

**Early Learning Coalition of Broward County, Inc.**  
**Board Meeting Agenda**  
**December 12, 2022, at 9:00 AM**  
**Hybrid 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		
<b>1.</b>	<b>Call to Order</b>	Laurie Sallarulo, Chair
<b>2.</b>	<b>Roll Call</b>	Melody Martinez, Board Liaison
<b>3.</b>	<b>Chair Report</b>	Laurie Sallarulo, Chair
<b>4.</b>	<b>CEO Report</b>	3 Renee Jaffe, CEO
<b>5.</b>	<b>Mission Moment – ELC impact on Providers Video</b>	Ancel Pratt III, Senior Director of Communications and Outreach
<b>6.</b>	<b>Consent Agenda</b>	Laurie Sallarulo, Chair
	1. Approve November 14, 2022, Meeting minutes	4
	2. B233CA1 – Authorize ELC to request a proposal for Human Resource Management Training services	7
	3. B233CA2 – Authorize ELC to request a proposal for Mental Health and Social-emotional support kits	11
	4. B233CA3 – Authorize ELC to issue a Sole Source Award to Teachstone Inc.	12
	5. B233CA4 – Authorize ELC to Amend Nova Southeastern University Agreement	14
	6. B233CA5 – Authorize ELC to Amend One Beat Agreement for CPR Training	15
	7. B233CA6 – Authorize ELC to issue a Sole Source Award to Council for Professional Recognition	16
	8. B233CA7 – Approve Individual Purchases over \$35K	18
<b>7.</b>	<b>Finance Committee</b>	Cindy Arenberg Seltzer, Committee Chair Christine Klima, CAO
	1. B233FIN1 – Approve October 2022 Interim Financial Statements	20
	2. B233FIN2 – Approve Proposed FY23 Budget Amendment #3	30
	3. B233FIN3 – Approve Compensation Adjustment	35
<b>8.</b>	<b>Regular Business</b>	Renee Jaffe, CEO Howard Bakalar, CPO
	1. B233RB1 - ARPA Update	37

9.	<b>Governance Committee</b> 1. B233GOV1 – Approve and Agree on Governance Recommendations for Board Strategic Plan Goals, Objectives, and Outcomes	38	Dawn Liberta, Committee Chair
10.	<b>Nominating Committee</b> Update from Committee Chair		Michael Asseff, Committee Chair
11.	<b>Ad Hoc Fundraising</b> Update from Committee Chair		Kristina West, Committee Chair
12.	<b>Program Review Committee</b> Update from Committee Chair		Monica King, Committee Chair
13.	<b>Audit Committee</b> Update from Committee Chair		Renee Podolsky, Committee Chair
14.	<b>Provider Representative Update</b>  Update from Provider Representatives		Beverley Batson, Representative private <i>Faith-based Childcare Provider</i>  Melody McDonald, Representative private <i>Future Kids Academy</i>
15.	<b>FYI Items</b> <ul style="list-style-type: none"> <li>○ FYI 1 FY 23 ELC Contracts</li> <li>○ FYI 2 Education and Quality Training Calendar</li> <li>○ FYI 3 Board Engagement Opportunities</li> <li>○ FYI 4 Cash Disbursements</li> <li>○ FYI 5 Match Report</li> <li>○ FYI 6 DEL/CEO Annual Evaluation</li> <li>○ FYI 7 FY 22-23 Committee Membership</li> <li>○ FYI 8 FY 22-23 Board Meeting Attendance</li> <li>○ FYI 9 FY 22-23 Board Calendar</li> <li>○ FYI 10 Glossary of Terms</li> </ul>	78 79 81 83 84 85 91 92 93 94	
16.	<b>Unfinished Business</b> <b>New Business</b> <b>Matters from the Chair</b> <b>Matters from the Board</b> <b>Matters from the CEO</b> <b>Matters from Committees</b> <b>Matters from our Provider Representatives</b> <b>Matters from our Partners</b> <b>Public Comment</b>		
17.	<b>Next ELC Board Meeting: <a href="#">February 13, 2023</a></b>		
18.	<b>Adjourn</b>		

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

“As per [§286.0105, Fla. Stat.](#) Any person who decides to appeal any decision of the Board with respect to any matter considered at this meeting will need a record of the proceedings and for such purpose, may need to ensure that a verbatim record of the proceedings is made which record includes testimony and evidence upon which the appeal is to be based.”

## **CEO Report**

### **Board Meeting – December 12, 2022**

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

Staff continues to enroll families at a rapid pace. Our weekly average of enrollments since the last board meeting is 150 children. This is at least partly due to the aggressive outreach conducted by the communications/outreach staff. We also attribute the increase to increased staffing, better and more current information being received from clients, and better management of the workflow. We even managed to keep enrollment up in the past few weeks through multiple shutdowns of the statewide EFS system. The system glitches caused a large number of families to be temporarily shut out of the enrollment portal. We extended eligibility periods and rapidly responded to calls and emails from our families and our providers.

#### **Inclusion Updates – Possible Ages and Stages Questionnaire (ASQ) Pilot in VPK**

Based on an excellent recommendation from our own ELC Board member Ellie Schrot, Renee approached Chancellor Mears, the Chancellor of the Division of Early Learning (DEL), to suggest the funding of a pilot program to conduct Ages and Stages Questionnaires (ASQ's) in VPK. ASQ's are quick developmental screenings that help determine whether a child may be experiencing a developmental delay or other developmental issue. Currently, while ASQ's are conducted annually on all School Readiness, private pay children and/or children entering a VPK preschool setting for the first time as 4-year-olds are not required to have ASQ's. We hope to work with a subset of VPK preschools to implement ASQ's to determine whether the data from screening a population of 4-year-olds screened reveals a significant number of possible developmental delays. We can then also possibly determine whether a significant portion of these children had not been previously exposed to preschool or childcare settings. ELC staff are in the process of pulling together a recommendation for this pilot along with the associated cost to present to Chancellor Mears. We will keep you posted on the status of this exciting potential pilot.

#### **CEO – DEL Evaluation**

As a result of legislation passed in 2021, beginning this year all ELC CEOs must have their performance evaluated utilizing a DEL created tool to be completed. This is the first year that this evaluation is required and moving forward will be required to be completed by August 31 of each year. This year the due date was extended to October 31, 2022, since the tool was not approved and guidance had not been provided by DEL timely to meet the August 31, 2022, deadline.

The Board Chair was provided with the blank Evaluation along with the results of the ELC Broward CEO Evaluation report to complete the DEL Evaluation. Laurie completed and signed the document on November 29, 2022, and it was uploaded to DEL. Included in this packet in the FYI section is a copy of the completed evaluation.

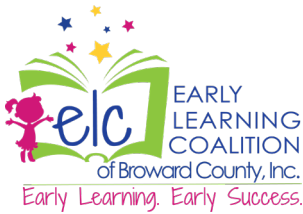
#### **DEL Customer Satisfaction Survey**

ELC Board Members will be contacted in January 2023 by the University of Florida regarding a new Coalition Customer Satisfaction Survey that will be provided to ELC providers, parents, and Board members. The tool is being administered as a result of legislation passed in 2021 that requires DEL to administer a Customer Satisfaction survey along with other components (including the new DEL CEO evaluation mentioned above) that will be part of a larger Coalition monitoring tool.

#### **Board Survey for In-Person Meetings**

At the November Board meeting, ELC staff were asked to conduct a survey of the Board members to see if moving the existing Board meeting time from 9:00am to 9:30am would make it easier for members to attend in person. Overwhelmingly the members agreed that moving the meeting to 9:30am would be a much more agreeable time. As a result, effective in 2023 all Board meetings will begin at 9:30 AM, beginning with the February 13<sup>th</sup> meeting. The calendar invites will be updated in the very near future.

The survey also revealed that members felt while in person attendance should be encouraged, the virtual option should remain so that those that do have challenges can still participate.



**Early Learning Coalition of Broward County, Inc.**  
**Board Meeting Minutes**  
**November 14, 2022, at 9:00 AM**  
**Hybrid Meeting**

Members in Attendance	Chair Laurie Sallarulo; Dawn Liberta; Twan Russell; Monica King; Cindy Arenberg-Seltzer; Michael Asseff; Sharonda Bailey; Richard Campillo; Kirk Englehardt; Carol Hylton; Melody McDonald; Renee Podolsky; Amoy Reid; Ellie Schrot; Kristina West; Julie Winburn
Members Absent	Beverly Batson; Zachary Talbot
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Howard Bakalar, CPO; Judith Merritt, COO; Hubert Cesar, MSIS; Melody Martinez, Board Liaison; Lizbeth Juan, Executive Assistant; Allison Metsch, Sr. Director of Education & Quality; Amy Moore, Senior Director of Family Services and Provider Relations; Ancel Pratt III, Senior Director of Communications; Ayme Hamoui; Director of Education Program Assessment; Beverly Hung, Human Resources Director; Sandra Paul, Senior Director of Provider Reimbursements; Megan DeGraaf, Purchasing and Procurement Specialist; Irene Ramos, Office Coordinator; Stephanie Landreville, Controller; Reiner Potts, Financial Analyst; Kasey Lafrance, Contracts Administration Manager; Magdalena Laino, Quality Assurance Manager; Samantha Dempsey,
Others in Attendance	Julie Klahr, General Counsel; Maria Hernandez

Item	Action/Discussion
Welcome & Call to Order	Chair Laurie Sallarulo called the meeting to order at 9:02 AM. The roll was called, and a quorum was established.
Chair Report	<p>Chair Laurie Sallarulo welcomed everyone and suggested bringing to Executive committee a proposal that committee meetings remain virtual, but Board meetings should be in person only. Several members voiced concern about removing the Hybrid options, also the 9:00am start time was challenging for some. Cindy mentioned that closing the possibility of being virtual would decrease members' chances of attending in case of an emergency.</p> <p>Chair requested that ELC Staff send out a survey to see what most Board members agree on regarding the meeting start time and in-person only option.</p>
CEO Report	<p>CEO welcomed and thanked Board members who showed up to the Staff BBQ, and to those who donated. Also thanked those who participated in Read for the Record. CEO provided highlights from the CEO report.</p> <p>Ellie Schrot acknowledged Allison and her team about the inclusion updates. She also expressed excitement about the behavior bites, and the baby navigator.</p> <p>Board member Carol Hylton shared that Career Source of Broward recently received a grant for half a million dollars to work with single mothers doing some unique and innovative things around workforce development and barriers that single mothers sometimes face. She expressed she would like to connect with the ELC around this opportunity. CEO will follow up with Carol Hylton.</p>

Mission Moment – CLASS Observations	Allison Metsch presented a PowerPoint and update on CLASS Observation.
<b>Consent Agenda</b> a. Approve September 12, 2022, Meeting minutes	A <b>Motion</b> was made by Cindy Arenberg-Seltzer to approve the September 12, 2022, Meeting Minutes. <b>Seconded</b> by Carol Hylton. The <b>Motion was unanimously approved. Motion Passes.</b>
<b>Finance Committee</b> a. B232FIN1 - Approve September 2022 Interim Financial Statements  b. B232FIN2 - Approve FY 23 Budget Amendment #2	<b><u>Approve September 2022 Interim Financials</u></b>  A <b>Motion</b> was brought forth by the Finance Committee to Approve September 2022 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant. <b>Seconded</b> by Renee Podolsky. The <b>Motion was unanimously approved. Motion Passes.</b>  <b><u>Approve FY 23 Budget Amendment #2</u></b>  The CAO reviewed the highlights of the FY21 Budget Amendment #2  A <b>Motion</b> was brought forth by the Finance Committee Chair Cindy Arenberg-Seltzer to Approve FY2023 Budget Amendment #2. The Motion was unanimously approved. <b>Seconded</b> by Monica King. Motion Passes. The <b>Motion was unanimously approved. Motion Passes.</b>
<b>Regular Committee</b> a. B232RB1 – ARPA Update	CEO presented an ARPA update. <b>Chair Laurie Sallarulo requested that the ARPA update be sent via email to all Board members.</b>
<b>Nominating Committee</b> a. B232NOM1 – Approve Ms. Hernandez to the Board for the open Private Business Sector vacancy	COO welcomed and introduced the prospective board member, Maria Hernandez to the Board. Ms. Hernandez expressed her interest in joining the ELC Board and outlined her experience and commitment should she be selected.  A <b>Motion</b> was made by Cindy Arenberg-Seltzer to Approve candidate to the Board. <b>Seconded</b> by Ellie Schrot. The <b>Motion was unanimously approved. Motion Passes.</b>
<b>Governance Committee</b> <i>Update from Committee Chair</i>	Dawn Liberta shared that there was not a quorum at Governance committee meeting, therefore another meeting is being scheduled to address the Strategic Plan Board Goals.
<b>Ad Hoc Fundraising</b> <i>Update from Committee Chair</i>	Kristina West shared that the Ad Hoc Fundraising committee had its initial meeting. At that meeting they were provided with an understanding of the ELC funding and expense restrictions and discussed the role and purpose of the committee moving forward.
<b>Program Review Committee</b> <i>Update from Committee Chair</i>	Monica King shared that the committee met and went over the metrics, nothing to report, and working on scheduling a future date.
<b>Audit Committee</b> <i>Update from Committee Chair</i>	Nothing to report

<b>Provider Representatives Update</b>	None
<b>Unfinished Business</b>	None
<b>New Business</b>	None
<b>Matters from the Chair</b>	None
<b>Matters from the Board</b>	None
<b>Matters from the CEO</b>	None
<b>Matters from Committees</b>	None
<b>Matters from our Partners</b>	Melody McDonald mentioned that there is still a problem with a lack of staffing and the fingerprinting still taking a long time to process.
<b>Public Comments</b>	There was no discussion.
<b>Next Meeting</b>	<a href="#"><u>December 12, 2022</u></a>
<b>Adjourn</b>	Cindy A. Seltzer Motioned to Adjourn meeting at 10:35 AM

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

<b>ITEM/MEETING</b>	B233CA1 / Board
<b>DATE:</b>	December 12, 2022
<b>SUBJECT:</b>	Procurement Proposal for Human Resource Management Training Services for Providers
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTIONS:</b>	<b>Authorize Staff to Release a Request for Proposals (RFP), Select One or More Vendors, and Execute Agreement(s) for Human Resource Management Training Services for Providers Pending Legal Review</b>
<b>AS RECOMMENDED BY</b>	N/A
<b>FINANCIAL IMPACT:</b>	Not to Exceed \$50,000
<b>ELC STAFF LEAD</b>	C. Klima

**Background/History**

As part of the Federal Stimulus funded Broward Above and Beyond workforce initiative approved by DEL in December 2021, the Coalition is providing comprehensive coaching, training, and other supports to the approximately 55 participating childcare centers to help recruit, upskill and retain their workforce. To support this initiative and build management capacity among the program participants, staff will procure one or more qualified vendors to provide in-person group trainings to center directors on key human resource-related topics between January 1, 2023, and June 30, 2023.

**Current Status**

Staff have developed the attached draft scope of services to issue a Request for Proposals (RFP) upon Board approval. To expedite the launch of services given the June 30, 2023, deadline for completion, staff are also requesting authority to select one or more vendors and enter into an Agreement for services pending legal review.

The cost of the services is not to exceed \$50,000 in FY23.

**Recommended Action:**

Finance Committee Recommend the Board Authorize Staff to Release a Request for Proposals (RFP), Select One or More Vendors, and Execute Agreement(s) for Human Resource Management Training Services for Providers Pending Legal Review

**Supporting Documentation**

- Draft Scope of Services for Proposed Request for Proposals

# DRAFT

## Request for Proposals for Human Resource Management Training Services For Childcare Center Directors

### SECTION I. Solicitation Information

#### A. Request for Proposals for Human Resource Management Training Services for Childcare Small Businesses

The Early Learning Coalition of Broward County, Inc. (The Coalition) is seeking responses from one or more qualified vendors with relevant experience and expertise to conduct live, customized, instructor-led human resource management training services for childcare center directors. These services are being procured through an RFP to select the best qualified responsible vendor(s) through an open, competitive process whose proposal is most advantageous to the Coalition, taking price, service value and all other factors into consideration. The total forecasted budget for the services is up to \$50,000 annually for all services. The Coalition seeks to contract with the successful vendor(s) for six months initially, with the possibility of up to four (4) one (1) year renewals thereafter. The source of funding for the requested services is estimated as follows:

Federal:	100%
State:	0%
Local:	0%
<b>Total</b>	<b>100%</b>

#### B. Background, Scope of Services, Vendor Qualifications and Cost Proposal

##### 1. Background

On January 1, 2022, in response to staffing shortages and workforce instability throughout Broward's early education system, the Coalition launched the "Broward Above and Beyond" workforce support program to help childcare small businesses recruit, upskill and retain qualified early childhood education professionals. In addition to providing support directly to individual workers, the Program provides technical business management guidance to directors, managers and other leaders who operate the participating centers. Training on basic human resource topics are particularly needed since few childcare small business directors receive formal guidance on best practices for managing their workforce.

##### 2. Scope of Services



Under this RFP, the successful vendor(s) will provide a combination of workshops and individualized instruction to childcare small business directors on strategies that create supportive employment environments for their workforce and increase employee job satisfaction overall. The training or workshop curriculum proposed may be standard “off-the-shelf” Vendor offerings but there must be an opportunity to customize, if needed, to meet the Coalition’s Broward Above and Beyond Program goals for participating centers including:

- Improving the working environment and encouraging staff retention
- Empowering directors to make good human resource decisions
- Encouraging directors to develop sound human resource policies

The successful Vendor(s) will propose a minimum of five (5) workshops each covering a separate, key human resource management concept for groups of up to twenty-five (25) center directors per session. Each workshop will be offered at least twice between January 1, 2023, and June 30, 2023. The sessions should range from 1 to 2 hours each. They will be conducted on-site at the Coalition Offices located at 1475 West Cypress Creek Road Suite 301, Fort Lauderdale, FL 33309 or at another location in Broward County selected by the Coalition.

**Training Content & Services:**

The successful Vendor(s) shall:

- ✓ Propose courses with content tailored to the target audience of childcare small business directors
- ✓ Clearly specify the learning goals of each course and the expected outcomes, detailing how the participants will apply the training in the workplace.
- ✓ Deliver the material with an engaging, interactive approach that stimulates learning, active participation, sharing and discussion among attendees.
- ✓ Propose opportunities for individualized instruction within each workshop
- ✓ Propose value-added services, such as post-course resources or follow up, as appropriate.
- ✓ Propose courses that cover the following topic areas:
  - a. Best Practices in Hiring and Salary Administration
  - b. Florida Employment Law 101
  - c. Building a Supportive Environment for Employees Including (but not limited to):
    - i. Team Dynamics
    - ii. Effective Communication
    - iii. Conflict Resolution
  - d. On-Boarding and Training a Workforce
  - e. Managing Performance and Encouraging Employee Professional Growth

**3. Minimum Vendor Requirements:**

The qualified vendor shall:

- a. Demonstrate proven expertise in human resource management subject areas through education and/or professional experience. SHRM certified trainers strongly preferred.
- b. Demonstrate experience or expertise working in small business human resource settings and awareness of their challenges. Experience in pre-school small business settings preferred.
- c. Own (or otherwise have documented legal right to present) course content that was

- developed prior to submitting a response to this RFP.
- d. Be experienced and specialize in performing the complete scope of work specified in the RFP document.
  - e. Have the internal resources and availability to carry out the services described above.
  - f. Be located in the United States
  - g. Not de-barred from receiving Federal or Florida State funding.

**4. Cost Proposal:**

The Applicant shall prepare an all-inclusive fixed fee per training session cost proposal.

<b>ITEM/MEETING:</b>	B233CA2 / Board
<b>DATE:</b>	December 12, 2022
<b>SUBJECT:</b>	Request for Quotations for Mental Health Supports Tools for Providers
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	Authorize staff to release a Request for Quotations (RFQ), select one or more vendors, and issue purchase order(s) for social-emotional support kits under Preschool Development Mental Health Sub-grant pending legal review.
<b>FINANCIAL IMPACT:</b>	Not to Exceed \$50,000
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In late November 2022 DEL approved a supplemental \$50,000 allocation to Broward under the Federal Preschool Development Grant (PDG) sub-grant to purchase Mental Health and Social/Emotional support kits for providers to improve the quality of Broward’s early childhood care and education services. PDG expenditures must be completed before the sub-grant funding sunsets on December 30, 2022.

**Current Status:**

In order to procure and purchase the kits in compliance with Florida statutes before the funding expires, staff request authority to release a Request for Quotations (RFQ), select one or more vendors, and issue purchase order(s) for 75-150 social-emotional support kits in a total amount not to exceed \$50,000. The kits will provide mental health and social-emotional support tools for the child care providers to help them manage the flow of the classroom, create a positive atmosphere, and ensure that the feelings and emotions of each child are recognized in a positive classroom environment.

Each kit includes:

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

**Recommended action:**

Finance Committee Recommend the Board Authorize staff to release a Request for Quotations (RFQ), select one or more vendors, and issue purchase order(s) for social-emotional support kits under Preschool Development Mental Health Sub-grant pending legal review

**Supporting Documents**

None

<b>ITEM/MEETING:</b>	B233CA3 / Board
<b>DATE:</b>	December 12, 2022
<b>SUBJECT:</b>	Proposed Sole Sourced Award and Purchase Order with Teachstone, Inc. for Required, Stimulus-Funded CLASS® Trainings and Materials
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Authorize Staff to Issue a Sole Sourced Award and Purchase Order to Teachstone, Inc. for Required, Stimulus-Funded CLASS® Trainings and Materials Pending Legal Review</b>
<b>FINANCIAL IMPACT:</b>	\$4,547,841
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In accordance with the Division of Early Learning’s CRRSA (Coronavirus Response and Relief Supplemental Appropriation Act) and ARPA (American Rescue Plan Act) stimulus funding, all Early Learning Coalitions are required to purchase CLASS® trainings and materials from Teachstone, Inc. to fulfill funding requirements and help providers upskill and retain the childcare education workforce.

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

**Current Status:**

The proposed purchases of CLASS® products are needed to conduct trainings providers must complete between January 2023 and July 2023 in order to receive stipend incentive payments under both the Broward Above and Beyond workforce initiative and workforce support programs under ARP. A detailed list of the specific trainings and materials required is attached along with an estimated count of participants and the cost. The proposed award totals \$4,547,841

Once authorized by the Board, staff will issue the award as follows:

1. Post a ‘Notice of Intended Single Source Purchase’ on our website for a period of seven (7) calendar days
2. Post a ‘Notice of Intended Decision to Enter into a Single Source Contract’ for 72 hours following the initial posting period.
3. Issue a Purchase Order pending DEL approval and legal review.

**Recommended action:**

Finance Committee Recommend the Board Authorize Staff to Issue a Sole Sourced Award and Purchase Order to Teachstone, Inc. for Required, Stimulus-Funded CLASS® trainings and materials pending legal review

**Supporting Documents**

Proposed Teachstone CLASS® Product Purchases (Sole Sourced)

### Proposed Teachstone CLASS® Product Purchases (Sole Sourced)

CLASS Training	Level	Price	Estimated Participants			Estimated Cost		
			ARPA Incentives Support	CRRSA Above & Beyond	Total Participants	ARPA Incentives Support	CRRSA Above & Beyond	Total Cost
CLASS Foundations for Teachers	Pre-K	\$200	4000	900	4900	\$ 800,000	\$ 180,000	\$ 980,000
myTeachstone Learn Abouts	Pre-K	\$28	4000	900	4900	110,000	24,750	134,750
A CLASS Primer for Teachers	Infant/Toddler	\$40	3000	900	3900	119,970	35,991	155,961
Thinking and Thriving: Interactions for Early Learning	Infant/Toddler	\$50	3000	900	3900	150,000	45,000	195,000
Introduction to the CLASS Tool Training (1/2 day)	Infant	\$80	3000	900	3900	240,000	72,000	312,000
Introduction to the CLASS Tool Training (1/2 day)	Toddler	\$80	3000	900	3900	240,000	72,000	312,000
myTeachstone Learn Abouts	Infant/Toddler	\$28	3000	900	3900	82,500	24,750	107,250
Trauma- Informed Professional Development Series/ <b>Educators</b>	Infant/Toddler/Pre-K	\$45	3000	900	3900	135,000	40,500	175,500
Trauma- Informed Professional Development Series/ <b>Directors</b>	Infant/Toddler/Pre-K	\$45	900	80	980	40,500	3,600	44,100
CLASS® Group Coaching Training for <b>Educators</b> (formerly MMCI)	Infant/Toddler/Pre-K	\$100	8000	900	8900	800,000	90,000	890,000
CLASS® Group Coaching Training for <b>Directors</b> (formerly MMCI)	Infant/Toddler/Pre-K	\$100	900	80	980	90,000	8,000	98,000
CLASS Primer for Leaders for <b>Directors</b>	Infant/Toddler/Pre-K	\$36	900	80	980	32,400	2,880	35,280
CLASS Infant Observer Training	Infant	\$200	900	80	980	180,000	16,000	196,000
CLASS Toddler Observer Training	Toddler	\$200	900	80	980	180,000	16,000	196,000
CLASS Pre-K Observer Training	Pre-K	\$200	900	80	980	180,000	16,000	196,000
CLASS Score Sheets	Infant/Toddler/Pre-K	\$15	2000	2000	4000	30,000	30,000	60,000
CLASS Dimension Guides	Infant/Toddler/Pre-K	\$20	6500	6500	13000	130,000	130,000	260,000
CLASS Train the Trainer Trainings for ELC Staff	Infant/Toddler/Pre-K	\$10,000	10	10	20	100,000	100,000	200,000
<b>Total</b>						<b>\$3,640,370</b>	<b>\$ 907,471</b>	<b>\$ 4,547,841</b>

<b>ITEM/ MEETING:</b>	B233CA4 / Board
<b>DATE:</b>	December 12, 2022
<b>SUBJECT:</b>	Proposed Amendment to FY 2022-23 NSU Agreement for DCF Course Registration Fees
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Authorize Staff to Execute an Amendment to increase the Coalition’s FY 22-23 Agreement with Nova Southeastern University for DCF Course Registration Fees by \$40,000 Pending Legal Review</b>
<b>FINANCIAL IMPACT:</b>	\$40,000
<b>ELC STAFF LEAD</b>	C. Klima

**Background**

Under the Coalition’s Federal Stimulus grant-funded “Broward Above and Beyond” workforce initiative, the Coalition covers the cost for newly hired childcare workers to attend mandatory Department of Child and Families (DCF) trainings to help upskill and retain the childcare education workforce. Nova Southeastern University (NSU) is the sole DCF contractor offering the state-mandated trainings and competency exams to childcare workers in Broward County. In December 2021, ELC Broward entered into a sole-sourced agreement with NSU to pay registration fees for eligible educators to attend these state-mandated trainings and renewed the agreement for a full fiscal year term from July 1, 2022- June 30, 2023, for an amount not to exceed \$32,500 to cover costs for approximately 650 individuals.

**Current Status:**

In September 2022, the Division of Early Learning (DEL) invited the Coalitions to expand their workforce initiatives using additional federal stimulus funds allocated for workforce support. As part of an expected increase in demand as the recruitment increases under this expansion, staff propose increasing funding for DCF mandatory training registration fees paid to NSU by an additional \$40,000 to cover costs for an additional 800 workers; bringing the FY23 total to \$72,500 for approximately 1,450 workers.

**Recommended Action:**

Finance Committee Recommend the Board Authorize Staff to Execute an Amendment to increase the Coalition’s FY 22-23 Agreement with Nova Southeastern University for DCF Course Registration Fees by \$40,000 pending legal review

**Supporting Documents:**

None

<b>ITEM/ MEETING:</b>	B233CA5 / Board
<b>DATE:</b>	December 12, 2022
<b>SUBJECT:</b>	Proposed Amendment to FY 2022-23 One Beat CPR Training Services
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Authorize Staff to Execute an Amendment to Increase the Coalition’s FY 22-23 Agreement with One Beat for CPR Training Services to Childcare Providers by \$20,000 Pending Legal Review</b>
<b>FINANCIAL IMPACT:</b>	\$20,000
<b>ELC STAFF LEAD</b>	C. Klima

**Background**

Under the Coalition’s Federal Stimulus grant-funded “Broward Above and Beyond” workforce initiative, the Coalition covers 75% of the cost for childcare workers to learn or refresh CPR skills in order to upskill and retain the childcare education workforce. In September 2021 ELC Broward selected One Beat CPR Learning Center LLC to provide CPR/AED trainings for early childcare staff in FY22 and then renewed the Agreement for a full fiscal year for a term from July 1, 2022- June 30, 2023 in an amount not to exceed \$20,000 for approximately 650 individuals. The training costs \$40 per participant. The Coalition covers \$30 and the participant is required to pay a nominal fee of \$10 to prevent no-shows for limited seating in each session.

**Current Status:**

In October 2022, the Division of Early Learning (DEL) invited the Coalitions to expand their workforce initiatives using additional federal stimulus funds allocated for workforce support. As part of an expected increase in demand as the demand for trainings increases under this expansion, staff propose increasing funding for CPR trainings by an additional \$20,000 to cover costs for an additional 650 individuals, bringing the FY23 total to \$40,000 for approximately 1,300 workers.

**Recommended Action:**

Finance Committee Recommend the Board Authorize staff to Execute an Amendment to Increase the Coalition’s FY 22-23 Agreement with One Beat for CPR Training Services to Childcare Providers by \$20,000 pending legal review

**Supporting Documents:**

None

<b>ITEM/MEETING:</b>	B233CA6 / Board
<b>DATE:</b>	December 12, 2022
<b>SUBJECT:</b>	Proposed Sole Sourced Award and Purchase Order with the Council for Professional Recognition for Stimulus-Funded Child Development Associate Training Materials
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Authorize Staff to Issue a Sole Sourced Award and Purchase Order to the Council for Professional Recognition for Stimulus-Funded Child Development Associate Training Materials Pending Legal Review</b>
<b>FINANCIAL IMPACT:</b>	\$175,000
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In September 2022, the Division of Early Learning (DEL) invited the Coalitions to expand their workforce initiatives using additional federal stimulus funds allocated for workforce support. Under this expansion, Broward has proposed to create a Child Development Associate Training Academy for educators with the Broward Above and Beyond initiative. The Academy will support educators seeking Child Development Associate (CDA) credentialing through in-person course instruction, assistance with credentialing portfolio development and assistance setting up required on-site observations. The Academy will also assist previously credentialed educators with completing their renewals and partner with community college programs to assist students with their final application requirements that are beyond the scope of the college courses. The Council for Professional Recognition is designated by the US Department of Health and Human Services as the sole administrator of the CDA credential since 1975 and is the sole supplier of course materials for CDA training.

**Current Status:**

Staff propose issuing a sole sourced award and purchase order for 10 types of CDA textbooks for approximately 200 CDA training Academy participants for a total estimated cost of \$175,000 including shipping and handling. An itemized list of the textbooks is attached.

Once authorized by the Board, staff will issue the award as follows:

1. Post a ‘Notice of Intended Single Source Purchase’ on our website for a period of seven (7) calendar days
2. Post a ‘Notice of Intended Decision to Enter into a Single Source Contract’ for 72 hours following the initial posting period.
3. Issue a Purchase Order pending DEL approval and legal review.

**Recommended action:**

Finance Committee Recommend the Board Authorize Staff to Issue a Sole Sourced Award and Purchase Order to the Council for Professional Recognition for Stimulus-Funded Child Development Associate Training Materials Pending Legal Review

**Supporting Documents**

Proposed Council for Professional Recognition Textbook Purchase List



## Proposed Council for Professional Recognition Textbook Purchase List (Sole Sourced)

CDA Materials	Unit price	Quantity	Price
CDA Value package with preschool competency standards book	\$95.00	300	\$28,500
CDA Value package with infant-toddler competency standards book	\$95.00	300	\$28,500
Essentials Study Guide Bundle- Textbook & Workbook	\$74.00	300	\$22,200
CDA Value Package with Family Child Care Competency standards book	\$95.00	60	\$5,700
Paquete economico CDA con el libro de Normas de Competencia Para bebes/Toddlers	\$95.00	300	\$28,500
Paquete economico CDA con el libro de Normas de Competencia Para Preescolares	\$95.00	300	\$28,500
Competency Stanrdards for Center-Based Preschool ages 3-5 yrs old	\$25.00	300	\$7,500
Infant-Toddler compentency standards book	\$25.00	300	\$7,500
El Libro de Normas de Compeencia (Edicion para Hoagares de Cuidado y Educacion Infantil)	\$25.00	300	\$7,500
El Libro de Normas de Compeencia (Edicion para Hoagares de Cuidado y Educacion Preescolares)	\$25.00	300	\$7,500
<b>Total (Shipping &amp; Handling TBD)</b>			<b>\$171,900</b>



ITEM#/MEETING	B233CA7 / Board
MEETING DATE:	December 12, 2022
SUBJECT:	FY 2023 Purchases over \$35,000
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2023 Purchases over \$35,0000
FINANCIAL IMPACT:	\$5,062,841
ELC STAFF LEAD	C. Klima

**Background Information:**

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

**Current Status:**

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

Item	Vendor	Amount	Purpose	Renewal Status	Services
a.	Teachstone, Inc.	\$4,547,841	CLASS® Trainings & Materials	<ul style="list-style-type: none"> <li>• Sole Sourced</li> <li>• No Renewals</li> </ul>	<ul style="list-style-type: none"> <li>• To supply trainings to educators and providers required to earn ARPA Incentives</li> <li>• To supply trainings to educators to upskill staff under the Broward Above and Beyond Workforce Initiative.</li> <li>• See Executive Committee Packet for Detail</li> </ul>
b.	Council for Professional Recognition	\$175,000	Child Development Associated Credential Textbooks	<ul style="list-style-type: none"> <li>• Sole Sourced</li> <li>• No Renewals</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum for Child Development Associate Credential training for educators under the Broward Above and Beyond Workforce Initiative</li> </ul>
c.	Nova Southeastern University	\$75,000	To Cover Registration Fees for DCF Trainings	<ul style="list-style-type: none"> <li>• Sole Sourced FY22</li> <li>• FY23 = Year 2</li> <li>• Up to 4 renewals</li> </ul>	<ul style="list-style-type: none"> <li>• To cover the cost of course and exam registration fees for DCF State Mandated trainings for childcare educators</li> <li>• Adds \$40,000 to FY23 Agreement for a total of \$75,000</li> </ul>
d.	One Beat CPR LLC	\$40,000	CPR Training for Educators	<ul style="list-style-type: none"> <li>• Procured FY22</li> <li>• FY23 = Year 2</li> <li>• Up to 4 Renewals</li> </ul>	<ul style="list-style-type: none"> <li>• Covers 75% of cost of CPR Certification Trainings for educators (participant pays \$10)</li> <li>• Adds \$20,000 for FY23 Agreement for a total of \$40,000</li> </ul>
e.	TBD	\$50,000	Mental Health Support Kits for Providers	RFQ Pending One Year only	<ul style="list-style-type: none"> <li>• Mental Health Support kits to support PDG-funded Mental Health Support Initiative FY23</li> </ul>

## Operating Purchases Over \$35,000 for Approval

Item	Vendor	Amount	Purpose	Renewal Status	Services
a.	TBD	Up to \$50,000	On-line Recruitment Platform	<ul style="list-style-type: none"> <li>• RFP Pending</li> <li>• Up to 4 Renewals</li> </ul>	<ul style="list-style-type: none"> <li>• Authorize the Coalition to issue a Request for Proposals (RFP) because current vendor costs have reached Florida Level II, triggering formal procurement</li> </ul>
b.	TBD	Up to \$75,000	Office365 Licensed Seats & Support	<ul style="list-style-type: none"> <li>• RFP Pending</li> <li>• Up to 4 Renewals</li> </ul>	<ul style="list-style-type: none"> <li>• Authorize the Coalition to issue a Request for Proposals (RFP) because current vendor costs have reached Florida Level II, triggering formal procurement</li> </ul>
c.	TBD	Up to \$50,000	Payroll Processing and Compliance Services	<ul style="list-style-type: none"> <li>• RFP Pending</li> <li>• Up to 4 Renewals</li> </ul>	<ul style="list-style-type: none"> <li>• Authorize the Coalition to issue a Request for Proposals (RFP) because current vendor costs have reached Florida Level II, triggering formal procurement</li> </ul>

**Recommended Action:**

Finance Committee and ELC staff Recommend that the Board Approve FY 2023 Vendor Purchases over \$35,000

ITEM#/MEETING	B233FIN1 / Board
MEETING DATE:	December 12, 2022
SUBJECT:	October 2022 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve October 2022 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant</b>
FINANCIAL IMPACT:	None

**Background Information:**

The Interim Financial Statements for the four-month period ending October 31, 2022 are attached for review. Financial Highlights for the month of October 2022 are as follows:

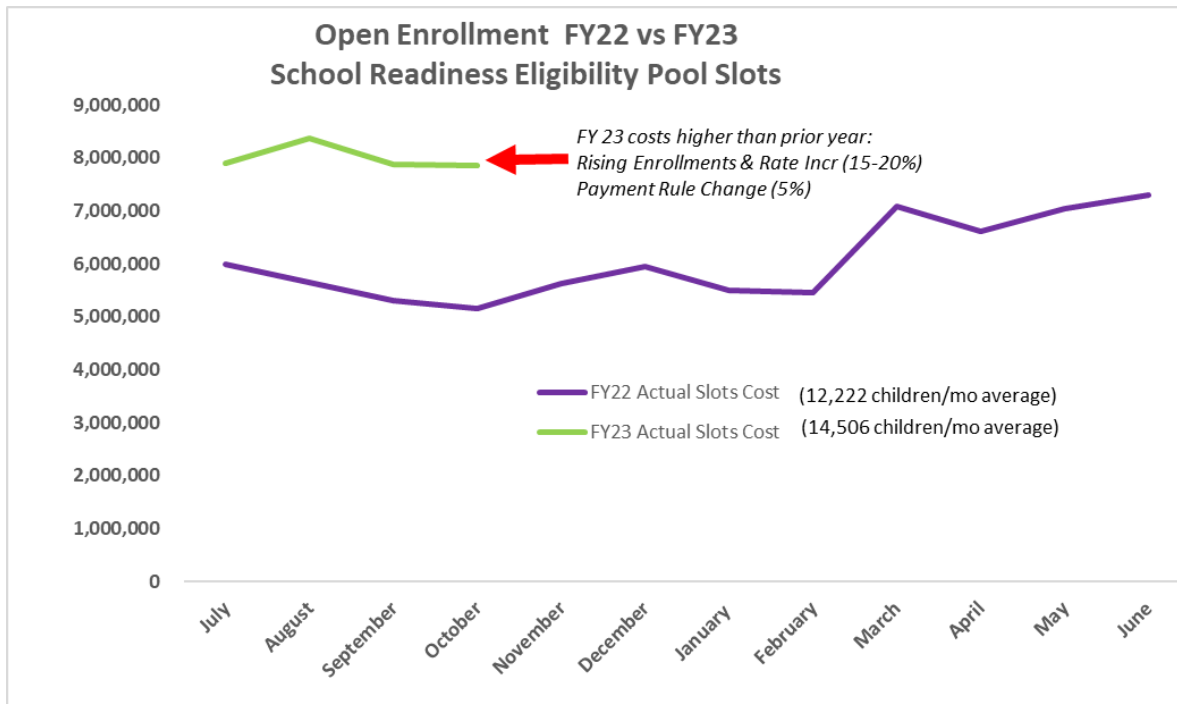
**1. Overall**

SR expenditures remain at an all-time high following nearly two years of open enrollment that began in November 2020. New enrollments through the fiscal year are expected to remain strong as a comprehensive enrollment outreach campaign draws new families to our portal and staff continue to call families as soon as they apply for services. VPK and Stimulus Program expenditures also continued to ramp up.

**2. Expenditures for the SR Eligibility Pool remain higher than last fiscal year due to:**

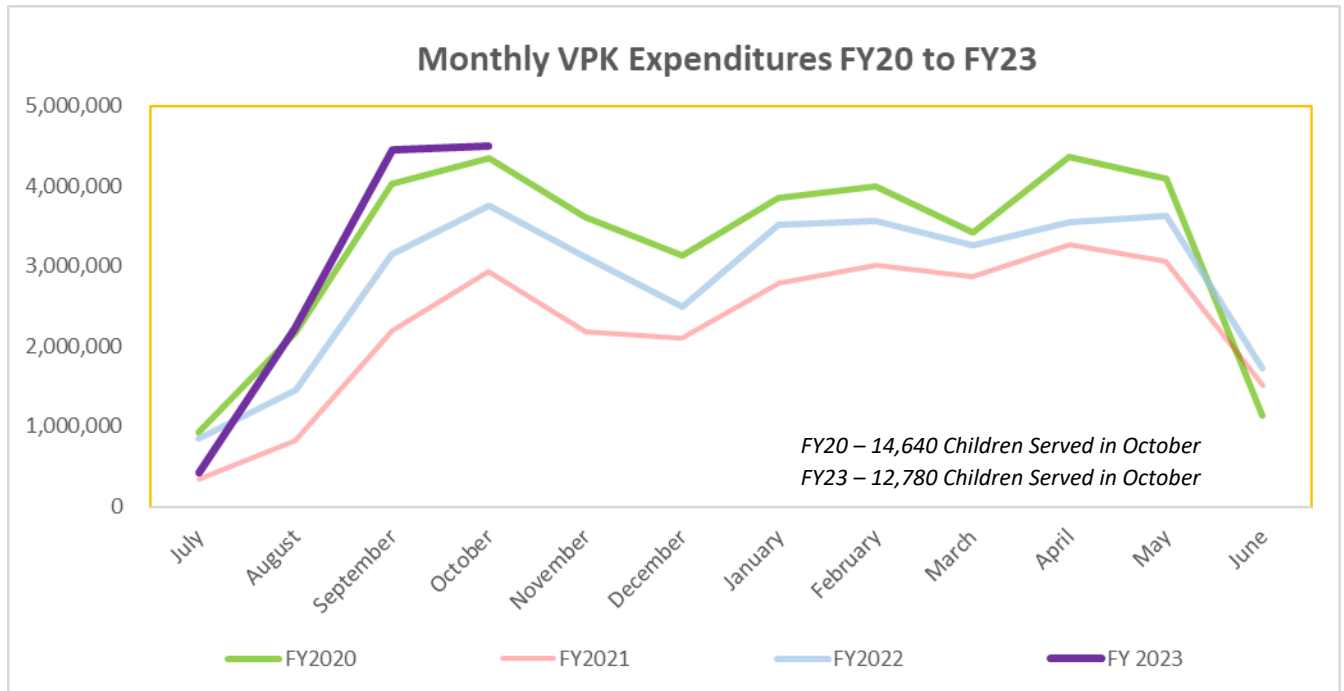
- Continuous open enrollment since November 2020 serving an average 18% (2,300) more children per month.
- Higher maximum reimbursement rates over the prior year resulting from:
  - a. A rate increase that went into effect March 1, 2022 that raised rates for all non-school aged children approximately 7%
  - b. A DEL rule change that went into effect July 1, 2022 defaulting all reimbursement rates to the ELC’s maximum reimbursement rate, even if the provider’s private rate is lower. This change increased reimbursements across the Board by approximately 5%.

While these higher expenditures are currently projected to result in an \$12.8 million deficit in base School Readiness funding (which will require an additional \$4.6 million for quality differentials) at year end, DEL has indicated that they will be increasing allocations for Coalitions with high enrollments to cover this cost later in the year. See attached October Utilization Report for more detail



### 3. VPK Returning to Pre-Pandemic Levels

VPK first quarter expenditures are still on track to exceed the pre-pandemic levels from FY2020. This is due to the combined effect of a return to pre-pandemic level enrollments and attendance, as well as a Statewide increase to reimbursement rates.



### 4. ARPA and CRSSA stimulus funding expenditure continue ramping up as program guidance takes shape:

- Expenditures for ARPA Round 1 Stabilization Grants are nearing completion for the year as most of our providers complete the certification process to receive their third and final installment. Approximately 112 installment payments for Round 1 remain and are expected to be issued by the end of January 2023. The majority of ARPA Round 2 grants (which are being issued in one lump sum) have already been approved and will be distributed to providers throughout the month of December and January as cash flow permits. Only 70 out of 460 total applications are still pending approval.
- Staff are working feverishly to rollout the \$6.4 million ARPA Workforce Incentive Program that will pay stipends and grants to individual educators or programs as they complete retention milestones or upskilling trainings after DEL finalized its guidance a few weeks ago. Broward is working with Webauthor to develop an online incentive application & management system in the CRM that will become available for use by all Webauthor users when it launches in mid-December. Staff are also procuring course content and materials required for educators to qualify for upskilling incentives. Staff expect the program to go live by January/February so that a significant portion of stipends and grants can be issued by year end.
- Expenditures for Broward’s CRRSA-funded Above and Beyond Workforce Support Initiative are on track with the original budget approved by DEL last year. DEL recently invited the Coalitions to submit applications to expand CRSSA-funded workforce initiatives to re-purpose residual, un-needed CRSSA Phase V & VI allocations that were rolled out to the Coalitions for FY23. See the narrative for Budget Amendment #3 for more detail on how Broward proposes to apply this expanded fund for the Above and Beyond Program

**Recommended Action:**

Finance Committee Recommend that the Board Approve October 2022 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant

**Supporting Documents:**

- October 2022 Interim Financial Statements
- October 2022 Utilization Report



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

## **INTERIM FINANCIAL STATEMENTS**

### **FISCAL YEAR 2022-2023**

#### **For The Four Months Ended October 31, 2022**

**Submitted to the Board**

**December 12, 2022**

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

	<b>October 31, 2022</b>	<b>October 31, 2021</b>
<b>Assets:</b>		
Cash	\$ 15,165,238	\$ 2,139,154
Grants Receivable	59,191,399	19,699,364
Accounts Receivable	1,500,267	886,782
Due From Providers	148,056	1,012,468
Prepaid Expense	342,164	297,513
Fixed Assets	11,484	13,262
<b>Total Assets</b>	<b>\$ 76,358,609</b>	<b>\$ 24,048,545</b>
 <b>Liabilities:</b>		
Accounts Payable	\$ 573,986	\$ 251,417
Salary & Benefits Payable	439,605	351,581
Compensated Absences	393,550	394,749
Rent Abatement	216,361	187,710
Due to Providers	12,453,356	8,608,338
Due to Other Agencies	1,328,092	1,325,866
Deferred Revenue	60,596,199	12,611,825
<b>Total Liabilities</b>	<b>\$ 76,001,151</b>	<b>\$ 23,731,486</b>
 <b>Net Assets</b>		
Unrestricted	357,458	317,059
<b>Total Net Assets</b>	<b>357,458</b>	<b>317,059</b>
 <b>Total Liabilities and Net Assets</b>	 <b>\$ 76,358,609</b>	 <b>\$ 24,048,545</b>



**Early Learning Coalition of Broward County, Inc.**  
**FY 2022-2023 Statement of Activities**  
**For The Four Months Ended October 31, 2022**

	Oct 2022 Actual	FY 2023 YTD Actual	FY 2022 YTD Actual
<b>Revenue</b>			
DEL School Readiness	\$ 8,297,893	\$ 30,664,885	\$ 22,228,892
DEL School Readiness Match Pool	388,336	2,032,372	1,797,640
DEL Preschool Development Grant	55,037	112,314	25,316
DEL - School Readiness Program Assessments	26,986	33,563	
DEL - CARES/CRRSA Pandemic Relief	136,818	484,744	-
DEL-ARPA Pandemic Relief	9,569,823	18,627,299	-
OEL - School Readiness Program Assessments	-	-	-
DEL - Voluntary Pre-K	4,674,078	12,049,593	9,199,752
CSC - Income Eligible	341,329	2,570,006	1,406,190
CSC - Vulnerable Populations	265,272	925,636	721,324
Broward County- SR Match	173,590	1,672,989	777,672
Broward County - Special Needs	-	-	77,157
Local Match: United Way & Cities	69,348	106,859	142,573
AD Henderson Foundation	12,000	12,000	
BECE & Misc	2,705	11,838	819
<b>Total Revenue</b>	<b>\$ 24,013,215</b>	<b>\$ 69,304,097</b>	<b>\$ 36,377,336</b>
<b>Expenses</b>			
<b>Child Care Slots and Incentives:</b>			
DEL School Readiness	\$ 6,987,947	\$ 26,041,972	\$ 18,164,480
DEL School Readiness Match Pool	388,336	2,032,372	1,797,640
DEL-CARES/CRRSA Pandemic Relief	-	-	-
DEL - Voluntary Pre-K	4,490,926	11,599,211	8,861,915
CSC - Income Eligible	258,942	2,332,602	1,301,218
CSC - Vulnerable Populations	235,838	916,801	663,941
Broward County- Income Eligible	154,302	1,487,101	690,879
Broward County - Special Needs	-	-	68,584
Municipalities-SR Local Match	69,348	106,859	142,573
Stipends and Grants to Providers	9,569,823	18,839,395	137,621
Placeholder: Restricted Allocations	-	-	
<b>Total Child Care Slots and Incentives</b>	<b>\$ 22,155,463</b>	<b>\$ 63,356,315</b>	<b>\$ 31,828,852</b>
<b>Sub Recipient Expense</b>			
Children's Forum	-	35,407	19,939
211 Broward	28,454	110,594	138,317
<b>Total Sub Recipient Expense</b>	<b>\$ 28,454</b>	<b>\$ 146,001</b>	<b>\$ 158,255</b>
<b>ELC Expense</b>			
Salaries & Benefits	\$ 1,624,431	\$ 4,913,762	\$ 3,792,285
Attorneys	1,550	23,814	19,323
Auditors	-	4,000	-
Temporary Staff	-	1,232	17,560
Consultants	41,488	191,363	106,952
Staff & Board Travel	8,312	16,858	10,140
Insurance	4,295	17,179	14,961
Office Rent & Maintenance	44,468	183,044	168,134
Office Machines & Storage	3,373	6,541	2,158
Software Licenses	41,106	107,783	76,627
Internet, Email, Website, Phones	11,316	56,939	56,154
Cell Phones	7,816	31,139	17,521
Sponsorships & Memberships	78	33,339	9,475
Books for Kids	3,414	135,498	14,760
Other Operating Costs	8,975	32,277	87,323
Computer Equipment & Software	11,670	27,214	23,572
Furniture & Fixtures	-	790	675
<b>Total ELC Expense</b>	<b>\$ 1,812,292</b>	<b>\$ 5,782,772</b>	<b>\$ 4,417,619</b>
<b>Total Expenses</b>	<b>\$ 23,996,210</b>	<b>\$ 69,285,087</b>	<b>\$ 36,404,727</b>
<b>Change in net assets</b>	<b>\$ 17,005</b>	<b>\$ 19,009</b>	<b>\$ (27,391)</b>
Net assets, beginning of year		338,797	317,763
<b>Net assets, end of the period</b>		<b>\$ 357,806</b>	<b>\$ 290,372</b>

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

	FY 2023 Budget Amendment 2	YTD Actual	Balance	% of Budget	Notes
<b>Revenue:</b>					
DEL School Readiness	\$ 82,901,826	\$ 30,664,885	\$ 52,236,941	37%	High enrollments, addl funds expected
DEL School Readiness Match Pool	5,124,438	2,032,372	3,092,066	40%	
DEL Preschool Development Grant	387,496	112,314	275,182	29%	Intermittent Expenditures
DEL - School Readiness Program Assessments	620,191	33,563	586,628	5%	CLASS Observations Ramping Up
DEL - CARES/CRRSA Pandemic Relief	8,053,271	484,744	7,568,527	6%	Restricted by DEL, Workforce Initiative
DEL-ARPA Pandemic Relief	115,968,498	18,627,299	97,341,199	16%	Restricted by DEL, Grants & Stipends
DEL - Voluntary Pre-K	51,732,328	12,049,593	39,682,735	23%	Program ramps up during School Year
CSC - Income Eligible	4,923,314	2,570,006	2,353,308	52%	Expiring Q1 funds fully utilized
CSC - Vulnerable Populations	2,485,992	925,636	1,560,356	37%	
Broward County- SR Match	2,757,572	1,672,989	1,084,583	61%	Expiring Q1 funds fully utilized
Broward County - Special Needs	498,923	-	498,923	0%	All special needs kids served in SR
Univ of Florida Lastinger Ctr	70,000	-	70,000	0%	Intermittent Expenditures
Local Match: United Way & Cities	400,000	106,859	293,141	27%	Intermittent Expenditures
AD Henderson Foundation	-	12,000	(12,000)	0%	Intermittent Expenditures
BECE & Misc	50,000	11,838	38,162	24%	Intermittent Program Income
<b>Total Revenue</b>	<b>\$ 275,973,850</b>	<b>\$ 69,304,097</b>	<b>\$ 206,669,753</b>	<b>25%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
DEL School Readiness	\$ 69,414,759	\$ 26,041,972	\$ 43,372,787	38%	Above target, addl funds expected
DEL School Readiness Match Pool	5,124,438	2,032,372	3,092,066	40%	
DEL-CARES/CRRSA Pandemic Relief	114,855	-	114,855	0%	Restricted for COVID closures
DEL - Voluntary Pre-K	50,041,032	11,599,211	38,441,820	23%	Program ramps up during School Year
CSC - Income Eligible	4,430,983	2,332,602	2,098,380	53%	Expiring Q1 funds fully utilized
CSC - Vulnerable Populations	2,237,393	916,801	1,320,591	41%	Expiring Q1 funds fully utilized
Broward County- Income Eligible	2,451,175	1,487,101	964,074	61%	Expiring Q1 funds fully utilized
Broward County - Special Needs	443,487	-	443,487	0%	All Special Needs Children in SR program
Local Match: United Way & Cities	400,000	106,859	293,141	27%	Intermittent Expenditures
Stipends and Grants to Providers	109,294,263	18,839,395	90,454,868	17%	ARPA Grant 2nd Installments
Placeholder: Restricted Allocations	13,830,580	-	13,830,580	0%	
<b>Total Child Care Slots and Incentives</b>	<b>\$ 257,782,965</b>	<b>\$ 63,356,315</b>	<b>\$ 194,426,651</b>	<b>25%</b>	
<b>Sub Recipient Expense</b>					
Children's Forum	148,797	\$ 35,407	113,389	24%	
211 Broward	462,000	110,594	351,406	24%	
<b>Total Sub Recipient Expense</b>	<b>\$ 610,797</b>	<b>\$ 146,001</b>	<b>\$ 464,796</b>	<b>24%</b>	
<b>ELC Expense</b>					
Salaries & Benefits	\$ 14,559,844	\$ 4,913,762	\$ 9,646,082	34%	
Attorneys	109,000	23,814	85,186	22%	Intermittent Expenditures
Auditors	42,500	4,000	38,500	9%	Intermittent Expenditures
Temporary Staff	50,000	1,232	48,768	2%	Intermittent Expenditures
Consultants	515,729	191,363	324,367	37%	
Staff & Board Travel & Training	75,000	16,858	58,142	22%	Intermittent Expenditures
Insurance	52,418	17,179	35,239	33%	
Office Rent & Maintenance	468,769	183,044	285,725	39%	
Office Machines & Storage	6,332	6,541	(209)	103%	Storage unit closeout
Software Licenses	230,154	107,783	122,371	47%	Annual Licenses paid up front
Internet, Email, Website, Phones	131,866	56,939	74,927	43%	Office 365 Vendor transition in process
Cell Phones	91,200	31,139	60,061	34%	
Sponsorships & Memberships	61,285	33,339	27,946	54%	Intermittent Expenditures
Books for Kids	550,000	135,498	414,502	25%	
Instructional Materials	80,000	-	80,000	0%	Procurement in Process
Other Operating Costs	273,803	32,277	241,526	12%	Intermittent Expenditures
Computer Equipment & Software	58,916	27,214	31,702	46%	Intermittent Expenditures
Furniture & Fixtures	11,542	790	10,752	7%	Intermittent Expenditures
Unallocated (Budget Only)	211,730	-	211,730	0%	
<b>Total ELC Expense</b>	<b>\$ 17,580,088</b>	<b>\$ 5,782,772</b>	<b>\$ 11,797,316</b>	<b>33%</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 18,190,884</b>	<b>\$ 5,928,773</b>	<b>\$ 12,262,111</b>	<b>33%</b>	
<b>Total Expense</b>	<b>\$ 275,973,850</b>	<b>\$ 69,285,087</b>	<b>\$ 206,688,762</b>	<b>25%</b>	

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

	FY 2023 Budget Amendment 2	YTD Actual	Balance	% of Budget	Notes
<b>Revenue:</b>					
DEL School Readiness	\$ 82,901,826	\$ 30,664,885	\$ 52,236,941	37%	High enrollments, addl funds expected
DEL School Readiness Match Pool	5,124,438	2,032,372	3,092,066	40%	
DEL Preschool Development Grant	387,496	112,314	275,182	29%	Intermittent Expenditures
DEL - School Readiness Program Assessments	620,191	33,563	586,628	5%	CLASS Observations Ramping Up
DEL - CARES/CRRSA Pandemic Relief	8,053,271	484,744	7,568,527	6%	Restricted by DEL, Workforce Initiative
DEL-ARPA Pandemic Relief	115,968,498	18,627,299	97,341,199	16%	Restricted by DEL, Grants & Stipends
DEL - Voluntary Pre-K	51,732,328	12,049,593	39,682,735	23%	Program ramps up during School Year
CSC - Income Eligible	4,923,314	2,570,006	2,353,308	52%	Expiring Q1 funds fully utilized
CSC - Vulnerable Populations	2,485,992	925,636	1,560,356	37%	
Broward County- SR Match	2,757,572	1,672,989	1,084,583	61%	Expiring Q1 funds fully utilized
Broward County - Special Needs	498,923	-	498,923	0%	All special needs kids served in SR
Univ of Florida Lastinger Ctr	70,000	-	70,000	0%	Intermittent Expenditures
Local Match: United Way & Cities	400,000	106,859	293,141	27%	Intermittent Expenditures
AD Henderson Foundation		12,000			Intermittent Expenditures
BECE & Misc	50,000	11,838	38,162	24%	Intermittent Program Income
<b>Total Revenue</b>	<b>\$ 275,973,850</b>	<b>\$ 69,304,097</b>	<b>\$ 206,681,753</b>	<b>25%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
DEL School Readiness	\$ 69,414,759	\$ 26,041,972	\$ 43,372,787	38%	Above target, addl funds expected
DEL School Readiness Match Pool	5,124,438	2,032,372	3,092,066	40%	
DEL-CARES/CRRSA Pandemic Relief	114,855	-	114,855	0%	Restricted for COVID closures
DEL - Voluntary Pre-K	50,041,032	11,599,211	38,441,820	23%	Program ramps up during School Year
CSC - Income Eligible	4,430,983	2,332,602	2,098,380	53%	Expiring Q1 funds fully utilized
CSC - Vulnerable Populations	2,237,393	916,801	1,320,591	41%	Expiring Q1 funds fully utilized
Broward County- Income Eligible	2,451,175	1,487,101	964,074	61%	Expiring Q1 funds fully utilized
Broward County - Special Needs	443,487	-	443,487	0%	All Special Needs Children in SR program
Municipalities-SR Local Match	400,000	106,859			Intermittent Expenditures
Stipends and Grants to Providers	109,294,263	18,839,395			ARPA Grant 2nd Installments
Placeholder: Restricted Allocations	13,830,580	-	13,830,580	0%	
<b>Total Child Care Slots and Incentives</b>	<b>\$ 257,782,965</b>	<b>\$ 63,356,315</b>	<b>\$ 103,678,642</b>	<b>25%</b>	
<b>Program Expense</b>					
Children's Forum	\$ 114,979	\$ 32,877	\$ 82,102	29%	Billing Delays
211 Broward	337,000	70,370	266,630	21%	Staff Turnover
Eligibility, Payments & CCR&R	8,041,474	3,276,173	4,765,302	41%	
Quality & Education	4,723,429	1,050,892	3,672,538	22%	CLASS & Workforce Activities Ramping UP
<b>Total Program Expense</b>	<b>\$ 13,216,883</b>	<b>\$ 4,430,311</b>	<b>\$ 8,786,571</b>	<b>34%</b>	
<b>Administrative Expense</b>					
Children's Forum	33,817	2,531	31,286	7%	Billing Delays
211 Broward	125,000	40,223	84,777	32%	
ELC Administration	4,815,185	1,455,708	3,359,477	30%	2.1% of Revenues (ELC Only)
<b>Total Administrative Expense</b>	<b>\$ 4,974,002</b>	<b>\$ 1,498,462</b>	<b>\$ 3,475,540</b>	<b>30%</b>	<b>2.2 % of Revenues (All Admin)</b>
<b>Total Expenses</b>	<b>\$ 275,973,850</b>	<b>\$ 69,285,087</b>	<b>\$ 206,688,762</b>	<b>25%</b>	

# SCHOOL READINESS 3 YEAR UTILIZATION FY 2023 -2024

## New Enrollments from Waitlist:

Enrollment based on zero waiting time eff April 1, 2022

## Funding Changes:

## 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 2022-23

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness Base	School Readiness Gold Seal/QPI	Children's Services Council	Broward County	Total Slots	Match	Net Billable	
A	Jul-22	21	86%	13,240	-97	\$28.75	5,777,650	962,619	810,496	443,833	7,994,598	(35,015)	7,959,583	
A	Aug-22	23	94%	13,891	+651	26.12	6,201,483	1,055,288	642,374	444,483	8,343,628	(34,400)	8,309,228	
A	Sep-22	22	94%	13,817	-74	25.90	5,790,926	1,016,552	620,873	444,483	7,872,835	(28,557)	7,844,279	
A	Oct-22	21	94%	14,260	+443	26.06	6,432,149	959,400	258,942	154,302	7,804,792	(30,693)	7,774,099	
P	Nov-22	22	94%	14,393	+133	25.92	6,760,331	1,032,458	258,941	154,302	8,206,032	(32,155)	8,173,877	
P	Dec-22	22	94%	14,526	+133	25.91	6,816,105	1,050,124	258,941	154,302	8,279,472	(32,155)	8,247,318	
P	Jan-23	22	94%	14,659	+133	25.90	6,871,880	1,067,790	258,941	154,302	8,352,912	(32,155)	8,320,758	
P	Feb-23	20	94%	14,792	+133	25.95	6,277,287	986,290	258,941	154,302	7,676,820	(29,231)	7,647,589	
P	Mar-23	23	94%	14,925	+133	25.86	7,311,390	1,153,488	258,941	154,302	8,878,122	(33,616)	8,844,505	
P	Apr-23	20	94%	15,058	+133	25.93	6,378,695	1,018,410	258,941	154,302	7,810,348	(29,231)	7,781,116	
P	May-23	23	94%	15,191	+133	26.31	7,420,369	1,358,601	258,941	154,302	9,192,213	(34,220)	9,157,993	
P	Jun-23	22	94%	15,324	+133	27.25	7,125,954	1,648,498	258,941	154,306	9,187,699	(34,465)	9,153,234	
Average Enrollments (Baseline)				14,506		\$26.32	<b>Proj Total</b>	\$ 79,164,221	\$ 13,309,517	\$ 4,404,213	\$ 2,721,521	\$ 99,599,471	\$ (385,891)	\$ 99,213,580
Increase to baseline FY23 over FY22				2,284			<b>Budget</b>	66,404,348	8,671,721	4,404,213	2,721,521	82,201,803	(385,891)	81,815,912
							<b>Surplus(Deficit)</b>	(12,759,873)	(4,637,796)	-	-	(17,397,668)	-	\$ (17,397,668)
Increase to baseline FY23 over FY17				5,110	(FY17 Baseline= 9,396)		<b>Carry-Over</b>	-	-	-	-	-	-	-
Increase in Avg Cost over FY17				\$ 7.70	(FY17 Baseline = \$18.62)		<b>Surplus(Deficit)</b>	\$ (12,759,873)	\$ (4,637,796)	\$ -	\$ -	\$ (17,397,668)	\$ -	\$ (17,397,668)

## Fiscal Year 2023-24

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	School Readiness Gold Seal/QPI	Children's Services Council	Broward County	Total Slots	Match	Net Billable	
P	Jul-23	21	94%	15,113	-211	\$26.26	6,884,863	1,020,450	269,495	158,772	8,333,580	(30,539)	8,303,040	
P	Aug-23	23	94%	15,123	+10	26.14	7,579,920	1,097,169	269,495	145,404	9,091,988	(33,448)	9,058,540	
P	Sep-23	21	94%	15,133	+10	26.24	6,893,057	1,024,934	269,495	152,198	8,339,684	(30,539)	8,309,145	
P	Oct-23	22	94%	15,143	+10	26.14	7,098,171	1,215,013	269,495	124,750	8,707,429	(31,994)	8,675,436	
P	Nov-23	22	94%	15,153	+10	26.14	7,097,844	1,220,791	269,495	124,750	8,712,881	(31,994)	8,680,887	
P	Dec-23	21	94%	15,163	+10	26.18	6,769,531	1,172,006	269,495	124,750	8,335,782	(30,539)	8,305,243	
P	Jan-24	23	94%	15,173	+10	26.09	7,439,912	1,271,804	269,495	124,750	9,105,961	(33,448)	9,072,513	
P	Feb-24	21	94%	15,183	+10	26.18	6,778,586	1,173,358	269,495	124,750	8,346,189	(30,539)	8,315,650	
P	Mar-24	21	94%	15,193	+10	26.18	6,783,114	1,174,034	269,495	124,750	8,351,393	(30,539)	8,320,853	
P	Apr-24	22	94%	15,203	+10	26.13	7,121,559	1,224,332	269,495	124,750	8,740,137	(31,994)	8,708,143	
P	May-24	23	94%	15,213	+10	26.56	7,614,746	1,282,586	269,495	124,750	9,291,577	(34,052)	9,257,525	
P	Jun-24	20	94%	15,223	+10	27.64	6,874,402	1,145,933	269,495	124,750	8,414,580	(31,185)	8,383,395	
Average Enrollments (Baseline)				15,168		\$26.32	<b>Proj Total</b>	\$ 84,935,705	\$ 14,022,408	\$ 3,233,944	\$ 1,579,124	\$ 103,771,182	\$ (380,812)	\$ 103,390,370
Increase to baseline FY24 over FY23				661			<b>Budget</b>	66,399,268	8,671,721	3,233,944	1,579,124	79,884,058	(380,812)	79,503,246
							<b>Surplus(Deficit)</b>	(18,536,437)	(5,350,687)	-	-	(23,887,124)	-	\$ (23,887,124)
Increase to baseline FY24 over FY17				5,772	(FY17 Baseline= 9,396)		<b>Carry-Over</b>	-	-	-	-	-	-	-
Increase in Avg Cost over FY17				\$ 7.70	(FY17 Baseline = \$18.62)		<b>Surplus(Deficit)</b>	\$ (18,536,437)	\$ (5,350,687)	\$ -	\$ -	\$ (23,887,124)	\$ -	\$ (23,887,124)

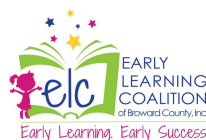
# SCHOOL READINESS UTILIZATION FY 2021-2023

## Children Services Council Vulnerable Population Contract

### New Enrollments from Waitlist:

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

### Funding Changes:



### Assumptions:

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

## Contract Year 2021-22 (CONTRACT EXTENSION)

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	Total Slots	Adjustments	Net Billable	
A	Oct-21	22	276	-5	27.74	168,431		168,431	
A	Nov-21	22	274	-2	26.44	159,352		159,352	
A	Dec-21	21	255	-19	30.62	163,954		163,954	
A	Jan-22	23	250	-5	26.18	150,542		150,542	
A	Feb-22	20	263	+13	29.93	157,427		157,427	
A	Mar-22	22	276	+13	34.78	211,165		211,165	
A	Apr-22	21	278	+2	33.18	193,695		193,695	
A	May-22	23	288	+10	30.90	204,660		204,660	
A	Jun-22	21	273	-15	32.60	186,872		186,872	
A	Jul-22	22	268	-5	32.49	191,550		191,550	
A	Aug-22	21	305	+37	36.79	235,662		235,662	
A	Sep-22	20	310	+5	40.06	248,356		248,356	
							Projected Total	\$	2,271,665
							FY2022 CSC Contract Extension		2,271,665
							Surplus(Deficit) CSC Contract Year	\$	-

## Contract Year 2022-23

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	Total Slots	Adjustments	Net Billable	
A	Oct-22	22	311	+1	34.47	235,838		235,838	
P	Nov-22	22	318	+7	34.47	241,147		241,147	
P	Dec-22	21	325	+7	34.47	235,252		235,252	
P	Jan-23	23	332	+7	35.47	270,843		270,843	
P	Feb-23	20	339	+7	34.47	233,701		233,701	
P	Mar-23	22	346	+7	34.47	262,380		262,380	
P	Apr-23	21	353	+7	34.47	255,520		255,520	
P	May-23	23	360	+7	34.47	285,405		285,405	
P	Jun-23	21	367	+7	34.47	265,654		265,654	
P	Jul-23	22	374	+7	34.47	283,613		283,613	
P	Aug-23	21	381	+7	37.75	302,054		302,054	
P	Sep-23	20	388	+7	34.47	267,481		267,481	
							Projected Total	\$	3,138,888
							FY23 CSC Contract Year Bud	\$	2,284,388
							Surplus(Deficit) CSC Contract Year	\$	(854,500)

ITEM#/MEETING	B233FIN2 / Board
MEETING DATE:	December 12, 2022
SUBJECT:	FY 2023 Budget Amendment #3
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve FY2023 Budget Amendment #3</b>
FINANCIAL IMPACT:	None, Reallocation Only

**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. In September, the Board approved Budget Amendment #1, which included updated amounts from those actual awards. In November, the Board Approved Amendment #2, which further updated the awards with large allocations pending further guidance. Since then, DEL has issued final guidance on how to expend the additional awards, and we propose Amendment #3 to reallocate funds in accordance with DEL guidance for fiscal year 2023.

**Current Status:** Key changes and updates Included in FY2023 Budget Amendment #3 are as follows:

**1. ARPA Stimulus Funding Allocation Changes:**

*\$3,640,370 allocated from restricted funding placeholder to purchase CLASS®-related trainings and materials required for educators and providers to meet ARPA workforce incentive Stipend and Grant upskill requirements. See detailed purchase list in Executive Committee Packet action item for procurement.*

**2. CRRSA Stimulus Funding Allocation Changes as Requested by DEL:**

*\$2,770,160 allocated from un-used CRRSA Phase V & VI grant funding and restricted funding placeholder to expand Broward’s Above and Beyond program to align with the program budget below, pending final approval by DEL. The expansion includes additional CLASS training supports, CDA training, HR management training, DCF training registration fee support, CPR and other miscellaneous upskill trainings for providers. The expansion also adds 28 new, temporary grant-funded roles in addition to the original 8 positions approved in FY22. As Follows:*

- 2 Fiscal Specialists to maintain individual educator vendor accounts for receiving stipends
- 13 Education Stipend Specialists & Manager to provide stipend customer service for providers & educators
- 2 Education Manager and Specialist to launch and manage Broward’s CDA Academy
- 2 Education Staff to bolster on-site coaching & data analysis to increase Above and Beyond participating centers from 50 to 55
- 9 Inclusion Staff to overlay Inclusion services to onsite coaching

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- 28 Total New Positions

Category	Description	Existing DEL Approved Budget	Proposed Expansion	Total Proposed Budget
<b>Operations</b>	36 Staff total through June 30, 2022. <b>28 New</b> 15 Stipend Support, 2 CDA Academy, 2 OnSite Coaching & Data (8 Existing), 9 Inclusion	\$ 396,605	\$1,763,169	\$2,159,774
<b>Financial Incentives</b>	Sign on, Retention and Referral Bonuses	1,725,000	1,310,000	3,035,000
<b>CLASS Items</b>	CLASS trainings; Dimension Guides, Kits, Score Shee	275,000	635,000	910,000
<b>Equipment</b>	Laptops, Cell Phones, Portable Projectors & Screens		40,000	40,000
<b>CDA Training Expens</b>	CDA Academy Materials		175,000	175,000
<b>Other (List)</b>	Human Resource Consultant/Coach		50,000	50,000
<b>Other (List)</b>	Nova Southeastern DCF Training Registrations		75,000	75,000
<b>Other (List)</b>	One Beat CPR Trainings		40,000	40,000
<b>Other (List)</b>	Other Miscellaneous Upskilling On-line Trainings		50,000	50,000
<b>Total</b>		<b>\$2,396,605</b>	<b>\$4,138,169</b>	<b>\$6,534,774</b>

FY 2023 Proposed Amended Staffing Plan				
Business Unit	FY 2023 Approved June 2022	FY 2023 Proposed	Proposed FTE Change	Notes
CEO & Support	2.0	2.0	0.0	
Finance & Contracts	11.0	13.0	2.0	2 Vendor Specialists for Stipends
Operations	12.0	12.0	0.0	
IT	7.0	7.0	0.0	
CPO & Communications	4.0	4.0	0.0	
<b>Total Admin FTE</b>	<b>36.0</b>	<b>38.0</b>	<b>2.0</b>	
Provider Payments	15.0	15.0	0.0	
Provider Rel	13.0	13.0	0.0	
Customer Service	22.0	22.0	0.0	
Eligibility	74.0	74.0	0.0	
Quality & Education	46.0	72.0	26.0	9 Inclusion, 13 Stipend, 4 Education
<b>Total Program FTE</b>	<b>170.0</b>	<b>196.0</b>	<b>26.0</b>	
<b>Total Budget FTE</b>	<b>206.0</b>	<b>234.0</b>	<b>28.0</b>	

**3. Separate Motion for Proposed \$400,000 Performance Compensation Pool:**

*Under a separate item for Board action, a FY23 funding pool not to exceed \$400,000 is proposed to be allocated to staff costs. While this change is not yet reflected in the staff cost line item for this amendment, it will be added once the motion to approve the pool is approved. The funding pool will be derived from all organizational funding in accordance with Coalition cost allocation policy and will be created by reallocating funds for direct charge staff from the "Placeholder – restricted allocations" line in accordance with funded activities.*

**Recommendations:**

Finance Committee and ELC staff Recommend Board Approve FY 23 budget amendment #3

**Supporting Documents:**

- Draft FY2023 Budget Amendment #3 with comparison to last three years and current year actuals

## FY2023 Budget Amendment #2 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	\$ 69,414,759	\$ 6,500,500	\$ 3,133,119	\$ 3,853,448	\$ 82,901,826
DEL School Readiness Match	5,124,438	-	-	-	5,124,438
DEL Preschool Development Grant	-	-	368,121	19,375	387,496
DEL CLASS Observation Funding	-	-	620,191	-	620,191
DEL-CARES/CRRSA Pandemic Relief	114,855	-	7,535,752	402,664	8,053,271
DEL-ARPA	-	-	115,968,498	-	115,968,498
DEL - Voluntary Pre-K	50,041,032	1,268,472	-	422,824	51,732,328
CSC - Income Eligible	4,430,983	369,249	-	123,083	4,923,314
CSC - Vulnerable Populations	2,237,393	186,449	-	62,150	2,485,992
Broward County- Income Eligible	2,451,175	229,798	-	76,599	2,757,572
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
<b>Total Revenue</b>	<b>\$ 134,658,122</b>	<b>\$ 8,596,045</b>	<b>\$ 127,745,682</b>	<b>\$ 4,974,001</b>	<b>\$ 275,973,850</b>

**Expense:**

**Child Care Slots & Incentives**

DEL - School Readiness	\$ 69,414,759	-	-	-	\$ 69,414,759
DEL - School Readiness Match	5,124,438	-	-	-	5,124,438
DEL-CARES/CRRSA Pandemic Relief	114,855	-	-	-	114,855
DEL - Voluntary Pre-K	50,041,032	-	-	-	50,041,032
CSC - Income Eligible	4,430,983	-	-	-	4,430,983
CSC - Vulnerable Populations	2,237,393	-	-	-	2,237,393
Broward County-Income	2,451,175	-	-	-	2,451,175
Broward County - Special Needs	443,487	-	-	-	443,487
Local Match: United Way & Cities	400,000	-	-	-	400,000
Learning Pods Collaborative	-	-	-	-	-
Stipends & Grants to Providers	-	-	107,428,317	-	107,428,317
Placeholder: Restricted Allocations	-	-	9,285,996	-	9,285,996
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 134,658,122</b>	<b>\$ -</b>	<b>\$ 116,714,314</b>	<b>\$ -</b>	<b>\$ 251,372,436</b>

**Sub Recipient Operating Expenses**

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

**ELC Operating Expenses**

Staff Costs	-	\$ 7,764,123	\$ 5,185,309	\$ 3,373,581	\$ 16,323,014
Attorneys	-	-	-	109,000	109,000
Auditors	-	-	-	42,500	42,500
Temporary Staff	-	-	-	50,000	50,000
Consultants	27,250	448,950	80,288	556,488	556,488
Staff & Board Travel	0	17,448	57,552	75,000	75,000
Insurance	28,165	16,887	7,366	52,418	52,418
Office Rent & Utilities	260,519	147,242	64,228	471,989	471,989
Office Machines & Storage	0	-	6,332	6,332	6,332
Software Licenses	18,785	12,950	198,419	230,154	230,154
Phones/Internet/Web Page	78,519	47,050	6,297	131,866	131,866
Cell Phones	(0)	2,700	91,200	93,900	93,900
Sponsorships & Memberships	-	-	61,285	61,285	61,285
Books for Kids	-	550,000	-	-	550,000
Instructional Materials	-	4,772,841	-	-	4,772,841
Fees, Supplies & Other Costs	4,000	4,953	264,850	273,803	273,803
Computers & Software	59,846	34,965	13,156	107,967	107,967
Furniture & Fixtures	-	-	11,542	11,542	11,542
Unallocated Budget Only	-	17,838	(324,906)	377,588	70,521
<b>Total ELC Operating</b>	<b>\$ -</b>	<b>\$ 8,259,045</b>	<b>\$ 10,916,389</b>	<b>\$ 4,815,184</b>	<b>\$ 23,990,617</b>

**Total ELC & Sub Recipient**

	\$ -	\$ 8,596,045	\$ 11,031,368	\$ 4,974,001	\$ 24,601,414
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<b>Total Expense</b>	<b>\$ 134,658,122</b>	<b>\$ 8,596,045</b>	<b>\$ 127,745,682</b>	<b>\$ 4,974,001</b>	<b>\$ 275,973,850</b>
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<b>Revenue Over Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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<b>Percent Total Expenses</b>	<b>48.79%</b>	<b>3.11%</b>	<b>46.29%</b>	<b>1.80%</b>	<b>100.00%</b>
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# Proposed FY2023 Amended Budget Three Year Comparison



**Revenue:**

	FY21	FY22	FY23	FY23	FY23	+/-
	FY2021 Actual	FY22 Preliminary Actual (Unaudited)	FY23 Preliminary Approved June 2022	FY23 Amendment 2 Approved November 2022	FY23 Amendment 3 Proposed	Change Amendment 3 over Amendment 2
DEL School Readiness	\$ 64,093,701	\$ 74,971,629	\$ 81,478,712	\$ 82,901,826	\$ 82,901,826	\$ -
DEL School Readiness Match Pool	5,489,725	5,331,417	5,380,330	5,124,438	5,124,438	-
DEL Preschool Development Grant	872,970	256,456	350,000	387,496	387,496	-
DEL CLASS Observation Funding		403,260	256,870	620,191	620,191	-
DEL-CARES/CRRSA Pandemic Relief	27,543,012	22,047,036	3,650,000	8,053,271	8,053,271	-
DEL - ARPA		21,245,313	35,000,000	115,968,498	115,968,498	-
DEL - Voluntary Pre-K	27,139,415	34,070,298	53,671,980	51,732,328	51,732,328	-
CSC - Income Eligible	4,502,338	3,483,105	3,844,530	4,923,314	4,923,314	-
CSC - Vulnerable Populations	1,725,958	2,312,873	2,468,621	2,485,992	2,485,992	-
Broward County- Income Eligible	1,902,157	1,896,240	1,708,173	2,757,572	2,757,572	-
Broward County - Special Needs	303,639	141,655	498,923	498,923	498,923	-
Univ of Florida Lastinger Ctr	49,900	72,910	70,000	70,000	70,000	-
Local Match: United Way & Cities	371,301	406,881	400,000	400,000	400,000	-
BECE & Misc	291,221	13,103	50,000	50,000	50,000	-
<b>Total Revenue</b>	<b>\$ 134,285,337</b>	<b>\$ 166,652,174</b>	<b>\$ 188,828,140</b>	<b>\$ 275,973,850</b>	<b>\$ 275,973,850</b>	<b>\$ -</b>

**Expense:**

	FY21	FY22	FY23	FY23	FY23	+/-
	FY2021 Actual	FY22 Preliminary Actual (Unaudited)	FY23 Preliminary Approved June 2022	FY23 Amendment 2 Approved November 2022	FY23 Amendment 3 Proposed	Change Amendment 3 over Amendment 2
<b>Child Care Slots &amp; Incentives</b>						
DEL School Readiness	\$ 49,029,070	\$ 62,134,777	\$ 67,917,249	\$ 69,414,759	\$ 69,414,759	\$ -
DEL School Readiness Match Pool	5,489,725	5,331,417	5,380,330	5,124,438	5,124,438	-
DEL-CARES/CRRSA Pandemic Relief	12,861,548	13,230	128,086	114,855	114,855	-
DEL - Voluntary Pre-K	26,047,263	32,759,542	51,607,673	50,041,032	50,041,032	-
CSC - Income Eligible	3,981,297	3,148,517	3,460,077	4,430,983	4,430,983	-
CSC - Vulnerable Populations	1,552,987	2,095,359	2,221,759	2,237,393	2,237,393	-
Broward County- Income Eligible	1,690,800	1,685,547	1,518,376	2,451,175	2,451,175	-
Broward County - Special Needs	269,901	125,915	443,487	443,487	443,487	-
Local Match: United Way & Cities	371,341	406,885	400,000	400,000	400,000	-
Learning Pods Collaborative	206,000	-	-	-	-	-
Stipends and Grants to Providers	19,009,243	43,688,819	35,645,551	109,294,263	107,428,317	(1,865,946)
Placeholder: Restricted Allocations		-	2,000,000	13,830,580	9,285,996	(4,544,584)
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 120,509,176</b>	<b>\$ 151,390,008</b>	<b>\$ 170,722,589</b>	<b>\$ 257,782,965</b>	<b>\$ 251,372,436</b>	<b>\$ (6,410,530)</b>
<b>Sub Recipient Expense</b>						
School Board of Broward County	1,192,800	-	-	-	-	\$ -
Nova Southeastern University	-	-	-	-	-	-
Children's Forum	72,739	109,386	148,797	148,797	148,797	-
211-Broward	455,193	447,355	462,000	462,000	462,000	-
<b>Total Sub Recipient Expense</b>	<b>\$ 1,720,732</b>	<b>\$ 556,741</b>	<b>\$ 610,797</b>	<b>\$ 610,797</b>	<b>\$ 610,797</b>	<b>\$ -</b>
<b>ELC Expense</b>						
Salaries & Benefits	\$ 10,279,570	\$ 12,137,659	\$ 14,559,844	\$ 14,559,844	\$ 16,323,014	\$ 1,763,169
Attorneys	62,127	52,138	109,000	109,000	109,000	-
Auditors	37,500	36,500	42,500	42,500	42,500	-
Temporary Staff	2,697	46,637	50,000	50,000	50,000	-
Consultants	185,427	572,330	616,279	515,729	556,488	40,759
Staff & Board Travel	10,465	88,386	75,000	75,000	75,000	-
Insurance	33,492	42,105	52,418	52,418	52,418	-
Office Rent & Utilities	432,396	562,585	468,769	468,769	471,989	3,219
Office Machines & Storage	8,545	8,310	10,085	6,332	6,332	-
Software Licenses	194,325	240,496	230,154	230,154	230,154	-
Internet & Phones	101,141	216,068	119,954	131,866	131,866	-
Cell Phones	55,444	59,263	91,200	91,200	93,900	2,700
Sponsorships & Memberships	46,984	66,600	59,115	61,285	61,285	-
Books for Kids	280,982	213,893	550,000	550,000	550,000	-
Intructional Materials	27,436	30,000	47,505	80,000	4,772,841	4,692,841
Other Operating Costs	254,987	218,719	233,803	273,803	273,803	-
Computer Equipment & Software	35,013	90,253	58,916	58,916	107,967	49,051
Furniture & Fixtures	6,773	675	11,542	11,542	11,542	-
Depreciation	3,916	1,778	-	-	-	-
Unallocated (Budget Only)	-	-	108,670	211,730	70,521	(141,210)
<b>Total ELC Expense</b>	<b>\$ 12,059,221</b>	<b>\$ 14,684,393</b>	<b>\$ 17,494,754</b>	<b>\$ 17,580,088</b>	<b>\$ 23,990,617</b>	<b>\$ 6,410,530</b>
<b>Total Non-Slot Expense</b>	<b>\$ 13,779,953</b>	<b>\$ 15,241,133</b>	<b>\$ 18,105,550</b>	<b>\$ 18,190,884</b>	<b>\$ 24,601,414</b>	<b>\$ 6,410,530</b>
<b>Total Expense</b>	<b>\$ 134,289,129</b>	<b>\$ 166,631,141</b>	<b>\$ 188,828,140</b>	<b>\$ 275,973,850</b>	<b>\$ 275,973,850</b>	<b>\$ (0)</b>
<b>Revenue over Expense</b>	<b>\$ (3,792)</b>	<b>\$ 21,033</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Reason for Change

# Proposed FY23 Amendment #3 vs Year to Date Actual



**Revenue:**

	FY22	Oct-22	Balance	%	
	FY23 Amendment 3 Proposed	YTD Actual	Remaining Balance	% YTD Expenditures	Notes
DEL School Readiness	\$ 82,901,826	\$ 30,664,885	\$ 52,236,941	37%	High enrollments, addl funds expected
DEL School Readiness Match	5,124,438	2,032,372	3,092,066	40%	
DEL Preschool Development Grant	387,496	112,314	275,182	29%	Intermittent Expenditures
DEL CLASS Observation Funding	620,191	33,563	586,628	5%	CLASS Observations Ramping Up
DEL-CARES/CRRSA Pandemic Relief	8,053,271	484,744	7,568,527	6%	Restricted by DEL, Workforce Initiative
DEL-ARPA	115,968,498	18,627,299	97,341,199	16%	Restricted by DEL, Grants & Stipends
DEL - Voluntary Pre-K	51,732,328	12,049,593	39,682,735	23%	Program ramps up during School Year
CSC - Income Eligible	4,923,314	2,570,006	2,353,308	52%	Expiring Q1 funds fully utilized
CSC - Vulnerable Populations	2,485,992	925,636	1,560,356	37%	
Broward County- Income Eligible	2,757,572	1,672,989	1,084,583	61%	Expiring Q1 funds fully utilized
Broward County - Special Needs	498,923	-	498,923	0%	All special needs kids served in SR
Univ of Florida Lastinger Ctr	70,000	-	70,000	0%	Intermittent Expenditures
Local Match: United Way & Cities	400,000	106,859	293,141	27%	Intermittent Expenditures
BECE & Misc	50,000	23,838	26,162	48%	Intermittent Expenditures
<b>Total Revenue</b>	<b>\$ 275,973,850</b>	<b>\$ 69,304,097</b>	<b>\$ 206,669,753</b>	<b>25%</b>	

**Expense:**

	FY22	Oct-22	Balance	%	
	FY23 Amendment 3 Proposed	YTD Actual	Remaining Balance	% YTD Expenditures	Notes
<b>Child Care Slots &amp; Incentives</b>					
DEL School Readiness	\$ 69,414,759	\$ 26,041,972	43,372,787	38%	Above target, addl funds expected
DEL School Readiness Match Pool	5,124,438	2,032,372	3,092,066	40%	
DEL-CARES/CRRSA Pandemic Relief	114,855	-	114,855	0%	Restricted for COVID closures
DEL - Voluntary Pre-K	50,041,032	11,599,211	38,441,820	23%	Program ramps up during School Year
CSC - Income Eligible	4,430,983	2,332,602	2,098,380	53%	Expiring Q1 funds fully utilized
CSC - Vulnerable Populations	2,237,393	916,801	1,320,591	41%	Expiring Q1 funds fully utilized
Broward County- Income Eligible	2,451,175	1,487,101	964,074	61%	Expiring Q1 funds fully utilized
Broward County - Special Needs	443,487	-	443,487	0%	All Special Needs Children in SR program
Local Match: United Way & Cities	400,000	106,859	293,141	27%	Intermittent Expenditures
Stipends & Grants to Providers	107,428,317	18,839,395	88,588,922	18%	ARPA Grant 2nd Installments
Placeholder: Restricted Allocations	9,285,996	-	9,285,996	0%	
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 251,372,436</b>	<b>\$ 63,356,315</b>	<b>\$ 188,016,121</b>	<b>25%</b>	
<b>Sub Recipient Expense</b>					
Children's Forum	148,797	35,407	113,389	24%	
211-Broward	462,000	110,594	351,406	24%	
<b>Total Sub Recipient Expense</b>	<b>\$ 610,797</b>	<b>\$ 146,001</b>	<b>\$ 464,796</b>	<b>24%</b>	
<b>ELC Expense</b>					
Salaries & Benefits	\$ 16,323,014	\$ 4,913,762	\$ 11,409,251	30%	
Attorneys	109,000	23,814	85,186	22%	
Auditors	42,500	4,000	38,500	9%	Intermittent Expenditures
Temporary Staff	50,000	1,232	48,768	2%	Intermittent Expenditures
Consultants	556,488	191,363	365,125	34%	
Staff & Board Travel	75,000	16,858	58,142	22%	Intermittent Expenditures
Insurance	52,418	17,179	35,239	33%	
Office Rent & Utilities	471,989	183,044	288,944	39%	
Office Machines & Storage	6,332	6,541	(209)	103%	Storage unit closeout
Software Licenses	230,154	107,783	122,371	47%	Annual Licenses paid up front
Internet & Phones	131,866	56,939	74,927	43%	Office 365 Vendor transition in process
Cell Phones	93,900	31,139	62,761	33%	
Sponsorships & Memberships	61,285	33,339	27,946	54%	Intermittent Expenditures
Books for Kids	550,000	135,498	414,502	25%	
Instructional Materials	4,772,841	-	4,772,841	0%	Procurement in Process
Other Operating Costs	273,803	32,277	241,526	12%	Intermittent Expenditures
Computer Equipment & Software	107,967	27,214	80,753	25%	Intermittent Expenditures
Furniture & Fixtures	11,542	790	10,752	7%	Intermittent Expenditures
Unallocated (Budget Only)	70,521	-	70,521	0%	
<b>Total ELC Expense</b>	<b>\$ 23,990,617</b>	<b>\$ 5,782,772</b>	<b>\$ 18,207,845</b>	<b>24%</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 24,601,414</b>	<b>\$ 5,928,773</b>	<b>\$ 18,672,641</b>	<b>24%</b>	
<b>Total Expense</b>	<b>\$ 275,973,850</b>	<b>\$ 69,285,087</b>	<b>\$ 206,688,762</b>	<b>25%</b>	

<b>ITEM/MEETING</b>	B233FIN3 / Board
<b>DATE:</b>	December 12, 2022
<b>SUBJECT:</b>	FY23 Staff Compensation Adjustment Options
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTIONS:</b>	<b>Approve a performance bonus pool for staff and a one-time exception to ELC performance compensation policy as presented.</b>
<b>FINANCIAL IMPACT:</b>	Not to Exceed \$400,000
<b>ELC STAFF LEAD</b>	C. Klima

**Background/History**

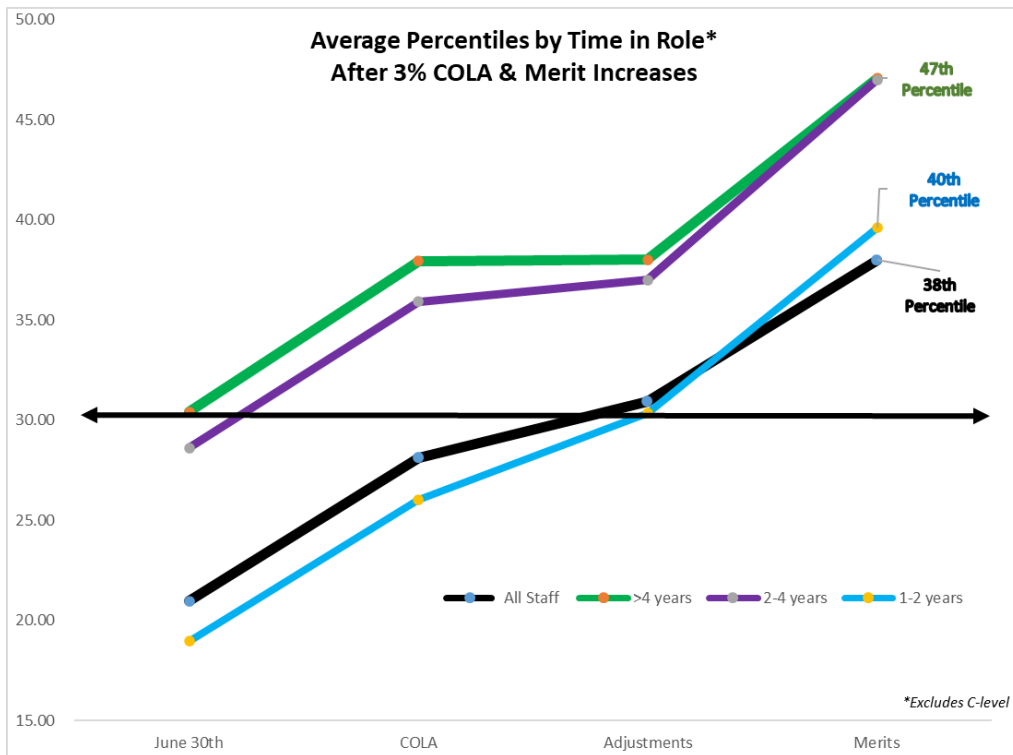
On June 13, 2022, the Board approved a recommendation from ELC consultants Compensation Resources (CRI) to implement a one-time, 3% cost of living increase for all staff hired prior to July 1, 2022, to bring them into alignment with the updated salary scale. The one-time increase, which was effective July 1, 2022, was in addition to annual merit pay increases up to 5% that are awarded each year that were also effective July 1.

The Board also requested that staff conduct additional analysis to determine whether funding was available to implement an additional increase or bonus to further support and help retain Coalition talent. Staff analysis and the recommended motion from the December 6<sup>th</sup> Finance Committee is outlined below.

**Current Status**

**1. Where we are now**

The one-time 3% cost of living increase, combined with annual merit increases brought the average place in range on the FY23 salary scale from the 21<sup>st</sup> Percentile up to the 38<sup>th</sup> percentile, with staff that are longer tenured in their roles at the 47<sup>th</sup>. See chart below. CRI considers salaries between the 30<sup>th</sup> and 40<sup>th</sup> percentile to be “competitive” in the marketplace and those above the 45<sup>th</sup> percentile to be “leading” in the marketplace.



## **2. CRI Perspective:**

CRI reports that while the South Florida marketplace has become less volatile as the “great resignation” subsides, inflationary pressure on salaries continues as employees face the economic challenges of high rent, food, gas, and other prices. CRI projects there will be a 3.1% upward shift on our salary structure for next fiscal year and that our existing 3-5% annual merit process will help keep employee salaries aligned with that change.

However, CRI recommends, that if the Coalition has funding available, the Coalition should add a one-time bonus to the existing annual merit increase process to give a tangible and immediate lump-sum boost to staff pay to ensure that our Salary Administration Policy not only keeps staff pay aligned with changes in the marketplace but also rewards staff for good performance.

## **3. Employee Financial Distress:**

A survey given to ELC staff to gauge employee economic distress yielded the following from 146 responses (78% of staff):

- 67% of respondents report not having enough money to pay bills each month.
- Respondents reported particular difficulty paying housing, food, utilities, and debts.
- 89% of respondents indicated they were considering or had sought additional sources of income to support their households
- 87% are the primary income for their households

## **4. Available Funding:**

The current staffing budget presented in Budget amendment #3 is a “break-even” budget and does not currently include additional funds for a compensation adjustment. However, if the members wish to add a compensation adjustment to the staffing budget, funds are available from two potential sources:

1. Over \$1 million in one-time Federal stimulus funding is available for FY23 staffing cost pools.
2. Over \$1 million in regular School Readiness operating funds may become available when DEL allocates additional funds to cover new enrollments in FY23. While DEL has indicated that this additional allocation is forthcoming and their hope is to have it approved in December, the actual amount, timing, and terms of the allocation are still not known.

## **5. Recommendation from the Committee:**

After considering a variety of options presented by staff and in consultation with the Coalition General Counsel, the members of the Finance Committee recommended the motion below to accomplish the following key goals:

- 1) Quickly provide supplemental income for eligible employees in compliance with funding rules and Florida Statute; and
- 2) Avoid creating significant future-year recurring costs when key elements of the State’s funding methodology for FY24 and beyond remain unknown.

**Proposed motion:** Approve a one-time exception to the Coalition’s performance pay policy to:

1. Authorize FY23 funds not to exceed \$400,000 to pay individual one-time mid-year bonuses to all staff (excluding CEO) up to \$2,000 each in amounts based on individual 6-month performance scores utilizing an award structure developed by management. This one-time bonus will be in addition to normal merit increase awards administered at the end of the fiscal year under the Coalition’s normal performance pay policy; and
2. Allow total performance pay compensation amounts for FY23 performance to exceed the Coalition’s current 5% increase cap.

## **Supporting Documents:**

none

<b>ITEM/MEETING:</b>	B233RB1 / Board
<b>DATE:</b>	December 12, 2022
<b>SUBJECT:</b>	New ARPA Funding
<b>FOR ACTION:</b>	No
<b>RECOMMENDED ACTION:</b>	<b>None</b>
<b>ELC STAFF LEAD</b>	R Jaffe

**Background:**

The American Rescue Plan Act (ARPA) was enacted in January 2021 to stabilize and support early learning programs, expand access to high quality providers for families where cost is the primary barrier, invest in quality services, and rebuild and enhance the early learning workforce. To date, the majority of ARPA funding awarded to the ELC’s has been used to provide financial grants directly to childcare small businesses. However, recently DEL was given the green light to move forward with plans to release another round of funding for ARPA grants for providers as well as allocate additional **ARPA** funding and plans for initiatives to recruit, retain, and upskill early educators and Directors to create a “world class childcare system.”)

**Current Status:**

DEL has now received budget authority to spend the next round of ARPA funding, which includes:

- ***ARPA Child Care Stabilization Subgrants-Round 2 (\$67 million)***

This is the second round of ARPA grants that will be distributed to providers, whether contracted with the ELC or not, to help stabilize their businesses. The new allocation, combined with Round 1 already in progress, brings the total amount of available grant fund to nearly \$110 million for FY23. ELC’s have been informed that these grants will be awarded in one lump sum, unlike the first round, which was awarded in three payments over three fiscal quarters. Additionally, once all stabilization grants have been distributed, the unspent remainder at the state level will be distributed using a calculation based on proportionate share of each qualifying provider’s approved Round 2 grant.

DEL released these grant funds Monday, October 31<sup>st</sup>. ELC Broward held a virtual workshop to review the grant application with providers on Wednesday, November 2<sup>nd</sup>. At this point, we have received 460 applications of which only 70 are still pending approval.

- ***Build a World Class Workforce and Strengthen Adult-Child Interactions (\$6.4 million)***

These funds are to be used for a wide array of recruitment and upskilling stipends/bonuses and performance bonuses for instructors and directors. The stipend/bonus milestones and amounts have been prescribed by DEL. Because DEL has released these funds with no data management or any other system/recommendations/thoughts on how to administer them, including tracking milestones/successful achievement of trainings to pay instructional staff/directors, a group of ELC’s led by Broward and its very own Huber Cesar, have taken the reins in creating a data management system (using our CRM) capable of tracking and storing large and sensitive volumes of data specific to each educator, each child care facility director, and each child care facility. The workgroup is in its final phase of testing the first pieces of this system and hopes to roll out the first pieces to the provider community by early January.

**Supporting Documents**

- N/A

ITEM/MEETING	B233GOV1 - Board
DATE:	December 12, 2022
SUBJECT:	Board Strategic Plan Goals, Objectives, and Outcomes
FOR ACTION:	Yes
RECOMMENDED ACTION:	<b>Approve and Agree on Governance Recommendations for Board Strategic Plan Goals, Objectives, and Outcomes.</b>
FINANCIAL IMPACT:	None
ELC STAFF LEAD	J Merritt

**Background:**

Over the past year ELC staff have worked with both the Board and outside consultant (Carol Wick) to establish a new 5 Year Strategic Plan. As part of the planning process feedback from various Board surveys revealed the need to establish and incorporate Board related goals into the Strategic Plan to improve areas of opportunity.

At the September 12, 2022, Board meeting, the new five-year Strategic Plan was approved, and the Board agreed that the Governance Committee would be the most appropriate committee to establish and agree upon the tools used to achieve the Board Goals included in the new 5-year Strategic Plan.

**Current Status**

After reviewing the Board Goals at the September 12, 2022, Board meeting the Governance Committee was tasked with meeting to develop a Board member scorecard and agree on the tools to be used to measure Board related objectives and outcomes from the Strategic Plan (Goal 7: ELC Broward is a healthy, efficient, and effective organization) and then present a recommendation to the full Board.

At the November 7th and December 5th, Governance Committee meeting, the items below were presented to the committee in order for Governance Committee to establish a presentation to the Board on December 12, 2022.

**1. Board Survey, these are the surveys Carol Wick administered and members completed during the Strategic Planning process.**

Members rate themselves as an individual board member and then as a board. For convenience, we have included the survey questions with this packet. This item pertains to the following objective and outcome:

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

**Outcome1:** Results of the annual staff and board survey will show at least an 90% rating in all categories.

**Options and discussion items considered:**

- Continue to use the same surveys we used during the Strategic Planning process
- Continue to use the same survey, but tweak/modify as needed (keeping in mind that any changes to the survey will establish a new baseline)
- Decide when the survey will be conducted each year (Annually or twice per year)?

**Recommendation:** Continue using the same survey tool (used during the Strategic Plan process) but remove questions 18 through 22 as they pertained to strategic planning. Conduct the survey annually prior to the Board Retreat in order to discuss the results at the Retreat.

### 1a. Board Survey question specifically focused on whether Board members feel they have a voice?

A question related to this is included in the larger Board survey (Item #1 above). Since there is one standalone objective and outcome related to members having a voice in the Strategic Plan, (provided below) the question is should this be a standalone survey or remain in the survey above.

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

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

#### Options and discussion items considered:

- Should this indicator remain in the larger Board survey (Item 1 above) or as a standalone survey question?
- If this indicator is a standalone survey question, what is the frequency of the survey (Annually or twice per year)?
- Would it be helpful to better understand why some board members felt they did not have a voice, so we can try to correct it?

**Recommendation:** The question should remain in the Annual survey and not be a separate standalone survey.

### 2. Post Committee/Board meeting Ratings

Members rate each meeting (following the meeting) on a scale of 1-10 (DRAFT tool included with this packet). As it pertains to the following objective and outcome:

**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

#### Options and decisions to consider:

- Decide if we want to use the proposed tool, tweak the proposed tool, or use a different tool.

**Recommendation:** Rather than conduct a verbal survey where Board members rate each meeting at the end of the committee/Board meeting, the Committee recommends a paper (or electronic if the meeting is virtual) survey utilizing a scale of 0-2 then return it to ELC staff, who will report out on the ratings. The areas of rating are:

1. Did we come to the meeting prepared, and did we follow the agenda?
2. Was the team/board engaged (was everyone heard?)
3. Were we open and honest?
4. Did we solve a real issue forever?
5. Do we have clarity on next steps?

Once all surveys questions are answered we will have an overall meeting score for each board member in attendance so we can see how the meeting was as a whole.

### 3. Scorecard for Board engagement

A scorecard to be developed for each Board member to measure involvement, engagement, and participation. These activities will be communicated to Board members so that expectations are clearly defined. This pertains to the following objective and outcome:

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

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

**Options and decisions to consider:**

- Review suggested DRAFT scorecard items (to be provided at meeting)
- Discuss any additional items to be added
- Discuss/establish scoring methodology
- Establish frequency of scorecard

**Recommendation:** Rather than have a scorecard, the Committee members agreed that a Board Engagement Matrix should be established that would be completed and updated by ELC staff for each Board member (and shared with each member). This would allow Board members to clearly see their individual engagement activities over the year. The areas of engagement would fall under the below categories:

- 1. Continuous Learning**  
(ELC Staff Workshops/Lunch & Learns)
- 2. ELC Community Events**  
(Provider Visits and ELC Events)
- 3. ELC Advocacy & Outreach Events**  
(Legislative meetings, fundraising, friendraising etc.)
- 4. Board Participation**  
(Board meeting attendance, Committee meeting attendance)

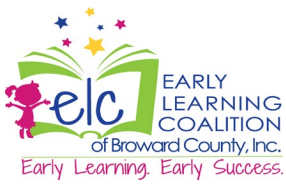
**Recommendation**

Governance Committee recommends the Board adopt the Annual Survey, Meeting Rating Survey and Board Engagement Matrix, commencing January 2023.

**Supporting Documents**

- 5 Year Strategic Plan
- Board Assessment Data – Conducted by Outside entity
- Board Annual Survey Questions – Conducted by Outside entity
- Board Opportunities from Annual Survey
- Meeting Rating Tool
- List of Engagement Activities





# 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.



# 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

## 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

---

## 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

## 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

## 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

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**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.



## 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.

**Outcome1:** 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

# Board Self Assessment

Personal performance



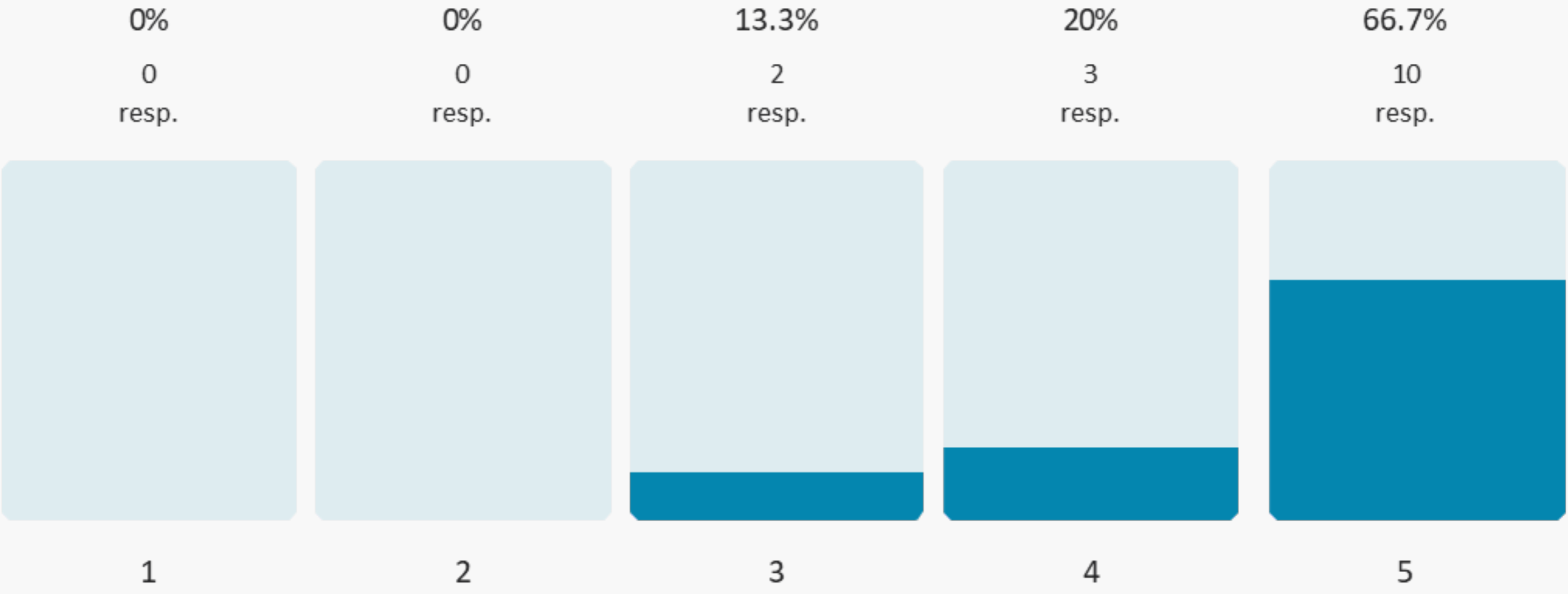
# Do we need to work on this area?

- 4-5 Positive
- 3-1 Neutral or Negative
  
- Rating Scale
- 90-100 A
- 80-89 B
- 70-79 C
- 60 – 69 D
- 59 and below F

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

87% Yes

4.5 Average rating



Strongly Dis...

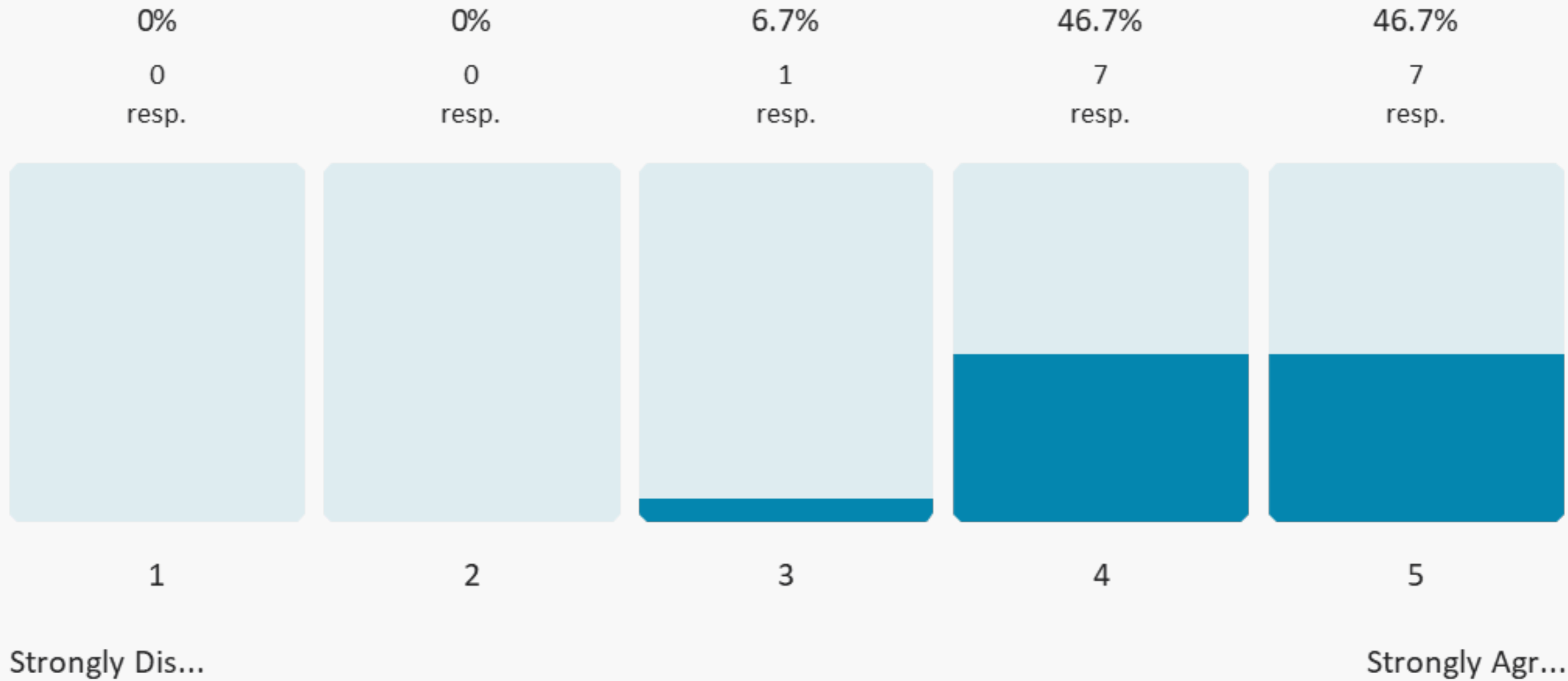
Strongly Agr...

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

15 out of 15 answered

94% Yes

### 4.4 Average rating

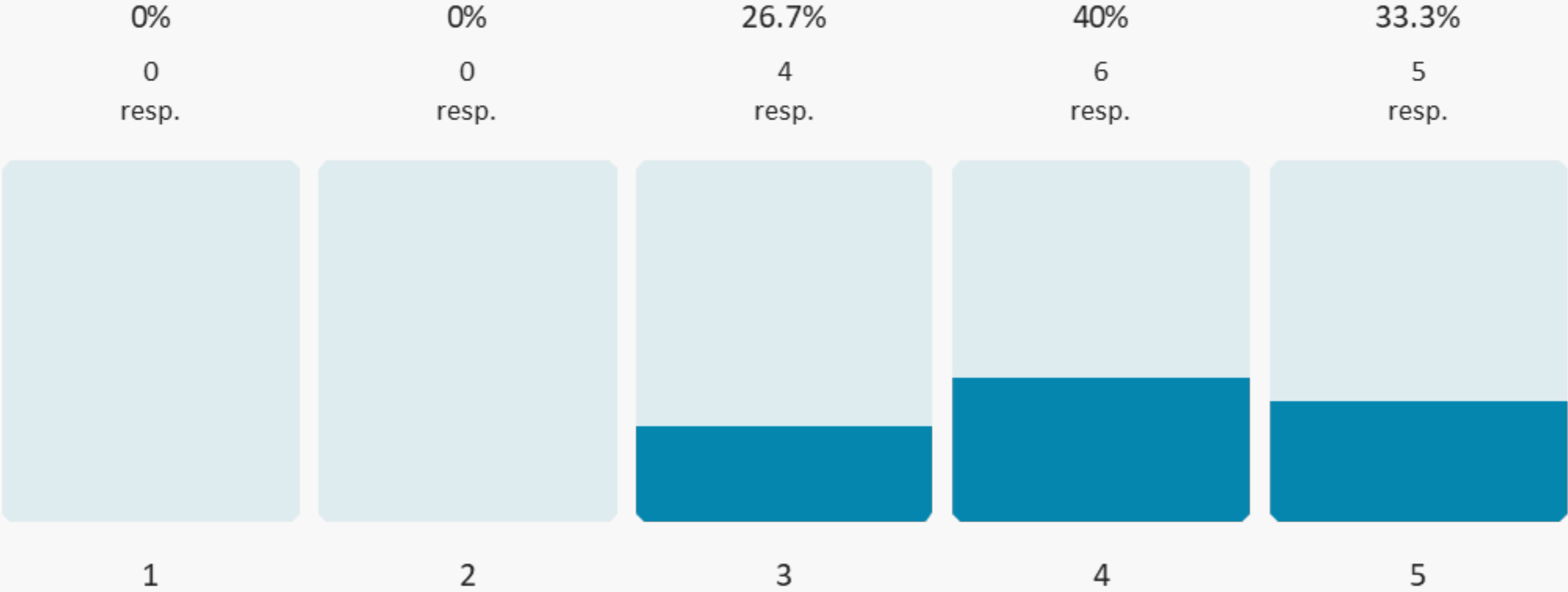


Am I knowledgeable about the organization's programs and services?

15 out of 15 answered

73% Yes

4.1 Average rating



Strongly Dis...

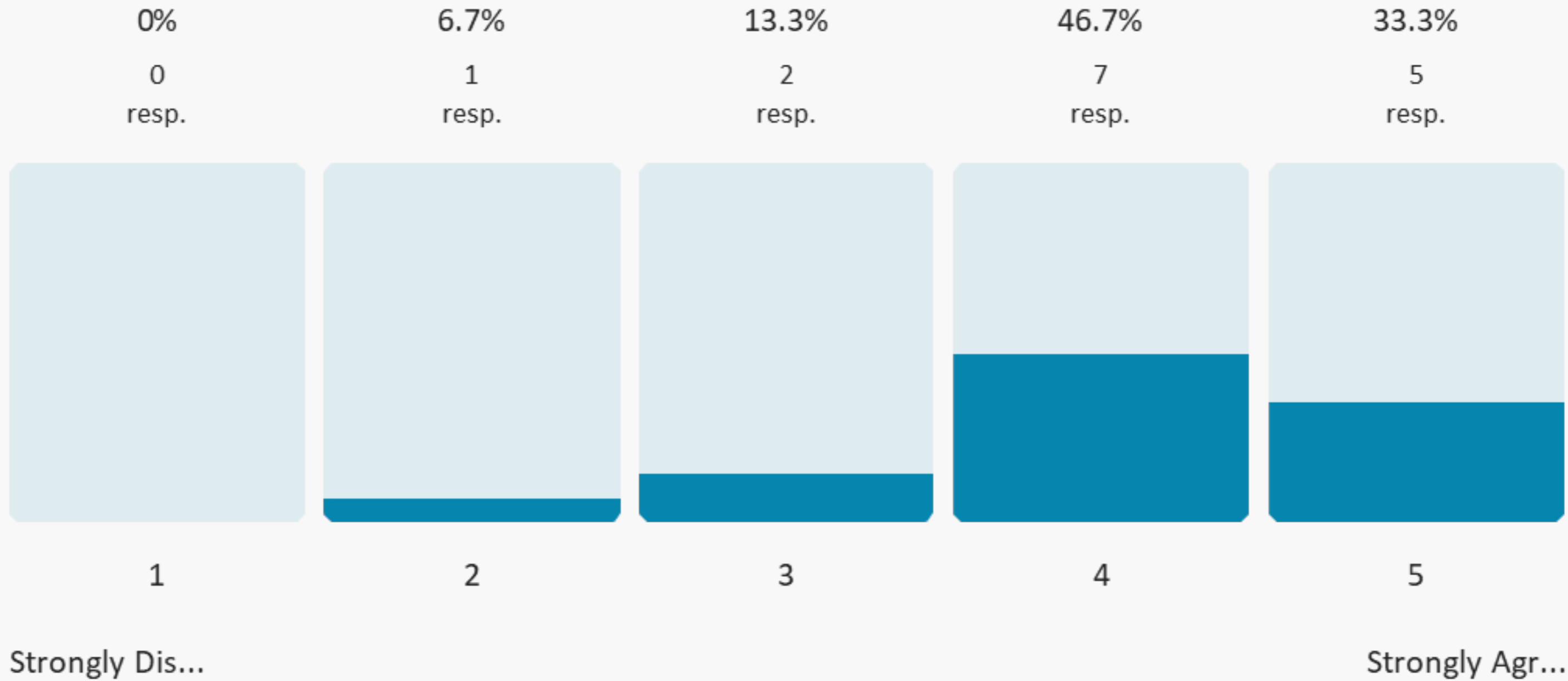
Strongly Agr...

Do I read and understand the organization's financial statements?

15 out of 15 answered

80% Yes

### 4.1 Average rating

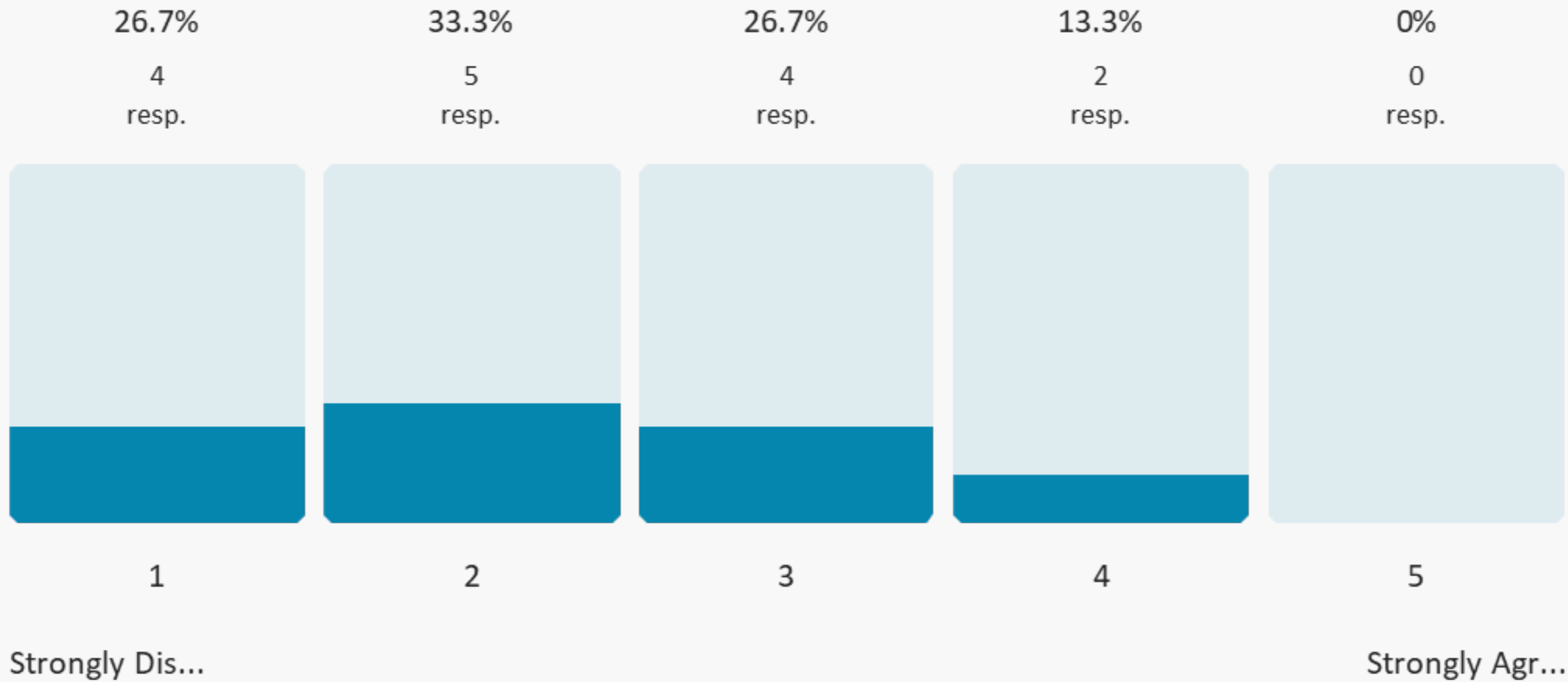


Do I refer candidates to serve on this board?

15 out of 15 answered

13% Yes

### 2.3 Average rating

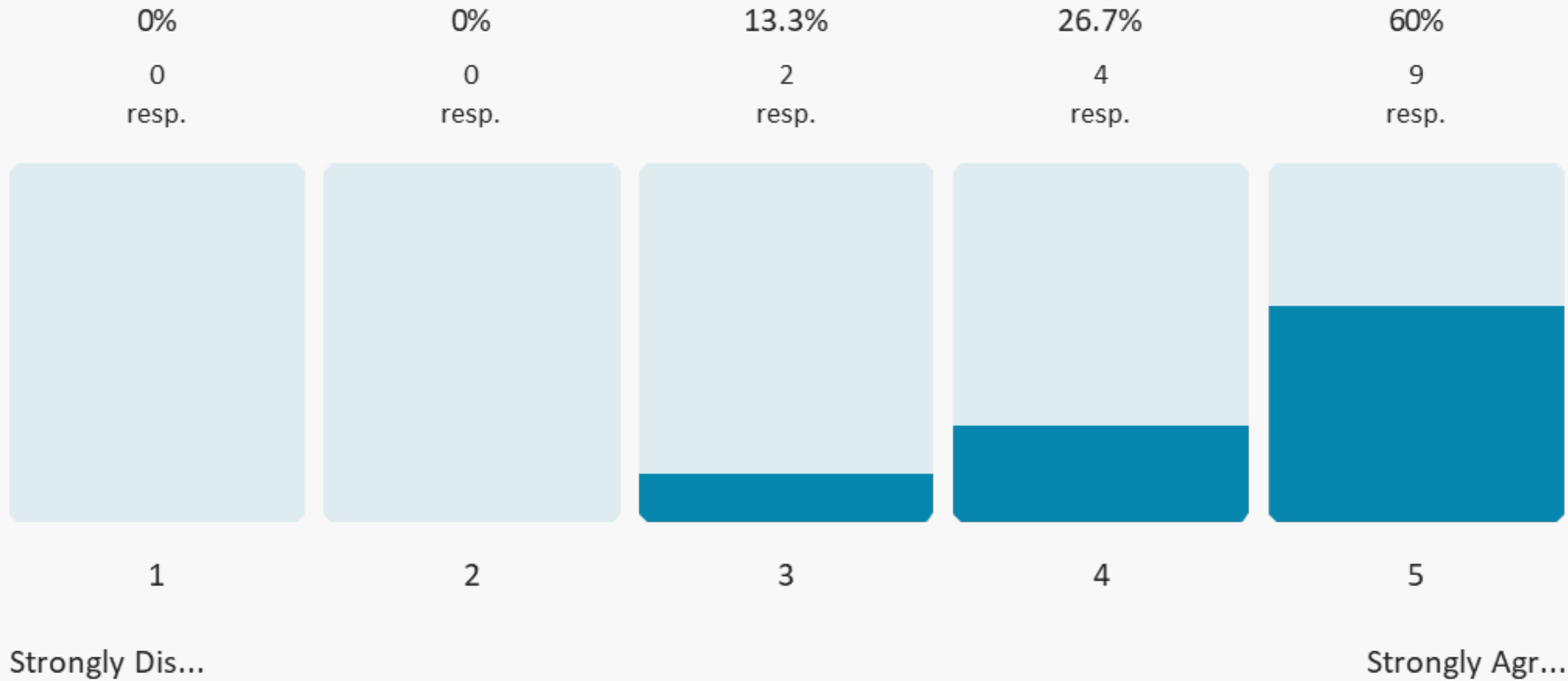


Do I prepare for and participate in board meetings and committee meetings?

15 out of 15 answered

87% Yes

4.5 Average rating

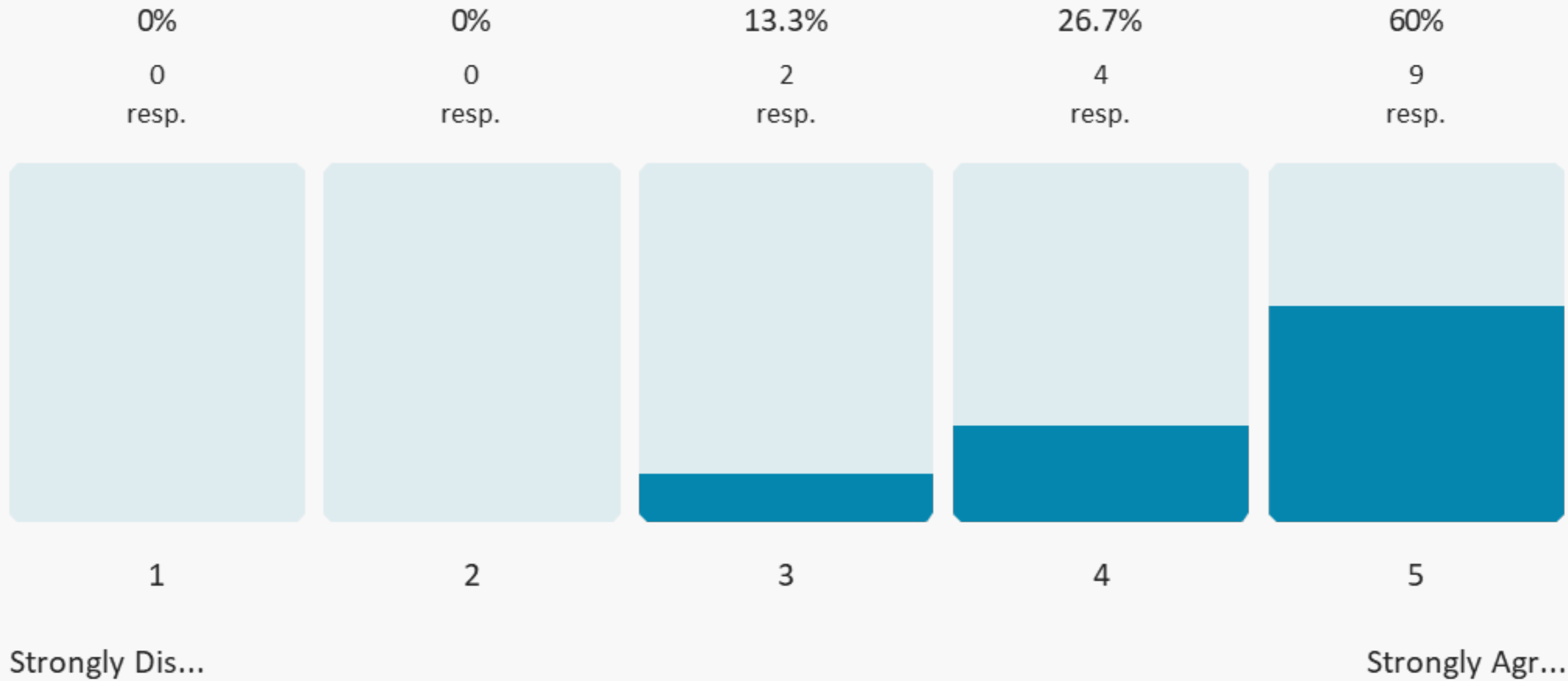


Do I act as a goodwill ambassador to the organization?

15 out of 15 answered

87% Yes

4.5 Average rating



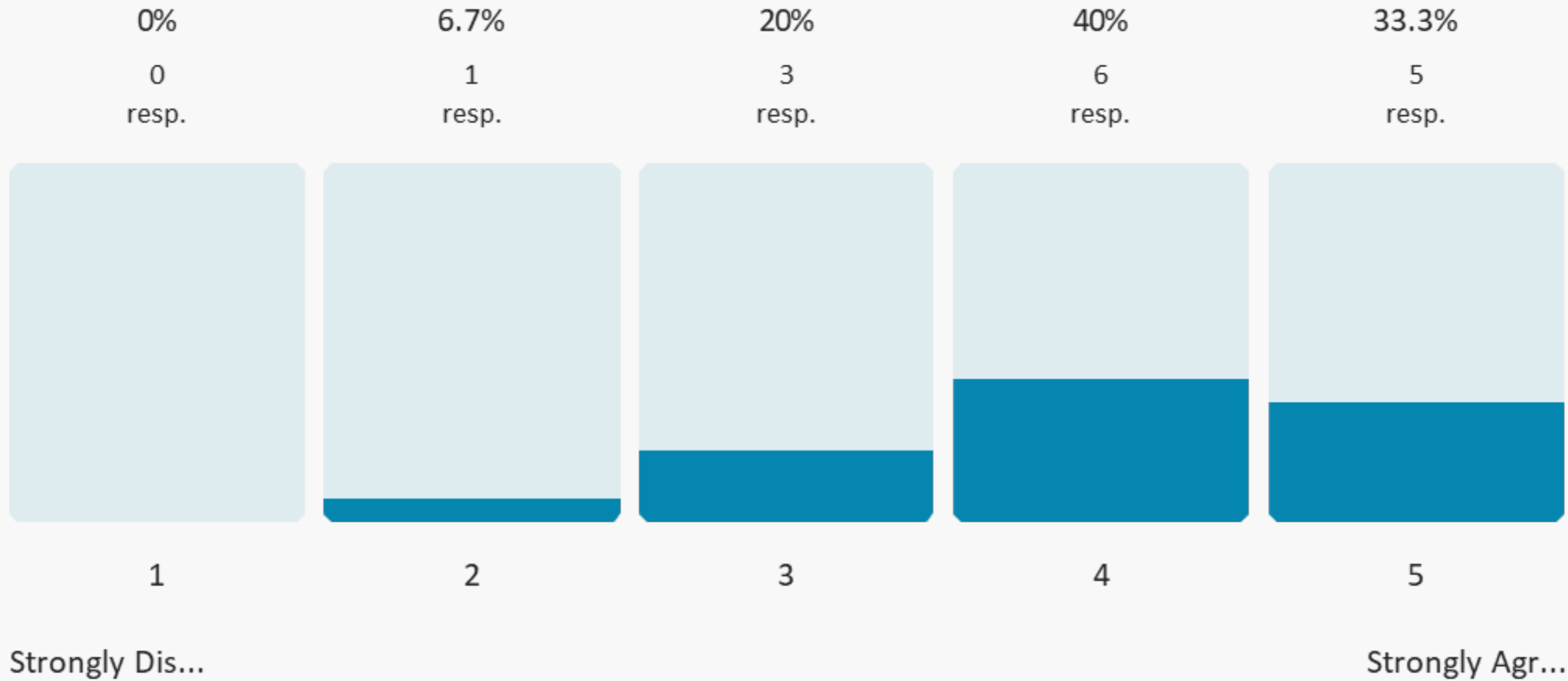


Do I find serving on the board to be a satisfying and rewarding experience?

15 out of 15 answered

73% Yes

4.0 Average rating

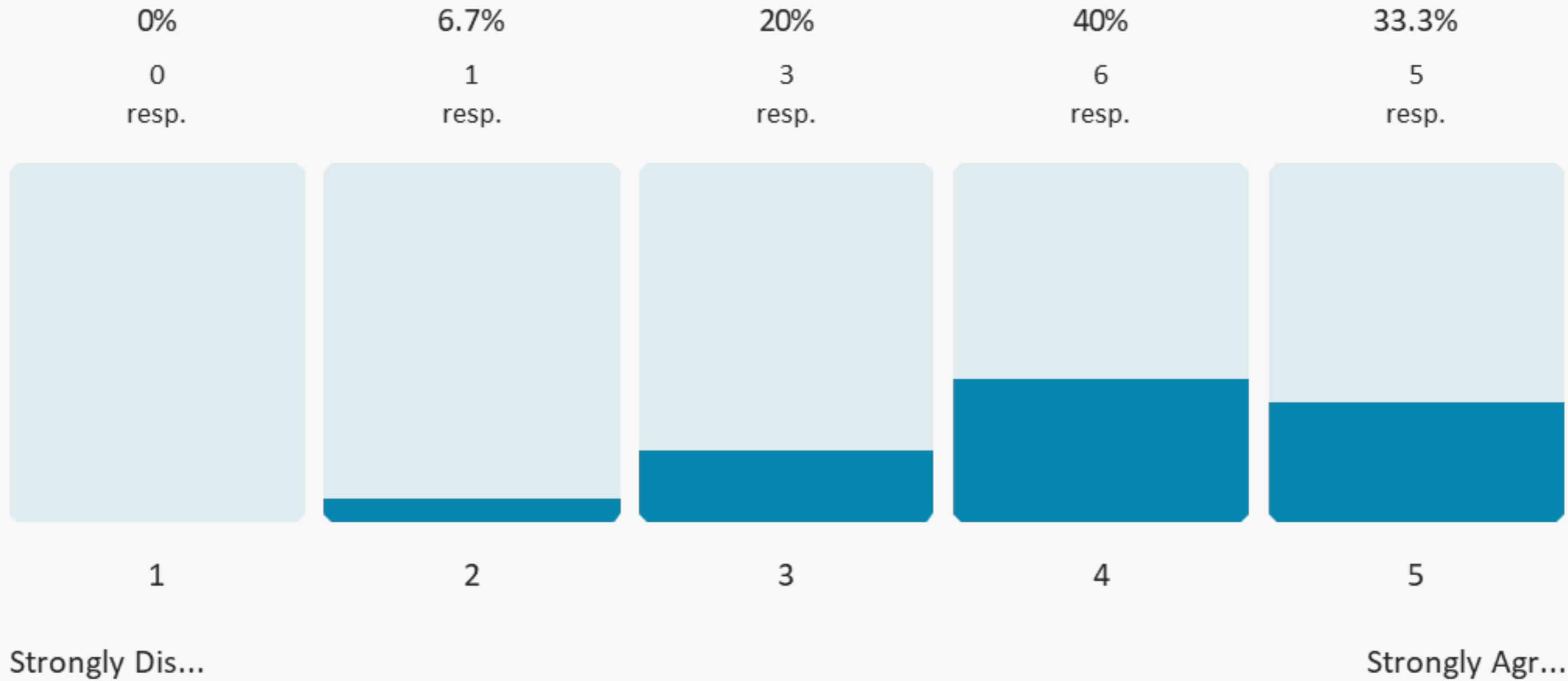


Do I find serving on the board to be a satisfying and rewarding experience?

15 out of 15 answered

73% Yes

4.0 Average rating



# Board Assessment

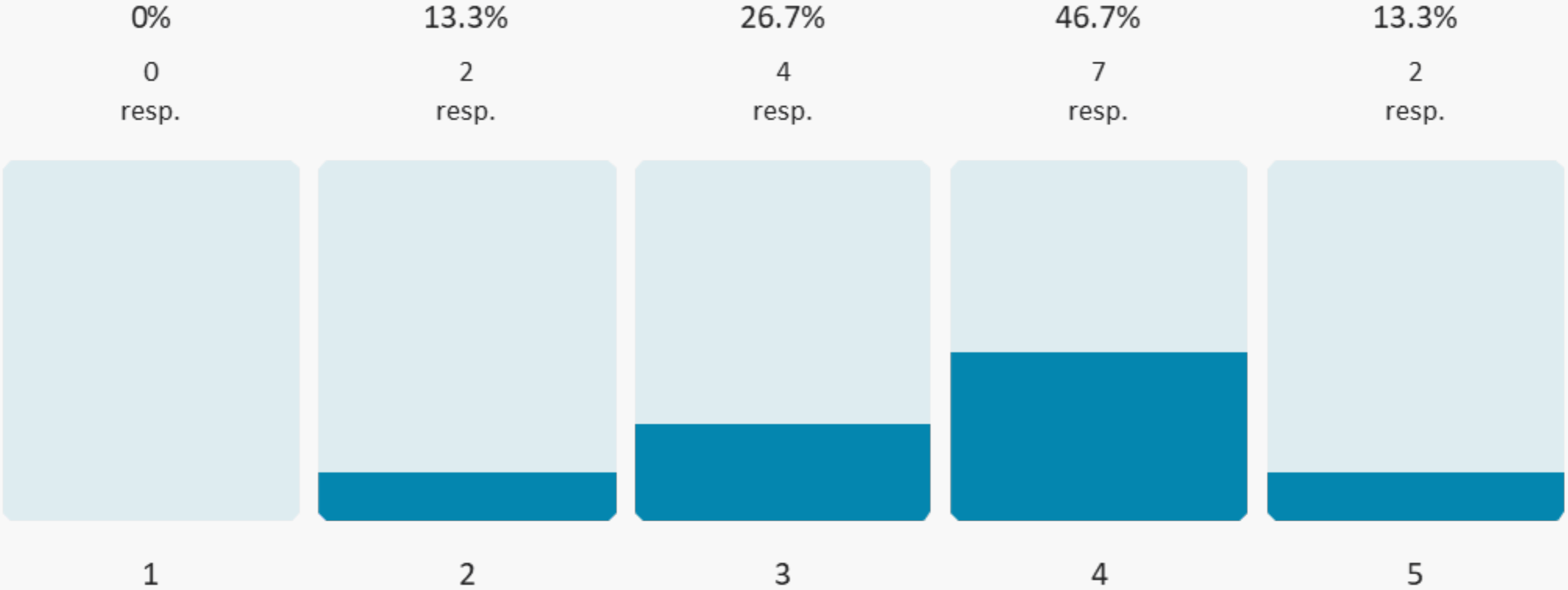
Overall Board

Our board members share a compelling vision for the organization's future.

15 out of 15 answered

60% Yes

### 3.6 Average rating



Strongly Dis...

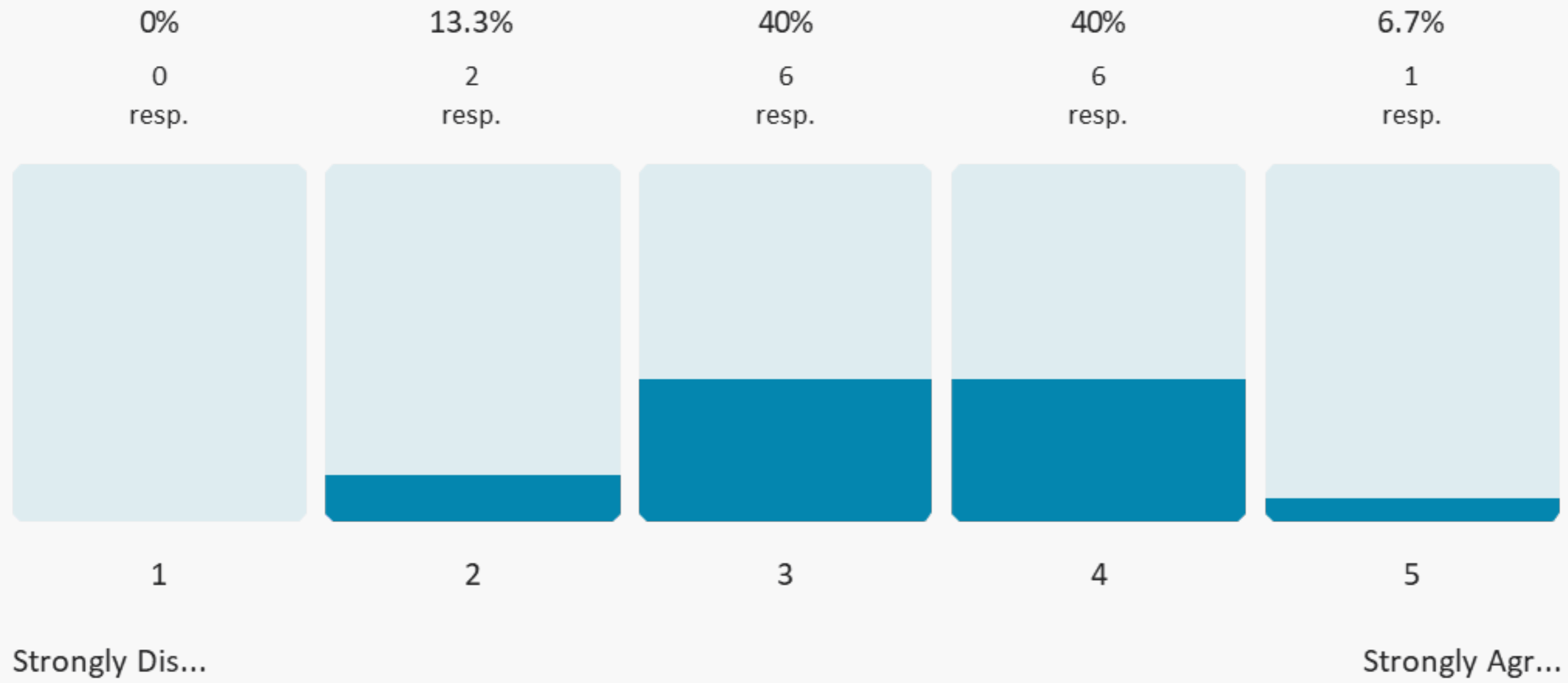
Strongly Agr...

During our meetings and in our work together, we allocate an appropriate amount of time to the issues and strategic priorities that matter most.

15 out of 15 answered

47% Yes

### 3.4 Average rating

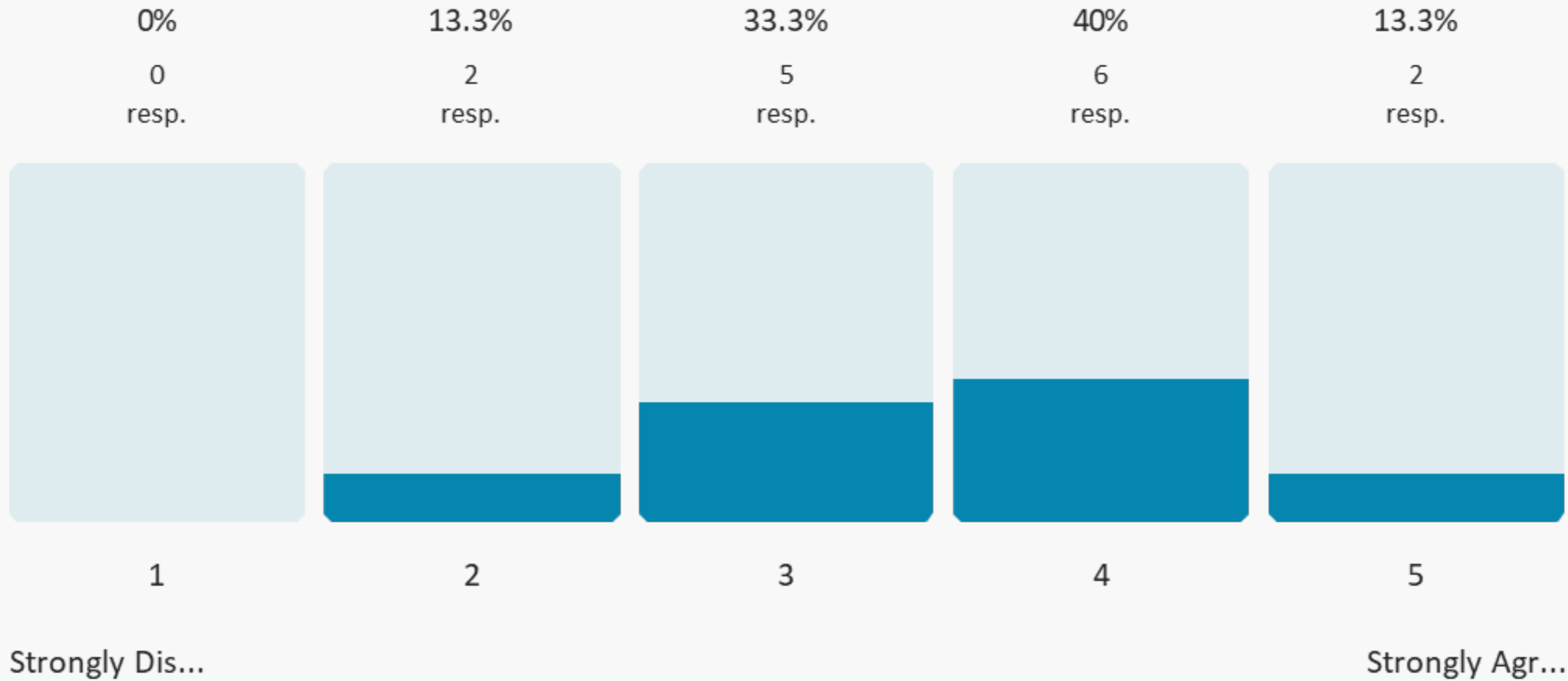


Our meetings provide opportunities for constructive, respectful debate of issues.

15 out of 15 answered

53% Yes

3.5 Average rating

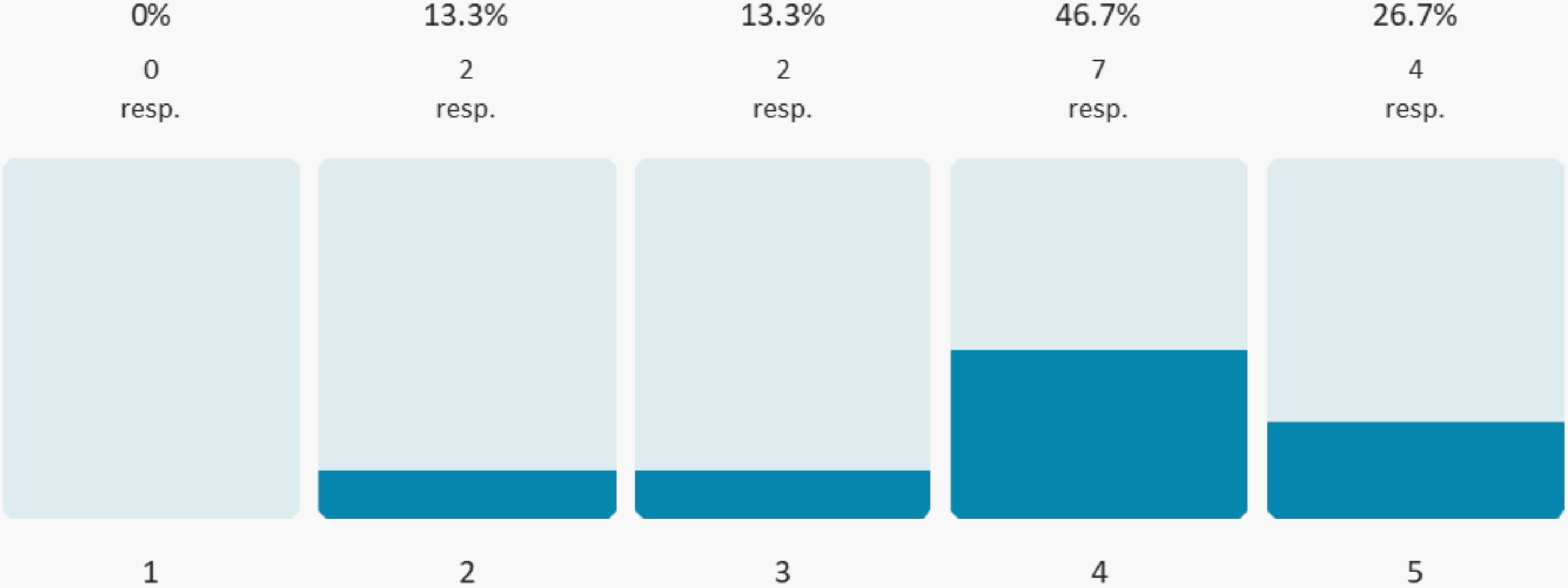


Board members put the interests of the organization above all else in making decisions

15 out of 15 answered

74% Yes

3.9 Average rating



Strongly Dis...

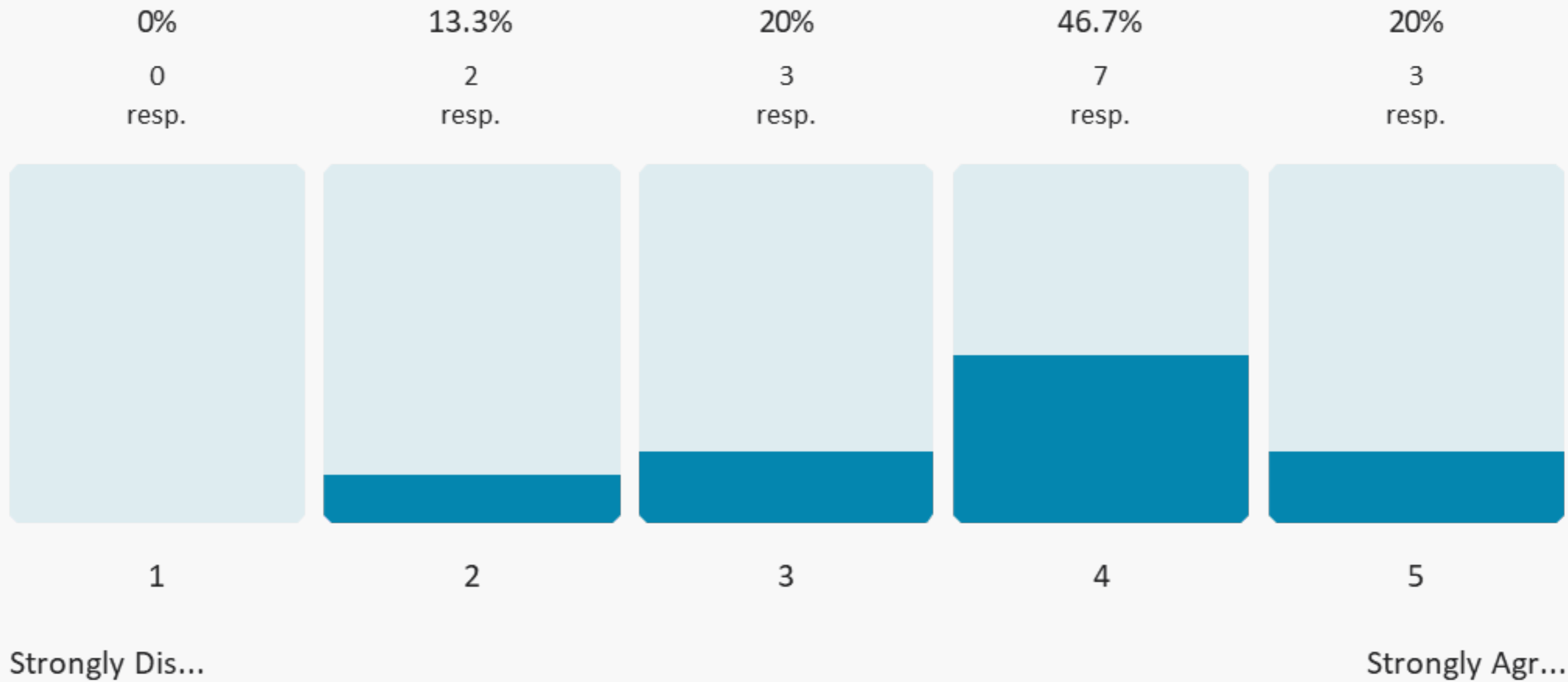
Strongly Agr...

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

15 out of 15 answered

67% Yes

### 3.7 Average rating







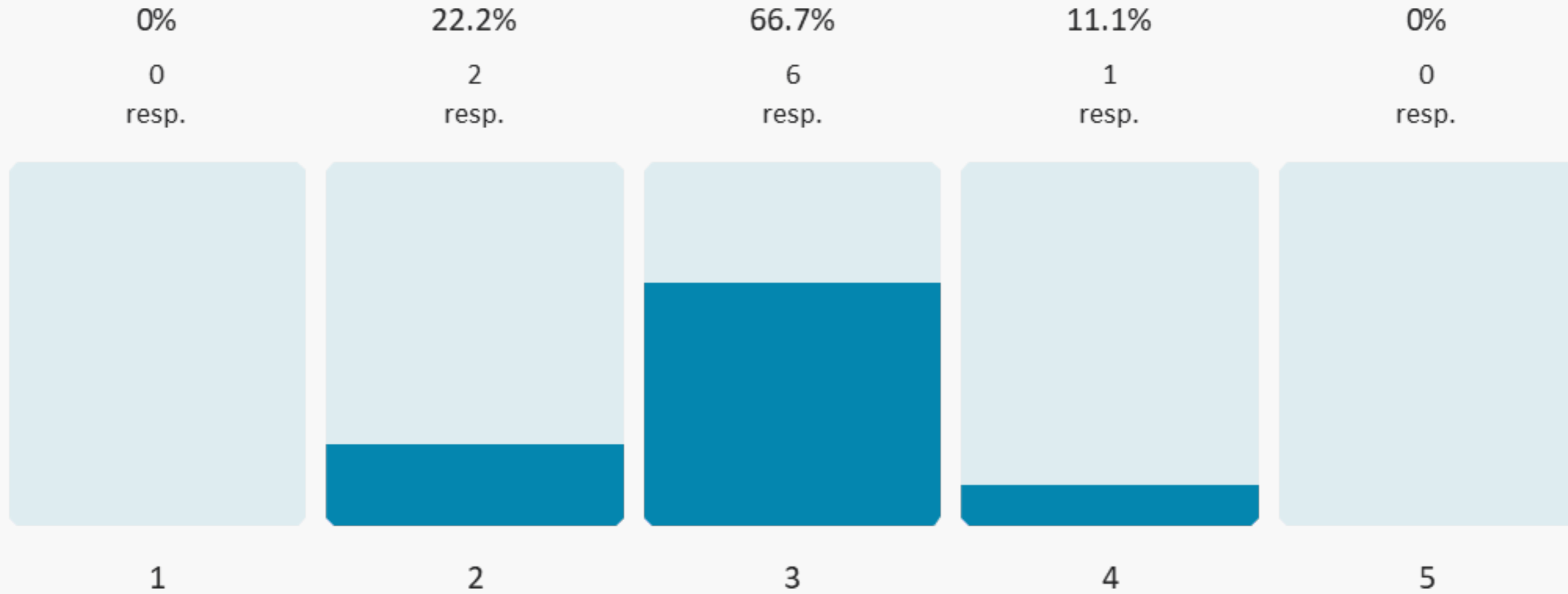
# Staff Feedback

Please provide a rating, based on your opinion and observation, of the overall ELC board at this time.

9 out of 9 answered

89% Yes

### 2.9 Average rating



Poor

Excellent

Do you personally interact with the board?

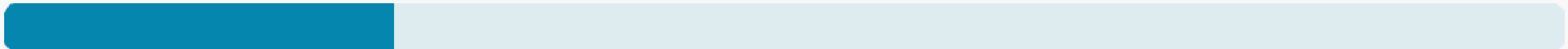
8 out of 9 answered

**75% Yes**

Yes 6 resp. 75%



No 2 resp. 25%

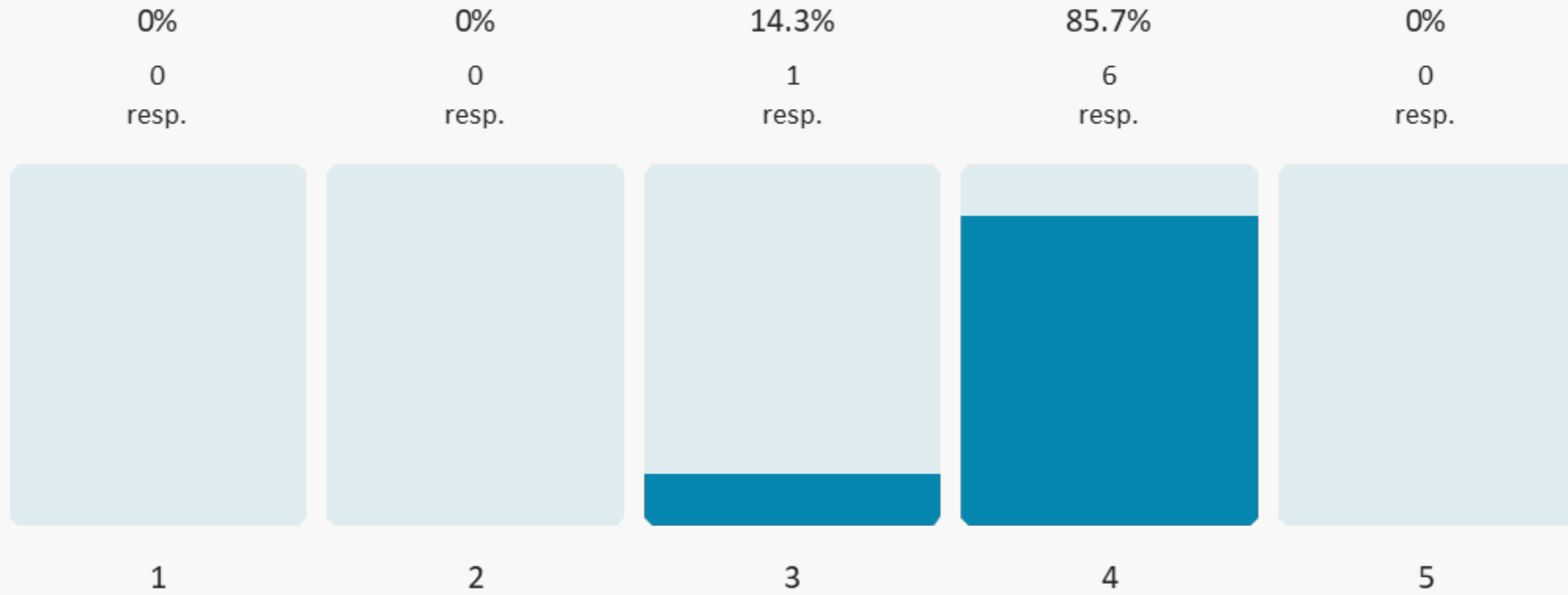


How would you rate your personal interaction with the board?

7 out of 9 answered

86% Yes

3.9 Average rating



Poor

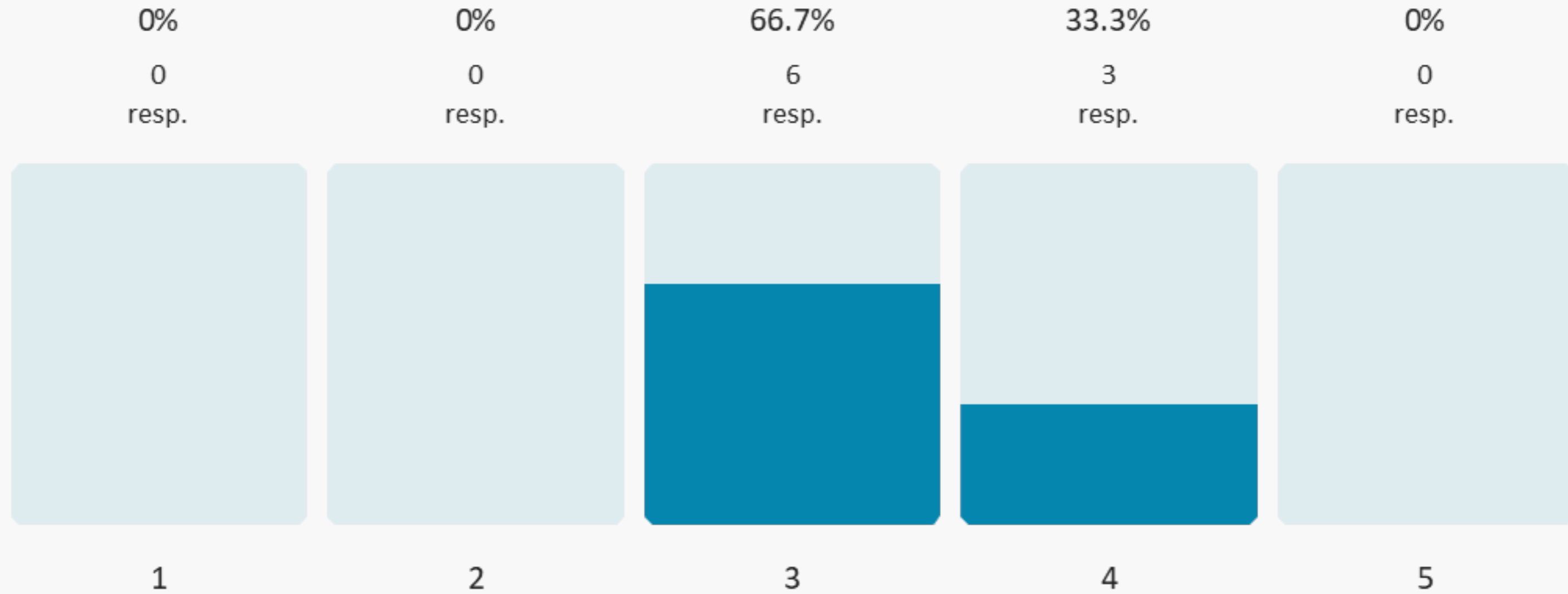
Excellent

The board understands the organization's mission.

9 out of 9 answered

33% Yes

### 3.3 Average rating



Poor

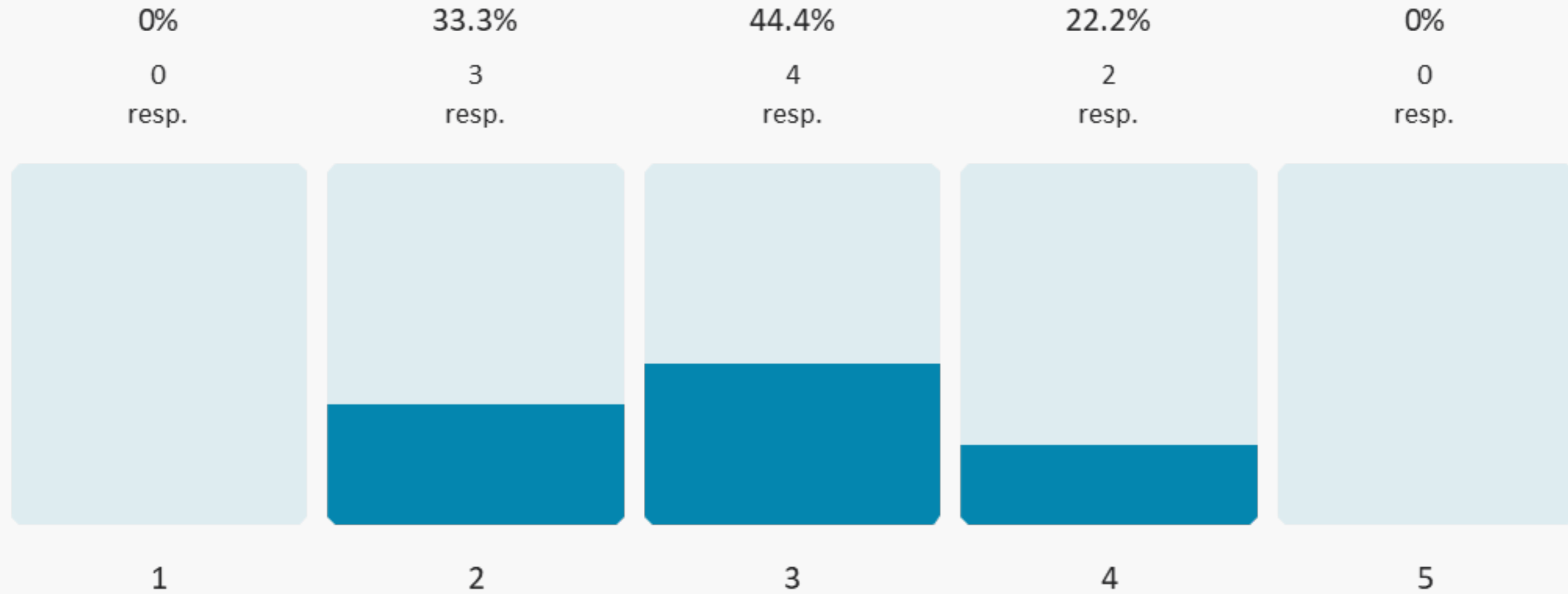
Excellent

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

9 out of 9 answered

22% Yes

2.9 Average rating



Poor

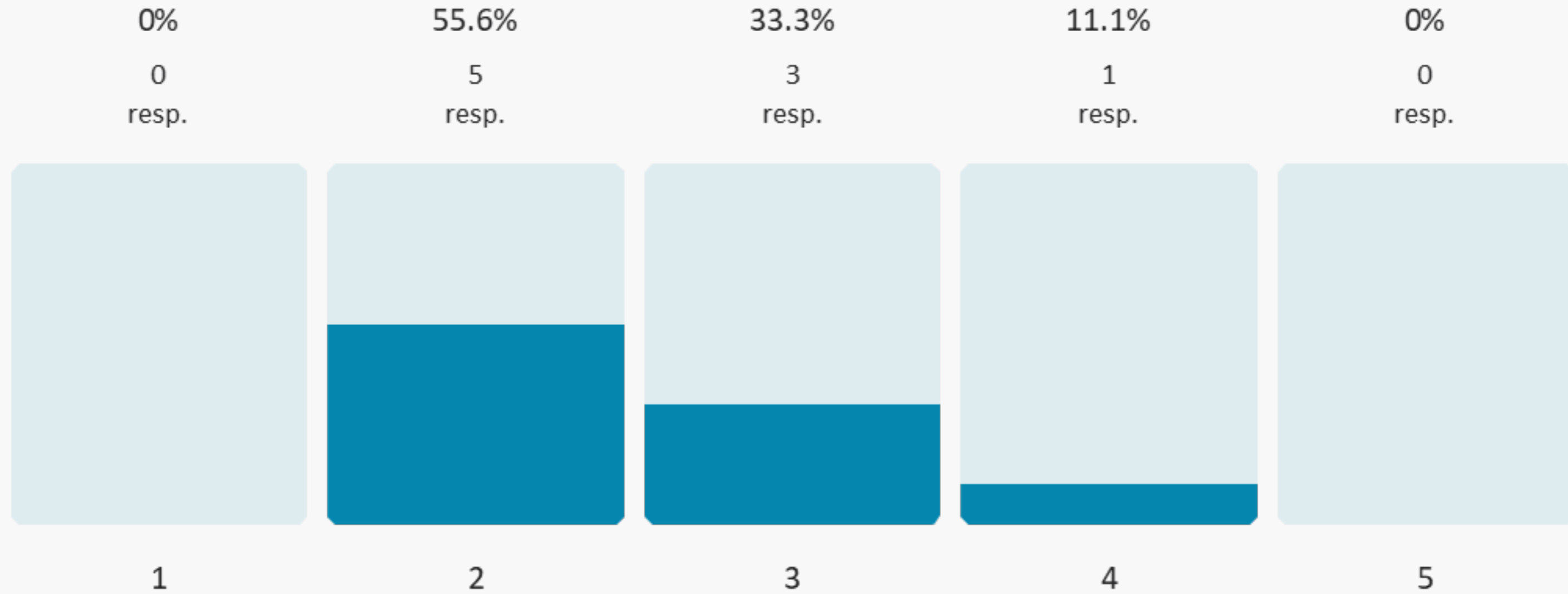
Excellent

Feedback from the board to staff is aligned and consistent.

9 out of 9 answered

11% Yes

### 2.6 Average rating



Poor

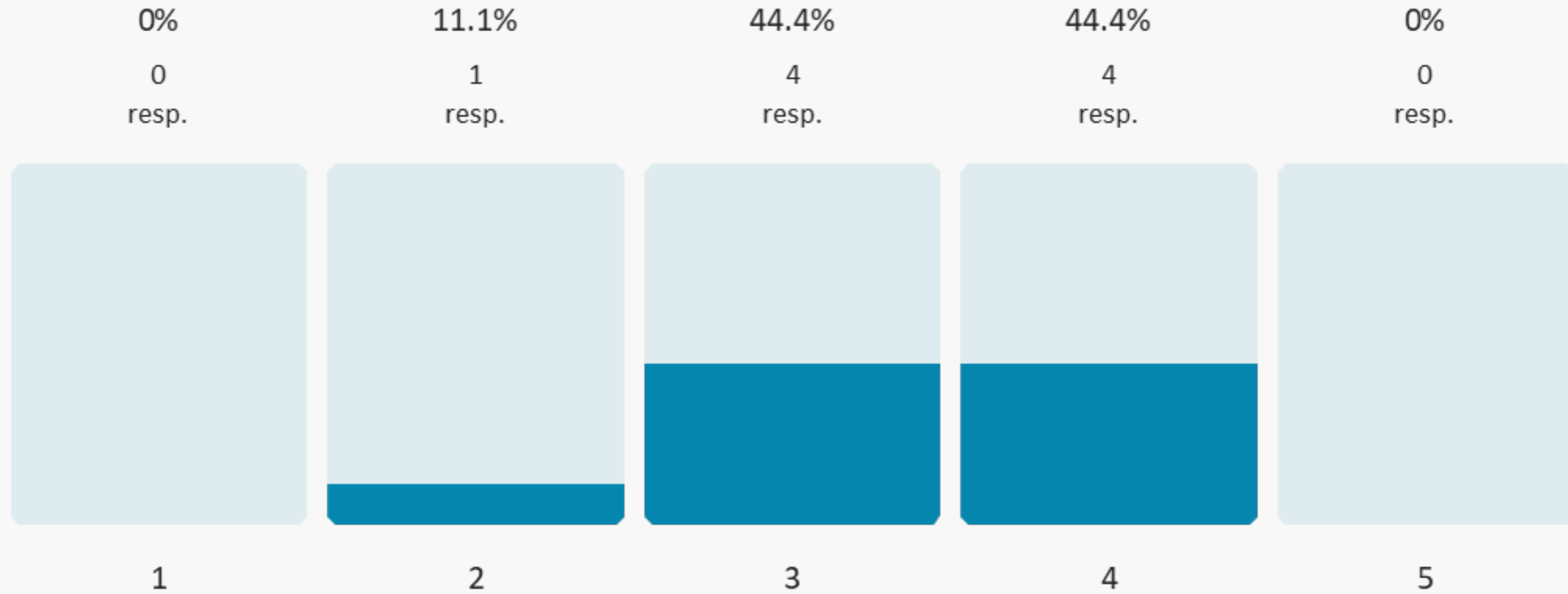
Excellent

The board uses data to inform decisions and determine impact.

9 out of 9 answered

44% Yes

### 3.3 Average rating



Poor

Excellent

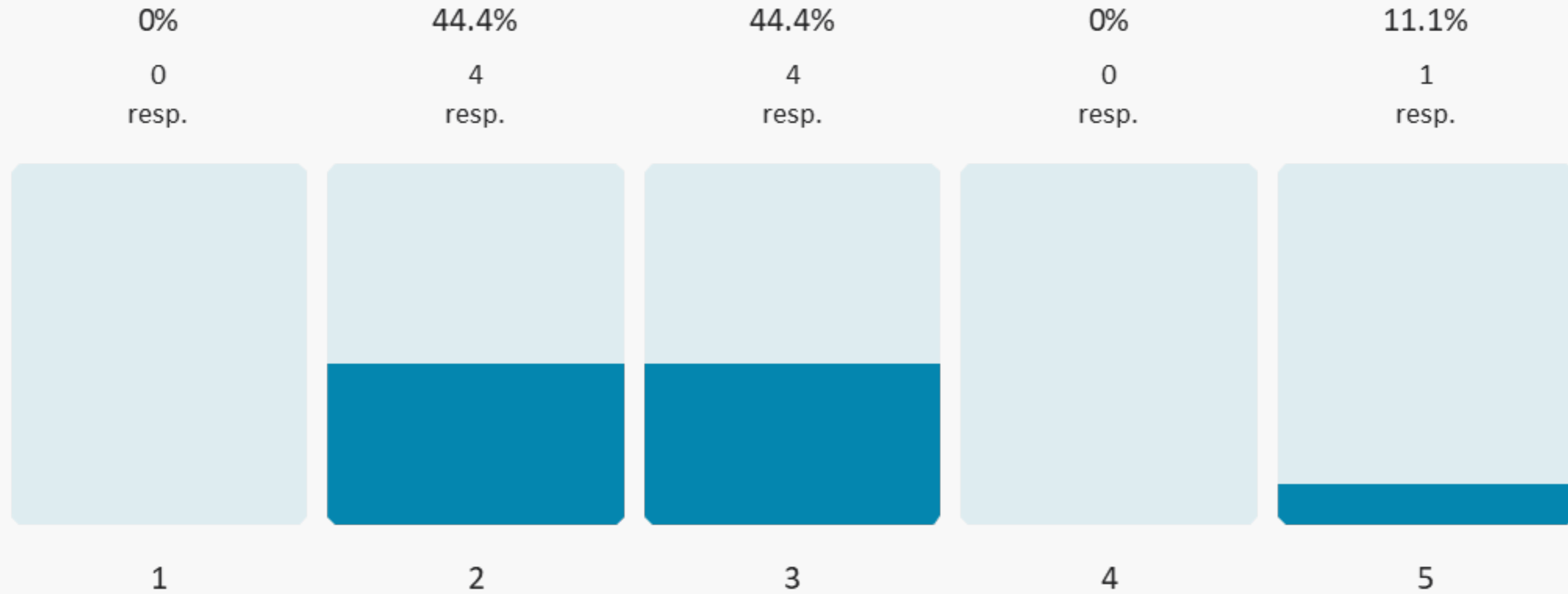


Board members offer their time, energy, and insight to drive the organization in a positive direction.

9 out of 9 answered

11% Yes

2.8 Average rating



Poor

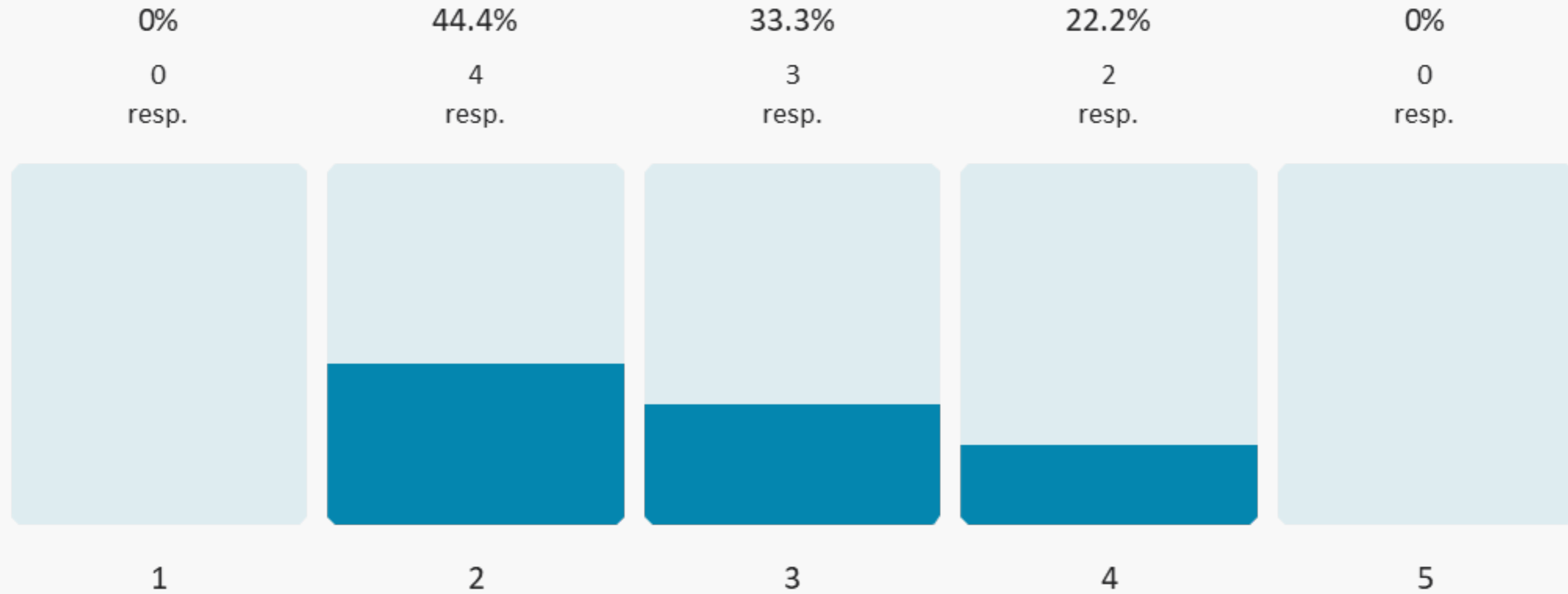
Excellent

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

9 out of 9 answered

22% Yes

2.8 Average rating



Poor

Excellent

# Board Surveys

## Board Member Self-Assessment Survey

1. Do I understand and support the mission of the organization?
2. Do I follow trends and important developments related to this organization?
3. Am I knowledgeable about the organization's programs and services?
4. Do I read and understand the organization's financial statements?
5. Do I have a good working relationship with the chief executive?
6. Do I refer candidates to serve on this board?
7. Do I prepare for and participate in board meetings and committee meetings?
8. Do I act as a goodwill ambassador to the organization?
9. Do I find serving on the board to be a satisfying and rewarding experience?
10. Is there anything you'd like to share about your performance/experience as a board member?

## Board Assessment Survey

11. Our board has a constructive partnership with the chief executive that is built on trust, candor, respect, and honest communication.
12. Our board members share a compelling vision for the organization's future.
13. During our meetings and in our work together, we allocate an appropriate amount of time to the issues and strategic priorities that matter most.
14. Our meetings provide opportunities for constructive, respectful debate of issues.
15. Board members put the interests of the organization above all else in making decisions
16. Our board is results-oriented and evaluates the performance of major programs and services.
17. Are there any thoughts you'd like to share about the overall board performance?
18. What do you think is most important for ELC to focus on to improve the quality of providers' services?
19. What do you think is most important for ELC to focus on to improve services to providers?
20. What do you think is most important for the agency to focus on in regard to improving services for children and families?
21. What do you think is important for the agency to focus on internally?
22. What do you think is important for the agency to focus on externally?
23. Do you have any final thoughts to share?

## Staff Feedback Survey

Please provide a rating, based on your opinion and observation, of the overall ELC board at this time.

1. What could be done to help the board improve on the rating you just gave them?
2. Do you personally interact with the board?
3. How would you rate your personal interaction with the board?
4. What could be done to improve your interaction with the board?
5. The board understands the organization's mission.
6. The board consistently aligns activities and decisions with a common plan and strategy.
7. Feedback from the board to staff is aligned and consistent.
8. The board uses data to inform decisions and determine impact.
9. Board members offer their time, energy, and insight to drive the organization in a positive direction.
10. The work of the board supports and enhances the work of the staff.

\*\*\*Rated on a scale of 1-5 for all surveys.

## **Rating Scale:**

**•90-100 A •80-89 B •70-79 C •60 – 69 D •59 and below F**

### **A**

Board: Follows trends and important developments – 94%

### **B**

Board: Prepares for and participates in meetings – 87%

Board: Acts as a goodwill ambassador – 87%

Board: Understands and supports the mission of the organization - 87%

Board: Reads the organizational financial statements – 80%

### **C**

Board: Finds serving on the board satisfying and rewarding – 73%

Board: Board members put the interests of the organization above all else when making decisions – 74%

Board: Knowledgeable about programs and services – 73%

### **D**

Board: Board is results-oriented and evaluates the performance of major services and programs- 67%

Board: Board uses data to inform decisions and determine the impact – 66%

Board: Board members share a compelling vision for the future -60%

### **F**

Board: Meetings provide an opportunity for respectful, constructive debate on issues - 53%

Board: We allocate enough time to the strategic priorities and issues that matter most - 47%

Staff: Board uses data to inform decisions and determine impact – 34%

Staff: Board understands the mission – 33%

Staff: Board consistently aligns decisions with a common strategy and plan – 22%

Staff: The work of the board supports and enhances the work of the staff – 22%

Staff: Board members offer their time, energy, and insight to drive the organization in a positive direction – 21%

Staff: Feedback from the Board to staff is aligned and consistent – 11%

**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.

## 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 &amp; Stimulus</i>	Revenue	7/1/22-6/30/23	Active
Broward County	\$2,342,795	<i>SR Match &amp; Special Needs</i>	Revenue	10/1/22- 9/30/27	Pending
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	\$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	10/1/22-9/30/23	Pending
City of Hollywood	\$10,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Pending
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
City of Deerfield Beach	\$15,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Pending
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	Active
Children's Forum	\$676,348	<i>INCENTIVES® 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
Intermedia.net, Inc.	\$22,800	<i>Office 365 &amp; Support</i>	Vendor	8/4/2021-Ongoing	Active
Keefe McCullough, LLP	\$42,600	<i>External Audit Preparation</i>	Vendor	7/1/22-6/30/23	Active
JeffRon Venture, LLC	\$25,445	<i>Executive Coaching Services</i>	Vendor	11/15/22-6/30/23	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	\$12,605.51/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/22-9/4/25	Active
Sharity, Inc.	\$23,700	<i>Strategic Planning</i>	Vendor	10/6/22-6/30/23	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
University of Florida	\$15,000	<i>Community of Practice Training</i>	Vendor	10/15/22-12/15/22	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 &amp; Support</i>	MOU	11/18/20-11/17/25	Active
Child Abuse Prevention -CAPTA	\$0	<i>Interagency Referrals Cooperation</i>	MOU	9/1/21-8/31/26	Active
School Board Broward County	\$0	<i>Community Partnership</i>	MOU	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

## December 2022

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Registration</u>
Monday 12/5/2022	6:30pm – 8:30pm	Natacha Herisse & Sandra Olivera, Q&E Coaches, ELC	Let's Get CLASSy - Learn About Positive Interactions in Pre-K Classrooms	<a href="https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=85B549C7-9B21-468E-A3B4-78193F35051E">https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=85B549C7-9B21-468E-A3B4-78193F35051E</a>
Tuesday 12/6/2022	4pm – 7pm	Ana Avalos-Atkinson & Debra Cruz, ELC	Implementing Florida Standards in Preschool Classrooms: 3 Years Old to Kindergarten	Course Ref# 10428  Zoom
Tuesday 12/6/2022	6:30pm – 8:30pm	Mirta De Jesus & Margarita Medina, Q&E Coaches, ELC	Seamos CLASSy: Creando Interacciones Positivas con Bebes y Niños Pequeños	<a href="https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=F95210D4-6E98-47B8-8EFB-9064CD548861">https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=F95210D4-6E98-47B8-8EFB-9064CD548861</a>
Wednesday 12/7/2022	9am – 12pm	Ana Roa, VPK Regional Facilitator, DEL	Book Embedded Vocabulary Instruction: Language and Vocabulary Development for Preschoolers (Component 1)	Course Ref# 10459  Zoom
Wednesday 12/7/2022	6:30pm – 8:30pm	Gordia Ross & Wendy Gordon, Q&E Coaches, ELC	Let's Get CLASSy - Creating Positive Interactions with Infants and Toddlers	<a href="https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=2473A641-A2B1-486C-8D29-D93B0592990B">https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=2473A641-A2B1-486C-8D29-D93B0592990B</a>
Thursday 12/8/2022	9am – 12pm	Ana Roa, VPK Regional Facilitator, DEL	Dialogic Reading: Language and Vocabulary Development for Preschoolers (Component 1)	Course Ref# 10460  Zoom
Thursday 12/8/2022	6:30pm – 8pm	Dr. Sohani Char & Lisa Carter, Nova Southeastern	Identifying the difference between ASD and Global Developmental Delay	<a href="https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=AD8825D3-F7F8-42FA-939D-CD0DCF0D35FF">https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=AD8825D3-F7F8-42FA-939D-CD0DCF0D35FF</a>
Saturday 12/10/2022	9am – 12pm	Dr. Helen Maison, The Journey Institute	Sensory Processing & Behavior -Typical - Part I	<a href="https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=563E263D-9BD9-4ED3-9CE2-C4575FFE5528">https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=563E263D-9BD9-4ED3-9CE2-C4575FFE5528</a>
Thursday 12/8/2022	6:30pm – 8:30pm	Julio Maymi & Ileana Felipe-Santos, Q&E Coaches, ELC	Seamos CLASSy: Aprenda sobre las Interacciones Positivas en PreKinder	<a href="https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=F7EBC487-D88D-4719-AC81-CC6A52B1E061">https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=F7EBC487-D88D-4719-AC81-CC6A52B1E061</a>



# Training Calendar

## December 2022

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Registration</u>
Monday 12/12/2022	10am – 11am	Ana Roa, VPK Regional Facilitator, DEL	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10461  Zoom
Monday 12/12/2022	10am – 11am	Ana Roa, VPK Regional Facilitator, DEL	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10462  Zoom
Saturday 12/17/2022	9am – 12pm	Dr. Helen Maison, The Journey Institute	Sensory Processing & Behavior -Atypical - Part II	<a href="https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=D40CFD84-C463-45CD-A2B1-1C6C95050862">https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=D40CFD84-C463-45CD-A2B1-1C6C95050862</a>
Monday 12/19/2022	9am – 10am	Ana Roa, VPK Regional Facilitator, DEL	Book Embedded Vocabulary Instruction: Language and Vocabulary Development for Preschoolers (Component 3)	Zoom
Monday 12/19/2022	9am – 10am	Ana Roa, VPK Regional Facilitator, DEL	Dialogic Reading: Language and Vocabulary Development for Preschoolers (Component 3)	Zoom

If you have questions or need assistance, contact [elcbtraining@elcbroward.org](mailto:elcbtraining@elcbroward.org)





## Board Engagement Calendar FY 22-23

### Childcare Small Business Site Visits

Date	Event Name	Address	Time
December 20, 2022	Future Kids at Sunrise	10651 W Oakland Park Blvd, Sunrise, FL 33351	9:30 AM - 11:00 AM
January 17, 2023	American Eagle Academy 2	3601 W Commercial Blvd, Tamarac, FL 33309	9:30 AM - 11:00 AM
<b>February 7, 2023*</b>	Jack and Jill Children's Center	1315 W Broward Blvd, Fort Lauderdale, FL 33312	9:30 AM - 11:00 AM
<b>March 7, 2023*</b>	Hallandale House of Learning	124 NE 1st Ave, Hallandale Beach, FL 33009	9:30 AM - 11:00 AM
April 13, 2023	Baby Boomers (BB) International Preschool	1735 E Atlantic Blvd, Pompano Beach, FL 33060	9:30 AM - 11:00 AM
May 23, 2023	City of Miramar Program	Miramar, FL (Exact Address TBD)	9:30 AM - 11:00 AM

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

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

Date	Location	Time
November 14, 2022	The Early Learning Coalition of Broward County, Training Room A/B	8:15 AM – 9:00 AM
February 13, 2023	The Early Learning Coalition of Broward County, Training Room A/B	8:45 AM – 9:30 AM

### ELC Board Lunch & Learn Workshops

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

Date	Topic	Location	Time
December 16, 2022	CLASS Observations	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM
January 19, 2023	Finance Overview: A Deeper Dive	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM
February 16, 2023	How the CRM has effectively and efficiently impacted ELC, Providers, and Clients as it pertains to ARPA	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM
March 16, 2023	Conflicts of Interest & Related Party Transactions	Zoom A link will be Sent Out	12:00 PM - 1:00 PM
April 20, 2023	Eligibility "What does it entail?"	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM
June 15, 2023	Above & Beyond (Where are we?)	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM

## Monthly PLAN Meetings

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

Date	Time	Location
December 14, 2022	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
January 18, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
February 15, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
March 15, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
April 19, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
May 17, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
June 21, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B

## Notable Early Learning Conferences

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

Dates	Conference Name	Conference Location	Registration
December 7-8, 2022	Zero to Three Learn Institute	Loews Coronado Bay Resort San Diego, CA	<a href="#">Click to Register</a>
March 16-17, 2023	International Conference on Play-Based Learning and Early Childhood Curriculum	Miami, FL	<a href="#">Click to Register</a>
April 1, 2023	Business Leadership Institute	ELC Broward, Training Room	
April 17 - 18, 2023	International Conference on Educational Policy and Planning Education Reforms	Boston, MA	<a href="#">Click to Register</a>
April 18-19, 2023	InterAct CLASS Summit	Miami Marriott Biscayne Bay Miami, Florida	<a href="#">Click to Register</a>
May 8-11, 2023	National Head Start Conference	Phoenix, AZ	
June 4-7, 2023	NAEYC Professional Learning Institute	Portland, OR	<a href="#">Click to Register</a>
June 2023 (Date TBA)	Earners to Learners	Location TBA	
July 19-21, 2023	One Goal Summer Conference	Hilton Tampa Downtown – Tampa, FL	<a href="#">Click to Register</a>
September 27-30, 2023	Division for Early Childhood Annual International Society on Early Intervention	The Hilton Chicago – Chicago, IL	<a href="#">Click to Register</a>
October 5-8, 2023	Council for Professional Recognition CDA - Early Educators Leadership Conference (Leading Career Pathways to Equity)	Renaissance Orlando at SeaWorld – Orlando, FL	<a href="#">Click to Register</a>
November 15-18, 2023	NAEYC Annual Conference	Nashville, TN	<a href="#">Click to Register</a>
November 6-9, 2024	NAEYC Annual Conference	Anaheim, CA	<a href="#">Click to Register</a>



## FYI 4 – 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 October 2022

Vendor Name	Amount	Purpose
ADP, Inc.	2,328.26	September 2022 Processing Charges
ADP, Inc.	1,115.10	September 2022 Time & Attendance
AT&T Mobility	7,816.41	October 2022 Cell Phone and Data Charges
Business Card	2,842.18	Bank of America Ops Purchase C Klima (no individual items > \$1,000.00)
Business Card	9,395.65	Bank of America Ops Purchase C Klima (no individual items > \$1,000.00)
Business Card - Intermedia	1,307.92	Email Hosting for September 2022
CDW LLC DBA CDW Government, Inc	1,068.48	Rolling Backpacks, Headsets, and USBs
Colonial Life & Accident Insurance Company	5,759.80	September 2022 Employee Health Benefits
Indeed	5,854.08	September 2022 Job Posting
Kaplan Early Learning Co.	1,377.24	Books for Social Emotional Learning
Keefe McCullough	5,300.00	Audit of the Plan's Financial Statement Y/E 2022
Revation Systems, Inc.	7,255.40	September 2022 Services
Webauthor.com LLC	5,000.00	October 2022 CRM Software Licenses
Western NRG, Inc.	5,584.55	Urgent Care Support and Sonicwall Secure Plus
Udemy, Inc	1,200.00	Team Plan Licenses (10/2/22-10/1/23)



## FY23 Match Fundraising Report

Funder	Status	Amount
Coconut Creek	Approved	\$ 25,690
Cooper City	No funding available	-
Coral Springs (Community Chest)	Approved	2,500
Dania Beach	Application Pending	-
Davie	No funding available	-
Deerfield Beach	Approved	15,000
Ft. Lauderdale	Pending response	50,000
Hallandale Beach	Approved	10,000
Hollywood	Approved	10,000
Lauderdale By The Sea	Approved	2,000
Lighthouse Point	Pending response	1,000
Lauderdale Lakes	Pending response	3,000
Lauderhill	Approved	3,000
Margate	Approved	1,000
Miramar	Approved	5,000
North Lauderdale	Approved	5,000
Oakland Park	Pending response	10,000
Parkland	Approved	3,000
Pembroke Park (Town)	Pending response	1,000
Pembroke Pines	Approved	35,000
Plantation	Approved	21,900
Pompano Beach	Approved	21,500
Tamarac	Pending response	10,000
Sunrise	Approved	55,890
Southwest Ranches	Pending response	2,000
West Park	Pending response	2,500
Weston	Pending response	5,893
Wilton Manors	Approved	5,000
		<b>\$ 306,873</b>
United Way	Committed as of July 1, 2022	130,000
Child Care Providers	Committed as of July 1, 2022	500,000
Broward County	Committed as of July 1, 2022	1,490,872
CSC	Committed as of July 1, 2022	2,690,086
	<b>Total SR Match</b>	<b>\$ 5,117,831</b>

## Chief Executive Officer/Executive Director

### Annual Performance Evaluation

Officer/Director's Name: Laurie Sallarulo

Date: 10/27/2022

Evaluation Period: July 2021 – June 2022

ELC: Broward

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

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

3 = Exceeds Expectations

2 = Meets Expectations

1 = Does Not Meet Expectations

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

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

Rating	Performance Indicator
<b>3</b>	Provides the Board with professional advice and recommendations based on the organization's strategic plan.
<b>3</b>	Engages the Board in establishing the ELC's policy direction; interprets and executes the intent of Board policy; supports Board policy and actions to the public and staff.
<b>3</b>	Communicates with the Board chair and other members of the Board to provide accurate, sufficient, and relevant information regarding Board policy and operations in a timely manner.
<b>3</b>	Fosters a harmonious working relationship with the Board.
<b>3</b>	Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.
Rating Average (total divided by 5): <b>3</b>	<p>Comments regarding the performance in this domain:</p> <p>Board members indicated they have a good relationship with the CEO and that she works well with the whole board. She keeps them informed with frequent updates. CEO has no hesitation reaching out to individual board members for feedback.</p>

	Board members indicated that they were wanting more one-on-one meetings with the CEO and those have now been established, indicating the CEO’s commitment to communication and transparency.
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**Domain 2: Program and Service Delivery** – Oversees development, implementation, and quality assurance of all Coalition programs and services.

Rating	Performance Indicator
3	Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.
3	Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.
3	Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.
3	Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.
3	Measures the extent to which ELC programs improve enrolled children’s school readiness skills for transitioning into kindergarten; reports findings to the Board and the community.
Rating Average (total divided by 5): <b>3</b>	<p>Comments regarding the performance in this domain:</p> <p>The Board are aware of the new initiatives such as Above and Beyond, training for new educators, use of the CRM and IACET Accreditation that the CEO has initiated, she works with her CIO to ensure the ELC is ahead of the curve on technology. I as the Board chair believe the leadership team as a whole has begun to embrace the opportunity to stand out as a leader amongst ELC’s.</p> <p>The Board agreed that the CEO demonstrates a great deal of knowledge of the ELC not only to the Board but to the Community as a whole. She is able to articulate the initiatives ELC is working on to engage others.</p> <p>As the Board Chair I see that Renee has a cautious nature which can at times delay decision making, she has worked on this over the past year and is beginning to trust her team and empower them to lead and take ownership for decisions.</p>

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

Rating	Performance Indicator
3	Recommends yearly budget for Board approval.
3	Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.
3	Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.

<b>3</b>	Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.
<b>3</b>	Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.
Rating Average (total divided by 5): <b>3</b>	<p>Comments regarding the performance in this domain:</p> <p>The CEO works with the approved budget and has been able to implement two rate increases, issue COVID-19 relief grants to 648 providers with clean audits and monitoring's. ELC Broward has diligently managed cost allocations, child enrollments and the timing of rate increases and other expenses to ensure full utilization of 100% of funds that otherwise would have expired.</p> <p>The CEO is fortunate to have a very astute CAO who has excellent understanding of the financial requirements and reporting. Financial projections and recommendations are typically conservative, it might be helpful to have a couple of options that include both moderate and conservative approaches.</p> <p>Overall, the CEO and her team have done an excellent job managing the "new" money that came into the system. The Board gave the Leadership team kudos for being able to manage the immense influx of funding, both quickly and efficiently.</p>

**Domain 4: Human Resource Management, Staff and Administrative Relations** – Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations.

Rating	Performance Indicator
<b>3</b>	Provides leadership for developing and executing sound personnel procedures and practices that incorporate directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the organization.
<b>3</b>	Recruits and retains a talented and diverse staff.
<b>3</b>	Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.
<b>3</b>	Encourages and supports staff to participate in ongoing professional development opportunities.
<b>3</b>	Establishes clear patterns of authority, responsibility, supervision, and communication with staff.
Rating Average (total divided by 5): <b>3</b>	<p>Comments regarding the performance in this domain:</p> <p>As the Board Chair I see that Renee has a cautious nature which can at times delay decision making, she has worked on this over the past year and is beginning to trust her team and empower them to lead and take ownership for decisions.</p> <p>The CEO promotes diversity and inclusion and has built a diverse board and staff. She is sensitive to cultural differences. She is a good leader who strives to maintain a sense of family and community.</p>

	<p>ELC Broward was the recipient of the Sun Sentinel’s Top Workplace 2022. Staff satisfaction rate was 88% with a 77% response rate.</p> <p>The CEO advocated for her staff to receive a COLA and to ensure staff were above the 30<sup>th</sup> percentile of the current market rate survey. As the Board Chair is it a great honor to be rates as a “Top Workplace”.</p>
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**Domain 5: Community, State, and Public Relations** – Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders.

Rating	Performance Indicator
3	Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.
3	Represents and promotes the ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities dealing with early childhood education and family issues.
3	Encourages community involvement and contribution to the ELC.
3	Provides leadership on behalf of the ELC at the state level; advocates the needs of the ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents, including lobbying the state legislature within the parameters permitted by state and federal law and regulation.
3	Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public.
Rating Average (total divided by 5): <b>3</b>	<p>Comments regarding the performance in this domain:</p> <p>Renee has increased her presence in the community and is more involved with early learning organizations this year. As the Board Chair I am optimistic with the new hire of a community relations/marketing staff person this year ELC will increase its visibility and brand awareness.</p> <p>Other Board members indicated that the CEO 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 always keeps the community up to date with ELC information and needs.</p> <p>Several Board members asked that they be made more aware of the activities and individuals the CEO is meeting with but genuinely believe she is proactively engaging the community.</p>



**Domain 6: Professional Skills and Abilities**

Rating	Performance Indicators
<b>3</b>	Maintains high standards of ethics, honesty, and integrity in all professional matters.
<b>3</b>	Is well organized and efficient in the accomplishment of objectives.
<b>3</b>	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.
<b>3</b>	Effectively communicates verbally and in written form.
<b>3</b>	Actively engages in continuous professional development.
Rating Average (total divided by 5): <b>3</b>	<p>Comments regarding the performance in this domain:</p> <p>As the Board Chair I have seen the senior and leadership teams embrace the opportunity to stand out as a leader amongst ELC's with the leadership of Renee.</p> <p>As the Board Chair I think Strategic planning is an area that Renee could grow. While we used an external facilitator this year which was helpful, I do feel some of the goals appear a little safe and perhaps more stretch goals could be added.</p> <p>Other Board members believe the CEO has developed a comprehensive strategic plan which is monitored and evaluated along with constant re-assessment. They believe the CEO has a great deal of trust in her staff and allows them to work in the best interest of ELC. She provides the leadership needed to develop organizational plans.</p>

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

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

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

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

*Overall Rating:*

*3.0 = Exceeds Expectations*

*2.0 – 2.9 = Meets Expectations*

*1.9 and below = Does Not Meet Expectations*

Evaluator Name: Laurie Sallarulo

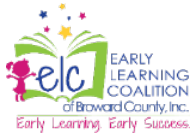
Evaluator Signature:  Laurie Sallarulo (Nov 29, 2022 08:01 EST)

ELC of Broward County

Committee Membership 2022-2023

COMMITTEE	Member Name	Seat	By Laws	
<b>EXECUTIVE</b>	<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/PRC Chair	effective June 2020 - Again in 2022
	Officer 5	Cindy Arenberg Seltzer	Treasurer	effective June 2020 - Again in 2022
	6	Michael Asseff	Nominating Com. Chair	effective June 2020
	7	Renee Podolsky	Audit Com. Chair	effective June 2022
<b>FINANCE</b>	<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
<b>PROGRAM REVIEW</b>	<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 Salarullo	Member	
	7	Melody McDonald	Member	effective 10/06/22
<b>AUDIT</b>	<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
<b>GOVERNANCE</b>	<i>Members Elected by Board. Consists of at least (5) five Members, EXCLUDING CHAIR. First Vice Chair shall serve as chair of the Governance Committee. No Term Limits</i>			
	1	Dawn Liberta	Chair	effective 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 Sallarulo	Member	effective 9/15/22
	6	Renee Podolsky	Member	effective 10/06/22
	7	Amoy Reid	Member	effective 10/06/22
<b>NOMINATING</b>	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition . No Term Limits</i>			
	1	Michael Asseff	Chair	effective 06/30/20
	2	Sharonda Davis-Bailey	Member	effective 04/27/22
	3	Amoy Reid	Member	effective 12/19/19
	4	Twan Russell	Member (Officer)	
	5	Laurie Salarullo	Member (Board Chair)	
	6	Kristina West	Member	effective 09/13/21
	7	Julie Winburn	Member	effective 05/2022
<b>AD HOC FUNDRAISING</b> Re-established 8/2022 Report to Executive Comm	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
	5	Kirk Englehardt	Member	effective 9/20/22





# 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
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21	22	23	24	25	26	27
28	29	30	31			

September 2022						
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25	26	27	28	29	30	

October 2022						
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30	31					

November 2022						
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20	21	22	23	24	25	26
27	28	29	30			

December 2022						
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25	26	27	28	29	30	31

January 2023						
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15	16	17	18	19	20	21
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29	30	31				

February 2023						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
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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
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26	27	28	29	30	31	

April 2023						
Su	M	Tu	W	Th	Fr	Sa
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23	24	25	26	27	28	29
30						

May 2023						
Su	M	Tu	W	Th	Fr	Sa
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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
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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/9:30 am**

- September 12, 2022, 9:00 am
- November 14, 2022, 9:00 am
- December 12, 2022, 9:00 am
- February 13, 2023
- April 10, 2023
- May 15, 2023
- June 19, 2023

**Program Review:**

- Sept 22, 2022, at 10:30 am
- Dec 16, 2022, at 1:00 pm

**Nominating:**

- Oct 25, 2022, at 2 pm
- Jan 24, 2023, at 11:30 am

**Governance:**

- Aug 29, 2022, at 12 pm
- Nov 7, 2022, at 1 pm
- Dec 5, 2022, at 2:30 pm
- Jan 12, 2023, at 9:30 am
- Mar 6, 2023, at 10:30 am

**Audit:**

- August 31, 2022, at 12:30 pm

**ELC Offices closed for holidays on:**

July 4; Sep 5; Nov 11, 23, 24 and 25; Dec 23, 26, and 30; Jan 2 and 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><b>BG1 – At Risk Populations:</b> School readiness services for a child in a family that is: referred for investigation by the Broward Sheriff's Office (BSO); under the supervision of ChildNet (in home, foster care or relative/no relative placement); in the custody of a parent who is homeless, as verified in law; in the custody of a parent who is the victim of domestic violence, residing in a certified DCF shelter or; actively participating in a diversion program as required by law.</p> <p><b>BG3 – Temporary Assistance for Needy Families (TANF), also referred to as Temporary Cash Assistance (TCA)</b> Families who are receiving TCA, and subject to the federal work requirements.</p> <p><b>BG3R – Relative Caregiver</b> Child who is in receipt of the Relative Caregiver (RCG) payment, who is adjudicated by a Florida court and placed in the home of a relative through ChildNet.</p> <p><b>BG5 – Transitional Child Care (TCC)</b> Family that is transitioning from the receipt of TCA (from a workforce program) into employment, as defined by law.</p> <p><b>BG8 – Income Eligible</b> Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability.</p> <p><b>CSC – Children's Services Council Vulnerable Populations Program</b> Eligibility mirrors the Income Eligible (BG8) criteria. Other conditions may be set by CSC, on an as needed (case-by-case) basis.</p>
Categories Exempt from Licensing		Certain religious affiliated and non-public schools may be exempt from licensure but must register with Broward County and receive approval prior to operating. Programs for children grades six and above and summer day camps for elementary school aged children are exempt from licensure.
Center-Based Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children in a nonresidential setting for fewer than 24-hours a day per child.
Child Assessment		<p>An individual assessment performed on each child for the purpose of measuring the child's growth in specific developmental domains. Child care providers who perform this detailed assessment can be reimbursed at a higher rate per child.</p> <p>Teaching Strategies Gold (TSG) is one of three ongoing assessment tools that is approved by OEL for child care providers to receive a Quality Performance Incentive Differential. TSG helps teachers observe children during regular everyday activities, plan for their development and assess their needs. Training is needed to become a reliable observer in the tool.</p>
Child Care Development Fund	CCDF	The federal Child Care and Development Fund (CCDF) is an aggregate of several funding sources that is distributed in block grants by the federal government to the states and territories. The majority of the funds are to be used to provide child care services to families who meet certain income and need criteria. A portion of the funding (at least 4 percent of the block grant amount) is to be used for activities to improve the quality of child care. Another portion (not to exceed 5 percent of the block grant amount) is to be used to pay for costs of administering the CCDF. The purpose of the CCDF is to increase the availability, affordability, and quality of child care services.
Child Care Development Plan		Every two years, states and territories receiving CCDF funds must prepare and submit to the federal government a plan detailing how these funds will be allocated and expended.

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

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



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

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