



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

**Board Meeting Agenda**

1475 W. Cypress Creek Rd., Ft. Lauderdale, FL 33309

**September 12, 2019 – 8:30 am**

**Meeting Call-In Number: 1 (669) 224-3412 Access Code: 924-261-285**

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.

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<b>I.</b>	<b>Call to Order</b>		Laurie Sallarulo, Chair
<b>II.</b>	<b>Roll Call</b>		Elsy Silvestre, Executive Assistant
<b>III.</b>	<b>Chair Report</b>		Laurie Sallarulo, Chair
	<b>ELC IMPACT Moment</b>		
<b>IV.</b>	<b>CEO Report</b>	3	Renee Jaffe, CEO
<b>V.</b>	<b>Consent Agenda</b>	6	Laurie Sallarulo, Chair
	a. Approve June 6, 2019 Meeting minutes		
	b. B201CA1 – Approve FY 19 – 20 Strategic Plan Updates	12	
	c. B201CA2 – Approve FY 19-20 COOP – <i>under separate link</i>	26	
	d. B201CA3 – Approve FY 19-20 CEO Goals	27	
	e. B201CA4 - Approve Ms. Beverly Batson as Faith-Based Provider Representative	30	
	f. B201CA5 – Approve Fiscal Policies - <i>under separate link</i>	40	
	g. B201CA6 – Approve July 2019 Financials	42	
	h. B201CA7 – Approve Budget Amendment #1	49	
<b>VI.</b>	<b>Regular Business</b>		
	a. B201RB1 – Review CEO Performance Evaluation Results FY 18-19 and Approve Performance Pay	54	Renee Jaffe, CEO
<b>VII.</b>	<b>Finance Committee</b>		Nicholas Kaniaris, Finance Chair Christine Klima, CAO
	a. B201FIN1 - FY 18-19 Preliminary Unaudited Year End Financials	63	
	b. B201FIN2 – VPK and SR Provider Reimbursement	70	
<b>VIII.</b>	<b>Nominating Committee</b>		Ellie Schrot, Nominating Committee Chair
<b>IX.</b>	<b>Governance Committee</b>		Michael Aseff, Governance Chair
<b>X.</b>	<b>Program Review Committee</b>		Cindy Arenberg-Seltzer, PRC Chair Howard Bakalar, CPO
	a. B201PRC1 – Child Care Business Professional Development RFP	71	
	b. B201PRC2 – New Quality Assurance Plan	73	
<b>XI.</b>	<b>Provider Representative Update</b>		Cara Cerchione

XII	<b>EFS Mod Impact Overview</b>		Hubert Cesar, CIO
XIII.	<b>FYI</b> a. Broward Reads Achieves Gains in Literacy Flyer b. Dr. Amoy Reid resume c. Strategic Plan Scorecard - Q4 FY18-19 d. Wait List Report e. ELC Contracts FY 19/20 f. Cash Disbursements as of June, July g. ELC Match Funding Chart FY 19/20 h. Education and Quality Training Calendar FY 19/20 i. Community Events attended FY 19/20 j. Board Calendar FY 19/20 k. Board Committee Member List 19/20 l. Board Meeting Attendance (FY 18-19 Summary) m. Glossary of Terms	75 76 80 83 84 85 87 89 92 95 97 100 101	
XIV.	<b>Unfinished Business</b> <b>New Business</b> <b>Matters from the Board</b> <b>Matters from the CEO</b> <b>Matters from our Partners</b> <b>Public Comment</b> Next ELC Board Meeting: <a href="#">October 3 @ 8:30am</a> <b>Adjourn</b>		
<p><b>Please Note:</b> Agenda subject to revisions and additions per the discretion of the Chair of the Coalition. Notification will be sent of any such revisions or additions. <b>Members of the Public:</b> Please sign up at the entry desk for public comments to be made on particular agenda items no later than five minutes after the Coalition meeting has been called to order.</p>			

## CEO Report – Board Meeting- September 12, 2019

### Meeting packet format changes

We have made some minor cosmetic adjustments in the formatting of the committee and Board meeting packets in an effort to improve readability and strengthen the internal administrative oversight of documents. A consistent grid at the top of most consent and regular business items will identify items such as meeting, meeting date, subject, any action required, recommended action, ELC staff lead, etc. A unique item number will be assigned to the agenda item in order to connect that issue when it surfaces in other meetings. For example: “B201CA3” refers to:

- **B** - Board Meeting
- **20** - Fiscal year FY19-20
- **1** - The 1<sup>st</sup> meeting in the FY
- **CA3** – Consent agenda – 3<sup>rd</sup> item

In addition, we have tweaked board and committee packets to streamline information. Where appropriate, readers will find action statements to include an executive summary, followed by an addendum that includes supporting data and additional information (for those who want more detail). We will continue to look for ways to make all packets more efficient and easy to read.

### 2018-2019 Q4 scorecard

The quarterly scorecard for the 4<sup>th</sup> quarter of FY18-19 is in the FYI section of the packet.

### Board Retreat – October 3rd

The ELC Board retreat is scheduled for October 3<sup>rd</sup> and will immediately follow the board meeting that morning. Julie Radlauer and Marci Ronik are the facilitators. If you have not completed the board assessment survey, please do so as soon as possible. More details about the agenda will be communicated to the board as we get closer to the meeting.

### ELC Broward Hosts Equity Training, Dec 9-10, 2019

Funded through the Preschool Development Grant, OEL is coordinating the delivery of Equity Training which will be available to selected stakeholders who influence the early childhood education system. The content will focus on using an equity lens to explore historical foundations and inequities; implicit and explicit bias; culturally responsive practices and policy decision making. There are 5 training sessions throughout the state and ELC Broward is the host of the training for representatives from Southwest FL, St. Lucie, Palm Beach, Miami and the Redlands Christian Migrant Association.

The training will be held on December 9-10 in our Training Room. The two-day equity training is open to ELC Board members, ELC staff and other partners (DCF, DOH) from each county. Please contact Perry Borman at [pborman@elcbroward.org](mailto:pborman@elcbroward.org) if you have an interest in attending. Availability is limited and will be determined on a first come, first serve basis.

### School Readiness Waitlist Enrollment /Outreach

We continue to steadily enroll children off of the School Readiness waitlist during the new fiscal year, with 504 children enrolled since July 1<sup>st</sup>. The waitlist for child care as of September 4, 2019 is at 2,472, an increase of 434 children from one month ago. The increase in the waitlist numbers is due in part to ELC’s increased outreach/awareness activities at multiple community events. During July and August, ELC participated in 31 outreach events throughout the community (with 13 of these events staffed with ELC Family Services staff to answer questions about SR or VPK eligibility/enrollment as well as help parents expedite SR waitlist, SR, or VPK application submissions). In September, ELC will participate in an

additional 14 outreach events and is on track to take part in at least 45 different events during the First Quarter of FY 19-20.

### **Vulnerable Population Outreach/Enrollment**

ELC staff has been effective in its outreach and enrollment efforts for the Children's Services Council funded Vulnerable Populations contract. ELC held multiple trainings to re-acquaint existing social services providers with the referral process for this fund, and with CSC approval and encouragement, it expanded these child care services for women being served through Healthy Start Coalition, and to families recovering from substance addiction. To date, 611 children are enrolled in this fund, and ELC is working with CSC staff to manage attrition to allow additional enrollment.

### **EFS Update and Reconciliation**

An overview of EFS 3.0 Modernization is being presented at this meeting.

### **VPK Advocacy**

On July 2, ELC hosted the first Advocacy Workshop with ELC providers on the future of Florida VPK and the role of public advocacy in our community. Almost a dozen child care center staff and community partners attended. The conversation ranged from the origins of VPK as a constitutional amendment to the current iteration of the statewide VPK Readiness Scores released by OEL. The participants voiced concerns about whether the Star Literacy Assessment, administered within the first 30 days of Kindergarten, is being properly implemented around the state and whether it is developmentally appropriate for Kindergarten students. Attendees discussed ways to make their voices and concerns heard by OEL, the Florida Department of Education (DOE), and legislators. Since that July meeting, Florida's Board of Education passed its budget, which includes a \$12.8 million increase for the base rate for VPK. This budget still needs legislative and Governor approval before becoming final for fiscal year 2020-21. The Board of Education also passed VPK Rule 6M-8.601, which allows up to 10 percent to be added to a VPK provider's overall Kindergarten readiness rate based on gains made during a child's time in VPK.

ELC hosted another advocacy meeting on August 28<sup>th</sup> with participation from over forty providers and partners. During the meeting, ELC updated participants on the new items passed by the Florida's Board of Education (mentioned above), as well as, other upcoming rules to be considered by the Board of Education. Attendees provided substantial feedback in response to OEL's rules and the impacts these would have on children and providers. *The next provider advocacy meeting will be hosted by the ELC on Wednesday, September 11<sup>th</sup> at 5:30 PM.*

Over the coming weeks and months, ELC will coordinate with the Association of Early Learning Coalitions (AELC) and other key early childhood/education partners regarding an effective advocacy plan to bring recommendations to state decision makers.

### **Broward Reads Municipality Subcommittee**

On September 16<sup>th</sup> at 9:30 am ELC will be leading a new subcommittee of Broward Reads/Campaign for Grade Level Reading, literacy workgroup. This is a new group that will meet bi-monthly at ELC. The meeting will bring together the county's municipalities and other Broward Reads partners to share literacy programming ideas, receive early literacy coaching tips, discuss potential partnership events, and share best practices. A flyer for the new subcommittee is included in this packet.

### **Partnership with Broward Behavioral Health Council**

The ELC is partnering with Broward Behavioral Health Council on a professional development initiative that will support Trauma Informed Care and Infant Mental Health. With funding from BBHC, ELC staff will be formally trained to facilitate trainings for providers to identify trauma in young children and support additional assessment and referrals. Trainings will target high need schools, especially those schools that have a high number of child welfare referrals.

## **Broward College Representative for ELC Board**

The President of Broward College has designated Dr. Amoy Reid to represent the College on the ELC Board in an ex-officio capacity. Dr. Reid is the Interim Associate Dean, Academic Affairs for Broward College. She has a Ph. D in Education, Child and Youth Studies, an M.S. in Education (with a specialization in Reading Education) and a B.S. in Elementary Education (all from Nova Southeastern University). She lives in Miramar and is excited about joining the ELC board of directors.



Early Learning Coalition of Broward County  
**Board Meeting Minutes - June 6, 2019 – 8:30 am**  
1475 W. Cypress Creek Road, Suite 301, Fort Lauderdale, FL 33309

- Members in Attendance: Laurie Sallarulo, Chair; Mason Jackson, Twan Russell, Angela Iudica; Khalil Zeinieh, Cara Cerchione, William Karp, Dawn Liberta, Ellie Schrot, Mason Jackson, Monica King, Twan Russell, Cindy Arenberg Seltzer, Renee Podolsky, Nicholas Kaniaris
- Members Absent: Dolly Rump, Michael Asseff
- Staff in Attendance: Renee Jaffe, CEO; Christine Klima, CAO; Howard Bakalar, CPO; Hubert Cesar, CIT; Allison Metsch, Director of Education and Quality; Keisha D. Pettis, Director of Family Services Program; Stephanie Landreville, Controller; Nora Emmanuel, Communications Manager; Pablo Calvo, Director of Community Engagement; Reinier Potts, Financial Analyst; Christiana Belvant, Quality Assurance and Compliance Specialist; Irene Ramos, Executive Assistant
- Others in Attendance: Jacob Jackson, General Counsel; Frank Isaza, 211; Layne Polakoff, Broward County Schools; Andrew Skurowitz, Early Learning Centers; Debbie Palmisano, Greater Horizons Academy; Wendi Siegel via phone

Item	Action/Discussion
Welcome & Call to Order	<p>Twan Russell called the meeting to order on behalf of the Chair at 8:43 am. Roll Call was done and a quorum was established. Laurie Sallarulo joined the meeting shortly after the meeting came to order.</p>
<b>CEO Report</b>	<p>Renee introduced Nora Emmanuel as ELC’s new Communications Manager.</p> <p>Wait List Update:  In the next couple of weeks, the ELC will commence a new outreach campaign for enlisting children to the School Readiness waitlist that includes reaching out to community partners, ELC providers, and existing School Readiness parents to help spread the word about the waitlist.  In October 2018 when the ELC began calling families off of the School Readiness waitlist, the percentage of families determined to be eligible for School Readiness was high. As the families being called has become closer in time to families signing up for School Readiness, there has been a noticeable decrease in eligibility rates. The no response rate has slightly increased. ELC continues to track the data manually while EFS Modernization functionalities still require modifications and do not have accurate information.</p> <p>In accordance with House Bill 1091, June 30<sup>th</sup> marks the deadline for all CLASS assessments to be completed. The ELC has assessed over 277 programs. There were 189 exempt programs based on the number of school readiness children within the centers and 25 remain to be assessed before the deadline. A quality improvement plan will be required for school readiness centers scoring between a 2.51 and a 2.99 on their assessment. The average score for school readiness programs in Broward is 4.35.</p> <p>The ELC will host their annual Provider Appreciation event on June 17<sup>th</sup> at 9:30am at the ELC’s new location. In conjunction with honoring the ELC providers, a discussion on VPK readiness rates and related ELC advocacy efforts will take place.</p>
<b>Chair Report</b>	<p>The Chair will host a second Provider Feedback Session at Junior Achievement of South Florida on June 13<sup>th</sup> at 9:30am. This meeting will be sunshined, and Providers and Board members are welcome to come and participate at a second solution focused discussion group. Some of the topics that were addressed at the last meeting were communication and Provider representation on the ELC board.</p>

	<p>The board was reminded about the policy on Conflicts of Interest. Florida statute requires that when a member becomes aware of a conflict on a voting item at a meeting, the member shall disclose the conflict orally at the meeting and complete a Conflict of Interest form disclosing the nature of the conflict pursuant to 112.3143, F.S or ELC Bylaws and return it to the person responsible for completing the minutes as soon as possible, but no later than 15 days after the date of the oral disclosure. The disclosure shall be incorporated into the minutes of the meeting and the form will become public record upon filing. The form shall also be immediately provided to the other members and shall be read publicly at the next meeting held subsequent to its filing.</p> <p>At previous meetings there have been discussion and approval for creating a fund where Board members can support coffee and snacks for Board meetings.</p> <p><b>A motion</b> was made by Cindy Arenberg Seltzer for Board members to support the snack/coffee fund on a regular basis with \$20 as the suggested contribution. <b>Seconded</b> by Angela Iudica. <b>Unanimously approved.</b></p>
<p><b>Consent Agenda:</b></p> <p>a. Approve April 4, 2019 Meeting Minutes</p> <p>b. Approve OEL Grant Agreement FY 19/20</p> <p>c. Approve 211 Broward Contract FY 19/20</p> <p>d. Approve United Way Contract FY 19/20</p> <p>e. Approve Broward County Public School K-Transition Ambassador FY 19/20</p> <p>f. Approve Sliding Fee Scale</p>	<p>Consent Agenda passes with the exception of the Public School K-Transition Ambassador FY 19/20 item. <b>Unanimously approved.</b></p> <p>Questions were raised concerning what the public schools contribution will be and how the contract will work. ELC clarified the funding will cover one staff person employed by the Broward County Public School and materials and outlined the scope of work. Public School representative Layne Polakoff stated the project will connect families with their children’s kindergarten and help transition the child and family to kindergarten. The board requested regular updates on the deliverables included in the contract.</p> <p><b>A motion</b> was made by Mason Jackson to approve the Broward County Public School K Transition Ambassador for FY 19/20. <b>Seconded</b> by Cindy Arenberg Seltzer. <b>Unanimously approved.</b></p> <p>Monica King abstained from voting because her spouse is employed with the School District. Angela Iudica abstained from voting because she is employed by the School District</p>



<p>g. Approve School Readiness Program Plan Elements</p> <p>h. Approve appointment of Cara Cerchione to Governance Committee and William Karp to Nominating Committee</p> <p>i. Approve Amended Bylaws</p>	
<p><b>Regular Business</b></p> <p>Kindergarten Readiness Rate</p> <p>Strategic Plan Update thru Q3</p>	<p>Florida’s Kindergarten Readiness Rates were released on May 16, 2019. This was the second year of the implementation of a new assessment tool which assesses alphabetic principles, letter recognition, and early math skills. For the last two years, test results have shown that approximately 60 percent of children have entered Kindergarten ready to learn.</p> <p>There are a number of factors that aren’t necessarily reflected in the Kindergarten Readiness scores. These include “summer slide,” tendency to score much lower on standardized tests at the beginning of a school year (as compared to later in the year) in addition to questions about whether the “pass” score of 500 has any meaningful research or data behind its origin.</p> <p>Regardless, based on overall results, The Governor’s office directed his Education Commissioner to make VPK a priority, including reviewing the amount of resources currently directed toward the State’s VPK program. OEL is in the processes of creating new rules incorporating learning gains documented in the VPK year to be included as part of a Kindergarten Readiness formula which will be considered in the coming weeks.</p> <p>While the Kindergarten Readiness Rate is not a sole reflection of a child’s development, or a school’s quality (and should not be used in isolation in making decisions), the ELC has already begun to analyze the VPK readiness data along with other data sets.</p> <p>An update on the strategic plan shows progress on most areas of the plan.</p>

<p><b>Finance Committee</b></p> <p>Provider Reimbursement Reconciliation Update</p> <p>Approve April Interim Financial Statements</p> <p>Approve Preliminary FY 19/20 Budget</p> <p>Fiscal Policy Review and Approval Plan</p>	<p>The CAO discussed the challenges all of the Coalitions throughout the State faced analyzing year to date provider payment expenses because the continuing problems with OEL’s EFS billing system. Starting in April 2019, OEL directed all of the Coalitions to start trying to use the data from the new system to calculate payments (and stop using offline estimates) after some of the system’s School Readiness attendance functionality became operational for the first time since July 2018. The number of children served using this method was significantly lower than the number of children estimated served using the offline method. This implied that upcoming provider expenses for May and June would be much lower than previously expected and the savings would add to a surplus already expected based on the pace of new enrollments, savings from part-year vacancies in newly-added staff positions, and other factors.</p> <p>However, since the data in the EFS Mod system was not yet reliable, a yearend surplus amount could not yet be accurately projected. ELC staff estimates ranged widely from one million up to four million, depending on a variety of enrollment factors that could not yet be verified. Statewide, OEL was projecting approximately \$30 million in unspent funds among all 31 Coalitions. However, these projected amounts would not be confirmed until actual enrollment and attendance data was collected and all provider accounts were reconciled over the coming months.</p> <p>ELC staff will continue to monitor the development of this issue and explore possible options for utilizing unspent funds at yearend, as appropriate.</p> <p><b>A motion</b> was brought forth from the Finance Committee to approve the April 2019 Interim Financial Statements pending approval of an annual audit performed by a qualified independent certified public accountant. <b>Seconded</b> by Mason Jackson. <b>Unanimously approved.</b></p> <p><b>A motion</b> was brought forth from the Finance Committee to approve the Preliminary FY 19/20 Budget. <b>Seconded</b> by Cindy Arenberg Seltzer. <b>Unanimously approved.</b></p> <p>ELC’s CAO informed the board she will complete an overhaul of the fiscal policies over the summer to bring to the Finance Committee and the Board in August/September.</p>
<p>Audit Committee</p>	<p>None</p>

Nominating Committee	There are three applicants for the faith based child care board representative seat thus far. A survey was sent out to the community of providers. The concern from providers is that the faith based provider nominating process be open to all providers. The committee will continue to discuss.
Governance Committee	The parent representative Board member has moved to Georgia.  <b>A motion</b> was brought forth from Governance to remove Ashley Davis, parent representative from the Board. <b>Seconded</b> by William Karp. <b>Unanimously approved.</b>
Program Review Committee	Completion of CLASS assessments will be completed by the deadline imposed by OEL.
New Business	The ELC Board meeting calendar for coming FY will be sent out to board members for a final review.
Matters from the Chair	None
Matters from the Committee	There was no discussion.
Public Comment	There was no comment.
Next Meeting Date	September 12, 2019
Adjourn	The meeting adjourned at 10:29 am.

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

ITEM#/MEETING	B201CA1 / BOARD
MEETING DATE:	9/12/19
SUBJECT:	ELC Broward 2019-2020 Strategic Plan
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve 2019-2020 Strategic Plan Update</b>
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Exec. Committee 8/29/19 - EXC201CA1; Ad Hoc Strategic Plan Committee meeting w/changes- 8/5/19
ELC STAFF LEAD	P. Borman

### **Background**

A 3-year Strategic Plan (7/1/18 – 6/30/21) was approved by the board at the beginning of the FY 18-19 fiscal year. Quarterly progress against specific activities and outcomes in the 5 Pillars has been tracked and communicated throughout the year. Near the end of the first year of the plan, the ELC leadership team reviewed it to affirm key objectives, address changing priorities and identify key targeted outcomes over the next 12 months.

### **Current Status**

The plan has been refined and updated for FY 19-20 with a focus on strengthening client service, education, advocacy, community partnerships, and internal organizational capabilities. The vision, mission and guiding principles remain the same. Two additional guiding principles that are more internally focused have been added. Pillar 1 has been expanded to include the Payment team (“Deliver outstanding eligibility, enrollment *and payment* services.” All other pillars are unchanged.

### **FY 19-20: High-level Targeted Outcomes**

In addition to specific objectives and outcome measures within each pillar, we have identified 6 high-level targeted outcomes that are incorporated on page 1 of the Strategic Plan Overview.

<b>FY 19-20 OUTCOME</b>	<b>FY 19-20 OUTCOME COMMENT</b>
ELC will fully maximize School Readiness Slot Funding <i>(Achieve at least an 82% utilization)</i>	<u>At least</u> 82% utilization = projection of 9,042 slots
ELC will serve <u>at least</u> 77% of Broward 4 year olds in VPK	<u>At least</u> 77% = 16,975 children based on total Broward 4 yr. old population estimate of 22,045
75% of providers who score less than a 4.0 and participate in the local ELC quality initiative (“Yes, You Can”) will increase their CLASS composite score	
<u>At least</u> 80% of observed SR providers will score at least a 4.0 on their CLASS composite.	
ELC will increase its outreach and local advocacy efforts with Broward County leadership and via outreach events <i>(meet at least 80% of legislators and municipalities and increase outreach events by 25%)</i>	Target: Meetings/presentations with 25 of 31 municipalities and 15 of 18 State legislators. Participate in at least 19 outreach events.
85% of staff will respond as “satisfied” or “very satisfied” via annual staff survey	

### **Summary**

On August 5, 2019 the Ad Hoc Strategic Planning Committee met and approved the FY19-20 plan (to include amended changes discussed at meeting) for board approval. The Plan was reviewed at the August 29, 2019 Executive Committee and recommended for approval by board.

### **Supporting Documents**

- FY 19-20 Strategic Plan Summary Overview & FY 18-19 – FY 19-20 Crosswalk

## ELC 2019-2020 Strategic Plan Update

### Addendum

#### Historical Benchmarks

The following is an updated version of historical performance on targeted outcomes.

FY 19-20 OUTCOME	FY 19-20 OUTCOME COMMENTS	HISTORICAL PERFORMANCE
ELC will fully maximize School Readiness Slot Funding <i>(Achieve <u>at least an 82%</u> utilization)</i>	<u>At least</u> 82% utilization = an approximate projection of 9,042 slots	FY 16-17: 83% - 9,329 slots FY 17-18: 82% - 8,937 slots FY 18-19: 85% - 9,161 slots* ( <i>*subject to adjustments post provider payment reconciliation. Previous fiscal years had lower provider daily rates.</i> )
ELC will serve <u>at least</u> 77% of Broward 4 year olds in VPK*	<u>At least</u> 77% = 16,975 children based on total Broward 4 yr. old population estimate of 22,045	FY 16-17: 77% - (16,747 enrolled. Broward 4 yr old population estimate = 21,640) FY 17-18: 76% - (16,528 enrolled. Broward 4 yr. old population estimate = 21,812) FY 18-19: 76% - (16,846 enrolled*. Broward 4 yr. old population estimate = 22,045) <i>* The number of VPK enrollment in FY18-19 will increase as we close out summer VPK enrollment in August 2019.</i>
75% of SR providers who score less than a 4.0 and participate in the local ELC quality initiative (“Yes, You Can!”) will increase their CLASS composite score		FY 17-18: 48% - (16 out of 33) providers in PFP increased their CLASS composite score FY 18-19: 51% - (35 out of 68) providers in PFP increased their CLASS composite score
<u>At least</u> 80% of observed SR providers will score at least a 4.0 on their CLASS composite		FY 18-19: 71% - (216 out of 304) of all observed SR providers scored above a 4 on their CLASS composite score
ELC will increase its outreach and local advocacy efforts with Broward County leadership and via outreach events <i>(meet at least 80% of legislators and municipalities and increase outreach events by 25%)</i>	Meetings/presentations with 25 municipalities, 15 State legislators; Participation in 19 Outreach events (which represents a 25% increase)	FY 18-19: meetings/presentations with 23 municipalities and 15 state legislators. Participated in 15 outreach events.
<u>At least</u> 85% of staff will respond as “satisfied” or “very satisfied” via annual staff survey		85% of the staff respondents reported being satisfied or very satisfied in July 2019. The survey will be administered before the end of FY 19/20.

#### Ad Hoc Strategic Planning Committee – Feedback Summary from 8/5/19 Meeting

An initial draft was reviewed and discussed at the Ad Hoc Strategic Planning Committee on August 5, 2019. In addition, board members were invited to review and provide feedback. During the meeting on August 5th, committee members:

- Requested that staff revisit targets for the first two outcomes:
  - In the initial draft of *ELC will fully maximize School Readiness Slot Funding*, the target was to exceed the required minimum of 78% by at least 2%.
  - In the initial draft, the statement was that *ELC will serve at least 16,000 unduplicated children in VPK (73% of the most recent estimate of Broward County children)*.

- Children enrolled in summer VPK were accidentally excluded from the initial draft. Those numbers have since been added.
- This outcome has been restated to focus on the percentage of total Broward 4 year olds.
- Suggested tightening the language in the 3<sup>rd</sup> outcome related to improving provider performance
- Recommended adding an outcome that addresses number of providers that score above a 4.0 on their CLASS composite.
- Asked that legislative meetings, Broward county leadership meetings and outreach events be separated.
- Asked that percentages be added to historical benchmarks where possible.

The above have been addressed in this updated version of the FY 19-20 strategic plan update.

**Notes related to FY 19/20 High-level Outcomes and Targets**

**1. ELC will fully maximize School Readiness Slot Funding (Achieve *at least an 82% utilization*)**

- In FY19-20, the total SR allocation from OEL for Broward County is \$55,469,474. OEL requires that no less than 78% of this amount be expended to meet specified child care needs. This is referred to as “direct services”.
- The funding allocation is outlined in a preliminary FY19/20 Budget and is ultimately recommended and approved by the Finance Committee before being approved by the board.
- A goal is to maximize slot funding while maintaining the flexibility to address other priorities within the budget.
  - Within the overall budget for SR slots, there are a number of variables that influence the total number of SR children we are able to serve. These include, but are not limited to: child care rates paid, the number of days of child care used/paid and a variety of other factors (type of child care provider, part time vs full time etc.) related to the families and childrens enrollment.
- An 82% utilization equates to an approximate number of 9,042 slots.

FY 19-20 Slot utilization	FY 19-20 \$\$ projection for Slots	Projected number of slots
78%	\$43,266,190	8601
79%	\$43,820,884	8711
80%	\$44,375,579	8821
81%	\$44,930,274	8932
<b>82%</b>	<b>\$45,484,969</b>	<b>9042</b>
83%	\$46,039,663	9152
84%	\$46,594,358	9263
85%	\$47,149,053	9373

**2. ELC will serve at least 77% of Broward 4 yr. olds in VPK**

- VPK is reimbursed based on usage. Therefore, if we enroll 100% of Broward’s 4 year-olds in VPK, OEL would be required to reimburse us 100%. According to the most recent VPK Estimating Conference, the statewide estimate for FY 19-20 VPK enrollment participation rate is estimated to be 75%. Over the course of FY 19-20, we will continue to explore who is not signing up for VPK and why in an effort to increase this percentage.

3. 75% of SR providers who score less than a 4.0 and participate in the local ELC quality initiative (“Yes, You Can!”) will increase their CLASS composite score

- We hope to enroll at least 50 providers in the “Yes, You Can” local quality initiative in FY 19-20.

**Questions from Board members who reviewed the draft strategic plan**

**1. *What was the baseline for the 18/19 customer satisfaction?***

ELC began reporting on client satisfaction in the 2<sup>nd</sup> quarter of FY18/19. In that quarter, 97% of the 159 parents who responded to the survey were very satisfied with services. The average during the year was closer to 95%. For the current fiscal year we are both:

- A. Moving away from a quarter to quarter % increase targets (and instead focusing on maintaining minimum high threshold) and
- B. Working on broadening how we are capturing client satisfaction since this metric has previously focused on the family services aspect of our business and we need to include provider relations, payments team, etc.

**2. *Parent Walk Ins. I saw the change to adding sites. Is our desire to decrease the number of walk-ins or improve the convenience/experience for parent walk ins? Or both?***

We want to both improve convenience/experience of parent walk-ins as well as add sites where it makes sense to increase convenience and access to our services.

**3. *Web Trainings – I know we had it in 18/19.... And note we moved it to 19/20. Are we actually developing? Or are we looking at somethings that’s already been developed?***

We created 4 web training videos in FY18/19 and the goal is to add another 4 this fiscal year. We will be developing (and I’m sure where appropriate can leverage already developed content).

**4. *Did we do an annual employee survey in 18/19? Or are we kicking it off this year?***

The annual employee survey was administered in late July for FY 18/19. We expect to administer it again by the end of the FY 19/20 year.



## Early Learning Coalition of Broward - Strategic Plan Overview- **UPDATED** July 1, 2018 (FY 19) – June 30, 2021 (FY 21)

### 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 deliver high quality early learning experiences to young children and their families.

### Guiding Principles:

We believe in environments of success for our children and educators.  
All children develop at their own pace and learn in different ways.  
All children have the ability to reach full potential regardless of economic means.  
Play and imagination are essential learning components.  
Early learning helps to build the foundation for future success.  
Highly skilled educators create the best learning opportunities for ALL children.  
Parents are the "Most important individuals to ensure child's success."  
Delivering outstanding customer service is vital to delivering our mission.  
We are committed to hiring and developing great employees.

### Pillars for Delivering on Our Vision and Mission:

Deliver Outstanding **Eligibility, Enrollment and Payment Services**

Provide **Quality Early Care** Opportunities

**Advocate** for the Early Care and Education System

Forge Strong long term Strategic **Partnerships**

Strengthen and Develop the **ELC Staff** and Organization

### 2019-2020 High-Level Targeted Outcomes:

ELC will fully maximize School Readiness slot funding  
*(Achieve at least an 82% utilization = 9,042 slots)*

ELC will serve at least 77% of Broward 4 year olds in VPK  
*(at least 77% unduplicated children estimated at 16,975)*

75% of providers who score less than a 4.0 and participate in local ELC Broward quality initiative ("Yes, You Can") will increase their CLASS composite score

At least 80% of observed SR providers will score at least a 4.0 in their CLASS composite.

ELC will increase its outreach and local advocacy efforts with Broward county leadership and via outreach events  
*(meet with at least 80% of legislators and municipalities and increase outreach events by 25%)*

85% of staff will respond as "satisfied" or "very satisfied" via annual staff survey



## FY 2019 – 2020 Outcomes and Objectives

### PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

#### Objectives

1. Create customer-centered focus
2. Continue to evaluate technology for improved performance
3. Leverage partnerships to increase service availability

#### Outcomes:

- Maintain level of client satisfaction
  - FY20: A minimum of 85% of parents will respond “satisfied” or “very satisfied” with ELC services on client satisfaction survey.
  - FY20: Answer 85% of Call Center calls
- Develop and launch Training & QA Plan
  - FY20: Develop and implement orientation and training curriculum and QA plans for eligibility, enrollment, customer service and payment teams
  - FY20: Develop QA baseline error rate for eligibility, identify error reduction target and implement strategy to reduce errors
- Increase methods to assist and solve client inquiries
  - FY20: Implement and evaluate alternative communication vehicles (i.e. web-based chat functionality)
  - FY20: Develop 4 additional web-based instructional training videos for parents, staff and providers
- Increase client service convenience for parent walk-ins through use of online appointment setting system and increased out-posted sites
  - FY20: Add 2-3 out posted sites
  - FY20: Increase awareness of out-posted sites and services, analyze client traffic patterns quarterly and adjust staffing/services based on analysis

### PILLAR 2: Provide Quality Early Care Opportunities

#### Objectives

1. Expand focus on VPK training and support
2. Provide coaching, professional development, and support services to early learning community
3. Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators

#### Outcomes:

- All providers will have access to new VPK training series
  - FY20: Develop and launch a minimum of 4 classes in VPK training series
  - FY20: 80% of training participants will show mastery of subject based on pre and post testing
- 100% of providers participating in ELC’s new quality initiative will have a developed Success Plan
- 80% of providers in tiered training programs will show mastery of subject based on pre- and post-testing.

### **PILLAR 3: Advocate for the Early Care and Education System**

#### **Objective**

1. Be a leader in advocacy of early childhood development and subsidized child care system

#### **Outcomes:**

- Educate and advise Broward's legislative delegation on ELC services and priorities
  - FY20: Reach out to 100% of Broward's delegation
  - Meet with/present to 15 of 18 state legislators
- Update and advise Broward's key municipality leadership regarding ELC services, initiatives and possible partnerships and funding
  - FY20: meet with/present to 25 of 31 municipalities
- Demonstrate thought leadership and improve effectiveness of ELC messaging through launch of ELC outreach campaign
  - FY20: Develop and distribute ELC annual report to key stakeholders
  - FY20: Develop at least 3 media opportunities (articles, letters to editor, etc.)

### **PILLAR 4: Forge Strong and Strategic Partnerships**

#### **Objectives**

1. Forge stronger relationships with community partners and funders

#### **Outcomes:**

- Continue to meet with mandatory referral agencies to ensure excellent client coordination.
  - FY20: Meet Semi-annually
- Continue to offer remote eligibility services at Broward community sites
  - FY20: At least 85% respond as "satisfied" or "very satisfied" on annual survey with key partners
- Expand new partnerships to bring additional resources to better serve our clients
  - FY20: Identify and form two new strategic partnerships
  - FY20: Actively participate in a minimum of 8 local community system of care workgroups/committee meetings

## **PILLAR 5: Strengthen and Develop the ELC Broward Organization**

### **Objectives**

1. Continue to build organizational capabilities
2. Increase staff development and morale
3. Increase our business analytics through the launch of a customer relationship management software system (CRM)
4. Develop plan to increase unrestricted reserve based on organizational need

### **Outcomes:**

- Improve ELC name recognition for recruiting; Improve HR processes to include staff orientations, more robust onboarding process, improved performance management.
  - FY20: ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions).
  - FY20: Create baseline of key recruitment metrics (i.e. avg. # of days' positions are open), identify a target reduction percentage and initial improvement strategy
  - FY20: Implement core management and staff development/training program
- Launch CRM to improve organizational effectiveness and efficiency
- Identify and develop new private and corporate sponsors/funders to increase unrestricted reserve
  - FY20: Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity

## Early Learning Coalition of Broward - Strategic Plan Overview

July 1, 2018 (FY 19) – June 30, 2021 (FY 21)

2018 – 2019 CURRENT	<i>2019-2020 DRAFT</i>
<p><b>Vision:</b> All children will have high quality early learning experiences leading to success in school and life.</p> <p><b>Mission:</b> Lead and support the early learning community to deliver high quality early learning experiences to young children and their families.</p>	<p><i>No change</i></p>
<p><b>Guiding Principles:</b></p> <ul style="list-style-type: none"> <li>We believe in environments of success for our children and educators.</li> <li>All children develop at their own pace and learn in different ways.</li> <li>All children have the ability to reach full potential regardless of economic means.</li> <li>Play and imagination are essential learning components.</li> <li>Early learning helps to build the foundation for future success.</li> <li>Highly skilled educators create the best learning opportunities for ALL children.</li> <li>Parents are the "Most important individuals to ensure child's success."</li> </ul>	<p><i>No change to current list. Add 2 additional guiding principles that are internally focused:</i></p> <ul style="list-style-type: none"> <li>• <i>“Delivering outstanding customer service is vital to delivering our mission”</i></li> <li>• <i>“We are committed to hiring and developing great employees”</i></li> </ul>
<p><b><u>PILLARS FOR DELIVERING OUR VISION &amp; MISSION</u></b></p> <p>Deliver Outstanding <b>Eligibility and Enrollment Services</b> Provide <b>Quality Early Care</b> Opportunities <b>Advocate</b> for the Early Care and Education System Forge Strong long term Strategic <b>Partnerships</b> Strengthen and Develop the <b>ELC Staff</b> and Organization</p>	<p><i>No change with exception of Pillar 1. Add the word “Payment”</i></p> <p><i>Deliver Outstanding Eligibility, Enrollment <u>and Payment</u> Services</i></p>

**PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services**

2018-2019 CURRENT	2019-2020 DRAFT
<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Create customer-centered culture</li> <li>2. Maximize the use of technology</li> <li>3. Leverage partnerships to increase availability of services</li> </ol>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Create customer-centered <i>focus</i></li> <li>2. <i>Continue to evaluate technology for improved performance</i></li> <li>3. Leverage partnerships to increase <i>service availability</i></li> </ol>
<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Improve customer satisfaction scores               <ul style="list-style-type: none"> <li>○ FY 19: establish baseline, FY 20: +10% improvement, FY 21: +10% improvement (acknowledging diminishing returns if satisfaction is in excess of 90%)</li> </ul> </li> <li>• Develop and test use of web-based instructional videos across all systems/functions               <ul style="list-style-type: none"> <li>○ FY 19: 4 video trainings, FY 20: +4, FY 21: +4</li> </ul> </li> <li>• Decrease parent walk-ins to the ELC administrative office (to increase ease and convenience)               <ul style="list-style-type: none"> <li>○ FY 19: 10%, FY 20: +10%, FY 21: +10%</li> </ul> </li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• <i>Maintain level of customer satisfaction</i> <ul style="list-style-type: none"> <li>○ <i>FY 20: A minimum of 85% of parents will respond “satisfied” or “very satisfied” with ELC services on client satisfaction survey.</i></li> <li>○ <i>FY 20: Answer 85% of Call Center calls</i></li> </ul> </li> <li>• <i>Develop and launch Training &amp; QA Plan</i> <ul style="list-style-type: none"> <li>○ <i>FY 20: Develop and implement orientation and training curriculum and QA plans for eligibility, enrollment, customer service and payment teams</i></li> <li>○ <i>FY 20: Develop QA baseline error rate for eligibility, identify error reduction target and implement strategy to reduce errors</i></li> </ul> </li> <li>• <i>Increase methods to assist and solve client inquiries</i> <ul style="list-style-type: none"> <li>○ <i>FY 20: Implement and evaluate alternative communication vehicles (i.e. web-based chat functionality)</i></li> <li>○ <i>FY 20: Develop 4 additional web-based instructional training videos for parents, staff and providers</i></li> </ul> </li> <li>• <i>Increase client service convenience for parent walk-ins through use of online appointment setting system and increased out-posted sites</i> <ul style="list-style-type: none"> <li>○ <i>FY 20: Add 2-3 out posted sites</i></li> <li>○ <i>FY 20: Increase awareness of out-posted sites and services, analyze client traffic patterns quarterly and adjust staffing/services based on analysis</i></li> </ul> </li> </ul>

## PILLAR 2: Provide Quality Early Care Opportunities

2018-2019 CURRENT	2019-2020 DRAFT
<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Implement new Statewide Quality initiative</li> <li>2. Provide coaching, professional development, and support services to all participating educational institutions</li> <li>3. Be recognized as a leader and resource in early care and education</li> </ol>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. <i>Expand focus on VPK training and support</i></li> <li>2. Provide coaching, professional development, and support services to early learning community.</li> <li>3. <i>Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators</i></li> </ol>
<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• All providers participating in ELC’s new quality initiative will have a developed Success Plan <ul style="list-style-type: none"> <li>○ FY 19: 90%, FY 20: 100%, FY 21: 100%</li> </ul> </li> <li>• Providers participating in an ELC quality initiative will move to a higher tier <ul style="list-style-type: none"> <li>○ FY 19: 10%, FY 20: 20%, FY 21: 30%</li> </ul> </li> <li>• Providers participating in an ELC quality initiative will show an increase in their CLASS composite score <ul style="list-style-type: none"> <li>○ FY 19: 10%, FY 20: 15% , FY 21: 20%</li> </ul> </li> <li>• Early educators will be trained/retrained in administering the Ages and Stages (ASQ) Questionnaire screening <ul style="list-style-type: none"> <li>○ FY 19: 240, FY 20: 240 additional, FY 21: 240 additional</li> </ul> </li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• <i>All providers will have access to new VPK training series.</i> <ul style="list-style-type: none"> <li>○ <i>FY20: Develop and launch a minimum of 4 classes in VPK training series</i></li> <li>○ <i>FY20: 80% of training participants will show mastery of subject based on pre and post testing</i></li> </ul> </li> <li>• 100% of providers participating in ELC’s new quality initiative will have a developed Success Plan.</li> <li>• 80% of providers in tiered training programs will show mastery of subject based on pre- and post-testing.</li> </ul>

**PILLAR 3: Advocate for the Early Care and Education System**

2018-2019 CURRENT	<b>2019-2020 DRAFT</b>
<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Gain recognition for being advocacy leaders in early childhood development and the subsidized child care system</li> </ol>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. <i>Be a leader in advocacy of early childhood development and subsidized child care system.</i></li> </ol>
<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>○ Meet with Broward’s legislative delegation to introduce/reintroduce them to the ELC before the beginning of each legislative session               <ul style="list-style-type: none"> <li>○ FY 19: 75%, FY 20: 80%, FY 21: 90%</li> </ul> </li> <li>○ Meet with Broward’s municipalities regarding early learning issues and efforts               <ul style="list-style-type: none"> <li>○ FY 19: 4 municipalities; FY 20: 4 municipalities FY 21: 4 municipalities</li> </ul> </li> <li>○ Schedule and lead (CSC’s) Broward’s early childhood education Strategic Plan meetings               <ul style="list-style-type: none"> <li>○ FY 19 – 21: Bi – Monthly meetings</li> </ul> </li> <li>○ Participate in Baby SNAC Meetings               <ul style="list-style-type: none"> <li>○ FY 19-21: 83% attendance</li> </ul> </li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>● <i>Educate and advise Broward’s legislative delegation on ELC services and priorities.</i> <ul style="list-style-type: none"> <li>○ <i>FY 20: Reach out to 100% of Broward’s delegation. Meet with/present to 15 of 18 state legislators.</i></li> </ul> </li> <li>● <i>Update and advise Broward’s key municipality leadership regarding ELC services, initiatives and possible partnerships and funding</i> <ul style="list-style-type: none"> <li>○ <i>FY 20: meet with/present to 25 of 31 municipalities</i></li> </ul> </li> <li>● <i>Demonstrate thought leadership and improve effectiveness of ELC messaging through launch of ELC outreach campaign</i> <ul style="list-style-type: none"> <li>○ <i>FY20: Develop and distribute ELC annual report to key stakeholders</i></li> <li>○ <i>FY 20: Develop at least 3 media opportunities (articles, letters to editor, etc.)</i></li> </ul> </li> </ul>

**PILLAR 4: Forge Strong and Strategic Partnerships**

2018-2019 CURRENT	<i>2019-2020 DRAFT</i>
<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Forge a closer relationship with community partners that also serve our clients to maximize resources</li> <li>2. Form closer relationships with the ELC’s current funders</li> </ol>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. <i>Forge stronger relationships with community partners and funders</i></li> </ol>
<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Meet with mandatory referral agencies to ensure excellent client coordination.               <ul style="list-style-type: none"> <li>○ FY 19 - 21: Meet Quarterly</li> </ul> </li> <li>• Identify and meet with Broward mental health organizations and explore partnership opportunities               <ul style="list-style-type: none"> <li>○ FY 19: As many as needed to establish at least one working partnership/agreement</li> </ul> </li> <li>• Pilot remote eligibility services at Broward municipality sites</li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Continue to meet with mandatory referral agencies to ensure excellent client coordination.               <ul style="list-style-type: none"> <li>○ <i>FY 20: Meet Semi-annually</i></li> </ul> </li> <li>• <i>Continue to offer remote eligibility services at Broward community sites</i> <ul style="list-style-type: none"> <li>○ <i>FY 20: At least 85% respond as “satisfied” or “very satisfied” rating on annual survey with key partners.</i></li> </ul> </li> <li>• <i>Expand new partnerships to bring additional resources to better serve our clients.</i> <ul style="list-style-type: none"> <li>○ <i>FY 20: Identify and form two new strategic partnerships</i></li> <li>○ <i>FY 20: Actively participate in a minimum of 8 local community system of care workgroups/committee meetings</i></li> </ul> </li> </ul>



**PILLAR 5: Strengthen and Develop the ELC Broward Organization**

2018-2019 CURRENT	2019-2020 DRAFT
<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Evaluate and update current organization design and build organizational capabilities</li> <li>2. Increase staff development and morale</li> <li>3. Increase staffing/staff capabilities based on growth from diversified funding</li> </ol>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. <i>Continue to build organizational capabilities</i></li> <li>2. <i>Increase staff development and morale</i></li> <li>3. <i>Increase our business analytics through the launch of a customer relationship management software system (CRM)</i></li> <li>4. <i>Develop plan to increase unrestricted reserve based on organizational need</i></li> </ol>
<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Solidify new organizational chart (number of positions, title, structure) to support volume/workflow, initiatives, strategic plan, and fill operational gaps <ul style="list-style-type: none"> <li>○ FY 19 – 21: ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions)</li> </ul> </li> <li>• ELC staff will respond as satisfied or very satisfied with their work culture/environment as measured by annual staff satisfaction survey <ul style="list-style-type: none"> <li>○ FY 19: 80% satisfied or very satisfied, FY 20: 85% satisfied or very satisfied, FY 21: 85% satisfied or very satisfied</li> </ul> </li> <li>• Identify and develop new private and corporate sponsors/funders (to maximize and appropriately staff initiatives and service delivery) <ul style="list-style-type: none"> <li>○ FY 19: 1, FY 20: +1, FY 21: +1</li> </ul> </li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• <i>Improve ELC name recognition for recruiting; Improve HR processes to include staff orientations, more robust onboarding process, improved performance management;</i> <ul style="list-style-type: none"> <li>○ FY 20: ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions)</li> <li>○ <i>FY 20: Create baseline of key recruitment metrics (i.e. avg. # of days' positions are open), identify a target reduction percentage and initial improvement strategy</i></li> <li>○ <i>FY 20: Implement core management and staff development/training program</i></li> </ul> </li> <li>• <i>Launch CRM to improve organizational effectiveness and efficiency.</i></li> <li>• <i>Identify and develop new private and corporate sponsors/funders to increase unrestricted reserve</i> <ul style="list-style-type: none"> <li>○ <i>FY 20: Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity</i></li> </ul> </li> </ul>

ITEM #:	B201CA2
MEETING:	BOARD
MEETING DATE:	9/12/19
SUBJECT:	2019 COOP Plan
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve 2019 COOP Plan</b>
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Executive Committee, 8/29/19 - EXC201CA2
ELC STAFF LEADS	P. Borman

### **Background**

The ELC is required by the Office of Early Learning to maintain a Continuation of Operations Plan (COOP) in the circumstance that a disaster, manmade or natural, disrupts the ELC's daily business operations. The COOP is updated annually, as necessary, and is sent to OEL. Specifically, the COOP is designed to:

1. Ensure the ELC of Broward County is prepared to respond to emergencies, recover from them, and mitigate their impact.
2. Ensure that the ELC is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.

### **Current Status**

The COOP was last approved by the board at the February 2018 meeting and has recently been reviewed and updated to reflect the relocation of the ELC offices to 1475 W. Cypress Creek Road and new contact information based on a change in personnel. **No other significant changes to the Plan have been made.**

### **Summary**

The COOP is recommended for board approval by the Executive Committee at their meeting on 8/29/19. An updated approved copy is due to OEL by the end of October.

### **Supporting Documentation:**

- 2019 COOP Plan

<b>ITEM#/MEETING</b>	B201CA3 / BOARD
<b>MEETING DATE:</b>	9/12/19
<b>SUBJECT:</b>	CEO Goals FY 19/20
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve FY 19/20 CEO Goals</b>
<b>FINANCIAL IMPACT:</b>	None
<b>AS RECOMMENDED BY:</b>	Executive Committee, 8/29/19 – EXC201CA3
<b>ELC STAFF LEAD</b>	R. Jaffe

### **Background**

At a Special Executive Meeting held on May 9, 2019 scheduled specifically to discuss the CEO goals for FY 19/20, a motion was approved for the CEO goals to come directly from the Objectives/Goals and Outcomes included in the Strategic Plan Executive Summary. Additionally, the CEO was directed to develop a new CEO Performance Scorecard evaluation tool that includes the CEO's goals and targeted outcomes (from the Strategic Plan), as well as a few Leadership domains (not included in the Strategic Plan), and scoring weights assigned to each goal and outcome. This document would replace the current CEO Performance Evaluation tool. At the time of the May 9<sup>th</sup> meeting, the Strategic Plan for FY 20 was in the process of being updated. Committee members clarified that the CEO goals and outcomes should be based on the updated FY 19/20 Strategic Plan once approved by the Ad-Hoc Strategic Plan committee. Then the updated goals should be provided to the Executive Team for review before going to the full board.

ELC staff recently updated the FY 19/20 Strategic Plan, which was reviewed and approved by the Ad-Hoc Strategic Plan committee on August 5<sup>th</sup> with the provision that agreed upon recommendations made by committee members are incorporated into the document. A motion was made and passed for the updated FY 19/20 strategic plan to go to the Executive committee on August 29 and full board (on the consent agenda) for approval at the September 12 board meeting.

The CEO and ELC board chair met in August to review the updated FY 19/20 CEO goals and leadership domains to be included in the new CEO Scorecard. Both agreed for the updated goals to go to the Executive Committee on August 29.

### **Current Status**

As directed by the Executive Committee on May 9<sup>th</sup>, the CEO goals for FY 19/20 come directly from the objectives and outcomes included in the organization's updated FY 19/20 Strategic Plan. All of the CEO goals have corresponding outcomes and are cascading to ensure that they are implemented starting at the CEO level and continue throughout each department and level of staff to ensure alignment across the organization.

On or around July 31, 2020, the CEO will provide ELC board members with a self-assessment and new CEO Performance Evaluation Score card, which will include all objectives, outcomes, status updates of each goal, and section for board member scoring. The results will be shared at the August Executive Committee and September Board meeting.

### **Summary**

The FY 19/20 CEO Goals was reviewed at the 8/29/19 Executive Committee meeting and is recommended for board approval.

### **Supporting Documents**

- FY 19/20 CEO Goals/Scorecard



CEO Report Card Worksheet - Renee Jaffe, CEO  
Reporting Period: July 1, 2019 - June 30, 2020

Name of Evaluator: \_\_\_\_\_

Scoring Grid:								Unable to Rate	Total Score	Weight	Notes/Comments
<b>Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services</b>											
	<b>Objective</b>	<b>Outcome</b>	<b>CEO Self Assessment/Year End Goal Status (This section to be filled by CEO at FY end)</b>								
	1.1 Create a customer-centered focus	<b>Maintain level of customer satisfaction:</b> a. A minimum of 85% of responding parents "agree" or "strongly agree" with how satisfied they are with ELC services. <i>Stretch Goal: 87%</i>  b. Answer 85% of Call Center calls. <i>Stretch Goal: 90%</i>								5%	
	1.2 Continue to evaluate technology for improved performance	<b>Increase methods to assist and solve client inquiries:</b> a. Develop 4 additional web-based instructional training videos for parents, staff and providers. <i>Stretch Goal: 6</i>								2%	
	1.3 Leverage partnerships to increase service availability	<b>Increase client service convenience for parent walk ins through use of online appointment setting system and increased out-posted sites:</b> a. Add 2-3 out posted sites.								5%	
<b>Total Weight Pillar 1:</b>										<b>17%</b>	
<b>Pillar 2: Provide Quality Early Care Opportunities</b>											
	2.1 Expand focus on VPK training and support	<b>All providers will have access to new VPK training series:</b> a. Develop and launch a minimum of 4 classes in VPK training series. <i>Stretch Goal: 6</i>  b. 80% of training participants will show mastery of subject based on pre and post testing. <i>Stretch Goal: 83%</i>								4%	
	2.2 Provide coaching, professional development, and support services to early learning community	100% of providers participating in ELC's new quality initiative will have a developed Success Plan. <i>Stretch Goal: None</i>								4%	
	2.3 Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators	80% of providers in tiered training programs will show mastery of subject based on pre- and post-testing. <i>Stretch Goal: 83%</i>								4%	
<b>Total Weight Pillar 2:</b>										<b>16%</b>	
<b>Pillar 3: Advocate for the Early Care and Education System</b>											
	<b>Objective</b>	<b>Outcome</b>	<b>Assessment/Year End Goal Status</b>								
	3. Be a leader in advocacy of early childhood development and subsidized child care system	<b>Educate and advise Broward's legislative delegation on ELC services and priorities:</b> a. Reach out to 100% of Broward's delegation.								5%	
		b. Meet with/present to 15 state legislators.								5%	
		<b>Update and advise Broward's key municipality leadership regarding ELC services, initiatives and possible partnerships and funding:</b> a. meet with/present to 25 of 31 municipalities.								5%	
		b. Develop at least 3 media opportunities (articles, letters to editor, etc.). <i>Stretch Goal: 4</i>								5%	
<b>Total Weight Pillar 3:</b>										<b>20%</b>	
<b>Pillar 4: Forge Strong long term Strategic Partnerships</b>											
	<b>Objective</b>	<b>Outcome</b>	<b>Assessment/Year End Goal Status</b>								

4. Forge stronger relationships with community partners and funders	Continue to offer remote eligibility services at Broward community sites: a. At least 85% respond as "satisfied" or "very satisfied" on annual survey with key partners. <i>Stretch Goal: 87%</i>									8%
	Expand new partnerships to bring additional resources to better serve our clients: a. Identify and form 2 new strategic partnerships. <i>Stretch Goal: 3</i>									8%
	b. Actively participate in a minimum of 8 local community system of care workgroups/committee meetings.									4%
<b>Total Weight Pillar 4:</b>										<b>20%</b>
<b>Pillar 5: Strengthen and Develop the ELC Broward Organization</b>										
<b>Objective</b>	<b>Outcome</b>	<b>Assessment/Year End Goal Status</b>								
5.1 Increase staff development and morale	A minimum of 85% of ELC staff will respond as "satisfied" or "very satisfied" via annual staff survey.									5%
5.2 Increase our business analytics through the launch of a customer relationship management software system (CRM)	Launch CRM to improve organizational effectiveness and efficiency.									5%
5.3 Develop plan to increase unrestricted reserve based on organizational need	<b>Identify and develop new private and corporate sponsors/funders to increase unrestricted reserve:</b> a. Identify/approach and secure a minimum of 1 prospective external funders and/or funding opportunities. <i>Stretch Goal: 2</i>									5%
<b>Total Weight Pillar 5:</b>										<b>15%</b>
<b>Pillar 6: Overall CEO Aeos of Oversight (Not from Strategic Plan)</b>										
<i>ELC Finances</i>	Board receives Clear and timely financial reporting and information. Implements and maintains strong internal controls. Fiscal policies are current.									3%
<i>Board Management</i>	Provides the board with information and updates. Provides the board with quarterly updates to the strategic plan. Holds 1 board retreat annually. Fills board (non ex-officio) vacancies within 90 days.									3%
<i>Audit Outcomes</i>	Prepare for and complete financial audits resulting in no 'material' findings.									3%
<i>Operations</i>	Ensures there are appropriate systems in place to facilitate day to day operations of the organization in the areas of Administration and Operations. Manages the organization within OEL requirements. Employee Handbook is up to date.									3%
<b>Total Weight Pillar 6:</b>										<b>12%</b>

<b>Rating Categories :</b>	<b>Definition:</b>
Outstanding (4)	Work performance is consistently superior to the Standards required for the job
Exceeds Expectations (3)	Work performance is consistently above the standards for the position
Meets Expectations (2)	Work performance consistently meets the standard of performance for the position
Below Expectations (1)	Work performance does not consistently meet the standards of performance for the position; serious effort is needed to improve performance.

<b>ITEM #/MEETING</b>	B201CA4/ BOARD
<b>MEETING DATE:</b>	September 12, 2019
<b>SUBJECT:</b>	Faith-Based Provider Representative Board Seat
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Recommend Beverley Batson for the ELC Faith-Based Child Care Provider Board seat</b>
<b>FINANCIAL IMPACT:</b>	None
<b>AS RECOMMENDED BY:</b>	Nominating Committee, 8/8/19, NOM201RB1
<b>ELC STAFF LEAD</b>	P. Borman

**Background**

As indicated in Florida Statute, one ELC board member seat is designated for a “representative of faith-based child care providers”. Due to the resignation of Schmekka Lyons from the ELC Board on 3/27/19, this board seat is open. The application period opened on 4/24/19 with a 5/10/19 deadline (which was extended to 5/31/19 after no one applied). During the extension period, 4 faith based providers submitted applications. The applications were screened and three of the four are eligible for the board seat. The voting process for the Faith-based representative was originally scheduled to begin on June 5, 2019, however was put on hold in order to address the issue of voter eligibility. At a Nominating Committee meeting on 6/26/19, the committee agreed to open up the voting for this position to all licensed or registered providers in Broward County.

**Current Status**

The voting process for three applicants opened on 7/1/19. The deadline for voting by child care providers was 7/16/19. The voting process was communicated via the ELC website and social media in addition to two ELC constant contact emails to the entire Broward child care provider community and two additional emails to the “faith-based” provider community. Cara Cerchione also posted the voting opportunity on her Provider only facebook page.

There were 39 total votes. The results of the voting are listed below:

<b>Candidate</b>	<b># of votes</b>	<b>% of the vote</b>
Beverley Batson	21	54%
Lisa Dodge	14	36%
Jill Eckers	4	10%

**Summary**

Members of the Nominating Committee met on August 8, 2019 and agreed to recommend Ms. Beverley Batson, the Director of Ark Christian Preschool in North Lauderdale, as the Faith-based provider representative to the board.

**Supporting Documents**

- Ms. Beverley Batson application and bio

Beverley Batson



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Early Learning Coalition  
Board of Directors Application

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**SUBMIT APPLICATION & RESUME TO:**

Perry Borman, Chief Operating Officer, [pborman@elcbroward.org](mailto:pborman@elcbroward.org)  
1475 W. Cypress Creek Rd., Suite 301 Ft. Lauderdale, FL 33309

954-377-2183 FAX 954-377-2192

Applicant's Name: Batson, Beverley  
(Last, First – include commonly used name)

Email Address: bbatson@arccint.org

Cell Phone: 9544100097

Address: 8211 SW 19th Street, North Lauderdale, FL 33068  
City ZIP

Current Employer: Ark Christian Preschool

Current Occupation: Director

Business Address: 420 NE 33rd Street, Oakland Park, FL 33334  
City ZIP

Specify preferred mailing address:  Business  Residence

### **EDUCATION**

List postsecondary educational institutions (or highest) attended or professional certifications:

<u>NAME &amp; LOCATION</u>	<u>DEGREE/CERTIFICATE RECEIVED</u>	<u>DATES ATTENDED</u>
University of Phoenix	MBA	2005

### **COMMUNITY INVOLVEMENT**

Please list community, civic, professional, business & other organizations of which you're involved in (including professional/civic fraternal organizations):

<u>ORGANIZATION</u>	<u>POSITION(S) HELD</u>	<u>DATES INVOLVED</u>
Ark Restoration Church International	Administrator	2010 - Present
Business and Leadership Insittute for Early Learning	Mentor	2016 - Present
CDEA	Member	2018 - Present



Have you ever been elected/appointed to any public office in the state? If yes, please provide details:

<u>POSITION/OFFICE TITLE</u>	<u>DATES SERVED</u>	<u>LEVEL OF GOV'T</u>

Have you received any awards/recognition? If yes, list:  
Congressional Office Debbie Wasserman Shultz Community Service in the field of Early Learning

Do you have any other skills/recognition you would like to share with us?  
Masters Certificate in Projected Management

**PERSONAL STATEMENT**

Please answer all questions: Why do you want to serve on the ELC's Board? What do you hope to achieve as a board member? What is your vision for early childcare in Broward County?

I want to serve on the board to become more aware of activities, events, rules and regulations that may impact the field of early learning before they impact the industry and the communities it serves.

As a board member I hope to gain enough knowledge to make more impactful and informed decisions regarding the future of early learning.

My vision for early childcare is for it to expand to helping the children of families who are considered to be above the income level for assistance but are still not able to afford adequate, affordable, and sometimes safe care for their children.

## PERSONAL HISTORY

Please check all that apply:

- Have you ever been removed from a board(s), committee(s), council(s), etc.?
- Has probable cause ever been found that you were in violation of Part III, Chapter 112, F.S., Code of Ethics for Public Officers & Employees?
- Are you now, or have you in the last 3 years, been a member of any club/organization that in practice restricts (restricted) membership on the basis of race, religion, national origin, or gender?
- Have you ever been convicted/withheld adjudication for violation of any federal, state or municipal law/regulation/ordinance?
- Have you, your immediate family (spouse, child, parent(s), sibling(s) or businesses of which your immediate family have been owners, officers, or employees, held any contractual/direct dealings with any state/local governmental agency in Florida during the last four years (including the office/agency to which you've been appointed or are seeking appointment)?

If you said yes to any of the above questions, please explain:

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## REFERENCES

List 3 professional references who have known you well within the past 5 years (exclude relatives):

<u>NAME</u>	<u>PHONE NUMBER</u>
Allen Jackson	954-644-2638
Latosha Bright	954-380-1571
Reverend George Hardy	754-246-4315

If required by law or administrative rule, will you file financial disclosure statement(s):

Yes  No

## QUESTIONS FOR CHILDCARE PROVIDERS ONLY

Are you employed by a private childcare provider/employee who receives funding services from the ELC of Broward County? Yes  No

If yes, are you:  For Profit  Not for Profit  Faith Based  Other: \_\_\_\_\_

**\*\*Please Note that the designated child care provider representative (non-faith based) serving on Early Learning Coalition's Board must be from a for-profit child care provider.**

Approximately what percentage of the children/families attending your child care center/home receive child care subsidies? 40 %

Approximately what percentage of the children/families attending your child care center/home receive VPK? 0 %

Is your center/home accredited by a recognized agency? If yes, provide details/expiration:

\_\_\_\_\_

Have you ever been determined to be a LLP (Low Performing Provider) by the FDOE (FL Dept. of Education)? Yes  No

How often do you attend child care provider meetings (either PLAN, PAC or BAEYC)?

- All the time
- Frequently
- Rarely
- Never

Given the board and subcommittee meeting schedule (minimum of 2-3 hours every other month during the workday), can you reasonably expect to attend these meetings?

- Yes
- Will try to attend as many as I can
- It will be challenging to get away from the office
- I will not be able to attend any meetings

At least 10% of the applicants' early childcare center enrollment must be comprised of subsidized children (and/or VPK children). A provider **may not** be eligible for board membership, if during the last 24 months it:

- Failed to repay an overpayment by the required date after the ELC or their sub-recipient discovered the overpayment and requested repayment
- Submitted a monthly attendance roster resulting in an overpayment that exceeded 20% of the payment for a calendar month due to the provider's inaccurate reporting of a student's attendance
- Submitted a monthly attendance roster containing fraudulent reporting or other intentional misreporting of a student's attendance
- Failed to comply with the terms of the ELC's School Readiness Provider Agreement
- Provider's license status, as recorded in CCIS, is "Revocation Action Pending," "Suspension Action Pending/Suspended," or "Closed"
- Provider's accreditation status has expired or been rescinded (for providers not licensed by Broward Co. Child Care Licensing) – s.1002.55(3)b. F.S.
- Identified on the FSDA or Florida Disqualification List
- Received more than Class 1 or Class 2 Violations from Broward County Child Care Licensing and Enforcement



**COMMITMENT AND OPERATIONAL STATEMENTS**

**TIME COMMITMENT:** Serving as an ELC Board Member will require a commitment of time, including attendance at regular Board meetings (held during workday hours) and committee involvement, visiting community program sites, ELC events, and becoming educated about many aspects of early childhood development and school readiness. Board meetings are generally held once every other month.

**CONFLICT OF INTEREST:** A conflict of interest may occur when an item is presented for a vote that will directly affect you, your employer, your immediate family or another organization with which you are affiliated. Conflict of interest rules generally require you to disclose the conflict and abstain from discussion/vote on the matter.

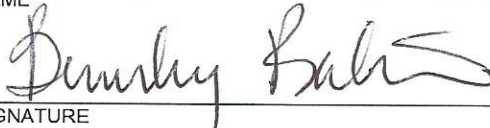
**MEMBERSHIP REQUIREMENTS:** School Readiness legislation & the Office of Early Learning Policies (OEL-PG-0002-10 "Early Learning Coalition Board Membership") govern the requirements for Board membership. Please see applicable policies.

**SUNSHINE LAW:** The ELC of Broward County is a legislatively mandated group and operates under the general Florida guidelines of The "Sunshine" Law.

**Private Provider, Faith Based Provider & Special Needs Representative:** Serving in such capacity requires a commitment to communicate Board business to constituents.

*I understand the requirements of Board Membership for the Early Learning Coalition of Broward County, Inc. I agree that I have carefully and personally prepared/read the answers to the foregoing questions. The information in this application is complete and true.*

**Beverley Batson**

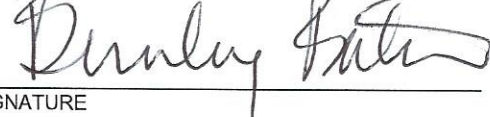
NAME  
  
SIGNATURE

**5/31/2019**  
DATE

**PRIVATE-SECTOR MEMBER**

I, **Beverley Batson**  
PRINT NAME

*have read and reviewed OEL-PG-0002-10 "Early Learning Coalition Board Membership" and agree that I meet the eligibility requirements for Early Learning Coalition Private-Sector Provider membership in Broward County, as reflected therein. I agree to immediately notify the Board of Early Learning Coalition of Broward County, Inc. in writing, should that change during my term.*

  
SIGNATURE

**5/31/2019**  
DATE

### Self-Identification

Completion of the following section is optional:

- Race:
- White, non-Hispanic Hispanic
  - Black/African American Asian
  - Native Hawaiian/Other Pacific Islander
  - American Indian/Alaska Native

Gender:  Male  Female

# BEVERLEY BATSON

8211 SW 19<sup>th</sup> Street  
North Lauderdale, FL 33068

Phone: (954) 721-1404 Home  
Phone: (954) 410-0097 Mobile

Email: [beverley\\_batson@bellsouth.net](mailto:beverley_batson@bellsouth.net)

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## OBJECTIVE

Challenging position in an organization that will use my proven interpersonal, communication, analytical, and organizational skills.

## QUALIFICATIONS

Results-driven and detail oriented with strong interpersonal and organizational abilities. Excellent written and verbal communication skills. Expertise in project-management concepts such as project planning, project completion, scheduling, quality, and change management. Background includes managing projects that require comprehensive teamwork with International Engineering, contract-manufacturing facilities, and other core business groups; creating process documentation as needed to aid in successful product releases; review and implementation of product processes and quality improvement activities; and supervising the daily operations of manufacturing teams. Knowledge of Quickbooks, Windows Office applications including Project, Excel, Word, Publisher and PowerPoint.

## EMPLOYMENT

### Ark Christian Preschool Inc, Oakland Park, FL

#### 2015 – Present Director

- Manage daily operations inclusive of but not limited to staffing and childcare management.
- Manage and maintain required qualifications and documents required to acquire and maintain contracts.
- Plan and implement opportunities for staff development and training
- Bookkeeper and office manager

### Ark Restoration Church International, Sunrise, FL

#### 2009 – Present Administrator

- Maintain member database and disseminate information to members as it arises
- Bookkeeper and record-keeper
- Schedule Pastor's appointments, seminars, conferences, guest appearances

### MOTOROLA, Inc., Plantation, FL

#### 2005 – 2009 Project Lead, iDEN Technical Operations, Motorola, Inc.

- Managed projects involving qualification of manufacturing facilities, Derivative product development, and product components.
- Strategic planning of project resources to ensure deliverables were fulfilled in a timely manner.
- Coordinated project related task between International Engineering teams and Contract Manufacturing facilities.
- Facilitated weekly project status meetings and provide updates to stakeholders as needed
- Created process documentation as needed to ensure ISO 9000 and TL 9000 compliance. Monitor and summarize build results for analysis and review of DPHU and any related quality issue.
- Reviewed and analyzed contract manufacturers' production quality data to initiate timely and relevant Engineering responses to potential or existing areas for improvement.
- Prepared weekly and monthly production quality charts to track DPHU and corrective actions.

## EDUCATION

**2009** Master's Certificate in Project Management, George Washington University, Washington, DC

**2008** Associate's Certificate in Project Management, George Washington University, Washington, DC

**2005** Masters of Business Administration, University of Phoenix, Fort Lauderdale, FL

**2002** Bachelor of Science in Business Management, University of Phoenix, Plantation, FL

## CERTIFICATION

**2004** Dale Carnegie Training Course – Effective Speaking & How to Win Friends & Influence People



Beverley Batson was born in Barbados, West Indies. She migrated to Brooklyn, New York where she graduated from Washington Irving High School and attended Pace University. She fell in love with Florida after a visit and moved here 8 months later with her husband and three children. Beverley's background is in manufacturing, project management, and business management. She has a MBA and a Master's Certificate in Project Management.

In 2015, Beverley committed to undertaking a project to start a Preschool for her church. Her only experience with early learning was in her role as a mom. Her determination and drive led her to explore and learn more about the industry of early learning to establish Ark Christian Preschool. It is a small but growing, close-knit family of staff and parents whose goal is to foster an environment that allows the students to flourish into the socially responsible adults of tomorrow.

Beverley was introduced to the Business and Leadership Institute (BLI) in 2016. BLI was a hidden gem that she wished she had found before starting Ark. Through BLI she was exposed to knowledge and tools that were immeasurable must haves for a "social entrepreneur" (Robyn Perlman – BLI) in the early learning industry. Beverley was grateful to BLI for her experiences and wanted to give back so she asked for the opportunity to be a mentor to help others on the same journey. Now, in her third year as a mentor, she hopes to encourage others to understand and accept their responsibility as social entrepreneurs in the industry of early learning.

ITEM#/MEETING	B201CA5/ BOARD
MEETING DATE:	9/12/19
SUBJECT:	ELC Fiscal Policy Overhaul
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve Revised Fiscal Policies as Presented</b>
AS RECOMMENDED BY	Finance Committee, 8/29/19 – FIN201RB1
FINANCIAL IMPACT:	None

**Background Information**

ELC recently completed a comprehensive overhaul of its outdated fiscal policies.

Key objectives of this update include (but are not limited to):

1. Bringing policies into better alignment with ELC’s in-house business model and recent updates to State and Federal grant requirements.
2. Clarifying and updating the division of responsibilities and levels of decision making authority between the ELC Board, its committees and ELC staff for financial actions affecting day to day operating activities.
3. Updating and improving internal controls.
4. Codifying accounting and accountability standards for annual and interim budgets and financial reports.

**Key Changes Included:**

1. ***Required or Necessary Changes*** to Comply with Laws, Regulations, Funder Requirements or Accepted Best Practices (these items are noted in the reason for change column of the attached detailed crosswalk)

***Items of particular interest to the Board include:***

- a. Board officer approval for CEO travel, CEO reimbursements and CEO time & attendance.
  - b. Specific role of the Audit Committee and periodic rotation of audit firm.
  - c. Mandated dual custody controls and anti-fraud measures for electronic transfers.
  - d. Independent verification of bank account information for electronic funds transfers
2. ***New Policies Addressing Key Risk Areas*** Including:
    - a. Cash and Asset Management
      - Guidelines for managing OEL advance returns
      - Third Party Administrator procurement for Retirement Asset Management
      - Operating bank procurement
      - Reserve fund accumulation
    - b. Business Continuity Controls
    - c. Insurance & Record Retention
  3. ***Transaction Threshold Changes*** in order to:
    - Align all with \$35,000 State Procurement Threshold
    - Simplify Board authorization requirements.
    - Simplify CEO purchasing authorization limits
    - Align two-signature requirement on checks/EFTs with CEO purchase authorization limit.
    - Continue sharing monthly cash disbursement detail up to the CEO limit in all Board packets



Transaction or Review Type	Old	New
a. Capitalization Threshold	\$1,000/ item	\$5,000/item Federal Threshold
b. CAO P-card daily spending limit	\$2,500	\$5,000
c. Acceptable Budget Line Item Variance (Non-Slot Operating Costs Only)	5%	10%
d. Formal Procurement Threshold	\$25,000	\$35,000 State Threshold
e. CEO Purchase Authorization Limit	\$5,000 Program \$25,000 Admin	\$35,000 All
f. Threshold for two signatures required on checks and ACH transfers	\$25,000	\$35,000

**Current Status:**

Comments from ELC staff, External Auditors, Legal Counsel and Finance Committee Members have been incorporated into the text of the policies over an 8-week review and discussion period beginning in early July.

**Summary**

Revised policies were reviewed by Finance Committee on 8/29/19 and are recommended to be approved by the Board.

**Supporting Documents:**

- Draft Revised Fiscal Policies
- Detailed Crosswalk

ITEM#/MEETING	B201CA6/ BOARD
MEETING DATE:	9/12/19
SUBJECT:	July 2019 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve July 2019 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant</b>
FINANCIAL IMPACT:	None
AS RECOMMENDED	Finance Committee, 8/29/19, FIN201RB2

**Background Information:**

The Interim Financial Statements for the one-month period ending July 31, 2019 are attached for review. Financial Highlights for the month of July 2019 are as follows:

**1. Overall**

ELC opened the 2019-2020 fiscal year fully enrolled for School Readiness and all local contracts; nearly fully staffed at 134 full time employees; settled into new office space at the Crown Center Office Complex; and nearing the end of the transition to in-house services that began October 1, 2017. Total expenditures were slightly below the 8.33% period target at 7%, earning about \$7.7 million in revenues for the first month of the year.

Total projected revenues have grown by approximately \$10 million in the past two fiscal years. Problems with the data and functionality of the OEL EFS Mod System continue to plague provider reimbursement calculations and operations. In the current fiscal year, staff is hopeful that a combination of technical fixes from OEL and a systemic ELC reconciliation process currently underway will put most of these problems behind the Coalition by the end of the second quarter.

**2. Contract Utilization**

ELC is continuing open enrollment from the waitlist over the summer, but at a lowered pace from previous months (200 per month). Since the School Readiness Program is currently fully enrolled, ELC will closely monitor attrition going forward, especially during the peak months for income eligible re-determinations beginning in September, to determine if the pace should be further adjusted.

**3. Expected New Revenues**

- a. OEL will be making new allocations to the Coalitions over the next several weeks to cover the projected costs of paying tiered reimbursement differentials required under the Quality Initiative that was rolled out on July 1, 2019. ELC estimates that tiered reimbursement differentials accounted for approximately \$191K, or 4% of all slot reimbursements paid to over 200 SR providers for July services (an estimated \$2.3 million when annualized on a straight line basis). OEL will proportionately award additional funds according to need from a \$30 million dollar pool of funding.
- b. The Department of Children and Families (DCF) will allocate additional funding to ELC to match current enrollment and needs for child care services under the Entrant Refugee program through March 2020. DCF has been in the process of trying to procure a sub-recipient to administer all DCF-funded refugee services in South Florida (including child care) for more than a year, but they have not been successful. DCF requested the ELC continue providing services on a temporary basis pending the selection process.

**Summary:**

July 2019 interim financial statements were reviewed at the meeting of the Finance Committee on 8/29/19 are recommended for approval.

**Supporting Documents:** July 2019 Interim Financial Statements and July 2019 Utilization Projection



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

## **INTERIM FINANCIAL STATEMENTS FISCAL YEAR 2019-2020 For Month Ended July 31, 2019**

**Submitted to the Board Meeting**

**September 12, 2019**

**As Recommended by the Finance Committee August 29, 2019**

**Early Learning Coalition of Broward County, Inc.**  
**FY 2019-2020 Statement of Financial Position**  
**As of July 31, 2019**

	<b>July 31, 2019</b>		<b>July 31, 2018</b>
<b>Assets:</b>			
Cash	\$ 7,462,782	\$	6,295,971
Grants Receivable	9,631,781		9,111,186
Accounts Receivable	955,988		76,770
Prepaid Expense	200,520		170,473
Fixed Assets	11,314		11,314
<b>Total Assets</b>	<b>\$ 18,262,384</b>	<b>\$</b>	<b>15,665,714</b>
 <b>Liabilities:</b>			
Accounts Payable	\$ 263,445	\$	197,029
Salary & Benefits Payable	410,687		176,542
Compensated Absences	201,522		99,493
Rent Abatement	60,653		0
Due to Providers	7,078,180		5,254,126
Due to 211-Broward	98,805		124,072
Due to Family Central	0		151,490
Due to NSU	0		131,486
Due to SBBC	0		78,612
Due to Children's Forum	146,517		72,723
Due to Other Agencies	58,540		32,667
Deferred Revenue	9,621,884		9,106,652
<b>Total Liabilities</b>	<b>\$ 17,940,232</b>	<b>\$</b>	<b>15,424,891</b>
 <b>Net Assets</b>			
Unrestricted	322,152		240,823
<b>Total Net Assets</b>	<b>322,152</b>		<b>240,823</b>
 <b>Total Liabilities and Net Assets</b>	 <b>\$ 18,262,384</b>	 <b>\$</b>	 <b>15,665,714</b>

**Early Learning Coalition of Broward County, Inc.**  
**FY 2018-2019 Statement of Activities**  
**For The Month Ending July 31, 2019**

	July 2019 Actual	FY 2019 YTD Actual	FY 2018 YTD Actual
<b>Revenue</b>			
OEL School Readiness	\$ 4,294,499	\$ 4,294,499	\$ 3,889,295
OEL CCEP/OEL SR Match	291,355	291,355	578,119
OEL Preschool Development Grant	-	-	-
OEL - Voluntary Pre-K	980,698	980,698	1,018,298
OEL - VPK Monitoring & Outreach	(331)	(331)	-
CSC - Income Eligible	1,253,174	1,253,174	224,190
CSC - Vulnerable Populations	405,962	405,962	177,123
Broward County- Match	266,581	266,581	-
Broward County - Special Needs	72,463	72,463	46,353
DCF Entrant	34,927	34,927	-
Univ of Florida Lastinger Ctr	-	-	-
Municipalities-SR Local Match	27,059	27,059	27,083
BECE Conf & Miscellaneous	31,937	31,937	1,123
<b>Total Revenue</b>	<b>\$ 7,658,324</b>	<b>\$ 7,658,324</b>	<b>\$ 5,961,583</b>
<b>Expenses</b>			
<b>Child Care Slots and Incentives:</b>			
OEL School Readiness	\$ 3,731,587	\$ 3,731,587	\$ 3,387,707
OEL CCEP/OEL SR Match	236,961	236,961	547,615
OEL - Voluntary Pre-K	965,084	965,084	922,242
CSC - Income Eligible	1,144,174	1,144,174	163,411
CSC - Vulnerable Populations	390,956	390,956	173,579
Broward County- Match	236,961	236,961	-
Broward County - Special Needs	64,412	64,412	46,353
DCF Entrant	31,752	31,752	15,866
Univ of Florida Lastinger Ctr	-	-	-
OEL Preschool Development Grant	-	-	-
Municipalities-SR Local Match	-	-	-
BECE Conf & Miscellaneous	-	-	-
<b>Total Child Care Slots and Incentives</b>	<b>\$ 6,801,886</b>	<b>\$ 6,801,886</b>	<b>\$ 5,256,772</b>
<b>Sub Recipient Expense</b>			
School Board of Broward County	-	\$ -	\$ -
Family Central	-	-	72,043
Nova Southeastern University	-	-	62,948
Children's Forum	-	-	-
211 Broward	27,815	27,815	40,750
<b>Total Sub Recipient Expense</b>	<b>\$ 27,815</b>	<b>\$ 27,815</b>	<b>\$ 175,741</b>
<b>ELC Expense</b>			
Salaries & Benefits	\$ 671,245	\$ 671,245	\$ 463,394
Attorneys	6,099	6,099	5,903
Auditors	-	-	-
Temporary Staff	-	-	15,264
Consultants	5,017	5,017	4,341
Staff & Board Travel	15,762	15,762	3,993
Insurance	1,362	1,362	1,281
Office Rent & Maintenance	34,573	34,573	17,206
Office Machines & Storage	1,822	1,822	1,962
Software Licences	7,598	7,598	6,078
Internet, Email, Website, Phones	6,110	6,110	7,045
Cell Phones	4,120	4,120	1,264
Sponsorships & Memberships	-	-	15,688
Other Operating Costs	18,452	18,452	6,783
Computer Equipment & Software	12,721	12,721	1,747
Office Move & Outfitting Costs	10,776	10,776	-
<b>Total ELC Expense</b>	<b>\$ 795,655</b>	<b>\$ 795,655</b>	<b>\$ 551,949</b>
<b>Total Expenses</b>	<b>\$ 7,625,356</b>	<b>\$ 7,625,356</b>	<b>\$ 5,984,462</b>
<b>Change in net assets</b>	<b>\$ 32,968</b>	<b>\$ 32,968</b>	<b>\$ (22,879)</b>
Net assets, beginning of year		289,184	263,702
<b>Net assets, end of the period</b>		<b>\$ 322,152</b>	<b>\$ 240,823</b>

**Early Learning Coalition of Broward County, Inc.**  
**FY 2018-2019 Annual Budget to Actual YTD**  
**For The Period Ending July 31, 2019**  
**Summary**

	FY20 Proposed Amendment #1	YTD Actual	Balance	% of Budget	Notes
<b>Revenue:</b>					
OEL School Readiness	\$ 50,283,993	\$ 4,294,499	\$ 45,989,494	9%	Addl Funds for Differentials Pending
OEL CCEP/OEL SR Match	5,185,581	291,355	4,894,226	6%	Funds Allocated in mid-July
OEL Preschool Development Grant	228,517	-	228,517	0%	Program began August 1
OEL - Voluntary Pre-K	40,613,664	980,698	39,632,966	2%	Lower enrollment during summer
OEL - VPK Monitoring & Outreach	72,142	(331)	72,473	0%	Monitoring & Outreach later in year
CSC - Income Eligible	5,852,708	1,253,174	4,599,534	21%	Allocations adj for CSC FY end Sep
CSC - Vulnerable Populations	4,080,856	405,962	3,674,894	10%	Allocations adj for CSC FY end Sep
Broward County- Match	2,036,637	266,581	1,770,057	13%	Allocations adj for BC FY end Sep
Broward County - Special Needs	669,466	72,463	597,003	11%	Allocations adj for BC FY end Sep
DCF Entrant	88,000	34,927	53,073	40%	Allocations adj for DCF FY end Sep
Univ of Florida Lastinger Ctr	-	-	-	0%	
Municipalities-SR Local Match	500,000	27,059	472,941	5%	Fundraising for year in progress
BECE Conf & Miscellaneous	50,000	31,937	18,063	64%	Alllocation Adj Pending
<b>Total Revenue</b>	<b>\$ 109,661,564</b>	<b>\$ 7,658,324</b>	<b>\$ 102,003,240</b>	<b>7%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 41,232,874	\$ 3,731,587	\$ 37,501,287	9%	Currently 87% of total expense
OEL CCEP/OEL SR Match	4,252,176	236,961	4,015,216	6%	Currently 81% of total expense
OEL - Voluntary Pre-K	38,989,117	965,084			VPK low over summer break
CSC - Income Eligible	5,267,437	1,144,174	4,123,263		Allocations adj for CSC FY end Sep
CSC - Vulnerable Populations	3,672,770	390,956	3,281,814	11%	Allocations adj for CSC FY end Sep
Broward County- Match	1,782,058	236,961	1,545,097	13%	Allocations adj for BC FY end Sep
Broward County - Special Needs	585,783	64,412	521,372	11%	Allocations adj for BC FY end Sep
DCF Entrant	83,600	31,752	51,848	38%	Allocations adj for DCF FY end Sep
OEL Preschool Development Grant	15,000	-			Stipends planned for Dec 2019
Municipalities-SR Local Match	500,000	-			Fundraising for year in progress
<b>Total Child Care Slots and Incentives</b>	<b>\$ 96,380,816</b>	<b>\$ 6,801,886</b>	<b>\$ 51,039,897</b>	<b>7%</b>	
<b>Program Expense</b>					
School Board of Broward County	\$ 95,000	\$ -	\$ 95,000	0%	Contract Pending SB legal review
Children's Forum	430,900	-	430,900	0%	Billing one month behind
211 Broward	337,000	18,634	318,366	6%	
Early Learning Coalition of Broward	8,875,317	538,490	8,336,827	6%	
<b>Total Program Expense</b>	<b>\$ 9,738,217</b>	<b>\$ 557,124</b>	<b>\$ 9,181,093</b>	<b>6%</b>	
<b>Administrative Expense</b>					
School Board of Broward County	\$ 5,000	\$ -	\$ 5,000	0%	Contract Pending SB legal review
Children's Forum	20,000	-	20,000	0%	Billing one month behind
211 Broward	125,000	9,182	115,818	7%	
Early Learning Coalition of Broward	3,392,530	257,165	3,135,365	8%	
<b>Total Administrative Expense</b>	<b>\$ 3,542,530</b>	<b>\$ 266,347</b>	<b>\$ 3,276,183</b>	<b>8%</b>	
<b>Total Expenses</b>	<b>\$ 109,661,563</b>	<b>\$ 7,625,356</b>	<b>\$ 102,036,207</b>	<b>7%</b>	

**Early Learning Coalition of Broward County, Inc.**  
**FY 2018-2019 Annual Budget to Actual by Month**  
**For The Period Ending July 31, 2019**  
**Detail**

	<b>FY20 Proposed Amendment #1</b>	<b>YTD Actual</b>	<b>Balance</b>	<b>% of Budget</b>	<b>Notes</b>
<b>Revenue:</b>					
OEL School Readiness	\$ 50,283,993	\$ 4,294,499	\$ 45,989,494	9%	Addl Funds for Differentials Pending
OEL CCEP/OEL SR Match	5,185,581	291,355	4,894,226	6%	Funds Allocated in mid-July
OEL Preschool Development Grant	228,517	-	228,517	0%	Program began August 1
OEL - Voluntary Pre-K	40,613,664	980,698	39,632,966	2%	Lower enrollment during summer
OEL - VPK Monitoring & Outreach	72,142	(331)	72,473	0%	Monitoring & Outreach later in year
CSC - Income Eligible	5,852,708	1,253,174	4,599,534	21%	Allocations adj for CSC FY end Sep
CSC - Vulnerable Populations	4,080,856	405,962	3,674,894	10%	Allocations adj for CSC FY end Sep
Broward County- Match	2,036,637	266,581	1,770,057	13%	Allocations adj for BC FY end Sep
Broward County - Special Needs	669,466	72,463	597,003	11%	Allocations adj for BC FY end Sep
DCF Entrant	88,000	34,927	53,073	40%	Allocations adj for DCF FY end Sep
Municipalities-SR Local Match	500,000	27,059	472,941	5%	Fundraising for year in progress
BECE Conf & Miscellaneous	50,000	31,937	18,063	64%	Alllocation Adj Pending
<b>Total Revenue</b>	<b>\$ 109,661,564</b>	<b>\$ 7,658,324</b>	<b>\$ 102,003,240</b>	<b>7%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 41,232,874	\$ 3,731,587	\$ 37,501,287	9%	Currently 87% of total expense
OEL CCEP/OEL SR Match	4,252,176	\$ 236,961	\$ 4,015,216	6%	Currently 81% of total expense
OEL - Voluntary Pre-K	38,989,117	965,084	\$ 38,024,033	2%	VPK low over summer break
CSC - Income Eligible	5,267,437	1,144,174	4,123,263	22%	Allocations adj for CSC FY end Sep
CSC - Vulnerable Populations	3,672,770	390,956	3,281,814	11%	Allocations adj for CSC FY end Sep
Broward County- Match	1,782,058	236,961	1,545,097	13%	Allocations adj for BC FY end Sep
Broward County - Special Needs	585,783	64,412	521,372	11%	Allocations adj for BC FY end Sep
DCF Entrant	83,600	31,752	51,848	38%	Allocations adj for DCF FY end Sep
OEL Preschool Development Grant	15,000	-	15,000	0%	Stipends planned for Dec 2019
Municipalities-SR Local Match	500,000	-	500,000	0%	Fundraising for year in progress
<b>Total Child Care Slots and Incentives</b>	<b>\$ 96,380,816</b>	<b>\$ 6,801,886</b>	<b>\$ 89,578,930</b>	<b>7%</b>	
<b>Sub Recipient Expense</b>					
School Board of Broward County	\$ 100,000	\$ -	\$ 100,000	0%	Contract Pending SB legal review
Children's Forum	450,900	-	450,900	0%	Billing one month behind
211 Broward	462,000	27,815	434,185	6%	
<b>Total Sub Recipient Expense</b>	<b>\$ 1,012,900</b>	<b>\$ 27,815</b>	<b>\$ 985,085</b>	<b>3%</b>	
<b>ELC Expense</b>					
Salaries & Benefits	\$ 10,355,465	\$ 671,245	\$ 9,684,220	6%	
Attorneys	90,000	6,099	83,901	7%	
Auditors	33,450	-	33,450	0%	Engagement start pending
Temporary Staff	-	-	-	0%	Eliminated for FY20
Consultants	522,725	5,017	517,708	1%	Mostly CLASS and Provider Trainings
Staff & Board Travel	90,900	15,762	75,138	17%	QRIS and CLASS trainings July
Insurance	30,000	1,362	28,638	5%	
Office Rent & Maintenance	416,004	34,573	381,431	8%	
Office Machines & Storage	14,865	1,822	13,043	12%	New postage machine added
Software Licences	170,591	7,598	162,993	4%	Annual Licenses & Budget Adj Pending
Internet, Email, Website, Phones	93,896	6,110	87,786	7%	
Cell Phones	22,560	4,120	18,440	18%	Adj pending
Sponsorships & Memberships	49,680	-	49,680	0%	AELC dues & CSC Family Resource Guide
Other Operating Costs	197,547	18,452	179,095	9%	
Computer Equipment & Software	37,308	12,721	24,587	34%	Laptops for Payment Staff per COOP
Office Move & Outfitting Costs	4,734	10,776	(6,042)	228%	Residual Move costs
Unallocated (Budget Only)	138,122	-	138,122	0%	Unallocated
<b>Total ELC Expense</b>	<b>\$ 12,267,847</b>	<b>\$ 795,655</b>	<b>\$ 11,472,192</b>	<b>6%</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 13,280,747</b>	<b>\$ 823,470</b>	<b>\$ 12,457,277</b>	<b>6%</b>	
<b>Total Expense</b>	<b>\$ 109,661,563</b>	<b>\$ 7,625,356</b>	<b>\$ 102,036,207</b>	<b>7%</b>	

# SCHOOL READINESS 3 YEAR UTILIZATION FY 2019 -2021 as of July 2019

**New Enrollments from Waitlist:**

Open Enrollment 200/month

No Additional CSC Billing

**Funding Changes:**

FY19 Additional \$5.4M Slot Dollars

FY20 Additional \$2.7M Slot Dollars

With \$2 Rate Increase 0 - 5 Year Olds Eff. 3/1/2019 & Addtl 4@ Eff 1/1/2020

**Assumptions:**

Daily Average Cost forecast reflects current actual trends.

Projected total days paid at 94%



## Fiscal Year 2018-19

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
P	Jul-18	22	94%	9,508	-521	\$18.94	3,799,130	163,411	3,962,541	(205,711)	3,756,829
P	Aug-18	23	94%	9,508	+	20.08	4,225,408	165,736	4,391,144	(275,210)	4,115,934
P	Sep-18	20	94%	9,508	-	19.92	2,260,822	1,527,180	3,788,002	(216,731)	3,571,271
P	Oct-18	23	94%	9,654	+146	19.74	4,240,770	143,360	4,384,130	(174,944)	4,209,185
P	Nov-18	22	94%	9,816	+162	19.13	3,999,326	132,871	4,132,197	(45,357)	4,086,841
P	Dec-18	21	94%	9,823	+7	18.59	3,707,227	126,675	3,833,903	(79,581)	3,754,322
P	Jan-19	23	94%	10,229	+406	19.56	4,468,390	133,965	4,602,355	(141,111)	4,461,244
P	Feb-19	20	94%	10,360	+131	18.83	3,851,782	49,666	3,901,448	(177,745)	3,723,703
P	Mar-19	21	94%	10,538	+178	19.87	4,397,671	-	4,397,671	(363,780)	4,033,892
P	Apr-19	22	94%	10,070	-468	20.07	4,446,993	-	4,446,993	(401,110)	4,045,883
P	May-19	23	94%	10,891	+821	20.31	5,088,475	-	5,088,475	(471,178)	4,617,297
P	Jun-19	20	94%	11,189	+298	25.36	5,942,483	(268,436)	5,674,047	(857,465)	4,816,582

13th Month Adj

Average Enrollments (Baseline)	10,091	Projected Total	\$ 49,192,982
Increase to baseline FY19 over FY18	352	Budget	52,657,568
Increase to baseline FY19 over FY17	695 (FY17 Baseline= 9,396)	<b>Surplus(Deficit)</b>	<b>\$ 3,464,586</b>
		<b>CSC Carry Over less \$2.5M</b>	<b>3,464,801</b>
		<b>SR Carry Over</b>	<b>\$ (215)</b>

## Fiscal Year 2019-20

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
A	Jul-19	23	69%	11,281	+92	\$20.91	4,105,628	1,319,111	5,424,739	(401,383)	5,023,355
P	Aug-19	22	77%	11,280	-1	20.58	4,566,445	540,496	5,106,941	(443,753)	4,663,188
P	Sep-19	21	83%	11,096	-184	20.68	4,278,625	540,496	4,819,121	(410,787)	4,408,334
P	Oct-19	23	73%	10,914	-183	20.46	4,700,718	436,150	5,136,868	(491,032)	4,645,836
P	Nov-19	21	84%	10,741	-173	20.38	4,158,456	439,405	4,597,861	(480,512)	4,117,349
P	Dec-19	22	80%	10,602	-139	19.93	4,204,861	444,810	4,649,671	(477,889)	4,171,782
P	Jan-20	23	79%	10,398	-204	21.74	4,765,698	433,999	5,199,697	(510,390)	4,689,307
P	Feb-20	20	87%	10,271	-127	20.81	3,824,664	450,216	4,274,879	(455,858)	3,819,021
P	Mar-20	22	94%	10,186	-85	21.04	4,275,003	439,405	4,714,408	(483,492)	4,230,915
P	Apr-20	22	82%	10,079	-107	20.38	4,061,143	457,377	4,518,520	(480,332)	4,038,188
P	May-20	21	104%	9,948	-131	20.31	3,799,841	443,462	4,243,303	(468,147)	3,775,156
P	Jun-20	22	102%	9,958	+10	21.07	4,161,378	455,743	4,617,120	(488,178)	4,128,942

Average Enrollments (Baseline)	10,563	Projected Total	\$ 51,711,374
Increase to baseline FY20 over FY19	472	Budget	50,810,993
Increase to baseline FY20 over FY17	1,167 (FY17 Baseline= 9,396)	<b>Surplus(Deficit)</b>	<b>(900,381)</b>
		<b>CSC Carry Over (Addl SR Funds Pending)</b>	<b>(900,391)</b>
		<b>Surplus(Deficit)</b>	<b>\$ 764</b>

## Fiscal Year 2020-21

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
P	Jul-20	23	84%	9,275	-673	\$21.82	4,459,281	195,215	4,654,496	(479,472)	4,175,024
P	Aug-20	22	95%	9,155	-120	22.12	4,257,021	198,470	4,455,490	(459,771)	3,995,719
P	Sep-20	21	100%	9,260	+105	22.33	4,137,969	203,875	4,341,845	(445,484)	3,896,361
P	Oct-20	23	85%	9,365	+105	21.72	4,394,663	284,489	4,679,151	(449,534)	4,229,617
P	Nov-20	21	95%	9,470	+105	21.87	4,062,469	287,743	4,350,212	(452,808)	3,897,404
P	Dec-20	22	88%	9,575	+105	21.38	4,209,655	293,149	4,502,804	(455,804)	4,047,000
P	Jan-21	23	85%	9,680	+105	22.59	4,747,762	282,338	5,030,100	(487,387)	4,542,713
P	Feb-21	20	91%	9,785	+105	21.65	3,938,353	298,554	4,236,907	(440,706)	3,796,201
P	Mar-21	22	97%	9,819	+34	21.83	4,428,729	287,743	4,716,472	(470,952)	4,245,520
P	Apr-21	22	86%	9,699	-120	21.04	4,184,633	305,716	4,490,349	(467,079)	4,023,270
P	May-21	21	108%	9,579	-120	20.94	3,920,274	291,800	4,212,075	(455,220)	3,756,855
P	Jun-21	22	0%	9,579	+	21.77	4,283,778	304,081	4,587,860	(475,605)	4,112,255

Average Enrollments (Baseline)	9,520	Projected Total	\$ 48,717,938
Increase to baseline FY21 over FY20	(1,043)	Budget	48,718,224
Increase to baseline FY21 over FY17	124 (FY17 Baseline= 9,396)	<b>Surplus(Deficit)</b>	<b>\$ 286</b>
		<b>CSC Carry-Over</b>	<b>\$ -</b>
		<b>Surplus(Deficit)</b>	<b>\$ 286</b>



ITEM#/MEETING	B201CA7/ BOARD
MEETING DATE:	9/12/19
SUBJECT:	FY 2020 Budget Amendment #1
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve FY2020 Budget Amendment #1</b>
AS RECOMMENDED BY:	Finance Committee, 8/29/19, FIN201RB4
FINANCIAL IMPACT:	\$2,761,317 Net Increase to Revenue and Expense

**Background Information:**

In June 2018, the Board approved a preliminary annual budget that reflected estimated revenues and expenditures pending receipt of actual grant award letters from funders. During July 2019, the Office of Early Learning (OEL) issued notices of award for FY2020. In addition, ELC has received updated budget information from the Children’s Services Council (CSC), Broward County and the Department of Children and Families for contracts that will be renewed starting in October 2018. The annual budget has been amended to reflect these and other proposed changes.

**Current Status:** Key changes and updates Included in FY2020 Budget Amendment #1 are as follows:

**1. Revenue:**

***\$2,710,632 Net additional OEL School Readiness Match Funding (Replaces Child Care Executive Partnership)***

In June 2019, the Florida Legislature designated \$30 million in State funds to meet the Federal Child Care and Development Block Grant match funding requirements for income eligible child care services and ended the requirement for each of the Early Learning Coalitions to raise the match locally. In addition, the legislature directed the Office of Early Learning (OEL) to allocate the funds proportionately to those Coalitions that could further leverage the State allocation with locally-raised funds. Broward received approximately \$5.2M of these funds, or 17.3% of the total pool because we have significant amounts of local funding from the Children’s Services Council, Broward County, the United Way and many municipalities. OEL is still developing formal guidelines for how the Coalitions should use and track these funds, and additional information and analysis of the impact will become available over the next several weeks.

***\$228,517 New funding OEL Preschool Development Grant***

In November 2018, OEL announced that it had been awarded a one-time federal grant to provide child assessment professional development resources to child care providers through December 2019. On July 1 2019 ELC received \$228,517 for local support for these activities through December 30, 2019. The funds will be used for provider coaching, trainings and incentives for providers.

**2. Slots: Increase OEL School Readiness Allocation from 80% to 82%**

For FY2020, ELC has allocated 82% of ELC’s total OEL School Readiness award to child care slots in accordance with the most recent Strategic Plan target (a benchmark that is four percent higher than the 78% minimum required by law). Traditionally, ELC has allocated child care slots at 80% annually, but actual spending has turned out to be higher in recent years because of savings realized in other expenditure categories. For FY2020, ELC will target higher slot expenditures relative to other costs from the beginning of the year, rather than waiting to sweep unexpended funds at year end.

**3. Sub-recipients: No change**

**4. Staff Costs/ Temporary Agency Cost Savings: \$203 Net Increase**

ELC proposes a \$453K increase to the budget for staff costs in order to add two new administrative roles and hire up to 10 part time customer service staff (equivalent to 5 FTE). The part time staff will support seasonal and intermittent spikes in ELC’s customer service workload throughout the fiscal year. The increase will be partially offset by eliminating \$250K for temporary agency services from the budget. The revised staffing plan is below.

**FY 2020 Staffing Plan**

Business Unit	FY 2019 Approved Feb 2019	FY 2020 Approved June 2019	FY 2020 Amendment 1	Change	Notes
CEO & HR	4.0	4.0	5.0	1.0	HR Assistant
Finance & Contracts	9.0	9.0	9.0	0.0	Quality Assurance Mgr
Operations	4.0	4.0	5.0	1.0	
IT	5.0	5.0	5.0	0.0	
CPO	1.0	1.0	1.0	0.0	
<b>Total Admin FTE</b>	<b>23.0</b>	<b>23</b>	<b>25</b>	<b>2.0</b>	
Provider Payments	12.0	12.0	12.0	0.0	10 Part Time Temp @50%
Provider Rel	8.0	7.0	7.0	0.0	
Customer Service	16.0	21.0	26.0	5.0	
Eligibility	46.0	52.0	52.0	0.0	
Quality & Education	29.0	29.0	29.0	0.0	
<b>Total Program FTE</b>	<b>111.0</b>	<b>121.0</b>	<b>126.0</b>	<b>5.0</b>	
<b>Total Budget FTE</b>	<b>134.0</b>	<b>144.0</b>	<b>151.0</b>	<b>7.0</b>	

**5. Consulting Plan: Add CLASS Observations and update all others. Net increase \$127K**

**FY2020 Consultant Plan**

Vendor	Purpose	Amount	Over 25K Approval
TBD	CLASS Observers	305,200	Pending
TBD	Provider Bus. Training	50,000	June 2019
TBD	CRM Developer	40,000	June 2019
Leboffe & Assoc	Executive Leadership Coach	23,800	
Teachstone	MMCI Trainings	22,025	
Various	PDG Trainings	20,100	
Various	CLASS/Quality Trainings	14,800	
BlueJeanWare	Blue Jean Support	13,000	
Ronik Radlauer	Board Retreat	10,000	
Vantiv Health	Appt Software Support	9,000	
TBD	BECE Keynote/speakers	5,000	
TBD	BECE Event Planner	5,000	
Nettitude	IT Security	4,800	
<b>Total</b>		<b>522,725</b>	

**6. Software Licenses: Add \$51K for Provider Training Software. \$30K for CRM Platform. Net Increase: \$81K**

**FY2020 Software Licenses**

Vendor	Purpose	Amount	Over 25K Approval
TBD	CRM Platform	30,240	Pending
Teaching Strategies	PDG Provider Trainings	27,720	Pending
Citrix ShareFile	Cloud Document Management	21,415	
Teaching Strategies	Teaching Strategies Gold	16,500	
BlueJeanware	BlueJeans Hosting	12,000	
TBD	PDG Provider Trainings	10,430	
Abila	MIP Financial Software	9,469	
Insight	Tableau Licenses	7,840	
Logmein Rescue	Screen Sharing /Customer Service	7,712	
Malwarebytes	Security	5,487	
Zip Data	Database Back up	3,000	
VantivHealth	Appointment Software	3,000	
DialMyCalls	Robo Calls to Providers	2,800	
ThreatTrack	Vipre Anti Virus	2,573	
Constant Contact	Outreach Software	2,295	
Survey Monkey	Survey Platform	2,184	
KnowB4	Security Training	1,989	
Iphone Jamf	Security Software	1,800	
Teamviewer	Remote Access for Presentations	559	
Blacktie South Florida	BECE Registration	550	
LogminUSA	Go to Meeting	432	
Sonic Wall	Firewall	423	
Faronics	DeepFreeze Software	174	
<b>Total</b>		<b>\$ 170,591</b>	

**Summary**

Budget Amendment #1 was reviewed by the Finance Committee on 8/29/19 and is recommended for approval by the board.

**Supporting Documents:**

- Draft FY2020 Budget Amendment #1
- Three Year Financial Comparison Including FY2020 Budget Amendment #1

# Proposed FY2020 Budget Amendment #1 by Business Activity



**Revenue:**

	FY 2020	FY 2020	FY 2020	FY 2020	FY 2020
	Child Care Slots	Subsidized Child Care & CCR&R Program Support	Quality and Education Activities	Administration	Total Preliminary FY 2019 Budget
OEL School Readiness	\$ 41,232,874	\$ 3,569,919	\$ 2,967,000	\$ 2,514,200	\$ 50,283,993
OEL CCEP/OEL SR Match	4,252,176	674,126	-	259,279	5,185,581
OEL Preschool Development Grant	-	-	217,091	11,426	228,517
OEL - Voluntary Pre-K	38,989,117	1,218,410	-	406,137	40,613,664
OEL - VPK Monitoring & Outreach	-	-	-	72,142	72,142
CSC - Income Eligible	5,267,437	438,953	-	146,318	5,852,708
CSC - Vulnerable Populations	3,672,770	306,064	-	102,021	4,080,856
Broward County- Income Eligible	1,782,058	193,481	-	61,099	2,036,637
Broward County - Special Needs	585,783	63,599	-	20,084	669,466
DCF Entrant	83,600	3,520	-	880	88,000
Municipalities-SR Local Match	500,000	-	-	-	500,000
BECE Conf & Miscellaneous	-	-	50,000	-	50,000
<b>Total Revenue</b>	<b>\$ 96,365,816</b>	<b>\$ 6,468,072</b>	<b>\$ 3,234,091</b>	<b>\$ 3,593,585</b>	<b>\$ 109,661,564</b>

**Expense:**

**Child Care Slots & Incentives**

OEL - School Readiness	41,232,874				41,232,874
OEL - School Readiness Match	4,252,176				4,252,176
OEL - Voluntary Pre-K	38,989,117				38,989,117
CSC - Income Eligible	5,267,437				5,267,437
CSC - Vulnerable Populations	3,672,770				3,672,770
Broward County-Income	1,782,058				1,782,058
Broward County - Special Needs	585,783				585,783
DCF Entrant	83,600				83,600
OEL Preschool Development Grant			15,000		15,000
Municipalities-Local Match	500,000				500,000
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 96,365,816</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 96,380,816</b>

**Sub Recipient Operating Expenses**

School Board of Broward County			95,000	5,000	100,000
Children's Forum			430,900	20,000	450,900
211 Broward		337,000		125,000	462,000
<b>Total Sub Recipient Operating</b>	<b>\$ -</b>	<b>\$ 337,000</b>	<b>\$ 525,900</b>	<b>\$ 150,000</b>	<b>\$ 1,012,900</b>

**ELC Operating Expenses**

Staff Costs		5,637,891	2,272,983	2,444,590	10,355,464
Attorneys				90,000	90,000
Auditors				33,450	33,450
Temporary Staff		-	-	-	-
Consultants		22,000	422,125	78,600	522,725
Staff & Board Travel		11,400	55,000	24,500	90,900
Insurance		19,394	5,758	4,848	30,000
Office Rent & Maintenance		266,204	84,748	65,051	416,004
Office Machines & Storage				14,865	14,865
Software Licenses		33,352	55,200	82,039	170,591
Phones/Internet/Web Page		65,777	14,184	13,936	93,897
Cell Phones				22,560	22,560
Subscriptions/Memberships				49,680	49,680
Other Office Costs		1,300	58,000	138,247	197,547
Computer Equipment				37,308	37,308
Furniture & Fixtures				4,734	4,734
Unallocated Budget Only				138,123	138,123
<b>Total ELC Operating</b>	<b>\$ -</b>	<b>\$ 6,057,319</b>	<b>\$ 2,967,999</b>	<b>\$ 3,242,530</b>	<b>\$ 12,267,848</b>

**Total ELC & Sub Recipient**

	\$ -	\$ 6,394,319	\$ 3,493,899	\$ 3,392,530	\$ 13,280,748
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**Total Expense**

	\$ 96,365,816	\$ 6,394,319	\$ 3,508,899	\$ 3,392,530	\$ 109,661,564
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**Revenue Over Expense**

	\$ -	\$ 73,753	\$ (274,808)	\$ 201,055	\$ Page 52 0
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**Percent Total Expenses**

87.88%	5.83%	3.20%	3.09%	100.00%
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# Proposed FY2020 Budget Amendment #1 Three Year Comparison



**Revenue:**

	FY2018	FY2019	FY2020	FY2020	+/-	
	FY18 Actual	Estimated Actuals (Pending Final Close)	Preliminary Budget Approved June 2019	Proposed Amendment 1	Change Amendment 1 Over Preliminary	
OEL - School Readiness	\$ 38,057,776	\$ 52,964,324	\$ 50,283,993	\$ 50,283,993	\$ -	Additional Funding Pending
OEL - CCEP/ New SR Match	2,643,246	2,448,043	2,474,949	5,185,581	2,710,632	OEL Match Funds Allocation
OEL- Preschool Development Grant			-	228,517	228,517	One Time Federal Grant thru Dec 2019
OEL - Voluntary Pre-K	46,489,148	40,053,226	40,613,664	40,613,664	-	
OEL - VPK Monitoring & Outreach	11,943	66,985	72,142	72,142	-	
CSC - Income Eligible	5,187,031	2,670,596	5,694,638	5,852,708	158,070	FY19 Carryforward Adj
CSC - Vulnerable Populations	1,644,643	2,680,758	3,819,086	4,080,856	261,770	FY19 Carryforward Adj
Broward County- Match	1,285,360	1,291,274	1,677,564	2,036,637	359,073	FY19 Carryforward Adj
Broward County - Special Needs	557,035	639,220	665,231	669,466	4,235	FY19 Carryforward Adj
DCF - Entrant Refugee Program	143,548	278,728	238,982	88,000	(150,982)	Additional Funding Pending
Univ of Florida Lastinger Ctr	(875)	41,701			-	
Municipalities-SR Local Match	363,349	523,941	1,310,000	500,000	(810,000)	New Match Funding Rules
BECE Conf & Miscellaneous	47,510	59,957	50,000	50,000	-	
<b>Total Revenue</b>	<b>\$ 96,429,715</b>	<b>\$ 103,718,752</b>	<b>\$ 106,900,247</b>	<b>\$ 109,661,564</b>	<b>\$ 2,761,317</b>	

**Expense:**

<b>Child Care Slots &amp; Incentives</b>						
OEL - School Readiness	\$ 37,381,258	\$ 44,461,471	\$ 40,730,034	\$ 41,232,874	502,840	82% of Total Award
OEL - CCEP/New SR Match	2,397,200	2,168,206	1,930,460	4,252,176	2,321,716	82% of Total Award
OEL - Voluntary Pre-K	37,640,175	38,463,673	39,051,600	38,989,117	(62,483)	96% of Total Award
CSC - Income Eligible	4,578,316	2,415,705	5,125,174	5,267,437	142,263	90% of Contracts
CSC - Vulnerable Populations	1,627,349	2,501,477	3,437,177	3,672,770	235,593	90% of Contracts
Broward County- Income Eligible	1,142,543	1,147,799	1,491,168	1,782,058	290,890	87.5% of Contracts
Broward County - Special Needs	495,142	580,258	591,316	585,783	(5,533)	87.5% of Contracts
DCF Entrant Refugee Program	122,842	250,472	227,032	83,600	(143,432)	95% of Contracts
Univ of Florida Lastinger Ctr	5,625	2,750	-	-	-	
OEL Preschool Development Grant				15,000	15,000	Preschool Dev Grant Stipends
Municipalities- Local Match	363,349	523,941	1,310,000	500,000	(810,000)	100% to Slot Funding
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 85,753,798</b>	<b>\$ 92,515,754</b>	<b>\$ 93,893,962</b>	<b>\$ 96,380,816</b>	<b>\$ 2,486,854</b>	89% of Total Revenues
<b>Sub Recipient Expense</b>						
School Board of Broward County	828,672	-	100,000	100,000	-	New K-Transition Ambassador
Family Central	927,729	99,433	-	-	-	
Nova Southeastern University	872,569	65,563	-	-	-	
Children's Forum	445,486	439,546	450,900	450,900	-	WAGE\$ Provider Incentives
BRHPC	931,824	-	-	-	-	
211-Broward	695,289	711,094	462,000	462,000	-	Community Referrals Only
<b>Total Sub Recipient Expense</b>	<b>\$ 4,701,570</b>	<b>\$ 1,315,635</b>	<b>\$ 1,012,900</b>	<b>\$ 1,012,900</b>	<b>\$ -</b>	
<b>ELC Expense</b>						
Salaries & Benefits	4,796,087	7,645,232	9,902,220	10,355,465	453,245	2 new FT, up to 10 PT Temps
Attorneys	100,111	71,916	90,000	90,000	-	
Auditors	47,000	18,100	34,000	33,450	(550)	
Temporary Staff	241,443	257,454	250,000	-	(250,000)	Use Part Time Direct Hires
Consultants	215,882	365,193	395,000	522,725	127,725	Addl MMCI, PDG & CLASS consult
Staff & Board Travel	39,905	93,489	55,000	90,900	35,900	
Insurance	12,717	14,509	20,000	30,000	10,000	Updated Risk Mgmt Estimate
Office Rent & Maintenance	151,353	345,161	450,000	416,004	(33,996)	Eliminated Swing Space
Office Machines & Storage	29,535	50,456	29,141	14,865	(14,276)	Updated Post Move
Software Licences	54,513	84,381	90,000	170,591	80,591	PDG Trainings, TSGold & Corrections
Internet, Email, Website, Phones	59,435	70,992	50,000	93,896	43,896	Addl Email Hosting & Phones
Cell Phones	15,339	40,468	36,000	22,560	(13,440)	Updated Post Move
Sponsorships & Memberships	78,822	40,468	25,000	49,680	24,680	Family Resource Guide & AELC
Other Operating Costs	99,021	289,186	130,800	197,548	66,748	Updated w/ Training Materials etc.
Computer Equipment & Software	60,818	101,658	70,000	37,308	(32,692)	Fewer Laptop Replacements Req'd
Office Move & Outfitting Costs		358,855		4,734	4,734	Residual Move Expenses
Depreciation	49,080				-	
Unallocated (Budget Only)		39,847	366,225	138,122	(228,103)	Unallocated Reduced
<b>Total ELC Expense</b>	<b>\$ 6,051,063</b>	<b>\$ 9,887,363</b>	<b>\$ 11,993,385</b>	<b>\$ 12,267,848</b>	<b>\$ 274,463</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 10,752,633</b>	<b>\$ 11,202,998</b>	<b>\$ 13,006,285</b>	<b>\$ 13,280,748</b>	<b>\$ 274,463</b>	
<b>Total Expense</b>	<b>\$ 96,506,431</b>	<b>\$ 103,718,752</b>	<b>\$ 106,900,247</b>	<b>\$ 109,661,564</b>	<b>\$ 2,761,317</b>	
<b>Revenue over Expense</b>	<b>\$ (76,716)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>	

ITEM#/MEETING	B201RB1 / BOARD
MEETING DATE:	9/12/19
SUBJECT:	CEO Performance Evaluation Results
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Review Evaluation Results and Approve CEO Performance Pay</b>
FINANCIAL IMPACT:	Up to \$10,000 Pay for Performance
AS RECOMMENDED BY:	Executive Committee, 8/29/19 – EXC201RB1
ELC STAFF LEAD	R. Jaffe

**Background:**

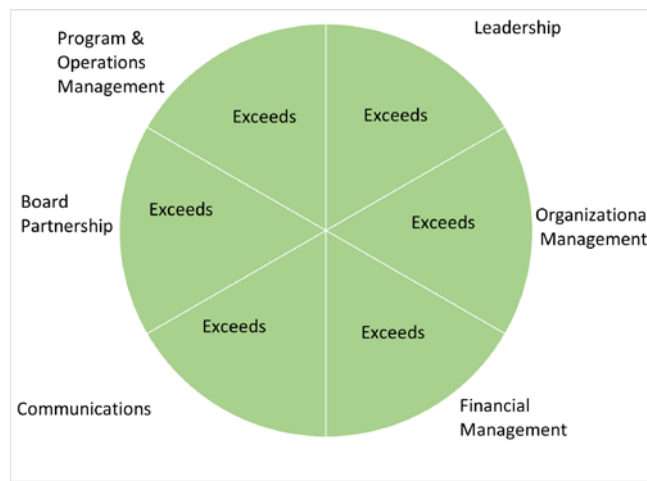
Each year the CEO’s performance is evaluated based on Board approved CEO goals and other criterion included in a CEO performance evaluation tool. In February 2018 the Board approved aligning the CEO evaluation period with the fiscal year (instead of calendar year) and approved a new CEO performance evaluation tool. As directed by the Board in FY 17/18, the CEO goals for FY 18/19 were aligned with the objectives and outcomes in the ELC’s new strategic plan.

On August 5<sup>th</sup>, all Board members were sent an email which included the CEO’s FY 18/19 self-evaluation and goals status update along with a link to the electronic CEO performance evaluation survey to be completed by August 16<sup>th</sup>. 14 of 16 Board members submitted evaluations (88%), one new Board did not feel he had enough knowledge to evaluate (6%) and one Board member did not submit an evaluation.

**Current Status:**

The CEO exceeded all five (5) performance goals in the ELC Strategic Plan which include School Readiness and VPK Parent Satisfaction and Customer Service, PFP provider retention and quality improvement, and stronger partnerships, and advocacy with municipalities and the Broward Delegation.

Performance in five other management domains were also evaluated including Leadership, Organizational Management, Program and Operations Management, Board Partnership and Communication. Overall, 73% of board responses scored the CEO either Exceeds Expectations or Exceptional and, within each of the five domains, the Board scored the CEO within the Exceeds Expectations range.



The CEO will incorporate the feedback from the CEO Performance Evaluation into the work being done through the Strategic Plan/CEO goals where appropriate and through other methods, including working with an Executive Coach

and/or other professional development opportunities to foster improvements in the coming year. Individual board member responses and comments (along with the CEO's plans to address the comments) are included in this packet. The CEO greatly appreciates the Board's survey participation; it was an extremely helpful process.

The CEO is eligible for up to \$10,000 as Performance Pay, as determined by the Board.

**Summary:**

The Executive Committee at the 8/29/19 meeting approved the recommendation of \$10,000 CEO performance pay to the board.

**Supporting Documents:**

- CEO Performance Evaluation Results
- CEO Performance Evaluation Comments

### CEO Performance Evaluation Results FY 18/19

Responders	Leadership		
Responder 1	Exceptional	Exceptional	Exceptional
Responder 2	Meets Expectations	<i>no response</i>	Need Improvement
Responder 3	Exceeds	Exceeds	Meets Expectations
Responder 4	Exceeds	Exceeds	Exceeds
Responder 5	Exceptional	Exceeds	Exceeds
Responder 6	Exceeds	Exceeds	Exceeds
Responder 7	Exceptional	Exceeds	Exceptional
Responder 8	Meets Expectations	Meets Expectations	Meets Expectations
Responder 9	Exceptional	Exceptional	Exceptional
Responder 10	Exceptional	Exceeds	Exceeds
Responder 11	Exceptional	Exceeds	Exceeds
Responder 12	Exceptional	Exceeds	Exceeds
Responder 13	Meets Expectations	<i>no response</i>	<i>no response</i>
	Exceeds	Meets Expectations	Exceptional
<b>Average Domain/ All Responders</b>	<b>Exceeds</b>		

Organizational Management		
Exceeds	Exceptional	Exceeds
Need Improvement	Meets Expectations	Need Improvement
Exceeds	Exceptional	Exceeds
Exceeds	Exceeds	Exceeds
Exceptional	Exceptional	Exceeds
Exceeds	Exceeds	Exceeds
Exceeds	Exceeds	Exceeds
Meets Expectations	Meets Expectations	Meets Expectations
Exceptional	Exceeds	Exceptional
Exceptional	Exceptional	Exceeds
Exceeds	Exceeds	Exceeds
Exceptional	Exceptional	Exceptional
<i>no response</i>	Meets Expectations	<i>no response</i>
Exceeds	Exceptional	Exceeds
<b>Exceeds</b>		

Fiscal Management		
<i>no response</i>	<i>no response</i>	<i>no response</i>
Exceeds	Need Improvement	Need Improvement
Exceeds	Exceptional	Exceptional
Exceeds	Meets Expectations	Exceeds
Exceeds	Exceeds	Exceeds
Exceeds	Exceeds	Meets Expectations
Exceeds	Exceeds	Exceptional
Meets Expectations	Meets Expectations	Meets Expectations
Exceptional	Exceeds	<i>no response</i>
Exceeds	Exceptional	Exceeds
Exceeds	Exceptional	Exceeds
Exceptional	Exceptional	Exceptional
Meets Expectations	Meets Expectations	<i>no response</i>
Exceptional	Exceptional	Exceeds
<b>Exceeds</b>		

Responders	Operations Management		
Responder 1	Exceptional	Exceptional	Exceptional
Responder 2	Meets Expectations	Meets Expectations	Need Improvement
Responder 3	Exceptional	Exceeds	Exceeds
Responder 4	Exceeds	Meets Expectations	Meets Expectations
Responder 5	Exceeds	Exceeds	Exceeds
Responder 6	Exceeds	Exceeds	Exceeds
Responder 7	Exceptional	Exceeds	Exceeds
Responder 8	Meets Expectations	Meets Expectations	Meets Expectations
Responder 9	Exceptional	Exceeds	Exceeds
Responder 10	Exceeds	Exceeds	Meets Expectations
Responder 11	Exceptional	Exceptional	Exceptional
Responder 12	Exceptional	Exceeds	Exceeds
Responder 13	Meets Expectations	Meets Expectations	Meets Expectations
Responder 14	Exceeds	Meets Expectations	Exceeds
<b>Average Domain/ All Responders</b>	<b>Exceeds</b>		

Board Partnership	
Exceptional	Exceptional
Meets Expectations	Meets Expectations
Exceeds	Exceeds
Exceeds	Exceeds
Exceeds	Exceptional
Exceeds	Exceeds
Exceeds	Exceeds
Meets Expectations	Meets Expectations
Exceeds	Meets Expectations
Exceeds	Exceeds
Exceptional	Exceeds
Need Improvement	Meets Expectations
Meets Expectations	Meets Expectations
<b>Exceeds</b>	

Communication	
Exceptional	Exceptional
Need Improvement	Meets Expectations
Meets Expectations	Meets Expectations
Exceeds	Meets Expectations
Exceptional	Exceeds
Exceeds	Exceeds
Exceeds	Meets Expectations
Meets Expectations	Meets Expectations
Exceeds	Exceeds
Exceeds	Exceeds
Exceeds	Exceeds
Exceptional	Exceptional
Meets Expectations	Meets Expectations
Exceptional	Need Improvement
<b>Exceeds</b>	

Responder's Average Score
Exceptional
Meets Expectations
Exceeds
Exceeds
Exceeds
Exceeds
Exceeds
Meets Expectations
Exceeds
Exceeds
Exceeds
Exceptional
Meets Expectations
Exceeds
<b>Exceeds</b>

Key	
4	Exceptional
3	Exceeds
2	Meets Expectations
1	Need Improvement



Leadership	Response/Plan to Address
Ms. Jaffe is professional and well respected. She has a great team that supports the execution of the mission and vision of the ELC.	
Very pleased with the initiate to move the office and expand services to children with special needs.	
Frequent e-mail updates are extremely informative and helpful.	
While I think Renee does a good job running the day to day operation, as CEO I'd like to see her more focused on building relationships with constituents, especially providers, creative and innovative solutions that result in greater outcomes, bringing in new revenue streams and increasing awareness in the community about ELC and it's work.	<ul style="list-style-type: none"> <li>● FY 20 Strategic Plan includes objectives and activities to increase community partnerships/planning, public speaking/presentations and increasing the presence of ELC in the community</li> </ul>
I think she has done a great job in leadership in the community	
Renee has exceptional vision about what the ELC should be accomplishing. She is committed to that vision.	
I am very pleased with the increased focus on building relationships in the community and taking on a leadership role. It is especially noteworthy that this was accomplished despite this being a challenging year with respect to the move, the large growth in staff and the technology challenges. As I have discussed with Renee, there is still an opportunity to grow with respect to public speaking and contribution in community collaborative settings.	<ul style="list-style-type: none"> <li>● FY 20 Strategic Plan includes objectives and activities to increase community partnerships/planning, public speaking/presentations and increasing the presence of ELC in the community</li> </ul>
Need to develop executive presence asap as you have been on the job a few years now. This will come by being brief and to the point in your outward comments as well as with responses. Secondly, be more aggressive in setting goals. Great leaders take risks	<ul style="list-style-type: none"> <li>● Currently working with an Executive Coach</li> <li>● Explore additional growth opportunities (through workshops, webinars, leadership programs, etc.)</li> </ul>
Many Owners/Directors still feel the ELC isn't a partner. Families are still left with out answers or quality support.	<ul style="list-style-type: none"> <li>● Continue to build relationship with providers through PLAN meetings, provider feedback meetings, Provider Advisory Counsel meetings, Provider Advocacy meetings/workshops and communication with ELC board provider representatives</li> <li>● Continue to improve communication with providers to provide guidance and information</li> <li>● Utilize feedback from (provider) customer service surveys to make improvements where needed</li> </ul>

Organizational Management	Response/Plan to Address
<p>This has really been a building year but it appears that Renee has put together a solid administrative team. I am looking forward to seeing how they jell over the coming year. Congratulations on a well executed move! I am very please with the new relationships being built to serve the Vulnerable Population contract. I look forward to seeing those funds used for maximum impact.</p>	
<p>Great leadership team!</p>	
<p>Rating on question 7 related to staff surveys. Would not be as high if she was not creating a positive atmosphere.</p>	
<p>Renee has assembled an exceptional team that has driven the ELC's performance to the next level</p>	
<p>I think there are times when I have not felt we were provided all the information, options or various approaches, but only the option that staff chose to recommend. This causes me to has caused me to have doubt in the CEO's transparency and has cost board members time trying to gain all the information in order to make a decision. Also, There are times I would prefer CEO be upfront that sometimes something didn't go perfectly but acknowledge it's an area that needs improvement.</p>	<ul style="list-style-type: none"> <li>● I have always strived to be transparent but will keep this comment in mind going forward</li> </ul>
<p>Respectfully the EFS system issues were a huge hurdle for the organization, however, the lack of procedures and organization during made the situation worse for parents and small business owners. Short cuts were taken to make ELC staff lives easier that resulted in more hurdles for the small business owners.</p>	<p><b>Response:</b></p> <ul style="list-style-type: none"> <li>● EFS has been a huge hurdle for everyone...providers, parents and staff</li> <li>● ELC staff worked hard to put procedures in place to ensure providers were paid on time</li> <li>● ELC paid providers on time each month despite widespread system issues</li> <li>● ELC devise processes that are efficient as possible for providers while taking into consideration staff bandwidth (never ease for staff)</li> </ul> <p><b>Plan:</b></p> <ul style="list-style-type: none"> <li>● ELC will continue to collect and take provider feedback into consideration (surveys, provider feedback meetings, provider advisory counsel, collaborate with ELC provider representative board members, etc.) and look for ways to improve communication and processes where possible</li> <li>● ELC's FY 20 strategic plan includes actions to continue to strive for excellent customer service for parents and providers</li> </ul>

Fiscal Management	Response/Plan to Address
This has been a very difficult year to manage financially given the failures of the State EFS system. I commend staff for their diligence in ensuring providers get paid timely despite the challenges. Also for the work being done to help repair the system. Financial reports continue to improve.	
No concerns in this area	
Renee is fortunate to have a strong CFO who thoroughly understands the "rules" that apply and has extensive experience and knowledge in internal controls and financial management. However, she may need to balance out her CFO's very conservative approach to avoid overstating potential losses or ending up with large surpluses.	
Excellent fiscal management.	
Strong financial controls and seen sound management of funding	
Appears to have good knowledge of financials	
<p>The ELC and OEL do not communicate effectively resulting in families and providers jumping between both organizations searching for answers and support, receiving different answers from both organizations. Fiscally, I am unsure of how the ELC understands the finances when so many accounts are still not reconciled for school readiness and vpk.</p>	<p><b>Response:</b></p> <ul style="list-style-type: none"> <li>● ELC and OEL participated in daily/weekly calls across various staff levels and department</li> <li>● ELC requested OEL increase their communication to providers on multiple occasions</li> <li>● ELC communicated with providers on a regular and on-going basis and increased communications based on provider feedback last spring that they would like us to send updates even when we are still waiting on answers/guidance from OEL or we have not finalized a new process or procedure</li> <li>● ELC Broward like most coalitions around the state, completed the majority of VPK reconciliations over the summer and SR (also in line with other coalitions) will be completed (for the most part) by Sept 30, 2019 (it we were able to complete sooner we would have)</li> </ul> <p><b>Plan:</b></p> <ul style="list-style-type: none"> <li>● ELC will continue to work closely with OEL</li> <li>● ELC will continue to work on more effective communications with providers</li> </ul>

Program and Operations Management	Response/Plan to Address
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Some great technological advances were put in place this year. I look forward to seeing the fruits of this labor in the coming year.	
At a Board level seems to have mastery of these areas	
Pleased to see the increased use of technology for data analysis and enhanced customer experience	
CEO does understand the importance of data. However it often feels like it takes a long time to get the data needed to make decisions expediently. In order for an organization to be nimble and adaptable we need to have access to data quicker. There have been many technology challenges again this year faced by the organization which were beyond our control but until later in the year we did not do the best job of communicating the challenges with our providers. Renee also is fortunate to have a strong Chief of IT on board who has an excellent understanding of systems and is great with assisting providers.	<ul style="list-style-type: none"> <li>● Continue to increase use of data to make decisions</li> <li>● Work to improve presentation of data (what data to present and how to present) provided to the board to support decision recommendations</li> <li>● Continue to work closely with OEL to obtain data timely (In current system, only OEL can produce/provide certain data and/or reports) and advocate for control over Broward data and reporting</li> <li>● Secure, Build and rollout new CRM system (increased data)</li> </ul>

Board Partnership	Response/Plan to Address
I believe she has improved in this arena but there is still work to be done.	
Very good communication	
Does a good job.	
Renee works hard to bring the necessary data to meet the needs of a large and diverse Board. I feel sufficiently informed.	
While I believe Renee tries very hard I think this is an area she needs to further develop. It is not always easy to manage different personalities, some who require more information and knowledge and others who require less, but I think Renee has struggled to find that balance.	<ul style="list-style-type: none"> <li>● Hold Annual Board retreats included in CEO goals</li> <li>● In the process of revamping how agenda items are presented in board packets (presentation and content)</li> <li>● Striving to provide and present better data to support decisions in board packets</li> <li>● Continue to build relationships and obtain feedback from board members</li> </ul>
Need to align with Board Chair asap	<ul style="list-style-type: none"> <li>● I will continue to work on this and have provided the board chair some ideas over the summer to work towards achieving this</li> </ul>
Communications	Response/Plan to Address
I believe this is a growth edge for her and for the organization.	
Information is clearly presented	
Feel comfortable with the communication from the CEO	
I would like to know more about what you think. Sometimes I feel your voice is the only one that has not been heard. As a leader, I believe it is essential to let everyone know where you stand. I think your voice is crucial because you are a leader and have potent thoughts. Sometimes your view gets lost in the conversation, or I am not sure what you think about the subject matter. I believe you will have the best mastery of the information we discuss. Your view to me is most important to understand and to determine next steps and the direction we should be going.	<ul style="list-style-type: none"> <li>● I will keep this in mind when presenting items to the board/committees</li> </ul>
Renee communicates well however sometimes she can complicate an explanation with too much information. I also think that in general communication with all external parties has improved in the last few months.	

Other suggestions	Response/Plan to Address
I would suggest a 360 evaluation of staff and executives. I would also include the chair in the process.	
I'd like to see Renee gain a much better understanding and application of strategic planning, including identifying clear and measureable outcomes.	<ul style="list-style-type: none"> <li>● Explore workshops, webinars, and other programs/trainings focused on improving organization strategic planning and goal setting</li> <li>● Currently working with an Executive Coach</li> </ul>

ITEM#/MEETING	B201FIN1/ BOARD
MEETING DATE:	9/12/19
SUBJECT:	FY 2019 Preliminary Financial Results (Unaudited)
FOR ACTION:	NO
RECOMMENDED ACTION:	None FYI only
AS RECOMMENDED BY:	Finance Committee, 8/29/19, FIN201RB3
FINANCIAL IMPACT:	None

**Background Information:**

During the month of August following the end of each fiscal year, the ELC presents preliminary financial results to the Finance Committee for the financial period just ended for information purposes only. Pending completion of the Office of Early Learning’s (OEL’s) “Thirteenth Month” invoicing procedures where final adjustments are made for residual expenditures and cost allocation changes, ELC’s books for FY2019 ending on June 30 2019 remain open and material changes are still possible. In addition, the information-gathering process for ELC’s annual audit cannot begin until the OEL financial and contract transactions are finalized at the end of September each year. As a result, **the following analysis is preliminary only and not intended as a final report.**

**Current Status:** Financial Highlights of Fiscal Year 2019 (July 1, 2018 to June 30, 2019) include:

1. **Overall expenditures** for slots increased by nearly \$7 million (8%) over the prior year due primarily to new funding allocations received during the year:

Eligibility Group	FY2019	FY2018	Variance	Percent Change
VPK	\$ 38,464,738	\$ 37,640,175	\$ 824,563	2%
At Risk*	13,370,197	13,790,828	(420,631)	-3%
TANF/Careersource*	7,771,120	7,976,348	(205,227)	-3%
Income Eligible	29,577,491	23,873,099	5,704,392	24%
Vulnerable Pop	2,501,477	1,627,349	874,128	54%
Special Needs	580,258	495,142	85,116	17%
Entrant/Refugee	250,472	122,842	127,630	104%
<b>Total</b>	<b>\$ 92,515,754</b>	<b>\$ 85,525,782</b>	<b>\$ 6,989,972</b>	<b>8%</b>

\* Slot expenditures for mandated categories of child vary annually by the number and type of referrals received from State Agencies

2. **Overall staff costs** increased by approximately \$2.9 million as ELC added staff to complete the transition to in-house service. The increase was mitigated by a less steep rise in the cost of benefits as the status change from a small to a large employer produced cost savings without a decrease in benefits. More than 6,000 hours of overtime were also incurred during FY2019 to address the data problems resulting from OEL’s troubled roll out of the EFS Mod System.

Expense Type	FY2019	FY2018	Variance	Percent Change
Salaries	\$ 5,573,381	\$ 3,317,187	\$ 2,256,194	68%
Overtime	167,242	28,201	139,041	493%
Benefits	1,904,609	1,384,109	520,500	38%
<b>Total Staff</b>	<b>\$ 7,645,232</b>	<b>\$ 4,729,497</b>	<b>\$ 2,915,736</b>	<b>62%</b>
<i>Benefits as a % of Salary</i>	<i>34%</i>	<i>42%</i>		<i>-8%</i>

**3. One-time costs associated with the office move**

Final costs for the office move were approximately \$48K higher than originally budgeted due to additional furniture needs for 25 additional employee seats and the cost of a removable conference room divider installed in the large training room. The cost per seat was slightly lower than projected

<b>Cost of Office Move</b>			
<b>Item</b>	<b>Budget @ 120 Seats</b>	<b>Actual @145 Seats</b>	<b>Variance</b>
Furniture & Equipment	\$ 230,283	\$ 261,965	\$ (31,682)
Conference Room Divider	-	16,500	(16,500)
Coordination and Installation	46,500	47,661	(1,161)
Wiring and IT Outfitting	33,830	32,696	1,134
<b>Total Costs FY2019</b>	<b>\$ 310,613</b>	<b>\$ 358,823</b>	<b>\$ (48,210)</b>
Average Cost per Seat	\$ 2,588	\$ 2,475	

**4. Projected School Readiness Funds Surplus**

As of the current date, ELC remains unable to determine whether or not there will be surplus funds remaining from the FY2019 School Readiness allocation because actual attendance and payment reconciliation data needed to make the calculation are still not available from the OEL EFS Mod System. The accuracy of the child rosters that were self-reported by providers and used to calculate estimated payments throughout the year will be a critical factor in the amount of the final balance because the number of children served has the highest impact on the total amount paid for care over all the other factors. If the provider self-reported rosters are too high overall, there could be a significant surplus available after reconciliation. If they are too low, there may be little or no surplus overall. If the rosters were mostly accurate, we currently estimate that ELC could have overpaid providers by approximately \$1 million because estimates were based on 100% child attendance, but actuals are more likely at 97% attendance, on average.

To date, approximately 60% of ELC’s School Readiness providers have successfully submitted attendance for all 12 months in FY2019. 91% have submitted at least one month or more. 9% (42 providers) have not submitted anything at all. ELC Reimbursement staff continue to work with providers to help them complete the process. By the end of next week, ELC hopes to have moved a majority of these attendance records to a “verified” status that will generate a payment report for providers in the EFS portal that providers can review with ELC staff to verify the provider’s roster. ELC aims to make any needed additional payments to providers or settle on a repayment amount as soon as possible thereafter.

**Summary**

Preliminary FY 2019 unaudited financial results were reviewed at the Finance Committee meeting on 8/29/19. Staff will provide a progress report at the meeting.

**Supporting Documents:**

- Preliminary, Unaudited FY2019 Financial Statements





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

## **PRELIMINARY FINANCIAL STATEMENTS**

**(UNAUDITED & PENDING 13TH MONTH FINALIZATION)**

**FISCAL YEAR 2018-2019**

**For The Twelve Months Ended June 30, 2019**

**Submitted to the Board Meeting**

**September 12, 2019**

**For Discussion Purposes Only**

**Early Learning Coalition of Broward County, Inc.**  
**FY 2018-2019 Statement of Financial Position**  
**As of June 30, 2019**

	<b>June 30, 2019</b>	<b>June 30, 2018</b>
<b>Assets:</b>		
Cash	\$ 4,898,386	\$ 3,664,048
Grants Receivable	2,329,159	3,612,714
Accounts Receivable	707,772	17,517
Prepaid Expense	166,983	145,224
Fixed Assets	11,314	11,314
<b>Total Assets</b>	<b>\$ 8,113,614</b>	<b>\$ 7,450,817</b>
 <b>Liabilities:</b>		
Accounts Payable	\$ 233,217	\$ 139,872
Salary & Benefits Payable	423,693	319,512
Compensated Absences	201,522	99,493
Rent Abatement	40,435	0
Due to Providers	6,176,998	5,813,235
Due to 211-Broward	181,234	143,324
Due to Family Central	0	167,592
Due to NSU	0	149,594
Due to SBBC	0	174,735
Due to Children's Forum	162,560	85,842
Due to Other Agencies	57,074	51,913
Deferred Revenue	336,372	45,044
<b>Total Liabilities</b>	<b>\$ 7,813,104</b>	<b>\$ 7,190,155</b>
 <b>Net Assets</b>		
Unrestricted	300,510	260,663
<b>Total Net Assets</b>	<b>300,510</b>	<b>260,663</b>
 <b>Total Liabilities and Net Assets</b>	 <b>\$ 8,113,614</b>	 <b>\$ 7,450,817</b>

**Early Learning Coalition of Broward County, Inc.**  
**FY 2018-2019 Statement of Activities**  
**For The Month Ending June 30, 2019**

	June 2019 Actual	FY 2019 YTD Actual	FY 2018 YTD Actual
<b>Revenue</b>			
OEL School Readiness	\$ 4,278,259	\$ 52,710,361	\$ 45,495,175
OEL CCEP	677,785	2,448,043	2,643,246
OEL Program Assessment Funds	-	253,963	-
OEL - Voluntary Pre-K	1,751,058	40,053,226	39,051,749
OEL - VPK Monitoring & Outreach	26,065	66,985	11,943
CSC - Income Eligible	919	2,670,596	5,187,031
CSC - Vulnerable Populations	352,172	2,680,758	1,644,643
Broward County- CCEP Match	447,625	1,291,274	1,285,360
Broward County - Special Needs	62,002	639,220	557,035
DCF Entrant	28,566	278,728	143,548
Univ of Florida Lastinger Ctr	3,415	41,701	(875)
Municipalities-SR Local Match	7,248	523,941	363,349
BECE Conf & Miscellaneous	(1,716)	59,957	46,186
<b>Total Revenue</b>	<b>\$ 7,633,398</b>	<b>\$ 103,718,751</b>	<b>\$ 96,428,391</b>
<b>Expenses</b>			
<b>Child Care Slots and Incentives:</b>			
OEL - School Readiness	\$ 3,094,963	\$ 44,461,471	\$ 37,381,258
OEL - CCEP	639,104	2,168,206	2,397,200
OEL - Voluntary Pre-K	1,337,944	38,463,673	37,640,175
CSC - Income Eligible	629	2,415,705	4,578,316
CSC - Vulnerable Populations	321,698	2,501,477	1,627,349
Broward County- CCEP Match	397,889	1,147,799	1,142,543
Broward County - Special Needs	56,337	580,258	495,142
DCF Entrant	24,511	250,472	122,842
Univ of Florida Lastinger Ctr	1,500	1,500	5,625
Municipalities-SR Local Match	300,212	525,191	369,275
<b>Total Child Care Slots and Incentives</b>	<b>\$ 6,174,787</b>	<b>\$ 92,515,754</b>	<b>\$ 85,759,724</b>
<b>Sub Recipient Expense</b>			
School Board of Broward County	\$ -	\$ -	\$ 828,672
Family Central	-	99,433	927,729
Nova Southeastern University	(31,860)	65,563	872,481
Children's Forum	138,832	439,546	445,442
BRHPC	-	-	931,824
211 Broward	70,989	711,094	695,289
<b>Total Sub Recipient Expense</b>	<b>\$ 177,961</b>	<b>\$ 1,315,635</b>	<b>\$ 4,701,438</b>
<b>ELC Expense</b>			
Salaries & Benefits	\$ 1,189,641	\$ 7,645,232	\$ 4,729,497
Attorneys	16,093	71,916	100,111
Auditors	-	18,100	47,000
Temporary Staff	-	257,454	241,443
Consultants	89,469	365,193	215,882
Staff & Board Travel	4,623	93,489	39,905
Insurance	1,362	14,509	13,241
Office Rent & Maintenance	37,738	354,380	151,353
Office Machines & Storage	7,586	41,237	29,535
Software Licenses	6,438	84,381	54,513
Internet, Email, Website, Phones	5,872	70,992	59,435
Cell Phones	3,890	40,468	15,339
Subscriptions, Memberships & Sponsorships	-	46,139	78,822
Other Operating Costs	41,602	282,320	153,292
Computer Equipment	11,550	102,852	59,241
Office Move & Outfitting Costs	425	358,855	1,577
<b>Total ELC Expense</b>	<b>\$ 1,416,290</b>	<b>\$ 9,847,516</b>	<b>\$ 5,990,187</b>
<b>Total Expenses</b>	<b>\$ 7,769,038</b>	<b>\$ 103,678,904</b>	<b>\$ 96,451,349</b>
<b>Change in net assets</b>	<b>\$ (135,640)</b>	<b>\$ 39,847</b>	<b>\$ (22,958)</b>
Net assets, beginning of year		260,662	283,621
<b>Net assets, end of the period</b>		<b>\$ 300,510</b>	<b>\$ 260,663</b>

**Early Learning Coalition of Broward County, Inc.**  
**FY 2018-2019 Annual Budget to Actual YTD**  
**For The Period Ending June 30, 2019**  
**Summary**

	FY 19 Amendment No. 3	YTD Actual	Balance	% of Budget	Notes
<b>Revenue:</b>					
OEL School Readiness	\$ 52,912,805	\$ 52,710,361	\$ 202,444	100%	Pending 13th Month Finalization
OEL CCEP	2,474,949	2,448,043	26,906	99%	
OEL Program Assessment Funds	436,875	253,963	182,912	58%	CLASS Assessment costs only
OEL - Voluntary Pre-K	40,486,982	40,053,226	433,756	99%	Funded to match need
OEL - VPK Monitoring & Outreach	72,142	66,985	5,157	93%	Allocation Adjustment Pending
CSC - Income Eligible	4,017,117	2,670,596	1,346,521	66%	Balance Carried Forward to FY20
CSC - Vulnerable Populations	2,931,784	2,680,758	251,025	91%	Balance Carried Forward to FY21
Broward County- CCEP Match	1,677,564	1,291,274	386,290	77%	Balance Carried Forward to FY22
Broward County - Special Needs	665,231	639,220	26,011	96%	Balance Carried Forward to FY23
DCF Entrant	238,642	278,728	(40,086)	117%	Balance Carried Forward to FY24
Univ of Florida Lastinger Ctr	37,271	41,701	(4,430)	112%	Funding Awarded Late in Year
Municipalities-SR Local Match	1,310,000	523,941	786,059	40%	CSC Income Elig Funds Cover Remainder
BECE Conf & Miscellaneous	55,000	59,957	(4,957)	109%	
<b>Total Revenue</b>	<b>\$ 107,316,361</b>	<b>\$ 103,718,752</b>	<b>\$ 3,597,610</b>	<b>97%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 43,778,313	\$ 44,461,471	\$ (683,158)	102%	Slot expenditures 84% of total award
OEL CCEP	1,930,460	2,168,206	(237,746)	112%	Addl Funds Allocated 4th Quarter
OEL - Voluntary Pre-K	38,929,790	38,463,673	466,117	99%	
CSC - Income Eligible	3,664,484	2,415,705	1,248,779	66%	Balance Carried Forward to FY20
CSC - Vulnerable Populations	2,693,626	2,501,477	192,149	93%	Balance Carried Forward to FY21
Broward County- CCEP Match	1,491,168	1,147,799	343,369	77%	Balance Carried Forward to FY22
Broward County - Special Needs	591,316	580,258	11,058	98%	Balance Carried Forward to FY23
DCF Entrant	224,664	250,472	(25,808)	111%	Addl Funding Received July 2019
Municipalities-SR Local Match	1,310,000	525,191	784,809	40%	CSC Income Elig Funds Cover Remainder
<b>Total Child Care Slots and Incentives</b>	<b>\$ 94,613,822</b>	<b>\$ 92,515,754</b>	<b>\$ 2,099,568</b>	<b>98%</b>	
<b>Program Expense</b>					
Family Central	\$ 67,873	\$ 67,873	\$ -	100%	Contract Ended August 31
Nova Southeastern University	81,832	55,959	25,874	68%	Contract Ended August 31
Children's Forum	430,900	416,445	14,455	97%	
211 Broward	536,463	532,561	3,902	99%	
Early Learning Coalition of Broward	8,736,515	7,457,508	1,279,007	85%	Balance swept into slots as applicable
<b>Total Program Expense</b>	<b>\$ 9,853,584</b>	<b>\$ 8,530,346</b>	<b>\$ 1,323,238</b>	<b>87%</b>	
<b>Administrative Expense</b>					
Family Central	\$ 31,560	\$ 31,560	\$ -	100%	Contract Ended August 31
Nova Southeastern University	15,590	9,604	5,986	62%	Contract Ended August 31
Children's Forum	20,000	23,100	(3,100)	116%	
211 Broward	183,017	178,533	4,484	98%	
Early Learning Coalition of Broward	2,598,789	2,390,009	208,780	92%	Balance Swept into slots
<b>Total Administrative Expense</b>	<b>\$ 2,848,956</b>	<b>\$ 2,632,805</b>	<b>\$ 216,151</b>	<b>92%</b>	
<b>Total Expenses</b>	<b>\$ 107,316,361</b>	<b>\$ 103,678,905</b>	<b>\$ 3,637,456</b>	<b>97%</b>	

**Early Learning Coalition of Broward County, Inc.**  
**FY 2018-2019 Annual Budget to Actual by Month**  
**For The Period Ending June 30, 2019**  
**Detail**

	FY 19 Amendment No. 3	YTD Actual	Balance	% of Budget	Notes
<b>Revenue:</b>					
OEL School Readiness	\$ 52,912,805	\$ 52,710,361	\$ 202,444	100%	Pending 13th Month Finalization
OEL CCEP	2,474,949	2,448,043	26,906	99%	
OEL Program Assessment Funds	436,875	253,963	182,912	58%	CLASS Assessment costs only
OEL - Voluntary Pre-K	40,486,982	40,053,226	433,756	99%	Funded to match need
OEL - VPK Monitoring & Outreach	72,142	66,985	5,157	93%	Allocation Adjustment Pending
CSC - Income Eligible	4,017,117	2,670,596	1,346,521	66%	Balance Carried Forward to FY20
CSC - Vulnerable Populations	2,931,784	2,680,758	251,025	91%	Balance Carried Forward to FY21
Broward County- CCEP Match	1,677,564	1,291,274	386,290	77%	Balance Carried Forward to FY22
Broward County - Special Needs	665,231	639,220	26,011	96%	Balance Carried Forward to FY23
DCF Entrant	238,642	278,728	(40,086)	117%	Balance Carried Forward to FY24
Univ of Florida Lastinger Ctr	37,271	41,701	(4,430)	112%	Funding Awarded Late in Year
Municipalities-SR Local Match	1,310,000	523,941	786,059	40%	CSC Income Elig Funds Cover Remainder
BECE Conf & Miscellaneous	55,000	59,957	(4,957)	109%	
<b>Total Revenue</b>	<b>\$ 107,316,361</b>	<b>\$ 103,718,752</b>	<b>\$ 3,597,610</b>	<b>97%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 43,778,313	\$ 44,461,471	\$ (683,158)	102%	Slot expenditures 84% of total award
OEL CCEP	1,930,460	2,168,206	(237,746)	112%	Addl Funds Allocated 4th Quarter
OEL - Voluntary Pre-K	38,929,790	38,463,673	466,117	99%	
CSC - Income Eligible	3,664,484	2,415,705	1,248,779	66%	Balance Carried Forward to FY20
CSC - Vulnerable Populations	2,693,626	2,501,477	192,149	93%	Balance Carried Forward to FY21
Broward County- CCEP Match	1,491,168	1,147,799	343,369	77%	Balance Carried Forward to FY22
Broward County - Special Needs	591,316	580,258	11,058	98%	Balance Carried Forward to FY23
DCF Entrant	224,664	250,472	(25,808)	111%	Addl Funding Received July 2019
Municipalities-SR Local Match	1,310,000	525,191	784,809	40%	CSC Income Elig Funds Cover Remainder
<b>Total Child Care Slots and Incentives</b>	<b>\$ 94,613,822</b>	<b>\$ 92,515,754</b>	<b>\$ 2,098,068</b>	<b>98%</b>	
<b>Sub Recipient Expense</b>					
Family Central	\$ 99,433	\$ 99,433	\$ -	100%	Contract Ended August 31
Nova Southeastern University	97,423	65,563	31,860	67%	Contract Ended August 31
Children's Forum	450,900	439,546	11,354	97%	
211 Broward	719,480	711,094	8,386	99%	
<b>Total Sub Recipient Expense</b>	<b>\$ 1,367,235</b>	<b>\$ 1,315,635</b>	<b>\$ 51,600</b>	<b>96%</b>	
<b>ELC Expense</b>					
Salaries & Benefits	\$ 7,864,909	\$ 7,645,232	\$ 219,677	97%	Savings from Open Positions
Attorneys	90,000	71,916	18,085	80%	
Auditors	34,000	18,100	15,900	53%	Timing issue
Temporary Staff	257,000	257,454	(454)	100%	
Consultants	677,362	365,193	312,169	54%	Unused CLASS assessment funding
Staff & Board Travel	138,534	93,489	45,045	67%	
Insurance	17,000	14,509	2,491	85%	
Office Rent & Maintenance	325,000	354,380	(29,380)	109%	4th Quarter Shared Cost Adj Old Office
Office Machines & Storage	29,141	41,237	(12,095)	142%	Office Space Transition Costs
Software Licenses	90,000	84,381	5,619	94%	
Internet, Email, Website, Phones	70,000	70,992	(992)	101%	
Cell Phones	36,000	40,468	(4,468)	112%	
Subscriptions & Memberships	25,000	46,139	(21,139)	185%	Family Resource Guide Sponsorship
Other Operating Costs	230,000	282,320	(52,320)	123%	Training materials & New Hire Costs
Computer Equipment	100,000	102,852	(2,852)	103%	
Office Move & Outfitting Costs	310,613	358,855	(48,242)	116%	
Unallocated (Budget Only)	1,040,744	-	1,040,744	0%	
<b>Total ELC Expense</b>	<b>\$ 11,335,304</b>	<b>\$ 9,847,516</b>	<b>\$ 1,487,788</b>	<b>87%</b>	Swept into slots or carried forward
<b>Total Non-Slot Expense</b>	<b>\$ 12,702,540</b>	<b>\$ 11,163,151</b>	<b>\$ 1,539,389</b>	<b>88%</b>	
<b>Total Expense</b>	<b>\$ 107,316,361</b>	<b>\$ 103,678,905</b>	<b>\$ 3,637,457</b>	<b>97%</b>	Carryforward

ITEM#/MEETING	B201FIN2/ BOARD
MEETING DATE:	9/12/19
SUBJECT:	<b>VPK and SR Provider Reimbursement Reconciliation Update</b>
FOR ACTION:	NO
RECOMMENDED ACTION:	None, FYI Only
REVIEWED AT:	Finance Committee, 8/29/19, FIN201RB5
FINANCIAL IMPACT:	None

**Summary**

***VPK Reconciliation:***

In July 2019, ELC Reimbursement and Finance staff completed the reconciliation process for the VPK program and nearly all of the reconciling transactions were completed.

253 providers (out of 497) were overpaid an average of \$202 per provider and 244 were underpaid an average of \$1,450 per provider. After reconciling the net amount was \$135,123 overpaid.

Among the 253 providers that were overpaid, 44 opted to pay back the funds in up to four installments. Nine of the 497 total providers were no longer in business and could not be contacted (Six of those were overpaid). ELC staff contacted, or attempted to contact all 497 of the providers to discuss the reconciliation calculation and the vast majority signed a letter verifying the final amount. Three providers disagreed with ELC’s calculation and we continue to work with them to come to a resolution.

***School Readiness Reconciliation:***

The School Readiness reconciliation process is now underway. To date, approximately 82% of ELC’s School Readiness attendance records have been successfully submitted by providers for all 12 months in FY2019. Nearly all providers have submitted one month or more. Only a handful (approximately 10 providers) have not submitted anything at all. At this writing, ELC staff continues to work with providers to solve problems and get as many attendance records submitted as possible. OEL requires all of the Coalitions to move all attendance received to date to a “closed” status no later than September 11, 2019 (which prevents further changes to attendance records or new submissions through the EFS system). ELC staff will continue to process attendance after that date using an offline process (that includes collecting sign in/sign out sheets).

In the meantime, the change in status for submissions in the EFS portal will generate a payment report for providers for the first time that providers can review with ELC staff to verify the provider’s attendance roster and payment calculations. ELC aims to make any needed additional payments to providers or settle on a repayment amount as soon as possible thereafter. Providers who were overpaid will have the option of returning the funds in individualized installment plans, if necessary.

<b>ITEM #/ MEETING</b>	B201PRC1/ BOARD
<b>MEETING DATE:</b>	9/12/19
<b>SUBJECT:</b>	<b>Child Care Business Professional Development RFP</b> <i>(Ties to Pillar 2 – Provide Quality Early Care Opportunities)</i>
<b>FOR ACTION:</b>	No
<b>RECOMMENDED ACTION:</b>	NA
<b>FINANCIAL IMPACT:</b>	NA
<b>AS RECOMMENDED BY:</b>	Program Review Committee, 7/26/19, PRC201RB4
<b>ELC STAFF LEADS</b>	H. Bakalar, A. Metsch

**Background**

Three years ago, ELC awarded a sole source contract for \$50,000 to the Business Leadership Institute (BLI), a 501(c)(3) not-for-profit organization operated by Robyn Perlman. As a previous member of the ELC board, Robyn recognized that, while the ELC provided funding, trainings, and other supports to improve the quality of educators and director/owners’ ability to teach children, there was nothing in place to help the director/owners run successful businesses. The sole source contract is now sunsetting, and staff brought the subject of the ELC continuing its commitment to fund business leadership classes through a competitive RFP process to the Program Review Committee at the 7/26/19 meeting.

BLI provides a “Master Class” series of 5 trainings to people interested in either improving the business operations of their child care center or opening a child care center business. Each training workshop focuses on subjects such as: business analysis, financial literacy and budgeting, cash flow, and ratios, human resource management, marketing, negotiating leases, and real estate. Participants then develop a business plan based on the new strategies they acquire. All participants are coached individually in their business plan development by a BLI peer mentor.

In response to committee member previous questions about the value business leadership trainings have had/continue to have for the child care provider community, ELC staff conducted surveys and focus groups with BLI graduates, including students who just graduated in May. Graduates overwhelmingly credited the support they received from their mentors for their successful completion. They found the subject matter helpful and wanted to learn more about human resources, accounting, reconciling ELC payments, social media marketing, and general business planning.

Contracted programmatic outcomes for the BLI have been mostly favorable, and had been refined two years ago to better measure outcome attainment. Outcomes included attendance at workshops, knowledge gains realized from workshops, completion of business plans, and descriptions of actions taken to further improve business skills. While the most recent year’s outcomes are still being calculated, the prior year’s outcomes have been included in an addendum.

**Current Status/Next Steps**

The Program Review Committee agreed with staff’s recommendation and BLI graduate feedback, and voted to move forward with an RFP for Child Care Business Professional Development. This RFP will include the programmatic aspects of the current model that students found valuable, and it will request that proposers also include additional programmatic and outcome requirements that the committee believes will deepen the impact of the current training model. Currently, there is \$50,000 earmarked in the FY 2019/20 budget approved at last June’s board meeting for business training. Staff will present its ideas for the new RFP (including Scope of Work, Outcome Requirements and timeline) at the Program Review Committee meeting scheduled for September 26, 2019.

**Recommended Action:** None

**Supporting Documents:** See addendum



## **ADDENDUM**

### **Suggested Business Development Program Requirements**

- An introductory self-assessment and interview-based assessment of business strengths and weaknesses be conducted for each student before they begin any workshop series;
- The thoughtful assignment of skilled mentors with strong business backgrounds needs to be built into the training system;
- The opportunity for participants to choose from multiple skills-level based workshops, assuming students enter with different levels of specific subject matter expertise based on former jobs, life experience, etc.
- A rich offering of series of workshops that allow participants to take deep dives (multi-session) on specific subject matters of interest to them.
- Expanded (a minimum of 8) program session offerings
- Periodic follow-up and/or refresher class offerings to students who may have already taken a workshop series.
- Business plans need to be created; agreement to allow ELC access to financial records.

### **Suggested Outcome Requirements:**

- Comparison of staff turnover from first year in program to following year. Should show a decrease, or a stabilization;
- Continued adherence to and/or update of business plan;
- One year later, proof of implementation of something learned during courses;
- One year later, students actively engaging in follow-up trainings;
- Proof of financial viability (we welcome assistance in defining this) and knowledge gains in specific areas, based on the identified individual needs of participants upon registration.

ITEM #/ MEETING	B201PRC2/ BOARD
MEETING DATE:	9/12/19
SUBJECT:	<b>New ELC Quality Assurance Plan</b> ( <i>Ties to Pillar 1 – Deliver Outstanding Eligibility, Enrollment and Payment Services</i> )
FOR ACTION:	No
RECOMMENDED ACTION:	NA
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Program Review Committee, 7/26/19, PRC201RB3
ELC STAFF LEADS	P. Borman, K. Dunn-Pettis, H. Bakalar

**Background**

The OEL Annual report is a summary of the School Readiness services local Early Learning Coalitions provide, based on information from multiple reports submitted to OEL. Additionally, the Annual Report provides detail that counts child disenrollment actions that were implemented during the fiscal year and groups them in the report by (disenrollment) reason based on the disenrollment code selected by ELC staff when the child status is changed. The report only includes children assigned to OEL School Readiness Funds (i.e. it does not include data on children assigned to CSC Financially Assisted Child Care, Vulnerable Populations or County Special Needs Program Funds.

In November 2017, when eligibility and payment services were brought in house, questions raised about the implications and meaning of the underlying data in the FY16-17 report prompted the need for deeper analysis. During this evaluation process the disenrollment actions for children with “at-risk” referrals were of particular concern and were made a priority for further analysis.

**Current Status/Next Steps**

A subsequent review of over 1,000 individual child disenrollment records, including over 500 that were “at-risk,” suggested the need for increased staff training and a more comprehensive quality assurance process. The findings of our case analysis have led to changes within our Family Services organization beginning late 2018. Changes have included:

1. Review of basic procedures/expectations at Family Services management meetings and training sessions provided to staff.
2. A new detailed Quality Assurance case file review process was created and implemented on 7/1/19.
  - a. The process sets expectations for Sr. Supervisors and Managers on case reviews/audits and the role of the **QA team** who will audit hundreds of cases per quarter.
  - b. A monthly QA composite performance metric has been created and monthly debrief sessions are planned in order to identify ongoing training opportunities.
3. ELC has hired a Family Services Training Manager and will hire a QA Manager. (positions already approved in FY 19/20 budget). The Training Manager is responsible for creating and conducting a series of child care eligibility and enrollment trainings for both incoming and existing staff.

**Recommended Action:** None

**Supporting Documents:** See addendum

## **New QA Plan - ADDENDUM**

*The case file review process of over 1,000 cases revealed the need for the following:*

- Staff training to ensure accurate and consistent use of termination codes.
- Collecting and saving supporting documentation within the system to show the reasons for the disenrollment action, how and when the parent is contacted (3 attempts are required) and what, if any, referrals to resources were made.
- Verification of client-reported guardian changes with referring agencies
- Ensuring follow-up on Riya Wilson cases
- Providing notification of case closure to referring agency
- Systematic use of monthly disenrollment data as a quality assurance tool to identify possible high risk cases or compliance exceptions and guide future staff training



You're invited by the ELC to...

GO AHEAD.

B.R.A.G.

A LITTLE.

**Broward Reads Achieves Gains in Literacy**

- ▶ **Share** your success in literacy
- ▶ **Hear** how other cities are engaging families
- ▶ **Learn** more about the latest trends in literacy

**Support the work of Broward Reads in your community!**

**Who:** Friends of Broward Reads & Cities

**When:** Monday, Sept. 16, 2019 from 9:30 am - 11:30 am

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

**Amoy Reid**  
10521 SW 24 Ct.  
Miramar, FL, 33025  
Cell: 754-244-1077, (Work) 954-201-4882  
Email: [areid@broward.edu](mailto:areid@broward.edu)

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## **PROFILE**

I have a clear, logical mind, a practical approach to problem solving, and a drive to see things through to completion. I also have a great eye for detail. I am eager to learn, I enjoy overcoming challenges, and I possess the ability to motivate others. My primary strengths are adaptability, dependability, and the determination to get a job done. I learn something new from every experience and work toward continual personal and professional improvement.

## **EDUCATION**

Nova Southeastern University      Ft. Lauderdale, FL

**Bachelor of Science in Elementary Education. ESOL endorsed.**

April 2002

Nova Southeastern University      Ft. Lauderdale, FL

**Master of Science in Education with a specialization in Reading Education**

May 2003

Nova Southeastern University      Ft. Lauderdale, FL

**Doctor of Education, Child & Youth Studies**

Dissertation: *Evaluation of the Use of Theatrical Performances to Enhance Literacy Skills in Preschoolers*. Chairs: Dr. Joan Mathis and Dr. Daniel Czaplewski.

October 2007

## **KEY ACHIEVEMENTS**

- Designed fully online, web enhanced and blended courses for developmental education and the Teacher Education Department (TEP) and the reading department
- Wrote and coordinated a \$45,000 SAPSC grant to allow students to receive faculty advising
- Oversaw and coordinated professional development opportunities for reading faculty
- Served on the statewide task force for redesigning developmental education
- Designed and coordinated the Broward College Smart Start Camps for reading
- Created the labs for developmental reading courses on central campus
- Redesigned the reading curriculum and trained faculty in redesigning the reading curriculum
- Created curriculum for acceleration of reading courses based on Senate bill SB1720

## **TEACHING EXPERIENCE**

**Associate Professor**

Broward College

Davie, FL

2005–2018

Teach undergraduate developmental reading courses and student life skills in the classroom as assigned. Provide quality, developmentally appropriate social and learning experiences for first-time college students (FYE), as well as promote highly specialized reading instruction



## **College wide Reading Coordinator/ Program Manager**

Broward College

Davie, FL

2014–2015

As the reading coordinator college-wide, under the supervision of the Associate Vice President for Developmental Education and the Associate Dean, I am responsible for the leadership of the reading college-wide. This includes curriculum development and implementation, student retention and course scheduling.

## **Reading Coordinator/Program Manager Central Campus**

Broward College

Davie, FL

2007–2014

As the reading coordinator on central campus, under the supervision of the Associate Vice President for Developmental Education, I fulfill the following duties: identify goals and objectives to improve the developmental reading program; assist in creating an operational plan including a philosophical framework for organizing the college-prep program at the college; structure professional activities that are research-based, ongoing, coordinated, and are responsive to student needs revealed by data (e.g., workshops, book studies, classroom coaching); model research-based instructional procedures and support faculty members in their implementation; organize professional materials to enhance professional learning; support the effective use of research-based literacy strategies; work closely with new faculty and administrators; and model ongoing learning (e.g., participation in self-reflections or teaching; read professionally; participation in professional meetings; staying current with national, state, and local initiatives).

## **VOLUNTEER ACTIVITIES**

Beachside Montessori Village

### **President Parent Teacher Student Association (PTSA)**

2016-2018

Responsibilities: Work collaboratively with another parent to create the first public parent led after school program in Broward County. Serve as a liaison between the school and after school vendors to create and implement programs that addresses the multiple needs, interests, abilities and talents of children at Beachside.

Beachside Montessori Village

### **Co-chair Afterschool Enrichment Program**

2013-2018

Responsibilities: Work collaboratively with another parent to create the first public parent led after school program in Broward County. Serve as a liaison between the school and after school vendors to create and implement programs that addresses the multiple needs, interests, abilities and talents of children at Beachside.

Beachside Montessori Village

### **Room Parent**

Responsibilities: I attend meetings, organize class parties, donation drives, collects materials for teacher gifts, and helps out with day-to-day needs when necessary.

2012-2017

Beachside Montessori Village

### **Parental Assisted Learning Coordinator**

2012-2015

Responsibilities: Coordinated all parental involved volunteer activities such as green gardening, Spanish tutoring, cursive and keyboarding.

## **PRESENTATIONS**

Presenter, *Spark Reading Across the Curriculum*. TASS Conference. Fort Lauderdale, FL. April 2019.



Co-presenter, Dual Educator Faculty Training. Broward College, Davie, FL. May 2019.

Presenter, *Reading Redesign Training Workshop*. Broward College, Davie, FL. August 2014

Co-presenter, *Reading Across the Disciplines*. Broward College, Davie, FL. January 2014.

Co-presenter, *Blah to Aha—Redesign of Reading/Student Life Skills Courses*. Florida Developmental Education Association (FDEA), Miami, FL. November 2013.

Presenter, *Redesigning the Reading Curriculum*. Broward College. Davie, FL. August 2013

Co-presenter, *Portfolio Assessment in Reading and Student Life Skills*. Broward College, Davie, FL. February 2013.

Co-presenter, *A Portfolio to Student Success*. Teaching Academic Survival and Success Skills (TASS) Conference. Fort Lauderdale, FL. March 2013.

Co-presenter, *A Right Start to Finishing What You Start*. TASS Conference. Fort Lauderdale, FL. March 2012.

Co-presenter, *Using Clicker Technology to Engage the Net Generation in the Student Success and Reading Classroom*. FDEA, Daytona Beach, FL. October 2009.

Co-presenter, *Engaging and Empowering Students: A Journey to Success through Online Learning*. Connections Conference, Orlando, FL. May 2009.

Co-presenter, *Creating Learners: A New Approach to the Student Life Skills (SLS) Experience*. Achieving the Dream, San Francisco, CA. February 2009.

Co-presenter, *Training the Trainer: Dealing with Diversity Issues in the 21<sup>st</sup> Century*. Broward College, Davie, FL. June 2008.

Co-presenter, *Training the Trainer: Dealing with Diversity Issues in the 21<sup>st</sup> Century*. Broward College, Davie, FL. March 2008.

## **PROFESSIONAL AFFILIATIONS**

Member, International Reading Association (IRA)

Member, Florida Developmental Education Association (FDEA)

Member, National Association for Developmental Education (NADE)

## **SKILLS**

Mastery of Microsoft Office programs Word, Excel, and PowerPoint

Proficient in using Blackboard, WebCT and Desire 2 Learn

Ability to work with several operating systems, including Windows and Mac OSX

Clinical Educator Trained

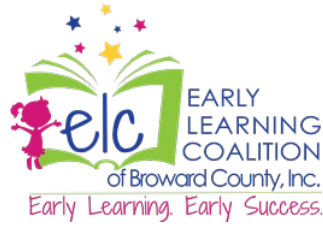
Quality Matters (QM) certified

**EXCELLENT PROFESSIONAL REFERENCES AVAILABLE UPON REQUEST**

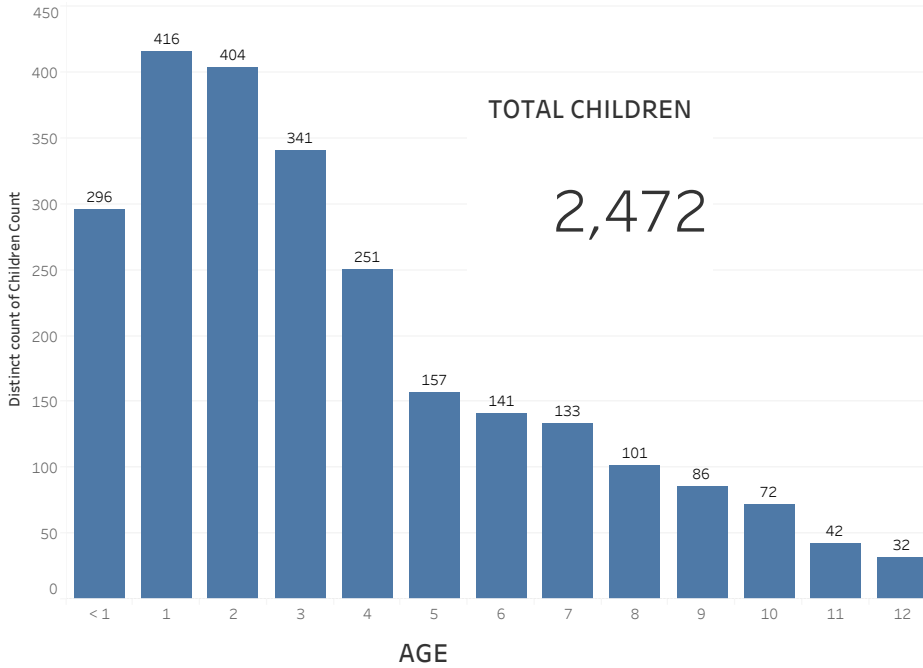
<b>ELC Strategic Plan Scorecard FY 18-19</b>	<i>Q1- FY 2018-19</i>	<i>Q2- FY 2018-19</i>	<i>Quarter 3 FY 2018-19</i>	<b>Quarter 4 FY 2018-2019</b>
<b>Pillar 1-Deliver Outstanding Eligibility and Enrollment Services</b>	<i>Status</i>	<i>Status</i>	<i>Status</i>	<b>Status</b>
Conduct training and teambuilding activities concerning staff role in mission and vision	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Conduct assessment of customer services strengths and weaknesses	In Process - On Track	In Process - On Track	In Process - On Track	Completed
Provide customized staff trainings that include empathy, role-play, etc.	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Create customer communications in multiple languages and at appropriate education levels	In Process - On Track	In Process - On Track	Completed	Completed (continue in FY20)
Gauge whether customers feel portal instructions are understandable	In Process - On Track	In Process - On Track	In Process - On Track	Completed
Analyze customer complaints for possible trends	In Process - On Track	In Process - On Track	In Process - On Track	In Process - On Track
Conduct a series of de-escalation trainings for staff	In Process - On Track	In Process - On Track	In Process - On Track	In Development
Pre-load tablets with satisfaction surveys for families to complete while onsite	In Process - On Track	In Process - On Track	Completed	Completed
Provide easy to access satisfaction surveys for families who do not use onsite services	In Process - On Track	In Process - On Track	Completed	Completed
Make adjustments to portal/processes, when possible, based on customer feedback	In Process - On Track	In Process - On Track	In Process - On Track	Whenever possible
Create simple training/instructional videos for parents/providers to help with portal navigation	In Process - On Track	In Process - On Track	Completed	Completed
Conduct monthly EFS Mod 3.0 trainings for Providers	Suspended due to EFS Mod delays	Suspended due to EFS Mod delays	Suspended due to EFS Mod delays	Suspended due to EFS issues
Use appointment setting software for multiple sites	In Process - On Track	In Process - On Track	Completed	Completed
Train staff on screen sharing software. Track customer utilization.	In Process - On Track	In Process - On Track	Completed	Completed
Use data analytics to strategize, for decision-making, and for program service training and planning.	Suspended due to EFS Mod delays	Suspended due to EFS Mod delays	Delayed due to EFS Mod issues	In process
Identify and occupy additional outpost sites	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
<b>Pillar 2 -Provide Quality Early Care Opportunities</b>				
Recruit/enroll providers in Performance Funding Project (PFP)	In Process - On Track	In Process - On Track	Completed	Completed
Provide "PFP Bootcamp" for all Providers who enrolled based on tier levels	In Process - On Track	In Process - On Track	Completed	Completed
Provide multiple MMCI courses in convenient locations, with make-up classes	In Process - On Track	In Process - On Track	Completed	Completed
Provide coaching for online courses	In Process - On Track	In Process - On Track	Completed	Completed
Provide training sessions for Teaching Strategies Gold (TSG)	In Process - On Track	In Process - On Track	Completed	Completed
Train ELC Certified Coaches on PFP requirements	In Process - On Track	In Process - On Track	Completed	Completed
Communicate and conduct sessions about new local quality initiative	In Process - On Track	Delayed due to PFP closeout and HB 1091 implementation	Delayed due to PFP closeout and HB 1091 implementation	Delayed due to PFP closeout and HB 1091 implementation. MOU reviewed
Conduct active recruitment (in-person visits) to at least 5 centers with high volumes of subsidized children and low participation with ELC	Large volume of PFP providers/work has delayed implementation of initiative	Delayed due to PFP closeout and HB 1091 implementation	Delayed due to PFP closeout and HB 1091 implementation	Delayed due to PFP closeout and HB 1091 implementation. MOU reviewed
Quality coaches create success plans with Providers	Large volume of PFP providers/work has delayed implementation of initiative	Delayed due to PFP closeout and HB 1091 implementation	Delayed due to PFP closeout and HB 1091 implementation	Delayed due to PFP closeout and HB 1091 implementation. MOU reviewed
Quality coaches pursue possibility of pursuing accreditation with Providers who may be ready	Large volume of PFP providers/work has delayed implementation of initiative	Delayed due to PFP closeout and HB 1091 implementation	Delayed due to PFP closeout and HB 1091 implementation	Delayed due to PFP closeout and HB 1091 implementation. MOU reviewed

<b>ELC Strategic Plan Scorecard FY 18-19</b>	<i>Q1- FY 2018-19</i>	<i>Q2- FY 2018-19</i>	<i>Quarter 3 FY 2018-19</i>	<b>Quarter 4 FY 2018-2019</b>
Conduct quarterly training needs assessments	In Process - On Track	In Process - On Track	Completed	Completed
Post all trainings on ELC's website's training calendar and in Newsletter	In Process - On Track	In Process - On Track	Completed	Completed
Provide trainings at multiple community-based sites	In Process - On Track	In Process - On Track	Completed	Completed
Provide general computer skills training for educators/directors/parents	In Process - On Track	In Process - On Track	In Process - On Track	Completed
Provide access to CDA classes and other trainings through scholarships	In Process - On Track	In Process - On Track	Completed	Completed
Improve internal capacity to work with providers for ASQ	In Process - On Track	In Process - On Track	Completed	Completed
Provide enhanced teacher training on ASQ and ASQ-SE	In Process - On Track	In Process - On Track	Completed	Completed
Provide technical assistance to providers that have children with IEP's/IFSP's to implement goals	In Process - On Track	In Process - On Track	Completed	Completed
Increase inclusion services in Spanish and Creole	In Process - On Track	In Process - On Track	Completed	Completed
Monitor inclusion needs in other languages	In Process - On Track	In Process - On Track	Completed	Completed
Meet with Family Services Dept. monthly to ensure coordination	In Process - On Track	In Process - On Track	Completed	Completed
Provide resources to families identifying children with special needs when enrolling for waitlist	In Process - On Track	In Process - On Track	Completed	Completed
Provide regular updates to PRC	In Process - On Track	In Process - On Track	Completed	Completed
Coordinate/collaborate with other community partners	In Process - On Track	In Process - On Track	Completed	Completed
Attend local and national conferences on best and promising practices in early childhood education	In Process - On Track	In Process - On Track	Completed	Completed
Present at local and national conferences	In Process - On Track	In Process - On Track	Completed	Completed
<b>Pillar 3 -Advocate for the Early Care and Education System</b>				
Meet with and present for Broward's legislative delegation members before session	Public hearing scheduled - 12/18/18; individual meetings being scheduled	In Process - On Track	Completed	Completed
Become a Broward Days participant	In Process - On Track	In Process - On Track	Completed	Completed
Help lead Children's Week efforts locally and statewide	In Process - On Track	In Process - On Track	Completed	Completed
Re-join United Way's Public Policy Advocacy Committee	In Process - On Track	In Process - On Track	Completed	Completed
Conduct bi-monthly Early Learning advocacy meetings	In Process - On Track	Held first meeting. Assessed that additional planning meetings were not needed for 2019 leg session. Will begin planning for next year when Community Engagement position hired.	Dir. Community Engagement hired and new strategy/timeline being developed for FY 20 leg session and advocacy meetings	Completed (continue in FY20)
Engage Broward's municipalities in early childhood advocacy efforts	In Process - On Track	In Process - On Track	In Process - On Track	In-Process - On Track
Join and attend League of Cities meetings	In Process - On Track	In Process - On Track	In Process - On Track	Completed
Help lead countywide Campaign for Grade Level Reading	In Process - On Track	In Process - On Track	In Process - On Track	In Process - On Track
Chair Broward's Children's Strategic Plan's ECE section	In Process - On Track	In Process - On Track	In Process - On Track	In Process - On Track
Participate in Baby SNAC meetings	In Process - On Track	In Process - On Track	Completed. Baby SNAC being discontinued	Completed. Baby SNAC being discontinued
<b>Pillar 4 -Forge Strong and Strategic Partnerships</b>				
Meet with mandated referral agencies quarterly to enhance partnerships	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Meet with mental health organizations to explore/establish partnership opportunities	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)

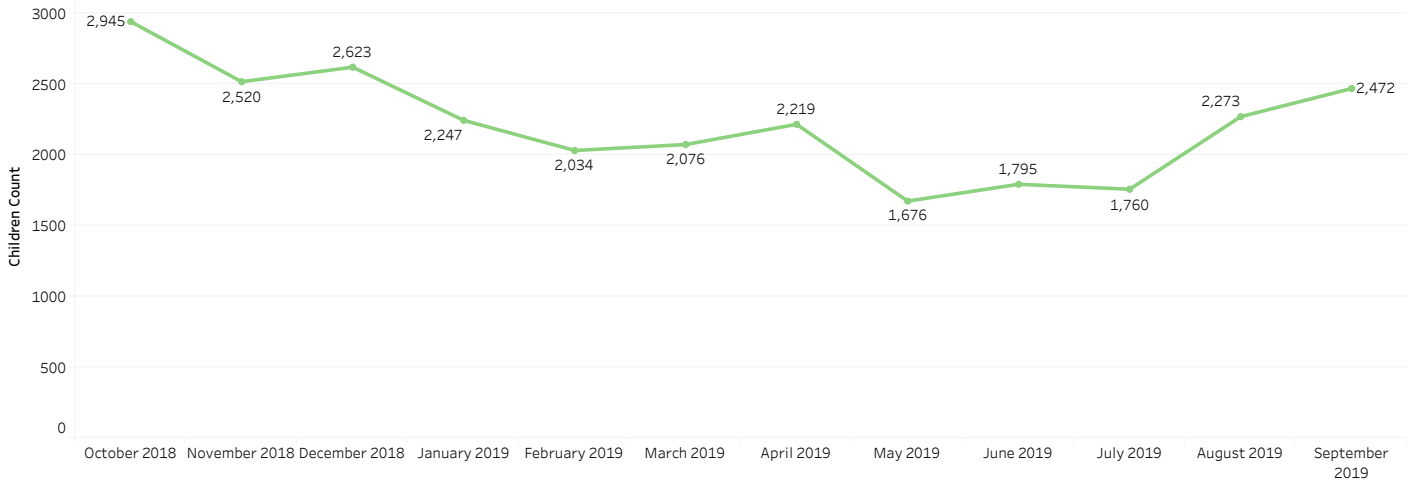
<b>ELC Strategic Plan Scorecard FY 18-19</b>	<i>Q1- FY 2018-19</i>	<i>Q2- FY 2018-19</i>	<i>Quarter 3 FY 2018-19</i>	<b>Quarter 4 FY 2018-2019</b>
Meet with CSC CEO and/or senior staff quarterly to keep them engaged in ELC's quality initiative's Process	In Process - On Track	Quality Initiative Delayed	Quality Initiative Delayed	Quality Initiative Delayed
Meet with Human Services Dept. staff at least twice a year to gauge continued interest/satisfaction in funding child care slots	On hold until new staff at the Human Services Dept are hired	Meeting with new Human Services staff took place on January 28th.	In Process - On Track	Completed (continue in FY20)
Meet with City/Town Commissioners from the 5 largest partner municipalities	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Participate in a minimum of 15 municipal festivals, etc. for outreach opportunities	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Lead Broward Reads in Your City subcommittee for ECE events	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Meet with officials/staff in 5 municipalities in 2 years to explore outposting	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Partner with child care providers on quality initiatives and advocacy issues	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Spotlight child care centers in communications (Newsletter, Facebook, etc.)	In Process - On Track	In Process - On Track	In Process - On Track	In Process
Re-formulate the Provider Advisory Committee (PAC) and meet bi-monthly	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Identify and work with other ELC's that are strategically beneficial to Broward's ELC	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Identify at least 5 private foundations that may take an interest in funding ELC	Currently in discussion with AD Henderson Foundation	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Create development plan with benchmarks, which includes multi-level business participation	Has not yet begun	Has not yet begun	Has not yet begun	Started
Attend CSC data sharing meetings	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Complete data sharing agreement with Broward County Schools	In Process - On Track	In Process - On Track	Stalled	Stalled
<b>Pillar 5 -Strengthen and Develop the ELC Broward Organization</b>				
Hire HR professional to modernize HR operations	In Process - On Track	In Process - On Track	Completed	Completed
Analyze all existing job descriptions to ensure fit with ELC operating model	In Process - On Track	In Process - On Track	In Process - On Track	Majority Completed
Update org chart to support ELC operating structure	In Process - On Track	In Process - On Track	Completed	Completed
Identify key functions for continuity of service and cross training opportunities	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Engage in succession planning for key positions	Not started	Not started	Not started but agenda item for Exec Team in Q4	Not started
Conduct management training for each level of management	Not started	Not started	Not started	Not started
Morale building opportunities, staff trainings, staff retreat each year	In Process - On Track	In Process - On Track	In Process - On Track	Completed (continue in FY20)
Explore/expand through available funding opportunities that are within ELC's mission	In Process - On Track	In Process - On Track	In Process - On Track	In Process - On Track
Standardize internal reports and have senior staff analyze monthly for strategic decision-making	Reporting analysis -In Process - On Track; additional reporting - delayed due to EFS Mod	Standardized reports shared monthly; additional reporting - delayed due to EFS Mod	Standardized reports shared monthly; additional reporting delayed due to EFS Mod	Delayed due to EFS Mod
Ensure all off-site staff can work virtually with full access to all ELC functionality	In Process - On Track	In Process - On Track	In Process - On Track	Completed
Continue enhancing ways to make portal, etc. easier for staff and customers to use	EFS Mod has delayed enhancements	EFS Mod has delayed enhancements	EFS Mod has delayed enhancements	Delayed due to EF Mod



Waitlist Children by Age as of 9/4/2019



Prior Month	Children Count	+/-	%
Oct 2018	2,945		
Nov 2018	2,520	-425	-17%
Dec 2018	2,623	103	4%
Jan 2019	2,247	-376	-17%
Feb 2019	2,034	-213	-10%
Mar 2019	2,076	42	2%
Apr 2019	2,219	143	6%
May 2019	1,676	-543	-32%
Jun 2019	1,795	119	7%
Jul 2019	1,760	-35	-2%
Aug 2019	2,273	513	23%
Sep 2019	2,472	199	8%



<b>Funder or Vendor Name</b>	<b>Amount</b>	<b>Purpose</b>	<b>Type</b>	<b>Term</b>	<b>Status</b>
Office of Early Learning	\$96,311,755	<i>SR: \$55,469,574, VPK: \$40,613,664, PDG: \$228,517</i>	Revenue	7/1/19-6/30/20	Active
Office of Early Learning	\$72,142	<i>VPK Monitoring &amp; Outreach</i>	Revenue	7/1/19-6/30/20	Active
Broward County	\$2,342,795	<i>SR Match &amp; Special Needs Child Care</i>	Revenue	10/1/18- 9/30/19	Active
Children's Services Council	\$5,592,700	<i>Financially Assisted Child Care</i>	Revenue	10/1/18-9/30/19	Active
Children's Services Council	\$3,196,000	<i>Vulnerable Population Child Care</i>	Revenue	10/1/18-9/30/19	Active
City of Fort Lauderdale	\$41,249	<i>SR Match Funds</i>	Revenue	10/1/18-9/30/19	Active
City of Hollywood	\$14,495	<i>SR Match Funds</i>	Revenue	10/1/18-9/30/19	Active
City of Pompano Beach	\$30,000	<i>SR Match Funds</i>	Revenue	10/1/18-9/30/19	Active
Dept. of Children & Families	\$392,119	<i>Refugee Entrant Child Care</i>	Revenue	10/1/18-9/30/19	Active
United Way	\$325,000	<i>SR Match Funds</i>	Revenue	7/1/19-6/30/20	Active
University of Florida	\$22,500	<i>Provider Training Stipends</i>	Revenue	1/4/19-8/31/19	Active
Children's Forum, Inc.	\$450,909	<i>WAGES® Program</i>	Sub-recipient	7/1/19-6/30/20	Active
First Call for Help/211- Broward	\$462,000	<i>Community Referral Services</i>	Sub-recipient	7/1/19-6/30/2	Active
School Board of Broward County	\$100,000	<i>K-Transition Ambassador</i>	Sub-Recipient	10/1/19-6/30/20	Pending
Accessible Communication for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
BlueJean Software, Inc.	\$25,000	<i>Hosting and Support Services</i>	Vendor	7/1/19-6/30/20	Pending
Biometrics4All, INC.	\$7,943	<i>Live Scan (Finger printing)</i>	Vendor	10/29/18-Ongoing	Active
Crown Center	\$403,731	<i>Office Lease (average annual cost)</i>	Vendor	2/1/19-1/31/29	Active
Jacob Jackson	\$90,000	<i>Legal Services</i>	Vendor	3/9/17-3/31/20	Active
Leboffe Associates	\$22,800	<i>Executive Leadership Coaching</i>	Vendor	7/15/19-6/30/20	Active
Ronik-Radlauer Group	\$10,000	<i>Board Retreat Facilitation</i>	Vendor	07/15/10/30/19	Active
SB & Company	\$31,900	<i>External Audit &amp; 990 Preparation</i>	Vendor	7/1/19-6/30/20	Pending
SB & Company	\$1,500	<i>Form 5500 Preparation</i>	Vendor	7/1/19-6/30/20	Pending
School Board of Broward County	\$10,253	<i>Gulfstream Early Learning Center Lease</i>	Vendor	9/5/18-9/4/19	Active
School Board of Broward County	\$12,000/yr	<i>Gulfstream Early Learning Center Lease</i>	Vendor	9/5/19-9/4/19	Active
Teaching Strategies Gold	\$16,425	<i>Online Child Assessments Software</i>	Vendor	7/1/18-6/30/22	Active
Vantive Health, LLC	\$12,000	<i>Appointment Software License</i>	Vendor	12/18/18- Ongoing	Active
CareerSource Broward	\$0	<i>Summer Youth Employment Interns</i>	MOU	7/12/17-9/30/19	Active
CareerSource Broward	\$0	<i>Displaced Youth Employment Interns</i>	MOU	8/3/17-6/30/20	Active
CareerSource Broward	\$0	<i>Displaced Adult Employment Interns</i>	MOU	8/3/17-6/30/20	Active
Healthy Families Broward BRHPC	\$0	<i>Collaboration &amp; Referrals</i>	MOU	8/20/18-6/30/20	Active
H.O.M.E.S., Inc.	\$0	<i>Transitional Independent Living Program Interns</i>	MOU	6/15/19-6/30/20	Active
Multiple Community Partners	\$0	<i>Data Sharing Agreement</i>	MOU	Under Negotiation	Under Negotiation
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active

<b>MEETING</b>	Board
<b>MEETING DATE:</b>	9/12/19
<b>SUBJECT:</b>	<b>JUNE 2019 - List of Cash Disbursements \$1,000 - \$25,000</b>
<b>FOR ACTION:</b>	NA. For review only
<b>RECOMMENDED ACTION:</b>	N/A
<b>FINANCIAL IMPACT:</b>	None
<b>AS RECOMMENDED BY:</b>	N/A
<b>ELC STAFF LEAD</b>	C. Klima

**Background Information – JUNE 2019**

In accordance with ELC Cash Disbursement Policy Approved April 14, 2017, cash disbursements issued by ELC in amounts greater than \$1,000 and less than \$25,000 are submitted to the ELC Board for review monthly.

<b>Vendor Name</b>	<b>Amount</b>	<b>Purpose</b>
Bluejean Software, Inc.	1,000.00	May 2019 Cloud Hosting
Broward Family Life Magazine, Inc.	2,500.00	June 2019 VPK Outreach Ad
Business Leadership Institute	5,319.00	April 2019 Payment for FY 18/19 Contract
Business & Leadership Institute	7,568.00	March 2019 Payment for FY 18/19 Contract
Business Card	8,564.26	Bank of America Ops Purchases C. Klima (No individual items > \$1,000)
Business Card - Amazon	1,150.30	Chairs for Training Room
Business Card - TechSoup.org	1,120.00	Firewall Appliance and User Licenses for Five Years
Calabria Investments, LLC	3,000.00	Keynote Speakers for 2019 BECE Conference
CDW Government, Inc.	1,872.83	May 2019 Family Services Supplies
CDW Government, Inc.	2,035.34	June 2019 IT Supplies
Coleman James Building Company, LLC.	2,200.00	Installation of White Board Paint
Colonial Life & Accident Insurance	3,367.60	May 2019 Employee Health Benefits
Doris Itzkowitz	1,050.00	April 2019 CLASS Observations Week Four
Elizabeth Ann Smith	2,100.00	April 2019 CLASS Observations Week Three
Fort Lauderdale Crown Center, LLC.	1,808.33	June 2019 Rent at Swing Space
Fort Lauderdale Crown Center, LLC.	5,101.12	July 2019 Rent for Suite 301
Guardian	8,023.93	July 2019 Employee Health Benefits
Holland and Knight LLP	1,242.00	May 2019 Legal Expenses
Jacob C. Jackson, P.A.	6,726.00	May 2019 Legal Expenses
Jamf Software LLC	1,056.00	iPhone Tracking Software
Bekins of South Florida	4,280.00	Moving Services for May 2019 from Lakeside Plaza to Crown Center
Kimesha House	1,400.00	May 2019 CLASS Observations Week Four
Maria Caro	1,050.00	May 2019 CLASS Observations Week Five
Maria Caro	2,450.00	May 2019 CLASS Observations Week Four
Maria Caro	1,050.00	May 2019 CLASS Observations Week Five
Mitel Cloud Services	1,757.63	May 2019 Telephone Services
Norma Schwartz	1,050.00	March 2019 CLASS Observations Week Four
Othondra L. Hicks	2,450.00	May 2019 CLASS Observations Week Four
Sun Life Assurance Company of Canada	2,312.66	July 2019 Employee Health Benefits
Teachstone Training LLC	3,829.11	Infant, Toddler, and Pre-K CLASS Scoring Sheets
Unum Life Ins. Co. of America	4,468.46	July 2019 Employee Health Benefits
Vantiv Health, LLC.	1,000.00	March - June 2019 Appointment Software



<b>MEETING</b>	BOARD
<b>MEETING DATE:</b>	9/12/19
<b>SUBJECT:</b>	<b>JULY - List of Cash Disbursements \$1,000 - \$25,000 – JULY 2019</b>
<b>FOR ACTION:</b>	NA. For review only
<b>RECOMMENDED ACTION:</b>	N/A
<b>FINANCIAL IMPACT:</b>	None
<b>AS RECOMMENDED BY:</b>	N/A
<b>ELC STAFF LEADS</b>	C. Klima

**Background Information – JULY 2019**

In accordance with ELC Cash Disbursement Policy Approved April 14, 2017, cash disbursements issued by ELC in amounts greater than \$1,000 and less than \$25,000 are submitted to the ELC Board for review monthly.

<b>Vendor Name</b>	<b>Amount</b>	<b>Purpose</b>
ADP, Inc.	1,239.88	Payroll Processing Charges for PE 5/18/19 and 6/1/19
Business Leadership Institute	10,845.64	May 2019 Payment for FY 18/19 Contract
Business Leadership Institute	6,168.89	June 2019 Payment for FY 18/19 Contract
Business Card	11,335.23	Bank of America Ops Purchases C. Klima (No individual items > \$1,000)
Business Card - Intermedia	2,587.34	Email Hosting for June 2019
Business Card - Intermedia	2,851.69	Email Hosting for July 2019
Colonial Life & Accident Insurance	3,334.54	June 2019 Employee Health Benefits
Crown Castle Fiber, LLC.	2,201.61	Internet Charges for 05/29/19 - 07/31/19
Elizabeth Ann Smith	1,400.00	June 2019 CLASS Observations Week One
Fort Lauderdale Crown Center, LLC.	12,024.32	August 2019 Rent for Suite 301
Florida Power & Light	1,036.44	June 2019 Services
Guardian	7,559.25	August 2019 Employee Health Benefits
Insight Public Sector	7,159.80	Tableau Desktop License FY 2019-2020
Jacob C. Jackson, P.A.	16,093.00	June 2019 Legal Services
M. Hanson & Company, Inc.	8,616.41	Chairs for Offices
M. Hanson & Company, Inc.	3,209.39	Signage for Offices and Cubicles
Mitel Cloud Services	1,757.63	Telephone Services for June 2019
Office Depot	1,755.37	July 2019 Office Supplies
Office of Early Learning	12,551.19	FY 2018-2019 Interest Return Payment
Quickseries Publishing Inc.	7,713.86	English and Spanish Compass Guides
Teachstone Training LLC	14,400.00	Infant and Toddler CLASS MMCI Group Coaching
The Children's Forum	8,724.11	Forum April-19 Invoice Payment
The Children's Forum	7,319.09	Forum Mar-19 Invoice Payment
United States Postal Service	1,800.00	Postage for July - September 2019
Vantiv Health, LLC.	7,000.00	July 2019-June 2020 Hosting and Backup & Upgrades to Cloud System
Vantiv Health, LLC.	3,000.00	Upgrades to Appointment System
Verizon Wireless	1,463.29	Cell Phone Charges for June 2019
Verizon Wireless	1,565.89	Cell Phone Charges for June 2019
Verizon Wireless	1,497.33	Cell Phone Charges for July 2019
Verizon Wireless	1,776.83	Cell Phone Charges for July 2019



Amount Secured & Reported YTD FY19				
Match Funder	Secured in FY17/18*	Match Requested	Status	Secured by ELC
Coconut Creek	\$ 7,059	\$ 25,684	Committed and Received	\$ 25,684
Cooper City	\$ 4,996	\$ 5,000	Awaiting Approval Status from Commission	
Coral Springs	\$ 1,816	\$ 15,000	Awaiting Approval Status from Commission	
Dania Beach	\$ 2,634	\$ 15,000	Committed and Received	\$ 1,365
Davie	\$ 2,267	\$ 40,000	Awaiting Approval Status from Commission	
Deerfield Beach	\$ 2,236	\$ 15,000	Denied - Not Selected	
Ft. Lauderdale	\$ 50,924	\$ 41,249	Committed	\$ 41,249
Hallandale	\$ 11,760	\$ 10,000	Committed and Received	\$ 10,000
Hollywood	\$ 2,604	\$ 25,000	Committed	\$ 14,495
Lauderdale By The Sea		\$ 2,000	Committed	\$ 2,000
Lighthouse Point		\$ 2,000	Committed and Received	\$ 2,000
Lauderdale Lakes		\$ 15,000	Awaiting Approval Status from Commission	
Lauderhill		\$ 3,000	Awaiting Approval Status from Commission	
Margate	\$ 5,000	\$ 1,000	Committed	\$ 1,000
Miramar		\$ 3,000	Denied - No funds Available in Budget	
North Lauderdale		\$ 5,000	Committed and Received	\$ 5,000
Oakland Park		\$ 35,000	Denied- Submission Not Timely	
Parkland	\$ 1,088	\$ 10,000	Committed and Received	\$ 3,000
Pembroke Park (Town)	\$ 1,634	\$ 6,000	Awaiting Approval Status from Commission	
Pembroke Pines	\$ 10,300	\$ 35,000	Committed	\$ 35,000
Plantation	\$ 33,485	\$ 21,645	Committed and Received	\$ 21,645
Pompano Beach	\$ 9,936	\$ 40,000	Committed	\$ 30,000
Tamarac		\$ 10,000	Awaiting Approval Status from Commission	
Sunrise	\$ 75,633	\$ 55,890	Committed and Received	\$ 55,890
Southwest Ranches		\$ 2,000	Denied - No funds Available in Budget	
West Park		\$ 10,000	Awaiting Approval Status from Commission	
Weston	\$ 6,114	\$ 5,000	Denied - Not Selected	
Wilton Manors		\$ 5,000	Awaiting Approval Status from Commission	
United Way	\$ 311,992	\$ 325,000	Committed and Received	\$ 325,000
<b>Total Secured FY18</b>	<b>\$ 541,477</b>	<b>\$ 783,468</b>	<b>Total Secured FY19</b>	<b>\$ 573,328</b>
				<b>6% Match Required: \$ 1,396,806</b>
				<b>Proposed Amount to be Assigned CSC Funds FY19 \$ 823,478</b>



Amount Secured & Reported YTD FY18		
Match Funder	Secured in FY17/18	Confirmation Received
Coconut Creek	\$ 7,059	
Cooper City	\$ 4,996	
Coral Springs	\$ 1,816	
Dania Beach	\$ 2,634	Yes
Davie	\$ 2,267	
Deerfield Beach	\$ 2,236	
Ft. Lauderdale	\$ 50,924	Yes
Hallandale	\$ 11,760	
Hollywood	\$ 2,604	
Lauderdale By The Sea	\$ 396	
Lauderdale Lakes	\$ 33	
Margate	\$ 5,000	
North Lauderdale	\$ 505	Yes
Parkland	\$ 1,088	Yes
Pembroke Park (Town)	\$ 1,634	
Pembroke Pines	\$ 10,300	
Plantation	\$ 33,485	Yes
Pompano Beach	\$ 9,936	Yes
Sunrise	\$ 75,633	
Weston	\$ 6,114	
Wilton Manors	\$ 514	
Broward County		Yes
CSC		Yes
United Way	\$ 311,992	Yes
<b>Total Secured FY18</b>	<b>\$ 542,925</b>	<b>9</b>

<u>Date Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Training Level</u> <u>(Beginner, Intermediate Advanced)</u>	<u>Location</u>	<u>Contact</u>
9/7/19 10:00am- 12:00pm	Jenny Sanchez, Q & E Coach, ELC	Rocking and Rolling: Why Are Infant Teachers So Important?	Beginner	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Ayme Hamoui <a href="mailto:ahamoui@elcbroward.org">ahamoui@elcbroward.org</a> (954) 702-9361 Or Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647
9/10/19 9/17/19 9/24/19 6:30pm – 8:30pm	Jessica Santiago & Carolina White, Inclusion Specialists, ELC	<i>3 Part Series: Preschool Teacher Toolkit for Preventing Expulsion (Serie Español de 3 Semanas: Kit de herramientas para maestros preescolares para prevenir la expulsión )</i>		ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Debbie Kay <a href="mailto:dkay@elcbroward.org">dkay@elcbroward.org</a> (954) 295-0672
9/12/19 12:30pm – 1:30pm	Debbie Kay, Inclusion Manager	The ABCs of the ASQ (Ages and Stages Questionnaire)!!!!!!	Beginner	<u>Webinar</u> <a href="https://global.gotomeeting.com/join/369930309">https://global.gotomeeting.com/join/369930309</a> <u>+1 (408) 650-3123</u> Access Code: 369- 930-309	Debbie Kay <a href="mailto:dkay@elcbroward.org">dkay@elcbroward.org</a> (954) 295-0672
9/18/19 6:30pm – 8:30pm	Ellie Schrot, Director of Early Steps	Early Steps Overview: How Early Intervention Services Support Successful Inclusion	Community Training	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Debbie Kay <a href="mailto:dkay@elcbroward.org">dkay@elcbroward.org</a> (954) 295-0672

<u>Date Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Training Level</u>	<u>Location</u>	<u>Contact</u>
9/19/19 6:00pm-8:00pm	Julio Maymi, Q & E Coach, ELC	CLASS Overview	Beginner	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Ayme Hamoui <a href="mailto:ahamoui@elcbroward.org">ahamoui@elcbroward.org</a> (954) 702-9361 Or Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647
9/26/19 6:00pm- 8:00pm	Stephanie Templin & Grethel Arroyo, Q & E Coaches, ELC	Enhancing Emergent Literacy Skills in the Classroom	Intermediate	Gulfstream Early Learning Center 120 SW 4 Avenue Hallandale Beach, FL 33009	Ayme Hamoui <a href="mailto:ahamoui@elcbroward.org">ahamoui@elcbroward.org</a> (954) 702-9361 Or Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647
9/26/19 6:00pm- 8:00pm	Soraya Fernandez, School Readiness South Regional Facilitator, OEL	CLASS Overview (Vas a ser observado con CLASS® ...) <b>*Training in Spanish</b>	OEL Training	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Ayme Hamoui <a href="mailto:ahamoui@elcbroward.org">ahamoui@elcbroward.org</a> (954) 702-9361 Or Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647
9/30/19 5:00pm- 7:00pm	Soraya Fernandez, School Readiness South Regional Facilitator, OEL	Language and Vocabulary Development for Preschoolers: Book Embedded Vocabulary Inst (LVP2)	OEL Training	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647

<u>Date Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Training Level</u>	<u>Location</u>	<u>Contact</u>
10/2/19 6:00pm-8:00pm	Wendy Gordon & Ana Avalos-Atkinson, Q & E Coaches, ELC	What is Coaching? What is CLASS? What is Coaching with CLASS?	Beginner	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Ayme Hamoui <a href="mailto:ahamoui@elcbroward.org">ahamoui@elcbroward.org</a> (954) 702-9361 Or Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647
10/5/19 10:00am- 12:00pm	Grethel Arroyo & Ana Avalos-Atkinson, Q & E Coaches, ELC	VPK Einsteins: Learn About the Scientific Method	Intermediate	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Ayme Hamoui <a href="mailto:ahamoui@elcbroward.org">ahamoui@elcbroward.org</a> (954) 702-9361 Or Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647
10/24/19 6:00pm-8:00pm	Grethel Arroyo & Stephanie Templin, Q & E Coaches, ELC	Creating Critical Thinkers in the VPK Classroom	Intermediate	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Ayme Hamoui <a href="mailto:ahamoui@elcbroward.org">ahamoui@elcbroward.org</a> (954) 702-9361 Or Tiffanie Bernard <a href="mailto:tbernard@elcbroward.org">tbernard@elcbroward.org</a> (954) 702-9647

Space is limited at trainings, so register by going to the Eventbrite website <https://www.eventbrite.com/signin/>, or ELC Newsletter.

All trainings appear on the ELC website on the calendar.  
<http://www.elcbroward.org/p/46>

<u>Date</u>	<u>Time</u>	<u>Event</u>	<u>Description</u>	<u>Location</u>
<b>JULY 2019</b>				
07/12/19	5:30 pm to 6:30 pm	Oakland Park Summer Movie Nights	Free city sponsored movie screening for children & families	Jaco Pastorius Park <a href="#">4000 N Dixie Hwy, Oakland Park, FL 33334</a>
07/13/19	9:00 am to 1:00 pm	BCPS Community Health and Wellness Fair	Health and back to school event for families with partner agencies.	Atlantic Tech. College Arthur Ashe Campus 1701 NW 23 <sup>rd</sup> AV Fort Lauderdale, FL 33311
07/15/19	10:00 am to 1:00 pm	Walking One Stop Tour with OIC	Agency resource fair and neighborhood canvassing event for families with partner agencies.	Franklin Park Community Center 2501 Franklin DR Fort Lauderdale, FL 33311
07/24/19	9:00 am to 11:00 am	Ft Lauderdale Read-A-Thon	COFL and YMCA host local artists, authors, and community leaders to read to children and decorate Little Free Libraries.	LA Lee YMCA Family Center 408 NW 14 <sup>th</sup> TR Fort Lauderdale, FL 33311
07/27/19	10:00 am to 1:00 pm	Tamarac Back to School Resource Fair	Back to school event for families with partner agencies.	City of Tamarac Community Center <a href="#">8601 W Commercial Blvd, Tamarac, FL 33351</a>
07/27/19	11:00 am to 3:00 pm	CSC Back 2 School Extravaganza	Back to school event for families with partner agencies.	Dillard High School <a href="#">2501 NW 11th ST Fort Lauderdale, FL 33311</a>

<u>Date</u>	<u>Time</u>	<u>Event</u>	<u>Description</u>	<u>Location</u>
<b>AUGUST 2019</b>				
08/03/19	9:00 am to 1:00 pm	T.R.U.E. Back to School and Health Fair	Health and back to school event for families with partner agencies.	Velocity Center - First Baptist Church of Fort Lauderdale <a href="#">301 East Broward Blvd Fort Lauderdale, FL 33305</a>
08/03/19	9:00 am to 1:00 pm	CSC Back 2 School Extravaganza	Back to school event for families with partner agencies.	Blanche Ely High School <a href="#">1201 NW 6th Ave, Pompano Beach, FL 33060</a>
08/03/19	10:00 am to 1:00 pm	City of Sunrise Back to School Roundup	Back to school event for families with partner agencies.	Sunrise Civic Center <a href="#">10610 West Oakland Park Boulevard Sunrise 33351</a>
08/03/19	9:30 am to 12:00 pm	Progress In The Park with Dania Beach Mayor Tamara James	Health, sports, and back to school event for families with city of Hollywood and Dania Beach, and other agencies.	Dr. Martin Luther King Jr. Community Center <a href="#">2400 Charleston ST Hollywood, FL 33020</a>
08/09/19	5:30 pm to 6:30 pm	Oakland Park Summer Movie Nights	Free city sponsored movie screening for children & families	Jaco Pastorius Park <a href="#">4000 N Dixie Hwy, Oakland Park, FL 33334</a>
08/10/19	10:00 am to 2:00 pm	Collier City Family Fun Day	Back to school event for families with City of Pompano Beach, and other agencies.	Collier City Library & McNair Park <a href="#">951 NW 27<sup>th</sup> AV, Pompano Beach, FL 33069</a>
08/10/19	11:00 am to 3:00 pm	Community Back to School Fun Day	Back to school event for families with City of Pompano Beach, and other agencies.	Northwest Branch Library & Apollo Park <a href="#">1580 NW 3<sup>rd</sup> AV Pompano Beach, FL 33060</a>
08/31/19*	10:00 am to 2:00 pm	Embassy Church Community Baby Shower	Health and wellness resources for new and expectant low income mothers.	Embassy Church <a href="#">2901 W Oakland Park Blvd Suite A18 Oakland Park, FL 33311</a>

\* Event postponed due to Hurricane Dorian. Organizer will advise of rescheduling possibility.



<u>Date</u>	<u>Time</u>	<u>Event</u>	<u>Description</u>	<u>Location</u>
<b>SEPTEMBER 2019</b>				
09/06/19	7:00 am to 9:00 pm	Pompano Beach Old Town	Art exhibits, food festival and live music event hosted by PB Community Redevelopment Agency.	Bailey Contemporary Arts <a href="#">41-NE 1<sup>st</sup> Street</a> <a href="#">Pompano Beach, FL 33060</a>
09/13/19	9:00 am to 1:00 pm	Healthy Start Coalition: Shower 2 Empower	Community Event targeted for Hispanic Families to bring information and resources regarding health to residents.	Urban League of Broward <a href="#">560 NW 27th Ave, Fort</a> <a href="#">Lauderdale, FL 33311</a>
09/14/19	9:00 am to 12:00 pm	Bike Rodeo and Literacy Fair	Health, sports, and literacy/education family event hosted by Cooper City.	Cooper City Sports Complex <a href="#">10300 Stirling Rd</a> <a href="#">Cooper City, FL 33026</a>
09/15/19	9:00 am to 12:00 pm	NSU Day for Children	Health, literacy, and education family event hosted by Nova Southeastern University.	Alvin Sherman Library Nova Southeastern University <a href="#">3100 Ray Ferrero Jr Blvd,</a> <a href="#">Davie, FL 33314</a>
09/20/19	6:00 pm to 9:00 pm	Oakland Park Latin Festival	City sponsored Hispanic Heritage festival, with food, vendors, and live music for families.	Jaco Pastorius Park <a href="#">4000 N Dixie Hwy,</a> <a href="#">Oakland Park, FL 33334</a>
09/21/19	11:00 am to 4:00 pm	Coconut Creek Arts Fest	Family fun day of art, entertainment and food. Arts and crafts activities for kids hosted by Coconut Creek.	Coconut Creek Community Center <a href="#">1100 Lyons Road</a> <a href="#">Coconut Creek, FL 33063</a>
09/21/19	12:00 pm to 4:00 pm	Riverwalk Fall Festival	Fall themed games and activities, live music, and food for the whole family at the Riverwalk District.	Esplanade Park <a href="#">400 SW 2<sup>nd</sup> ST</a> <a href="#">Fort Lauderdale, FL 33312</a>



## Early Learning Coalition of Broward County 2019-2020 Board/ Committee Meeting Calendar

August 2019						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

September 2019						
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29	30					

October 2019						
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27	28	29	30	31		

November 2019						
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December 2019						
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29	30	31				

January 2020						
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February 2020						
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March 2020						
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April 2020						
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May 2020						
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31						

June 2020						
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28	29	30				

Meetings correspond with color on the calendar/ **ELC Offices closed for Holiday**

<p> <b>Finance / Executive combined Meetings begin at 8:30am</b> (exceptions listed below)</p> <p>August 29, 2019 September 26, 2019 December 6, 2019 January 30, 2020 April 2, 2020 May 7, 2020 (if needed) June 11, 2020 (starts at 9:15 am)</p>	<p> <b>Full Board - Meeting begin at 8:30am</b> (exceptions listed below)</p> <p>September 12, 2019 October 3, 2019, Retreat 8:30-4 December 19, 2019 February 13, 2020 April 29, 2020 at 2:00 p.m May 21, 2020 (if needed) June 25, 2020</p>
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### **Program Review Committee Dates**

July 26, 2019 – 9:30am  
September 26, 2019 – 3:00 pm  
January 13, 2020– 9:30am  
April 17, 2020 – 9:30am

### **Governance Committee Dates**

September 16, 2019 – 1:00pm  
November 18, 2019 – 1:00pm  
January 23, 2020 – 9:30am  
March 31, 2020 – 9:30am

### **Nominating Committee Dates**

June 26, 2019 – 2:00pm  
August 8, 2019 – 9:00 am



## COMMITTEE MEMBERSHIP 2019-2020

COMMITTEE	Member Name	Seat	By Laws
			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)
<b>EXECUTIVE</b>			
Officer	Laurie Sallarulo	<b>Chair</b>	effective 4/2014 - Governor appointment
Officer	Michael Asseff	<b>First Vice Chair</b>	effective 4/14/2017 - 6/2020
Officer	Renee Podolsky	<b>Second Vice Chair</b>	effective 7/2018 - 6/2020
Officer	Twan Russell	<b>Secretary</b>	effective 2/1/2018 -6/2020
Officer	Nicholas Kaniaris	<b>Treasurer</b>	effective 7/2018 - 6/2020
	Cindy Arenberg Seltzer	<b>Program Review Chair</b>	
	Ellie Schrot	<b>Nominating Committee Chair</b>	
	Richard Campillo	<b>Audit Committee Chair</b>	
			Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members.
<b>FINANCE</b>			
	Nicholas Kaniaris	<b>Chair</b>	effec. 7/2018
	Renee Podolsky	Member	
	Laurie Sallarulo	Member	
	Cindy Arenberg Seltzer	Member	
	Twan Russell	Member	Committee member effect. Date 9.28.18
			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.
<b>PROGRAM REVIEW</b>			
	Cindy Arenberg Seltzer	<b>Chair</b>	effec. 7/2018
	Khalil Zeinieh	Member	
	Laurie Rich Levinson	Member	
	Dawn Liberta	Member	
	Laurie Sallarulo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	



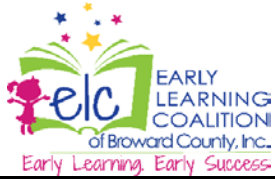
## COMMITTEE MEMBERSHIP 2019-2020

COMMITTEE	Member Name	Seat	By Laws
<b>AUDIT</b>			Members elected by Board. <b>Consists of at least (5) five Members.</b> 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.
	Richard Campillo	<b>Chair</b>	effec. 7.1.18
	Michael Asseff	Member	
	Twan Russell	Member	effec. 12.9.16
	Monica King	Member	effec. 4.7.17
	Laurie Sallarulo	Member	
<b>GOVERNANCE</b>			Members Elected by Board. <b>Consists of at least (5) five Members.</b> First Vice Chair shall serve as chair of the Governance Committee
	<b>Michael Asseff</b>	<b>Chair</b>	effective 4/14/2017 - 6/2020
	Mason Jackson	Member	
	Dawn Liberta	Member	effective 10/2018
	Cara Cerchione	Member	effective 6/2019
	Lauire Sallarulo	Member	
<b>NOMINATING</b>			Members Elected by Board. <b>Consists of at least (3) three Members</b> who are not Officers of the Coalition
	<b>Ellie Schrot</b>	<b>Chair</b>	effec. 3.10.17
	Mason Jackson	Member	
	William Karp	Member	effec. 6.2019
	Laurie Sallarulo	Member	
	Twan Russell	Member	
<b>AD HOC STRAT PLANNING</b>	Richard Campillo	<b>Chair</b>	effec. 11.2017
	Monica King	Board Member	effec. 11.2017
	Michael Asseff	Board Member	effec. 11.2017
	Cindy Arenberg Seltzer	Board Member	effec. 11.2017
	Laurie Sallarulo	Board Member	effec. 11.2017
<b>AD HOC SPACE/ RELOCATION</b>			



## COMMITTEE MEMBERSHIP 2019-2020

COMMITTEE	Member Name	Seat	By Laws
	Twan Russell	<b>Chair</b>	effec. 4.2018
	Mason Jackson	Member	effec. 4.2018
	Nicholas Kaniaris	Member	effec. 4.2018
	Laurie Sallarulo	Member	



Early Learning Coalition of Broward County  
Board Attendance Chart  
FY 2018-2019

Member	1st Term Started	1st Term Exp	Jul	Aug	Sept 6	Oct 4	Nov	Dec 6	Jan	Feb 7	Mar	Apr 4	If needed! May 9	June 6	TOTAL FY ABSENCES
1 Angela Iudica	9.7.17	None			X	X		Cx'd		X		ABS		X	1
2 Cara Cerchione	4.4.19	6.30.23												X	0
3 Cindy Arenberg Seltzer	1999	None			X	ABS		Cx'd		X		X		X	1
4 Dawn Liberta	6.2018	None			ABS	X		Cx'd		X		X		X	1
5 William Karp	4.2019	None										X		X	0
6 Dolly Rump	9.30.15	6.30.19			ABS	X		Cx'd		ABS		ABS		ABS	4
7 Ellie Schrot	6.2014	None			X	X		Cx'd		X		X		X	0
8 Khalil Zeinieh	5.12.17	6.30.21			X	P		Cx'd		X		X		X	0
9 Monica King	5.12.17	6.30.21			X	X		Cx'd		X		X		X	0
10 Laurie Rich Levinson	11.2014	None			ABS	X		Cx'd		X		ABS		ABS	3
11 Laurie Sallarulo	4.2014	G. appt.			X	X		Cx'd		X		X		X	0
12 Mason Jackson	1999	None			X	X		Cx'd		X		X		X	0
13 Michael Asseff	5.7.2013	G. appt.			X	ABS		Cx'd		P		P		ABS	2
14 Nicholas Kaniaris	5.2015	6.30.19			X	ABS		Cx'd		X		X		X	1
15 Renee Podolsky	6.2014	None			X	ABS		Cx'd		P		X		X	1
16 Richard Campillo	5.12.17	6.30.21			X	X		Cx'd		X		X		ABS	1
17 Twan Russell	2.2016	None			X	X		Cx'd		X		P		X	0
<b>MEMBERS WHO LEFT DURING FY</b>															
Ashley Davis	10.2015	6.30.19			ABS	ABS		Cx'd		ABS		ABS		ABS	5
Deborah Meidinger Hosey	9.2013	None			X	X		Cx'd		X					0
Dr. Avis Proctor	9.2015	None			X	ABS		Cx'd		ABS					2
Schmekka Lyons	10.2015	6.30.19			ABS	ABS		Cx'd		X					2
X = Present at meeting															
ABS = Absent from Meeting															
P = phone attendance															
FM First Meeting LM Last Meeting															
Shaded areas - no meeting scheduled															
Operational\Board\Board Membership\Board Attendance Chart 2018-2019															

## ELC Broward - Glossary of Terms (rev. 8/2019)

Rev. 7/2019 Subject	Acronym	Definition
Ages and Stages Questionnaire®	ASQ	A developmental and social-emotional screening for children from one month to 5 ½ years. Highly reliable and valid, ASQ looks at strengths and trouble spots, educates parents about developmental milestones, and incorporates parents' expert knowledge about their children.
Association of Early Learning Coalitions	AELC	The Association of Early Learning Coalitions (AELC) is an organization comprised of 31 Early Learning Coalitions throughout the State of Florida. The AELC supports the role of the Early Learning Coalitions to develop and administer a comprehensive school readiness program and voluntary pre-kindergarten program that prepares preschool children to succeed in school and in life. Each Early Learning Coalition's service area is as unique as the population it serves, with some Coalitions serving a single county while others are serving two to seven counties.
Billing Group	BG	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: <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. <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. <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. <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. <b>BG8 – Income Eligible</b> Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability. <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.
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		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.  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.
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.