23-FY 26/27 (to be approved at Sept Board meeting)
- Reorganization and creation of new Communications Depts (Communication, Advocacy, Outreach)

During FY 21/22 the organization rolled out a new plan for ensuring the coalition better monitors the goals and objectives in the Strategic Plan that included quarterly meetings with each dept to review the data and discuss challenges, growth area, modified plans as needed, and celebrated successes.

Based on my experience, knowledge, research, and feedback/collaboration from amazing and respected community partners, ELC statewide colleagues, board members, and staff I feel I have provided excellent leadership and direction to the organization. I am extremely proud of the transformation of the organization over the past 6 ½ years and the many accomplishments I have made professionally as the CEO and as an organization.

Section II – Goals

Below are the CEO goals for FY 21/22 approved by the Board along with my self-evaluation ratings.

GOAL 1 Deliver Outstanding Eligibility, Enrollment and Payment Services

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 1 - Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services							
Objective	Outcome	Results					
Goal 1A - Make our eligibility and enrollment/re-enrollment services as easy as possible for parents	1A.2 Parents who successfully complete the re-enrollment process will be at or above 75%	Met Goal - Achieved 78% - 3% above Goal				X	

Overall Rating: 4

GOAL 2 Provide Quality Early Care Opportunities

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 2 - Pillar 2: Provide Quality Early Care Opportunities							
Objective	Outcome	Results					
Goal 2A - Empower parents to understand and participate in the developmental progress of their children	2A.1 80% of parents who respond report tools/activities ELC provided helped them to engage with their child and/or better understand their child's development	Met Goal - Achieved 83% - 3% above Goal				X	
Goal 2B - Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children	2B.1 80% of Providers who respond report ELC provided the tools, skills and resources necessary to provide quality early learning experiences.	Met Goal - Achieved 99% - 19% above Goal					X

Overall Rating: 5

GOAL 3 Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
Pillar 3 - Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System							
Objective	Outcome	Results					
Goal 3 - Increase our influence to improve the early education system	3.1 ELC will complete an Annual Outreach/Communication plan and complete at least 70% of tasks/activities in the plan	Met Goal - Achieved 80% - 10% above Goal				X	

Overall Rating: 4

GOAL 4 Provide education, tools and support for the staff and Board to achieve organizational excellence

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
Goal 4 - Provide education, tools, and support for the staff and Board to achieve organizational excellence							
Objective	Outcome	Results					
Goal 4 - Provide education, tools, and support for the staff and Board to achieve organizational excellence	5.1 At least 80% of Staff respond they are satisfied.	Met Goal - Achieved 88% - 8% above Goal					X
	5.2 At least 80% of Board members who respond report satisfaction with the number and quality of Board engagement activities, educational opportunities and informational materials.	Met Goal - Achieved 87% - 7% above Goal				X	

Overall Rating: 5



Annual Chief Executive Officer (CEO) Self-Assessment for FY 21/22

PERFORMANCE INDICATORS

1. BOARD INTERACTIONS

- Works effectively with individual board members
- Works effectively with the board as a whole
- Keeps the Board up to date regarding important information and updates

Key Highlights:

- More 1:1 meetings with board members/sought feedback from a broader constituency of board members
- Continued to work on refining board updates to make them more valuable and concise
- Optimized frequency of Board updates (CEO Reports, CEO Updates, and Board Bulletins)
- Invited members to ELC events such as our Child Care (legislative) Town Hall, ELC Cafes, Provider Appreciation

I have good relationships with Board members. I meet with members both through regular check in calls/meetings and as needed to get feedback. Through regular communications I keep board members abreast of important information, updates, and ELC services/initiatives. I have tried to streamline communications/board packets wherever possible. While progress has been made, this is still an area of focus for FY 22/23.

I will continue to make more of an effort to ensure Board members are invited to attend ELC events. In the new fiscal year additional efforts will be made to involve the Board in legislative meetings and provide in advance notice of relevant childcare conferences and webinars.

Overall Board Rating: 4.0 – From 3.9 Last Year

Responders	Board Interactions
Laurie Sallarulo	3.0
Dawn Liberta	4.0
Twan Russell	3.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	5.0
Sharonda Bailey	4.0
Beverly Batson	4.0
Richard Campillo	3.0
Kirk Englehardt	4.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.0

- **RED Text didn't respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 1 Board Interactions
Dawn	Renee has good relationships with the Board and works really well with the Board as a whole. She is great at keeping the Board upto date with all necessary information. This year Renee will be working on more one on one time with individual Board members.
Beverly	Keeps Board members informed
Cindy	There has been a marked improvement in the quality and quantity of information shared with the Board.
Richard	Renee does a good job of keeping informed of any critical issues that arise between board meetings
Monica	Renee keeps the Board well informed with frequent updates. She will call to get input and feedback on certain matters. We have a very good working relationship.
Laurie S.	One on one meetings with board members are a great way to get individual feedback and input. I would like to see Renee tap into the reputation, relationships and influence of board members in the community at legislative meetings, community events, etc. Engage members more in telling the story/impact of ELC and sharing their personal stories and/or passion. When meeting with legislators and elected officials, while they want numbers and outcomes it is also very effective to tell the personal stories of how these services impacted them or their families.
Amoy	Renee communicates important information, pertinent updates, and ELC trainings and outreach via email. I hope there will be more opportunities to interact one on one.

2. BUSINESS ETHICS/INNOVATION

- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Upholds organizational values
- Works ethically and with integrity
- Inspires the trust of others

Key Highlights:

- Created/Rolled out the Above & Beyond initiative, different from other models around the state, our model not only addresses early learning labor shortages, but also focuses on increasing overall classroom quality.
- Created/Rolled out an efficient & unique way for new educators to take their required 45-hour trainings for **FREE** through a local agreement with NOVA, not done elsewhere throughout the State.
- Became IACET accredited for the first time in ELC history, enabling us to award CEU credits for trainings.
- Rolled out 6 new CRM modules; updated 5 existing modules - Broward leads the state in Webauthor innovation.
- Utilized the CRM for Provider Covid 19 relief grants to increase ease of applying and speed up grant processing time – statewide data (point in time) indicated we led the state in quick processing time.
- Embedded our Provider Workforce Survey in the Provider Covid Relief Grant application (in the CRM) to ensure 100% participation of survey response. No other Coalition was able to collect this amount of valuable data.
- Initiated/Coordinated Covid-19 Rapid Test kit distribution to providers.
- ELC Broward sought out by other Coalitions related to how we operate, our programming, and IT solutions.
- ELC's turnover rate for year is at 17% far below the 37.3% nationwide average, despite a tight labor market.
- Recipient of the Sun Sentinel's Top Workplace 2022

Across the organization, the ELC implemented innovative and efficient solutions or upgrades to achieve 13 out of 13 strategic plan goals and objectives; resolve issues and improve overall organization operations and program excellence. Through a variety of innovative program initiatives, the ELC has begun to address the countywide early learning labor market challenges while continuing to increase the overall classroom quality. The ELC also ensured we were ahead of the game as we planned a year in advance for major legislative changes that impact all VPK providers (which went into effect in July 2022). We ensured we were appropriately staffed and had programming in place such as trainings, resources, and coaching to prepare VPK providers.

The organization continues to put an emphasis on utilizing technology to increase efficiencies and ease processes for providers, parents, and staff as evidenced by the number of CRM components created or updated this year as well as the innovative ways, we prioritized new and creative CRM modules to efficiently expedite new initiatives. We have had requests from colleagues around the state asking for guidance and demos related to our CRM that have led to them follow our lead and now use Webauthor's CRM as well. In fact, to date we have shared modules we created with the ELCs of Lake, Pinellas, Miami, Polk, Flagler/Volusia, and Manatee.

I am fortunate enough to work with a strong Executive and Senior Team. Together we continue to find ways to strengthen the organization while also upholding organizational values that are modeled for the rest of the organization.

Overall Board Rating: 4.3 – From 3.9 Last Year

Responders	Business Ethics - Innovation
Laurie Sallarulo	3.5
Dawn Liberta	4.0
Twan Russell	3.0
Monica King	5.0
Cindy Arenberg Seltzer	5.0
Michael Asseff	4.0
Sharonda Bailey	5.0
Beverly Batson	5.0
Richard Campillo	4.0
Kirk Englehardt	5.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.3

**RED Text didn't respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 2 Business Ethics/Innovation
Dawn	Renee has been able to bring in new initiative such as: Above & Beyond, Traing opportunities for new educators, rolled out new CRM modules and became IACET accredited. She has worked with her head of Technology to come up with better ways to conduct business.
Beverly	Showed innovation by creatively administering programs that assisted providers with staff initiatives. Provided staff with the tools and directives to aggressively taret the school readiness waitlist
Cindy	There have been some important innovations grown or begun this year – expanded use of the CRM, the Above & Beyond initiative, the effort to help build and train the provider workforce are some of the highlights for me.
Richard	Due to limited in person interaction difficult to gauge her leadership amongst her staff but have no reason to believe that she is doing an excellent job of leading and inspiring her staff.
Monica	ELC Broward is leading the charge in innovation. There are so many initiatives that have been incorporated or imbedded into improving services: the use of CRM modules allowing both end users and staff to more effectively do business, the coup of having NOVA offer free 45 hour course and imbedding the survey link in the application process.
Laurie S.	This year the senior and leadership team has begun to embrace the opportunity to stand out as a leader amongst ELC's.
Amoy	Renee and her team have worked hard to come up with ideas to improve the organization. The work that was done with the CRM is amazing.

3. COMMUNICATIONS (See Board Section for Board Communication)

- Effectively expresses thoughts verbally and in writing
- Exhibits good listening and comprehension skills
- Keeps Board and others adequately informed
- Selects and uses appropriate communication methods
- Deals effectively with conflict

Key Highlights:

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- ELC utilizes various methods of communication to reach targeted audiences including email, social media, media spots (both radio and TV), local resource publications, virtual/in person info sessions, robo calls, our new CHAT feature for parents, text messaging, EFS provider and parent portals
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Through our outreach campaign in FY 21/22 in multiple languages, the ELC was able to enroll an additional **4,255** children into our School Readiness program (off the waitlist) eliminating a waitlist for the first time in the ELC's existence.

Overall Board Rating: 4.1 – From 3.9 Last Year

Responders	Communications
Laurie Sallarulo	3.5
Dawn Liberta	5.0
Twan Russell	3.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	5.0
Sharonda Bailey	4.0
Beverly Batson	3.0
Richard Campillo	4.0
Kirk Englehardt	4.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.1

**RED Text didn't respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 3 Communication
Dawn	Renne and her team are upfront with providing information and does a great job keeping the Board apprised of any updates that include issues that may arise. Renee and her staff have been working closely with our community partners, local elected officials, families and childcare centers. Renee sits on many committees and Boards through out our community and ensure she updates them will any and all ELC updates.
Beverly	Keeps board adequately informed
Cindy	Written communication was plentiful and well written.
Richard	Good monthly reports
Monica	As I mentioned previously, Renee does a good job of keeping the Board informed through her Board packets and email communications. I have seen an increased level of communication with the Provider community and the Public. I think the development of a Communications Dept is an excellent decision.
Laurie S.	Renee provides thorough updates to the board. The team seems to be working on presenting information more clearly to the board and balancing the amount of information presented. Also, I have seen an improvement in Renee's ability and willingness to accept constructive criticism or feedback.
Amoy	Renee is a good communicator and keeps us informed as a board. The social media aspect has really picked up and I love to see it.

4. COMMUNITY RELATIONS

- Effectively represents the ELC in the community
- Establishes working relationships with organizations and individuals in early learning
- Is involved in and aware of outside community affairs
- Advocates effectively to the Florida Legislature, community leaders, stakeholders and policy makers
- Serves as the primary spokesperson and public face for the organization
- Establishes positive relationships with community partners, funders, government agencies etc.

Key Highlights:

- Attended/Presented at various Municipality Commission and Education Advisory Board meetings
- Met with 11 local legislative delegates locally and in Tallahassee
- Presented ELC’s Legislative Priorities to the Broward Delegation
- Participated in 2 Panels related to early learning (both requested by local elected officials)
- Hosted/Presented at ELC’s Child Care Townhall attended by providers, elected officials, community partners, and board members
- Partnered with large local business with approx. 5,000 potentially SR eligible employees to provide SR Info sessions to their employees
- Continue to serve on more than 5 community board meetings/workgroups as well as AELC (Statewide).
- Co-Chair of Broward Reads

I represent the ELC well and continue to work to strengthen and increase community relations, advocacy efforts, and increase the community’s awareness of the ELC and ELC services. My efforts have resulted in being a trusted source of answers and information from elected officials and community partners and Statewide colleagues.

This past year the ELC quickly established legislative priorities and as a member of the Association of Early Learning Coalitions (AELC) Legislative committee, I participated in the establishment of State legislative priorities, as well as helped to carve out advocacy action plans related to key legislation.

Overall Board Rating: 4.1 – From 3.8 Last Year

Responders	Community Relations
Laurie Sallarulo	3.0
Dawn Liberta	5.0
Twan Russell	3.0
Monica King	4.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	4.0
Sharonda Bailey	5.0
Beverly Batson	4.0
Richard Campillo	4.0
Kirk Englehardt	4.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.1

**RED Text didn’t respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 4 Community Relations
Dawn	Renee represents ELC in many community committees and Boards. She sits on the Association of Early Learning Coalition Legislative committee where she helped establish State legislative priorities. She ensure the community is up to date with ELC information and needs.
Beverly	Actively represented the ELC at community events and attended legislature meetings to advocate on behalf of children, their families and child care providers.
Richard	Would like to see more reporting on who specifically she is meeting with but sense she is proactive in engaging community thought leaders.
Michael	More work can be done
Monica	Renee does a very good job of representing the ELC. She sits on a number of committees related to Early Learning. She is a strong advocate to the State Office for our County.
Laurie S.	Renee has increased her presence in the community and is more involved with early learning organizations this year. I am optimistic with the new hire of a community relations/marketing staff person this year ELC will increase its visibility and brand awareness.
Amoy	Renee works to make sure the community is aware of ELC's services. She also works as an advocate for the organization.

5. DIVERSITY COMMITMENT

- Shows respect and sensitivity for cultural differences
- Promotes diversity initiatives
- Builds a diverse Board and staff

Key Highlights:

- Racial Equity Institute contracted to conduct Racial Equity training for ELC staff/board members
- ELC conducted 4 Racial Equity Café Series presentations throughout the year
- Leadership team (and a handful of board members) participated in a DEL funded group equity coaching series
- Participated in CEO racial equity training series (with other Broward non-profit leaders)

In FY 21/22 the ELC continued to prioritize our racial equity/antiracism efforts. An internal racial equity workgroup made up of approximately 20 staff members met regularly to address and engage activities included in the ELC’s internal Racial Equity Plan. The plan focused on Awareness and Education; Environment and Representation; and Policies and Practices. The plan included measurable outcomes that were reviewed quarterly.

Overall Board Rating: 4.0 – From 3.9 Last Year

Responders	Diversity Commitment
Laurie Sallarulo	3.5
Dawn Liberta	4.0
Twan Russell	4.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	5.0
Sharonda Bailey	3.0
Beverly Batson	4.0
Richard Campillo	3.0
Kirk Englehardt	4.0
Amoy Reid	3.0
Ellie Schrot	5.0
Zachary Talbot	5.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.0

**RED Text didn’t respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 5 Diversity Commitment
Dawn	Renee continued to prioritize our racial equity/antiracism efforts. An internal racial equity workgroup made up of approximately 20 staff members met regularly to address and engage activities included in the ELC's internal Racial Equity Plan.
Beverly	Promoted diversity initiatives. Builds a diverse board and staff
Monica	Respectful and sensitive to cultural differences.
Laurie S.	Renee is open and committed to addressing DEI. It's hard to rate as I don't have any demographics on the diversity of the staff in Renee's report. I am not aware of efforts and strategies being applied to recruiting from other populations like people with disabilities.
Amoy	Renee and her team participated in the REI training which I think is a very insightful training. I would be curious to hear what changes if any were implemented after the training

6. EMPLOYEE MORALE/CULTURE

- Shows respect and sensitivity for cultural differences
- Promotes harassment free environment
- Makes quality hiring decisions; builds a diverse workforce
- Shows a commitment to equal opportunity
- Maintains a climate which attracts, keeps and motivates a diverse staff of top quality people

Key Highlights:

- Recipient of the Sun Sentinel’s Top Work Place 2022
- Staff Satisfaction Rate of 88% (on 3rd party survey) with 77% response rate, considered very high
- Ensured all staff are at or above the 30th percentile of the current market rate survey
- In June recommended a 3% COLA for all staff to be more competitive in the labor market

I strive to have the highest level of staff morale. I am thrilled with our high staff satisfaction rate and low turnover rate. And I am beyond proud ELC is the recipient of our Top Work Place in South Florida award. To ensure continued success in this area, I’m committed to using the staff satisfaction data to address where there are growth opportunities.

As many staff now permanently work in a hybrid or telework status, we have put efforts in place to keep staff connected to each other through constant email communication, our ELC Buzz staff newsletter, staff meetings and activities, morale events, and webinars including presentations related to mental health and healthy living.

Overall Board Rating: 4.4 – From 4.1 Last Year

Responders	Employee Morale - Culture
Laurie Sallarulo	4.0
Dawn Liberta	5.0
Twan Russell	3.0
Monica King	5.0
Cindy Arenberg Seltzer	5.0
Michael Asseff	5.0
Sharonda Bailey	4.0
Beverly Batson	4.0
Richard Campillo	4.0
Kirk Englehardt	5.0
Amoy Reid	5.0
Ellie Schrot	4.0
Zachary Talbot	5.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.4

**RED Text didn’t respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 6 Employee Morale/Culture
Dawn	ELC Broward was the recipient of the Sun Sentinel's Top Workplace 2022. Staff satisfaction rate was 88% with a 77% response rate. Renee advocated for her staff to receive a COLA and to ensure staff were above the th percentile of the current market rate survey.
Beverly	Builds a diverse workforce
Cindy	Congratulations on the retention rate and the Best Place to Work Award
Richard	Excellent results leading to Employer of the Year
Monica	Excellent Employee Satisfaction Survey Results. Kudos on Workplace Award.
Laurie S.	Great honor to be rated as a "best workplace". Increased employee response rate possibly due to use of external source.
Amoy	The ELC was awarded Top Workplace in South Florida award which is a testament to Renee's leadership. I think she is a good leader who strives to maintain a sense of family/community with her team

7. FISCAL RESPONSIBILITY

- Works within approved budget
- Conserves organizational resources
- Brings fiscal recommendations to the Board
- Works ethically and with integrity
- Ensure no major/substantial audit findings

Key Highlights:

- **Wait List eliminated for new childcare subsidy applicants**
- **Provider rates increased to Federal target levels**

Additional notable accomplishments:

- 100% Utilization of School Readiness funding, including School Readiness Match
- Secured approval for and implemented 2 rate increases: finally reaching the long-sought Federal target rates
- Issued 2,043 Covid-19 relief grants to 648 providers totaling over \$43 million
- Clean single audit and tests of internal controls
- Clean DEL program monitoring and fiscal monitoring
- Clean monitoring by Broward County and Children’s Services Council
- Peacefully collected nearly all of the \$3 million overpayments resulting from DEL’s faulty rollout of EFS Mod.

With diligent management of cost allocations, child enrollments and the timing of rate increases and other expenses, we were able to fully utilize 100% of our funds that would otherwise have expired on June 30. We also maximized the amount of other funding allocations that could be carried into the next fiscal year. These efforts will enable the ELC to begin FY 22/23 perfectly positioned to pay for the childcare of every eligible family that applies for services throughout the year; and their childcare provider will be reimbursed at a level closer to covering the cost of quality. This optimal financial positioning, combined with a simultaneous, professionally managed comprehensive outreach campaign, will afford the Coalition a once- in-a- generation opportunity to provide SR services to every eligible Broward child.

Overall Board Rating: 4.4 – From 4.3 Last Year

Responders	Fiscal Responsibility
Laurie Sallarulo	4.0
Dawn Liberta	5.0
Twan Russell	4.0
Monica King	5.0
Cindy Arenberg Seltzer	5.0
Michael Asseff	4.0
Sharonda Bailey	5.0
Beverly Batson	4.0
Richard Campillo	4.0
Kirk Englehardt	5.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.4

**RED Text didn’t respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 7 Fiscal Responsibility
Dawn	Renee works with the approved budget and has been able to implement two rate increases, issues 20343 Covid-19 relief grants to 648 provider, and had clean audits and monitoring. ELC Broward with diligent management of cost allocations, child enrollments and the timing of rate increases and other expenses, we were able to fully utilize 100% of our funds that would otherwise have expired on June 30. They were also able to maximize the amount of other funding allocations that could be carried into the next fiscal year.
Beverly	Brings fiscal recommendations to be board
Richard	Excellent job managing the team and all the “new” money that has come pouring into the system. Having no waitlist will be a challenge to maintain longer term, but good job of getting the money out and impacting the children of Broward county
Monica	A huge kudos in being able to manage the immense influx of funding – many of it requiring additional work to disburse to providers. It was done quickly and efficiently. Good, clean audits.
Laurie S.	ELC Broward is fortunate to have a very astute CAO who has an excellent understanding of the financial requirements and reporting. Financial projections and recommendations are typically very conservative so it would be helpful to present a couple of options that include conservative and moderate approaches.
Amoy	With Renee’s leadership, the organization used 100% funds that would otherwise have expired on June 30 and that allowed the organization to be ready for the new year.

8. JOB KNOWLEDGE

- Demonstrates knowledge of the ELC and the services provided
- Competent in required job skills and knowledge
- Keeps abreast of current developments related to/impacting the organization/community
- Uses resources effectively

Key Highlights:

- Conducted dozens of presentations related to ELC/ELC services &/or status of the childcare industry
- Participation in regular Statewide DEL & AELC meetings and other community boards/workgroups
- Attended relevant and early learning related conferences, webinars, trainings, etc.
- Nominated/Elected to be Chair of the AELC’s Large Coalition subcommittee

I believe over the past 6 ½ years in my role, I have demonstrated great knowledge of the early learning and childcare subsidy world, DEL’s rules and regulations, ELC services, and the impact of ELC’s services on the larger community (and vice versa). Community partners and ELC colleagues around the state often reach out to me for information, data, and feedback related to early learning. More and more the ELC Broward is being asked to have a seat at the table regarding important community issues that intersect with early learning.

See Fiscal section regarding utilizing resources efficiently.

Overall Board Rating: 4.5 – From 4.4 Last Year

Responders	Job Knowledge
Laurie Sallarulo	4.5
Dawn Liberta	5.0
Twan Russell	3.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	5.0
Sharonda Bailey	4.0
Beverly Batson	5.0
Richard Campillo	4.0
Kirk Englehardt	5.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	5.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.5

**RED Text didn’t respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 8 Job Knowledge
Dawn	Renee demonstrates a great deal on knowledge of the ELC not only to the Board but to the community as well. She sits on many committees/Boards and is able to properly articulate what is going on with not only ELC Broward but Statewide. She participates in the Statewide DEL & AELC.
Beverly	Outstanding demonstration of knowledge of ELC and the services provided
Monica	Very knowledgeable on ELC and Early Learning in general.
Laurie S.	Renee has an excellent understanding of the early learning system and stays current on developments.
Amoy	Renee is very competent in her job and keeps up with current developments that directly impacts the ELC

9. JUDGEMENT

- Displays willingness to make decisions
- Exhibits sound and accurate judgement
- Supports and explains reasoning for decisions
- Includes appropriate people in decision making process
- Makes timely decisions

Key Highlights:

- ELC continued to get things done efficiently and on time despite the lingering pandemic
- Successful performance across the organization despite increased workloads/responsibilities related to Covid relief efforts, with minimal staffing increases or disruption of services.
- Continued to cultivate a collaborative work environment with Exec and Senior team to ensure sound decisions

As the CEO of the ELC I must make many important decisions and judgement calls based on experience, judgement, data, feedback, and collaboration. This year included unprecedented judgement calls related to how to use extremely large amounts of Covid-Relief related funding and staff appropriately, understanding that not all funding is recurring. I also had to make some hard decision related to the staffing configuration of the organization to strengthen communication, outreach, and advocacy efforts, that resulted in a reorganization (in that area of the organization) that has already resulted in positive changes. Some of the decisions have not been easy, but I do feel, I have made sound decisions for the organization as well as the provider community and families as evidenced by the many accomplishments shared in this document and included in the year end data in the FY 21/22 Strategic Plan.

Overall Board Rating: 4.0 – From 3.7 Last Year

Responders	Judgement
Laurie Sallarulo	3.5
Dawn Liberta	5.0
Twan Russell	3.0
Monica King	4.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	4.0
Sharonda Bailey	4.0
Beverly Batson	4.0
Richard Campillo	4.0
Kirk Englehardt	4.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.0

**RED Text didn't respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 9 Judgement
Dawn	Renee has proven that she is able to make decisions on behalf of the ELC. Her staff and the community trust Renee to get the job done and to make any decision needed on behalf of the families in our community. Her decision are timely and will reach out to others when needed.
Beverly	Includes appropriate people in the decision-making process
Monica	Renee uses sound judgment. She does her homework in evaluating and analyzing the problem and determining solutions.
Laurie S.	Renee's cautious nature can sometimes cause her to over analyze things and delay making a decision, however, it appears she is working on this. It also appears she is trusting her team and empowering them to lead and take ownership for decisions.
Amoy	Renee makes sound and timely decisions that she backs up with data.

10. MANAGEMENT:

- Ensures the ELC has a long-range strategy which achieves its mission/vision (Strategic Plan)
- Provides leadership in developing program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

Key Highlights:

- Met or exceeded 13 out of 13 goals and objectives in the FY 21/22 Strategic Plan
- Developed a new well thought out Strategic Plan for FY 22/23-FY 26/27 (to be approved at Sept Board meeting)
- Reorganization and creation of new Communications Depts (Communication, Advocacy, Outreach)

During FY 21/22 the organization rolled out a new plan for ensuring the coalition better monitors the goals and objectives in the Strategic Plan that included quarterly meetings with each dept to review the data and discuss challenges, growth area, modified plans as needed, and celebrated successes.

Based on my experience, knowledge, research, and feedback/collaboration from amazing and respected community partners, ELC statewide colleagues, board members, and staff I feel I have provided excellent leadership and direction to the organization. I am extremely proud of the transformation of the organization over the past 6 ½ years and the many accomplishments I have made professionally as the CEO and as an organization.

Overall Board Rating: 4.0 – From 3.9 Last Year

Responders	Management
Laurie Sallarulo	3.0
Dawn Liberta	4.0
Twan Russell	4.0
Monica King	5.0
Cindy Arenberg Seltzer	4.0
Michael Asseff	3.0
Sharonda Bailey	4.0
Beverly Batson	4.0
Richard Campillo	4.0
Kirk Englehardt	4.0
Amoy Reid	4.0
Ellie Schrot	5.0
Zachary Talbot	4.0
Kristina West	4.0
Carol Hylton	
Renee Podolsky	
Laurie Rich Levinson	
Melody McDonald	
Julie Winburn	
Outcome Avg	4.0

**RED Text didn't respond – RED & YELLOW on Board Less than 6 months

Board Member	Comments - # 10 Management
Dawn	During FY 21/22 the organization rolled out a new plan for ensuring the coalition better monitors the goals and objectives in the Strategic Plan that included quarterly meetings with each dept to review the data and discuss challenges, growth area, modified plans as needed, and celebrated successes. Renee upholds staff and herself to the organizational goals and objectives. She has a great deal of trust in her staff and allows them work in the best interest of ELC.
Beverly	Provides leadership in developing organizational plans
Richard	Look forward to the updated SP and how we will continue to simplify reporting and focus on driving innovation with significantly reduced dollars post-COVID
Monica	Comprehensive Strategic Plan, Plan is monitored, evaluated and there is constant re-assessment
Ellie	Actively involved in each step of the strategic planning process
Laurie S.	Strategic planning is an area I still think Renee has room for growth. Using the external facilitator was helpful this year. I still feel our goals are somewhat safe at times. Possibly some areas could also have a stretch goal. While we have strategies and tactics that are being implemented successfully I think it would be very effective to highlight the outcomes of early childhood education. Are more children ready for Kindergarten?
Amoy	Renee has strived to achieve the mission/vision of the ELC through the strategic plan. She has done a very effective job throughout the time that I have served on the board

Section I Summary

The Board provided individual ratings for each of the 10 indicators listed above. Below is a chart depicting the results overall for each area.

Overall Results for 10 Indicators

Indicators	Outstanding 5	4.5	Exceeds 4	3.5	Meets 3	Needs Improvement 2	Below Expectations 1	Rating Results
Scores	5	4.5	4	4	3	2	1	
Board Interactions	3	0	8	0	3	0	0	4.0
Business Ethics - Innovation	6	0	6	1	1	0	0	4.3
Communication	4	0	7	1	2	0	0	4.1
Community Relations	3	0	9	0	2	0	0	4.1
Diversity Commitment	4	0	6	1	3	0	0	4.0
Employee Morale - Culture	7	0	6	0	1	0	0	4.4
Fiscal Responsibility	6	0	8	0	0	0	0	4.4
Job Knowledge	7	1	5	0	1	0	0	4.5
Judgement	2	0	10	1	1	0	0	4.0
Management	2	0	10	0	2	0	0	4.0
Total	44	1	75	4	16	0	0	4.2

As can be seen the score for all 10 indicators is **4.2** which equals **Exceeds Expectations**.

The Overall results by specific Board member are depicted below along with Rankings.

Overall Results by Board Members

Responders	Board Interactions	Business Ethics - Innovation	Communications	Community Relations	Diversity Commitment	Employee Morale - Culture	Fiscal Responsibility	Job Knowledge	Judgement	Management	Overall Rating	Rank
Laurie Sallarulo	3.0	3.5	3.5	3.0	3.5	4.0	4.0	4.5	3.5	3.0	3.6	13
Dawn Liberta	4.0	4.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0	4.0	4.6	3
Twan Russell	3.0	3.0	3.0	3.0	4.0	3.0	4.0	3.0	3.0	4.0	3.3	14
Monica King	5.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0	4.0	5.0	4.8	2
Cindy Arenberg Seltzer	4.0	5.0	4.0	4.0	4.0	5.0	5.0	4.0	4.0	4.0	4.3	6
Michael Asseff	5.0	4.0	5.0	4.0	5.0	5.0	4.0	5.0	4.0	3.0	4.4	4
Sharonda Bailey	4.0	5.0	4.0	5.0	3.0	4.0	5.0	4.0	4.0	4.0	4.2	8
Beverly Batson	4.0	5.0	3.0	4.0	4.0	4.0	4.0	5.0	4.0	4.0	4.1	9
Richard Campillo	3.0	4.0	4.0	4.0	3.0	4.0	4.0	4.0	4.0	4.0	3.8	12
Kirk Englehardt	4.0	5.0	4.0	4.0	4.0	5.0	5.0	5.0	4.0	4.0	4.4	4
Amoy Reid	4.0	4.0	4.0	4.0	3.0	5.0	4.0	4.0	4.0	4.0	4.0	10
Ellie Schrot	5.0	5.0	5.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0	4.9	1
Zachary Talbot	4.0	4.0	4.0	4.0	5.0	5.0	4.0	5.0	4.0	4.0	4.3	6
Kristina West	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	10
Outcome Avg	4.0	4.3	4.1	4.1	4.0	4.4	4.4	4.5	4.0	4.0	4.2	

Section II – Goals

Below are the CEO goals for FY 21/22 approved by the Board along with my self-evaluation ratings.

GOAL 1 Deliver Outstanding Eligibility, Enrollment and Payment Services

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 1 - Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services							
Objective	Outcome	Results					
Goal 1A - Make our eligibility and enrollment/re-enrollment services as easy as possible for parents	1A.2 Parents who successfully complete the re-enrollment process will be at or above 75%	Met Goal - Achieved 78% - 3% above Goal				X	

CEO Self Evaluation - Overall Rating: 4.0

Board Members Overall Rating: 4.2

GOAL 2 Provide Quality Early Care Opportunities

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
GOAL 2 - Pillar 2: Provide Quality Early Care Opportunities							
Objective	Outcome	Results					
Goal 2A - Empower parents to understand and participate in the developmental progress of their children	2A.1 80% of parents who respond report tools/activities ELC provided helped them to engage with their child and/or better understand their child's development	Met Goal - Achieved 83% - 3% above Goal				X	
Goal 2B - Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children	2B.1 80% of Providers who respond report ELC provided the tools, skills and resources necessary to provide quality early learning experiences.	Met Goal - Achieved 99% - 19% above Goal					X

CEO Self Evaluation - Overall Rating: 5.0

Board Members Overall Rating: 4.3

GOAL 3 Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
Pillar 3 - Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System							
Objective	Outcome	Results					
Goal 3 - Increase our influence to improve the early education system	3.1 ELC will complete an Annual Outreach/Communication plan and complete at least 70% of tasks/activities in the plan	Met Goal - Achieved 80% - 10% above Goal				X	

CEO Self Evaluation - Overall Rating: 4.0

Board Members Overall Rating: 4.0

GOAL 4 Provide education, tools and support for the staff and Board to achieve organizational excellence

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
Goal 4 - Provide education, tools, and support for the staff and Board to achieve organizational excellence							
Objective	Outcome	Results					
Goal 4 - Provide education, tools, and support for the staff and Board to achieve organizational excellence	5.1 At least 80% of Staff respond they are satisfied.	Met Goal - Achieved 88% - 8% above Goal					X
	5.2 At least 80% of Board members who respond report satisfaction with the number and quality of Board engagement activities, educational opportunities and informational materials.	Met Goal - Achieved 87% - 7% above Goal				X	

CEO Self Evaluation - Overall Rating: 5.0

Board Members Overall Rating: 4.3

Section II Summary

The Board provided individual ratings for each of the 4 Goals listed above. Below is a chart depicting the results overall for each Goal.

Overall Results for 4 Goals

Indicators	Outstanding 5	Exceeds 4	3.5	Meets 3	Needs Improvement 2	Below Expectations 1	Rating Results
Scores	5	4	4	3	2	1	
Goal 1	3	10	1	0	0	0	4.2
Goal 2	5	8	0	1	0	0	4.3
Goal 3	3	8	0	3	0	0	4.0
Goal 4	6	6	0	2	0	0	4.3
Total	17	32	1	6	0	0	4.2

As can be seen the score for all 4 Goals is **4.2** which equals **Exceeds Expectations**.

Overall Results for Goals by Board Members

Responders	Goal #1	Goal #2	Goal #3	Goal #4	Overall Rating	Rank
Laurie Sallarulo	3.5	4.0	3.0	3.0	3.4	14
Dawn Liberta	5.0	4.0	5.0	5.0	4.8	2
Twan Russell	4.0	4.0	3.0	3.0	3.5	13
Monica King	5.0	5.0	4.0	5.0	4.8	2
Cindy Arenberg Seltzer	4.0	5.0	4.0	5.0	4.5	4
Michael Asseff	4.0	3.0	4.0	4.0	3.8	11
Sharonda Bailey	4.0	5.0	4.0	5.0	4.5	4
Beverly Batson	4.0	4.0	4.0	4.0	4.0	8
Richard Campillo	4.0	4.0	3.0	4.0	3.8	11
Kirk Englehardt	4.0	5.0	4.0	5.0	4.5	4
Amoy Reid	4.0	4.0	4.0	4.0	4.0	8
Ellie Schrot	5.0	5.0	5.0	5.0	5.0	1
Zachary Talbot	4.0	4.0	5.0	4.0	4.3	7
Kristina West	4.0	4.0	4.0	4.0	4.0	8
Outcome Avg	4.2	4.3	4.0	4.3	4.2	

ITEM/MEETING	B231RB3 / BOARD
DATE:	September 12, 2022
SUBJECT:	CEO 5 Year Goals for FY22/23 – FY26/27
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve CEO 5 Year Goals
FINANCIAL IMPACT:	None
ELC STAFF LEAD	Judith Merritt

Background:

Per Board directive, the CEO goals are to come directly from the objectives and outcomes included in the ELC’s Strategic Plan.

It should be noted, the FY 21-22 CEO Goals were established using the above methodology. However, at the time, there was a discussion at the Executive Committee regarding the creation of CEO Personal/Professional Growth Goals. A directive was given by the committee for the CEO to develop personal CEO goals based on recurring (themed) comments/feedback provided by board members in the CEO’s Performance Evaluation (in addition to goals from the Strategic Plan). Personal Goals were drafted however after demonstrating that comments/feedback were not recurring in nature/widespread, the Board decided not to adopt Personal CEO goals and it was agreed the existing Goals from the Strategic Plan were sufficient for FY 21/22.

Current Status:

CEO Goals have been once again drafted based on the ELC’s new (but not yet approved by the Board) 5-Year Strategic Plan. The drafted plan was approved by the Ad Hoc Strategic Plan committee in July and Governance Committee in August and will be recommended for approval to the full Board at the September 12, 2022, meeting.

Based on last year’s request (By the Executive Committee) to incorporate Personal CEO Goals should there be consistent low scoring or recurring/widespread feedback in one area, the CEO conducted a careful review of the CEO’s Performance evaluation scores and feedback. Like last year, this year’s results (see comments included in the CEO Performance Evaluation section of this packet) did not include one area of low scoring or recurring comments/feedback related to personal growth opportunities. As a result, Personal CEO Goals were not included in the CEO Goals.

It should be noted, Board’s feedback on the CEO Performance Evaluation did suggest members would like to see the organization continue to build and strengthen community relationship/presence in the community and members would like more Board engagement opportunities. Both items have already been incorporated into the Strategic Plan and can be seen as Goals, Objectives, or strategies within the plan.

At the Executive Committee meeting, members approved ELC staff’s recommendation to have one overarching CEO Goal that covers the entire plan as a whole and that will be in place for the duration of the 5-year Strategic Plan, provided no major changes. Each year progress towards the annual goals will be presented to the Board. Below outlines the recommended CEO 5-Year Goals.

CEO 5 Year GOAL FY 22/23 - FY26/27

Goal	Objective	Outcome
Goal 1 Successfully manage and implement ELC's Five-Year Strategic Plan	Objective 1 Progress will be made towards the goals in the goals in ELC's Five-Year Strategic Plan	Year 1 Achieve or exceed Year 1 Outcomes in FY22/23 Strategic Plan
		Year 2 Achieve or exceed Year 1 Outcomes in FY23/24 Strategic Plan
		Year 3 Achieve or exceed Year 1 Outcomes in FY24/25 Strategic Plan
		Year 4 Achieve or exceed Year 1 Outcomes in FY25/26 Strategic Plan
		Year 5 Achieve or exceed Year 1 Outcomes in FY26/27 Strategic Plan

Outcomes/Metrics would be adjusted based on the year of the plan and progress of goal to date. However, each year the Executive Committee and Board would continue to review the CEO Goals and updated Outcomes/Metrics for approval.

Action:

Executive Committee recommend the Board approval of the CEO Goals, contingent upon approval of the new drafted Five-Year Strategic Plan.

Supporting Documentation:

- DRAFT 5 Year Strategic Plan

DRAFT 5 Year Strategic Plan

Vision

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

Mission

Lead and support the early learning community to promote and deliver high-quality early learning experiences to young children, accessible to all eligible families in Broward County.

Core Values

- **Customer Centric:** Delivering outstanding customer service to providers, families, community partners, etc. is at the core of everything we do and vital to delivering our mission
- **Education:** We believe ongoing education/educational support and advocacy promote positive early learning experiences and the opportunity for all children in our community to succeed.
- **Inclusion:** We believe all children develop and learn at their own pace. Inclusive learning environments allow for positive learning experiences, development, and social/emotional growth to help children reach their full potential regardless of economic means
- **Innovation:** We are committed to finding innovative and creative ways to better help and support our families, providers, partners, staff, and community
- **Quality:** We are committed to providing quality services, programs, and support and take pride in the assistance, programs, and services we provide to our providers, families, children, and partners
- **Collaborative:** We forge collaborations with our community, partners, providers, and parents who are the "Most important individuals to ensure a child's success"
- **Equity:** Equity, inclusion, and cultural competence is embodied in our values, practices, and programming so that all children, parents, families, and providers have the opportunity to be successful.

DRAFT 5 Year Strategic Plan

2022-2027 GOALS

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

Objective 1: Deploy a successful targeted outreach and enrollment initiative.

Outcome 1: A minimum of 3,000 families will apply for SR services quarterly. (Current quarterly average is 2,700)

Reported: Quarterly

Outcome 2: At least one thousand families annually will use QR codes, social media, and customized URLs created for outreach purposes to access information about School Readiness Services.

Reported: Quarterly

Objective 2: Families that are eligible to continue receiving SR services will receive them.

Outcome 1: The overall retention rates for potentially SR eligible families will increase from 80% to 85%

Reported: Semi-annual

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

Objective 1: ELC will reach and enroll as many VPK eligible families as possible.

Outcome 1: ELC Broward will meet or exceed State of Florida estimating conference estimates for VPK

Reported: Semi-annually

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

Objective 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 a 5.0 to a 6

Outcome 1: 90% of SR providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC trainings focused on increasing scores.

Reported: Annually

DRAFT 5 Year Strategic Plan

Outcome 1(a): 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.

Reported: Annually

Outcome 2: 85% of SR providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC trainings focused on increasing scores.

Reported: Annually

Outcome 2(a): 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.

Reported: Annually

Outcome 3: 65% of SR providers scoring between a 5 and 5.49 on their CLASS assessment will attend ELC trainings focused on increasing scores

Reported: Annually

Outcome 3(a): 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.

Objective 2: Providers participating in the Broward Above and Beyond will successfully recruit, upskill, and retain qualified staff.

Outcome 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 Above and Beyond participating sites.

Reported: Quarterly

Outcome 2: Once a baseline is developed, 50% of early educators will attain the next level in personal development goals (CDA or higher).

Reported: Semi-annual

Outcome 3: Once a baseline is developed, retention level of early educators will be at a minimum of 80% at Above and Beyond sites.

Reported: Quarterly

Objective 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.

Outcome 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.

Reported: Semi-annual

DRAFT 5 Year Strategic Plan

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

Objective 1: VPK providers will participate in quality improvement opportunities, which will result in a countywide CLASS score average of at least a 5.25

Outcome 1: 80% of VPK providers scoring between a 4 and 4.49 on their CLASS assessments will attend ELC trainings focused on increasing scores.

Reported: Annually

Outcome 1(a): 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.

Reported: Annually

Outcome 2: 70% of VPK providers scoring between a 4.5 and a 4.99 on their CLASS assessment will attend ELC trainings focused on increasing scores.

Reported: Annually

Outcome 2(a): 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.

Reported: Annually

Outcome 3: 60% of VPK providers scoring between a 5 and 5.25 on their CLASS assessment will attend ELC trainings focused on increasing scores

Reported: Annually

Outcome 3(a): 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

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

Objective 1: SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.

Outcome 1: 65% of families with children ages 0-2 who have received a referral, will follow through with their referrals to Early Steps (current rate is 47 percent, 387 of 833 families).

Outcome 2: 75% of families with children ages 3-5 who have received a referral, will follow through with their referrals to FDLRS (current rate is 63 percent, 364 of 580 families).

Reported: Quarterly

DRAFT 5 Year Strategic Plan

Outcome 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)

Reported: Annually

Objective 2: Expand ELC's literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to reading experiences.

Outcome 1: Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000 families.

Reported: Quarterly

Outcome 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.

Reported: Quarterly

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 1: Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.

Outcome 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.

Reported: Semi-annual

Outcome 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.

Reported: Semi-annual

Objective 2: ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.

Outcome 1: A minimum of 30 community leaders/elected officials will participate in at least one ELC's activities/events annually.

Reported: Semi-annual

DRAFT 5 Year Strategic Plan

Outcome 2: ELC will build relationships with a minimum of 10 Faith based community leaders or business partners annually.

Reported: Semi-annual

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

Objective 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.

Outcome 1: ELC is hiring the right staff, for the right positions and retaining them as evidenced by retaining 75% of new hires at one year.

Reported: Semi-annual

Outcome 2: ELC annual staff turnover will be 5% below the National turnover average for similar organizations.

Reported: Semi-annual

Outcome 3: 25% of promotional opportunities are filled internally.

Reported: Semi-annual

Outcome 4: At least 85% of Staff respond they are overall satisfied working at the ELC.

Reported: Annually

Objective 2: Continue to optimize use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.

Outcome 1: 85% of the CRM Plan will be fully implemented.

Reported: Annually

Outcome 2: 90% of ELC data infrastructure will be stored in the cloud.

Reported: Annually

Outcome 3: A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.

Reported: Annually

Objective 3: A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to gradually build a reserve.

Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.

DRAFT 5 Year Strategic Plan

Reported: Annually

Objective 4: Strategy will be in place to obtain dedicated funding for specific unallowable expenses.

Outcome 1: ELC will have funds for items for meetings, programming, and training.

Reported: Annually

Objective 5: The ELC board is energized, enthusiastic, educated, participates, and partners effectively with staff.

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

Reported: Annually

Outcome 2: 100% of board members will complete an individual scorecard and meet or exceed 80% of their goals

Reported: Annually

Objective 6: The ELC will have a cohesive board where every member has a voice.

Outcome 1: Board ratings after meetings will average 8 or higher

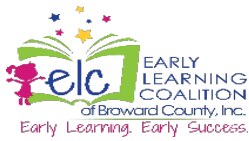
Reported: At each meeting then quarterly

Outcome 2: Results of the annual board self-survey will show that 90% of board report they feel they have a voice in meetings.

Reported: Annually

ELC Broward Contract List 2022-2023

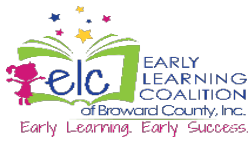
Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Division of Early Learning	\$185,821,521	<i>School Readiness, VPK, PDG & Stimulus</i>	Revenue	7/1/22-6/30/23	Active
Broward County	\$2,342,795	<i>SR Match & Special Needs</i>	Revenue	10/1/17- 9/30/22	Active
Broward County	\$2,342,795	<i>SR Match & Special Needs</i>	Revenue	10/1/22- 9/30/27	Pending
Children's Services Council	\$4,592,850	<i>Financially Assisted Child Care</i>	Revenue	10/1/21-9/30/22	Active
Children's Services Council	\$3,592,850	<i>Financially Assisted Child Care</i>	Revenue	10/1/22-9/30/23	Pending
Children's Services Council	\$4,017,850	<i>Vulnerable Populations</i>	Revenue	10/1/20-9/30/22	Active
Children's Services Council	\$2,434,171	<i>Vulnerable Populations</i>	Revenue	10/1/20-9/30/22	Pending
City of Fort Lauderdale	\$50,000	<i>SR Match Funds</i>	Revenue	10/1/21-9/30/22	Active
City of Hollywood	\$7,611	<i>SR Match Funds</i>	Revenue	10/1/21-9/30/22	Active
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/21-9/30/22	Active
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Pending
City of Deerfield Beach	\$15,000	<i>SR Match Funds</i>	Revenue	2/15/22-9/30/22	Active
United Way	\$130,000	<i>SR Match Funds</i>	Revenue	7/1/22-6/30/23	Active
University of Florida	\$90,000	<i>Training Courses for providers</i>	Revenue	9/1/22-8/31/22	Pending
Children's Forum	\$676,348	<i>INCENTIVE\$® Program</i>	Subrecipient	7/1/22-6/30/23	Active
First Call for Help/211	\$461,092	<i>Community Referral Services</i>	Subrecipient	7/1/22-6/30/23	Active
Abila	\$6,438.66	<i>MIP Accounting Software</i>	Vendor	6/20/22-6/19/23	Active
Accessible Comm for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
AT&T	State PO	<i>Cell Phones and Hot Spots</i>	State Term PO	7/1/22-6/30/23	Ongoing
Biometrics4All, INC.	\$840	<i>Live Scan Software Support</i>	Vendor	7/1/22-6/30/23	Active
BlueJean Software, Inc.	\$33,000	<i>Hosting and Support Services</i>	Vendor	7/1/22-6/30/23	Active
Business Leadership Institute	\$50,000	<i>Business Development Training</i>	Vendor	7/1/22-6/30/23	Active
Causetech DBA Achieve	\$9,463	<i>Website Hosting</i>	Vendor	7/1/22-6/30/23	Active
Carmen Nicholas	\$33,500	<i>Independent CLASS Observer</i>	Vendor	7/1/22-6/30/23	Active
Comcast	\$6,724	<i>Internet</i>	Vendor	7/1/22-6/30/23	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	\$100,000	<i>Legal Services</i>	Vendor	8/1/22-6/30/23	Active
Hillspoint Resources (1 st Day)	Pending	<i>Mental Health Support Training</i>	Vendor	10/1/22-6/30/23	Pending
Intermedia.net, Inc.	\$22,800	<i>Office 365 & Support</i>	Vendor	8/4/2021-Ongoing	Active
Keefe McCullough, LLP	\$42,500	<i>External Audit Preparation</i>	Vendor	7/1/22-6/30/23	Active
NSU	\$34,500	<i>DCF Training Registration Services</i>	Vendor	7/1/22-6/30/23	Active
One Beat	\$20,000	<i>CPR Training for Providers</i>	Vendor	7/1/22-6/30-23	Active
Revation Systems, Inc.	\$261,113.04	<i>Telecommunications Services</i>	Vendor	9/15/21-9/30/24	Active
Scholastic	\$500,000	<i>Book Worms Reading Packets</i>	Vendor	7/1/22-6/30/23	Active
School Board Broward County	\$10,210.60/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/19-9/4/22	Active
School Board Broward County	\$12,605.51/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/22-9/4/25	Active
Sharity, Inc.	\$24,200	<i>Strategic Planning/Board Retreat</i>	Vendor	1/10/22-9/30/22	Active
Sharp	\$14,353.12	<i>Copier and Printer Rental</i>	State Term PO	11/1/20-9/1/25	Active
Teaching Strategies Gold	\$19,425	<i>Child Assessment Software</i>	Vendor	7/1/22-6/30/23	Active
The Journey Institute	\$16,212.50	<i>Mental Health Support Training</i>	Vendor	9/1/22-6/30/23	Pending
Trusaic	\$6,500	<i>Monthly Fee for up to 500 W2's</i>	Vendor	6/1/22-6/30/23	Active
Webauthor	\$75,000	<i>CRM Software</i>	Vendor	7/1/22-6/30/23	Active
Brown & Brown	\$0	<i>Information Sharing Agreement</i>	MOU	8/1/20-7/31/26	Active
Broward County	\$0	<i>Crisis Intervention & 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	TBD-6/1/2045	Pending
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	10/1/21-9/30/22	Active



Training Calendar

September 2022

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Registration</u>
Thursday 9/1/2022	5pm – 8pm	Ana Roa & Karla Sotelo-Blanco, VPK Regional Facilitators, DEL	Dialogic Reading: Language and Vocabulary Development for Preschoolers (Component 1)	Course Ref# 10235 Zoom
Wednesday 9/7/2022	5pm – 8pm	Ana Roa & Karla Sotelo-Blanco, VPK Regional Facilitators, DEL	Book Embedded Vocabulary Instruction: Language and Vocabulary Development for Preschoolers (Component 1)	Course Ref# 10236 Zoom
Wednesday 9/8/2022	5pm – 8pm	Ana Roa & Karla Sotelo-Blanco, VPK Regional Facilitators, DEL	Scaffolding and Think, Show, Tell, Talk: Language and Vocabulary Development for Preschoolers (Component 1)	Course Ref# 10237 Zoom
Monday 9/12/2022	6:30pm – 8pm	Debra Cruz & Gordia Ross, Q&E Coaches, ELC	Let's Get CLASSy - Creating Positive Interactions with Infants and Toddlers	 Zoom
Tuesday 9/13/2022	10am – 11am	Ana Roa & Karla Sotelo-Blanco, VPK Regional Facilitators, DEL	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10238 Zoom
Tuesday 9/13/2022	6:30pm – 8pm	Natacha Herisse & Sandra Olivera, Q&E Coaches, ELC	Let's Get CLASSy - Learn About Positive Interactions at Pre-K Classrooms	 Zoom
Wednesday 9/14/2022	6:30pm – 8pm	Mirta De Jesus & Margarita Medina, Q&E Coaches, ELC	Seamos CLASSy: Creando Interacciones Positivas con Bebes y Niños Pequeños	 Zoom
Thursday 9/15/2022	6:30pm – 8pm	Ana Naranjo-Gonzalez & Ileana Felipe-Santos, Q&E Coaches, ELC	Seamos CLASSy: Aprenda sobre las Interacciones Positivas en PreKinder	 Zoom
Monday 9/19/2022	5pm – 8pm	Ana Roa & Karla Sotelo-Blanco, VPK Regional Facilitators, DEL	Math 3 – Patterns, Measurement, and Data	Course Ref# 10331 ELC



Training Calendar

September 2022

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Registration</u>
Tuesday 9/20/2022	1pm – 2pm	Ana Roa & Karla Sotelo-Blanco, VPK Regional Facilitators, DEL	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10329 Zoom
Tuesday 9/20/2022	5pm – 6pm	Ana Roa & Karla Sotelo-Blanco, VPK Regional Facilitators, DEL	Dialogic Reading: Language and Vocabulary Development for Preschoolers (Component 3)	Course Ref# 10325 Zoom
Wednesday 9/21/2022	5pm – 6pm	Ana Roa & Karla Sotelo-Blanco, VPK Regional Facilitators, DEL	Book Embedded Vocabulary Instruction: Language and Vocabulary Development for Preschoolers (Component 3)	Course Ref# 10286 Zoom
Thursday 9/22/2022	5pm – 8pm	Ana Roa & Karla Sotelo-Blanco, VPK Regional Facilitators, DEL	Scaffolding and Think, Show, Tell, Talk: Language and Vocabulary Development for Preschoolers (Component 3)	Course Ref# 10237 Zoom
Wednesday 9/28/2022	5pm – 6pm	Ana Roa & Karla Sotelo-Blanco, VPK Regional Facilitators, DEL	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10330 Zoom

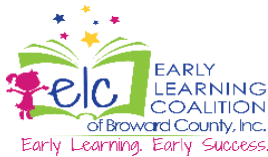
If you have questions or need assistance, contact elcbtraining@elcbroward.org

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 2022

Vendor Name	Amount	Purpose
ADP, Inc.	1,047.20	June 2022 Time & Attendance
ADP, Inc.	2,218.72	Processing Charges 5/31/22, 6/11 & 6/25/22
AT&T Mobility	8,235.76	July 2022 Cell phone and Data Charges
Bluejean Software, Inc.	5,950.00	Cloud Hosting and Maintenance & Support for June 2022
Broward Family Life Magazine, Inc.	2,415.00	July 2022 Family Fun eBlast
Business Card	1,079.66	Bank of America Ops Purchase C Klima (no individual items > \$1,000.00)
Business Card - ATT	4,878.18	Cell Phone & Data Usage for 5/10/22 - 6/9/22
Citrix Systems, Inc.	21,141.00	Cloud Storage Services 7/1/22-6/30/23
Constant Contact	4,023.60	Email Marketing Software
Evelyn Puerto	2,800.00	CLASS Observation for June 2022
Fort Lauderdale Crown Center, LLC.	34,379.10	August 2022 Monthly Rent
Goren, Cherof, Doody, & Ezrol, PA	10,056.05	June 2022 Legal Services
Indeed	6,000.00	June 2022 Job Posting
Insight Public Sector	7,602.39	Tableau Desktop License 7/1/22 - 6/30/23
Internal Revenue Service	4,665.57	Levy Payment for School of Excellence
Maria Caro	3,850.00	CLASS Observer June 2022
Maria Lopez	1,750.00	CLASS Observations for June 2022
Nova Casualty Company	17,314.85	Property, General Liability & Umbrella Insurance Policy 7/1/22-6/30/23
Revation Systems, Inc.	7,253.84	June 2022 Services
Robert Half International DBA OfficeTeam	1,540.00	AP Payables Temp - T. Barnes 6/18 - 6/24/22
Robert Half International DBA OfficeTeam	1,540.00	AP Payables Temp - T Barnes 6/25-7/1/22
The M Network	35,000.00	Communications & Outreach
UTJ Holdco, Inc. DBA Teaching Strategies, LLC	8,120.00	GOLD Online Assessment Portfolios
Webauthor.com LLC	5,000.00	July 2022 CRM Software Licenses
Webauthor.com LLC	1,500.00	July 2022 CRM Custom Development



Match YTD Match Fundraising Report

Funder	Requested FY22/23	Status as of 8/22/22
Coconut Creek	25,690	Pending Response
Cooper City	-	Applications Available Summer
Coral Springs (Community Chest)		Applications Available Summer
Dania Beach	-	Applications Available Summer
Davie	-	Applications Available Summer
Deerfield Beach	15,000	Pending Response
Ft. Lauderdale		Applications Available Summer
Hallandale	10,000	Pending Response
Hollywood	20,000	Pending Response
Lauderdale By The Sea	2,000	Pending Response
Lighthouse Point	1,000	Funding Received
Lauderdale Lakes	3,000	Pending Response
Lauderhill	3,000	Pending Response
Margate	1,000	Pending Response
Miramar	5,000	Pending Response
North Lauderdale	5,000	Pending Response
Oakland Park	-	Applications Available October
Parkland	3,000	Pending Response
Pembroke Park (Town)	1,000	Pending Response
Pembroke Pines	35,000	Pending Response
Plantation	2,200	Pending Response
Pompano Beach	40,000	Recommended for Funding
Tamarac	10,000	Pending Response
Sunrise	55,890	Pending Response
Southwest Ranches	2,000	Pending Response
West Park	2,500	Pending Response
Weston		Applications Available September
Wilton Manors	5,000	Pending Response
Total Municipalities (SR)	\$ 247,280	Total Requested FY21
United Way	130,000	Committed as of July 1, 2022
Child Care Providers	500,000	Committed as of July 1, 2022
Broward County	1,490,872	Committed as of July 1, 2022
CSC	2,939,423	Committed as of July 1, 2022
Total All Match	\$ 5,307,575	Total SR Match

ELC of Broward County

Committee Membership 2022-2023

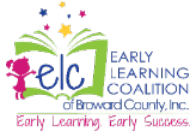
COMMITTEE	Member Name	Seat	By Laws
EXECUTIVE	<i>Members consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees)</i>		
Officer	1 Laurie Sallarulo	Chair	effective 4/2014 - Governor appointment
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	effective June 2020 - Again in 2022
Officer	5 Cindy Arenberg Seltzer	Treasurer	effective June 2020 - Again in 2022
	6 Monica King	Program Review Chair	effective June 2022
	7 Michael Asseff	Nominating Com. Chair	effective June 2020
	8 Renee Podolsky	Audit Com. Chair	effective June 2022
FINANCE	<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 Dawn Liberta	Member	effective 9/13/21
	3 Renee Podolsky	Member	
	4 Twan Russell	Member	
	5 Laurie Sallarulo	Member	
	6 Zachary Talbot	Member	effective June, 2020
PROGRAM REVIEW	<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 7/1/22
	2 Cindy Arenberg-Seltzer	Member	
	3 Richard Campillo	Member	
	4 Dawn Liberta	Member	
	5 Renee Podolsky	Member	
	6 Laurie Rich Levinson	Member	
	7 Laurie Salarullo	Member	
AUDIT	<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 7/1/22
	2 Michael Asseff	Member	
	3 Beverley Batson	Member	effective 12/19/19
	4 Monica King	Member	effective 4/7/17
	5 Twan Russell	Member	effective 12/9/16
GOVERNANCE	<i>Members Elected by Board. Consists of at least (5) five Members, EXCLUDING CHAIR. First Vice Chair shall serve as chair of the Governance</i>		
	1 Dawn Liberta	Chair	effective 6/30/20
	2 Michael Asseff	Member	effective 6/2020
	3 Kirk Englehardt	Member	effective 9/13/21
	4 Carol Hylton	Member	effective 2/2021
	5 Laurie Salarullo	Member	
	Vacancy	Member	
NOMINATING	<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 6/2020
	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 Kristina West	Member	effective 09/13/21
	7 Julie Winburn	Member	effective 05/2022
AD HOC FUNDRAISING	<i>Re-established 8/2022 Report to Executive Comm</i>		
	1 Kristina West	Chair	effective 8/2022
	2 Michael Asseff	Member	effective 2/13/20 confirmed 8/29/22
	3 Amoy Reid	Member	effective 2/13/20 confirmed 8/10/22
	4 Zachary Talbot	Member	Effective 8/30/22
AD HOC STRAT PLANNING	<i>Established 11/2021 Report to Executive Comm</i>		
	1 Kirk Englehardt	Chair	effective 11/2021
	2 Cindy Arenberg-Seltzer	Member	effective 11/2021
	3 Monica King	Member	effective 12/2021
	4 Dawn Liberta	Member	effective 11/2021
	5 Renee Podolsky	Member	effective 11/2021
	6 Laurie Salarullo	Member	effective 11/2021
	7 Ellie Schrot	Member	effective 11/2021



Early Learning Coalition of Broward County
Board Attendance Chart FY 22-23

QUORUM # NEEDED: 10

Member	Seat	1st Term Started	1st Term Exp	Sept 12	Nov 14	Dec 12	Feb 13	Apr 10	May 15	Jun 19	TOTAL FY ABSENCES
1 Laurie Sallarulo	Chair	4.2014	4.2018								0
2 Dawn Liberta	First Vice Chair	6.2018	N/A								0
3 Twan Russell	Second Vice Chair	2.2016	N/A								0
4 Monica King	Secretary	5.12.17	6.30.25								0
5 Cindy Arenberg Seltzer	Treasurer	1999	N/A								0
6 Michael Asseff	Member	5.7.2013	5.7.2018								0
7 Sharonda Bailey	Member	10.1.21	10.2025								0
8 Beverly Batson	Member	9.2019	N/A								0
9 Richard Campillo	Member	5.12.17	6.30.25								0
10 Kirk J. Englehardt	Member	4.2021	N/A								0
11 Carol Hylton	Member	9.2020	N/A								0
12 Melody McDonald	Member	06.13.22	6.2026								0
13 Renee Podolsky	Member	6.2014	N/A								0
14 Dr. Amoy Reid	Member	9.2019	N/A								0
15 Laurie Rich Levinson	Member	11.2014	N/A								0
16 Ellie Schrot	Member	6.2014	N/A								0
17 Zachary Talbot	Member	2.2020	N/A								0
18 Kristina West	Member	4.2021	N/A								0
19 Julie Winburn	Member	4.1.22	4.2026								0
VACANT - Gub. Private Sector											
VACANT - Private Sector											
Members who left During FY 22 - 23											
Term	Seat	1st Term Started	Last Day								
V= Virtual Meeting											
X= Present at meeting											
ABS= Absent from Meeting											
P= phone attendance											
FM= First Meeting LM= Last Meeting											
Shaded areas - no meeting scheduled											



ELC of Broward County

FY 2022-2023 Board/Committee Meeting Calendar

July 2022						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August 2022						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September 2022						
Su	M	Tu	W	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October 2022						
Su	Mo	Tu	We	Th	Fr	Sa
						1
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November 2022						
Su	M	Tu	W	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December 2022						
Su	M	Tu	W	Th	Fr	Sa
				1	2	3
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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

January 2023						
Su	Mo	Tu	We	Th	Fr	Sa
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February 2023						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March 2023						
Su	M	Tu	W	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April 2023						
Su	M	Tu	W	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May 2023						
Su	M	Tu	W	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June 2023						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Finance/Executive - Tuesdays/1:30 pm

- August 30, 2022
- November 1, 2022
- December 6, 2022
- January 31, 2023
- March 28, 2023
- May 2, 2023
- June 6, 2023

Full Board – Monday/9:00 am

- September 12, 2022
- November 14, 2022
- December 12, 2022
- February 13, 2023
- April 10, 2023
- May 15, 2023
- June 19, 2023

Program Review:

Governance:

- August 29, 2022, at 12 pm

Nominating:

Audit:

- August 31, 2022, at 12:30 pm

ELC Offices closed for holidays on:

July 4; Sep 5; Nov 11; Nov 24 and 25; Dec. 26, Dec 30; Jan 2; Jan 16; Feb 20; May 29

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>BG1 – At Risk Populations: 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>BG3 – Temporary Assistance for Needy Families (TANF), also referred to as Temporary Cash Assistance (TCA) Families who are receiving TCA, and subject to the federal work requirements.</p> <p>BG3R – Relative Caregiver 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>BG5 – Transitional Child Care (TCC) Family that is transitioning from the receipt of TCA (from a workforce program) into employment, as defined by law.</p> <p>BG8 – Income Eligible Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability.</p> <p>CSC – Children's Services Council Vulnerable Populations Program 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: (ECERS-R) The Early Childhood Environment Rating Scale-Revised (ITERS-R) The Infant/Toddler Environment Rating Scale-Revised (FCCERS-R) The Family Child Care Environment Rating Scale-Revised (SACERS) The School-Age Care Environment Rating Scale
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	PFPP	In 2014, the Florida Legislature created the Early Learning Performance Funding Project (ELPFP). It was designed to provide performance based funding for School Readiness providers that demonstrate improved: program quality, teacher-child interactions and/or child outcomes. The ELPFP has demonstrated a significant and positive effect on early childhood program quality and child outcomes among at-risk children and the teachers who support them.
Quality Initiatives	QI	Activities that enhance early learning environments and experiences.
Quality Improvement Plan	QIP	A plan created for providers that do not meet the quality threshold as set by rule 6M-4.741 Program Assessment Threshold Requirements for the School Readiness Program. The plan includes 1 to 2 targeted strategies.
Quality Rating and Improvement System	QRIS	A systematic approach to assessing, supporting, improving, and communicating the level of quality in an early care and education setting. The State of Florida currently utilizes CLASS scores as its only measurement of quality in this system, and assesses whether a child care provider can contract with an ELC to provide care to subsidized children on this. The QRIS system also uses CLASS scores to reimburse child care providers on a scale. Child care providers with higher CLASS scores receive higher reimbursement rates.
Registered Family Child Care Provider		An individual that provides child care for fewer than 24 hours a day per child, as sole caregiver, in a private residence other than the child's home and meets the state and/or local registered family child care requirements.
Religious Exemption		A child care facility which is an integral part of church or parochial schools conducting regularly scheduled classes, courses of study, or educational programs accredited by, or by a member of, an organization which publishes and requires compliance with its standards for health, safety, and sanitation. Such facilities shall meet minimum requirements of the applicable local governing body as to health, sanitation, and safety and shall meet the screening requirements pursuant to ss. 402.305 and 402.3055. Failure by a facility to comply with such screening requirements shall result in the loss of the facility's exemption from licensure.
School-Age Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children who are at least 5 years of age by Sept 1 of the beginning of the school year and who attends kindergarten through grade 5.
School Readiness Program		The School Readiness Act, Chapter 411.01 of the Florida Statutes, School readiness programs are to be full-day, year-round to the maximum extent possible, to enable parents to work and become financially self-sufficient.
Teacher Education and Compensation Helps	T.E.A.C.H.	A scholarship program, which provides educational scholarships and financial incentives to caregivers and administrators of early childhood programs, family day care homes, and large family child care homes.
Temporary Assistance for Needy Families	TANF	Temporary Assistance for Needy Families (TANF) is one of the federal assistance programs. It began on July 1, 1997, and succeeded the Aid to Families with Dependent Children (AFDC) program, providing cash assistance to indigent American families with dependent children. This cash benefit is often referred to simply as "welfare." TANF was created by the <u>Personal Responsibility and Work Opportunity Act</u> instituted in 1996. The Act provides temporary financial assistance while aiming to get people off of that assistance, primarily through employment. The reform granted states wide discretion of how to distribute TANF entitlements.
Utilization Report		This is a management tool that is system which provides year to date expenditures of dollars by category. This data allows for funding projections, based on actual, projected and historical data, to determine if spending is on target or if adjustments may be needed.

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