Early Learning Coalition of Broward County, Inc.

Revised Agenda
Coalition Board Meeting
Friday, February 13, 2015
8:30 am
6301 NW 5th Way, Suite 3400, Fort Lauderdale, FL 33309

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.

REVISED AGENDA

Welcome and Call to Order
Laurie Sallarulo
Roll Call
Debbie Bainton

1. Coalition Board Minutes January 9, 2015

RECOMM Approval
ACTION Motion to Approve
EXHIBIT January 9, 2015 minutes

Pages 6-11

2. Reports

• Chair Report

• CEO Report
  • Office Space
  • Incident Reports
  • At-Risk (Revised Page 6-8)
  • Operational Audit – Florida Auditor General (Revised Page 9-10)
• ECE Community Partners Gathering
• Broward Early Child Educators Conference

RECOMM Information and Discussion
ACTION No Action Needed
EXHIBIT Minutes of Systems Meetings

Pages 12-19
COMMITTEE REPORTS AND RECOMMENDATIONS

Procurement Committee Cindy Arenberg-Seltzer, Chair

3. Procurement (Revised)
   (ELC 1: Child Care Resource and Referral and ELC 2 Eligibility, Utilization, and Payment).

The ELC has two expiring contracts ELC-1: Child Care Resource and Referral Services and ELC-2: Eligibility Determination, Application Processing, Slot Management & Provider Payments that must be procured for as the Board approved at the November 14, 2014 Board Meeting.

The purpose of the ELC-1 Request for Proposal (RFP) is to contract with an experienced organization to administer the Early Learning Coalition of Broward County, Inc.’s (ELC) Child Care Resource and Referral Call Center. The Call Center will serve all families (regardless of income) seeking answers to their questions about identifying quality early learning, after-school programs for children up to the age of 13, and referrals to additional community resources available in Broward County to meet family needs.

The purpose of the ELC-2 Request for Proposal (RFP) is to contract with a qualified organization to administer the Voluntary Prekindergarten, School Readiness, the Child Care Executive Partnership, and local funding received from the Children’s Services Council. The service components to be administered are:

1. Child and Family Eligibility and Enrollment for all program areas.
2. Family Support Services related to Early Care/Early Learning.
3. Provider Payment for all program areas.
4. Slot Management and Utilization for all program areas.

RECOMM Approval
ACTION Motion to approve
EXHIBIT Summary of Scope of Services.

Executive Committee

4. Provider Portal Chuck Hood

The new software system is a “provider portal” that helps increase the efficiency of collecting provider information and developing provider contracts. While OEL is working to improve the state-wide system, a provider portal is not currently identified as a piece of the system that OEL will have in place within the next two years. Currently, Miami-Dade, Palm Beach and Polk ELC’s use the portal and have created a more efficient way for providers to load their center factsContracting information, attendance and have had terrific results. Hillsborough and Pinellas ELC’s are planning to use the provider portal software also. The Additionally the State is considering further development of this portal for all ELCs

RECOMM Approval
ACTION Motion to approve
EXHIBIT Action Statement

Revised Pages 11-33
5. Revised Organizational Chart

Changes to organizational chart as a result of COA Accreditation. This is being submitted to keep the Board informed.

RECOMM Review
ACTION No vote needed
EXHIBIT Organization Chart
Referred to Governance Committee

Finance Committee
Cindy Arenberg Seltzer

6. Financials
Approval of the November and October 2014 Financial Statements pending the annual audit performed by a qualified independent certified public accounting firm.

RECOMM Approval
ACTION Motion to approve
EXHIBIT Action Statement and back-up brought forward from Finance Committee

Pages 23-46

7. Utilization Report
The Utilization Reports are submitted for informational purposes and review. Current utilization is tracking to ensure all budgeted dollars for slots will be spent as indicated in the utilization report and per budget.

RECOMM Review and Discussion
ACTION No action needed
EXHIBIT Utilization Report/Summary

Pages 47-55

8. Budget Amendments (Revised)
The revised budget of $88,544,486 is being amended to include adjustments for actual funding from the agency’s funding sources and recognition in contract assumptions.

RECOMM Approval
ACTION Motion to approve
EXHIBIT Action Statement/budget brought forward from Finance Committee/changes made by Executive Committee

Revised Pages 34-38
9. FY ending June 30, 2014 Audit and 990

In accordance with the Early Learning Coalition’s fiscal policies and procedures which states that an audit of the Coalition’s financial operations are performed on an annual basis.

RECOMM Approval
ACTION Motion to approve
EXHIBIT Action Statement and back-up brought forward from Audit Committee

Pages 60-122

10. RFP Audit Services

In keeping with standard business practices the ELC staff recommends issuing the Request for Proposals (RFP) to procure a new audit firm for fiscal year 2015-2016.

RECOMM Approval
ACTION Motion to approve
EXHIBIT Action statement and back-up brought forward from Audit Committee

Pages 123-147


RECOMM For Review and Discussion
ACTION No Vote needed
EXHIBIT Accountability Monitoring Report

Pages 148-151

12. Board Member Absences

Section 3.5 of the ELC’s bylaws state “…absences from three consecutive meeting or four total meetings within a twelve month period may be cause for termination of membership.”

The by-laws further state that “prior to consideration of the membership status or any other action by the Governance Committee or the Board, the absent member shall be provided with notification of the date, time and place where consideration of the Member’s Board membership status will be discussed by the Governance Committee.”

Low Board Member Attendance
- Levoyd Williams
- Martha Lee
RECOMM: Member termination of the two Members: Williams and Lee
ACTION: Motion to Approve
EXHIBIT: Action Statement/Board Attendance Sheets

Pages 152-154

13. Policy and Procedures
The following policies and procedures were reviewed by the Governance Committee.

• Background Screening
• Incident Reporting
• Risk Reporting
• Code of Conduct
• Crisis Management
• Conflict of Interest
• Whistle Blower
• Anti-Fraud Plan
• Waitlist

RECOMM Approval
ACTION Motion to approve
EXHIBIT Policy and Procedures

Pages 155-215

STAFF UPDATES AND RECOMMENDATIONS None

FYI
Board Member Attendance Sheet
Press Release from Governor’s Office

Pages 216-218

Matters from the Board
Matters from the CEO
General Public Comment
Next Meeting: March 13, 2015
Adjourn

Please Note: 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.

Members of the Public: Please sign up at the entry desk for public comments to be made on particular agenda items no later than five minutes after the Coalition meeting has been called to order.
**School Readiness Trends**

**Children Served by Category: At Risk**

**Chart 1: Children Served by Category: At Risk**

*Fiscal Year Comparisons*

*July 1 - December 31*

*Data taken from Key Data Reports*

**Chart 2: Children Served by Category: At Risk**

*July - December 2013 - 2014 vs 2014-2015*

*Percentages indicate increase seen this year compared to last fiscal year*

*Data taken from Key Data reports*

**Chart 3: Breakdown of Referral Sources of At-Risk Children Served**

*July - December 2014*

*BSO (32%)*

*ChildNet (59%)*

*Other (9%)*

**Chart 4: At-Risk Referrals Received vs At-Risk Children Served**

*July - December 2014*

*Data taken from in-house tracking and EFS*

**Chart 3 Discussion and Analysis:** A review of payment data from EFS for July 1 – December 31, 2014 by eligibility code reveals that 59% of children served in the At-Risk category came from ChildNet, 32% of children served came from BSO and the remaining 9% came from other referral programs.

**Chart 4 Discussion and Analysis:** A review of data from July 1 – December 31, 2014 reveals the volume of referrals received from BSO and ChildNet compared to the number children served (paid). The number of referrals received from each program is high but ChildNet referrals are more likely to result in placement of children in care. This trend mirrors the same pattern seen during the previous fiscal year - please see Chart 7. Data taken from in-house tracking and EFS.
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**School Readiness Trends**
**Children Served by Category: At Risk**

- **Chart 5: BSO Referrals Received**
  FY 2013-2014 vs 2014-2015*
  *Data ending December 31, 2014

  Chart 5 Discussion and Analysis: FCI has been tracking referrals received and the data above shows the volume of BSO referrals received in the 2013-2014 fiscal year compared to the volume of BSO referrals received during the first six months of the current 2014-2015 fiscal year. Total number of referrals received (1,995) during the first six month of 2014-2015 exceeded the amount received during the same time frame the prior year (1,637) representing a 16% increase of activity.

- **Chart 6: ChildNet Referrals Received**
  FY 2013-2014 vs 2014-2015*
  *Data ending December 31, 2014

  Chart 6 Discussion and Analysis: FCI has been tracking referrals received and the data above shows the volume of ChildNet referrals received in the 2013-2014 fiscal year compared to the volume of ChildNet referrals received during the first six months of the current 2014-2015 fiscal year. Total number of referrals received (2,311) during the first six months of 2014-2015 exceeded the amount received same time frame during the prior year (1,582) representing a 46% increase of activity.

- **Chart 7: Referrals Received vs Children Served**
  Fiscal Year 2013-2014

  Chart 7 Discussion and Analysis: A review of data from the 2013-2014 fiscal year reveals the volume of referrals received from BSO and ChildNet compared to the number children served (paid). The number of referrals received from each program is high but ChildNet referrals are more likely to result in placement of children in care. All referrals require the same level of staff attention regardless of placement outcome. Data taken from in-house tracking and EFS.

**Summary and Implications:**
- Data from 2014-2015 reveal an increase of referral activity within the first six months:
  - BSO referrals received by FCI increased by 16%
  - ChildNet Referrals received by FCI increase by 46%
  - Payment of At-Risk Children increased by 11%
- Children served through referral programs are at-risk and a priority population
- Staffing levels at FCI have remained static regardless of increase of referrals
- All referrals require the same level of staff attention from CCR&R and EDE to fully process eligibility and placement; however parent/guardian partnership is required for successful placement.
**Chart 8: Unduplicated Children Served by Category At Risk**

*Fiscal Year Comparisons*

* Data ending December 31, 2014

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<td>4,575</td>
<td>4,702</td>
<td>3,317</td>
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**Chart Discussion and Analysis:** A review of payment data pulled from EFS for the past three fiscal years and the past six (6) months of the current fiscal year show the total number of unduplicated children served (paid) in the “At Risk” category. The number of unduplicated children served (paid) in 2012-2013 increased by 4% compared to the previous year. The number of unduplicated children served (paid) in 2013-2014 increased by 3% compared to the previous year. It is entirely likely this fiscal year will see an increase as well given the higher number of children served for the first six months of the current 2014-2015 year.

**Chart 9: Children Served by Category At Risk**

*Fiscal Year Comparison by EFS Eligibility Code*

* Data Ending December 31, 2014

(*) indicates the number of participating agencies that write referrals

**Chart Discussion and Analysis:** The data in this chart shows children served (paid) by EFS Eligibility Code (e.g. Referral Source) for the previous three fiscal years and the past six months of the current fiscal year. Data from the past and current fiscal year show that ChildNet referrals for children are the largest population of children served in this category followed by BSO referrals.

**Notable:**
These numbers are not unduplicated and therefore will not sum to equal the number of unduplicated children paid for each fiscal period seen in Chart 8. (It is not uncommon to for a child to be served by different referrals throughout the year.)

The number (#) in the parenthesis indicates how many agencies can write and send referrals to FCI for child placement. Currently there are 38 referral entry points into the At-Risk system at FCI.

^ EFS did not have separate eligibility codes prior to 2013-2014 to differentiate children served (paid) through referrals from BSO, ChildNet, Homeless or Domestic Violence.
Ms. Laurie Sallarulo  
Board Chair  
The Early Learning Coalition of Broward County  
6301 NW 5th Way, Suite 3400  
Ft. Lauderdale, Florida 33309

Mr. Chuck Hood  
Executive Director  
The Early Learning Coalition of Broward County  
6301 NW 5th Way, Suite 3400  
Ft. Lauderdale, Florida 33309

Dear Chair Sallarulo and Director Hood:

Pursuant to Section 11.45, Florida Statutes, the Auditor General will perform an operational audit of the Office of Early Learning. We anticipate that audit field work sites will include the Office of Early Learning and selected early learning coalitions. The Early Learning Coalition of Broward County is one of the coalitions that we have selected for audit. The Project Team Leader will be Millicent Burns, CPA.

As part of our audit, we will evaluate management’s performance in establishing and maintaining internal controls, including controls designed to prevent and detect fraud, waste, and abuse, and in administering assigned responsibilities in accordance with applicable laws, administrative rules, contracts, grant agreements, and other guidelines. We will also examine internal controls that have been designed and placed in operation to promote and encourage the achievement of management’s control objectives in the categories of compliance, economic and efficient operations, reliability of records and reports, and safeguarding of assets, and identify weaknesses in those internal controls.

We anticipate that audit field work at The Early Learning Coalition of Broward County will begin on April 27, 2015. We will contact you, or your audit liaison, and others, as applicable, so that we may schedule a time to communicate in more detail for the topics selected, the planned objectives, scope, methodology, and timing for the audit.

In planning audits, we are responsible for establishing an understanding between Coalition management and the Auditor General concerning management’s responsibilities and the Auditor General’s responsibilities for the audit. Management is responsible for administering its assigned responsibilities in accordance with applicable laws, administrative rules, and other guidelines. Management is also responsible for establishing and maintaining effective internal controls to help ensure that specific entity goals and objectives are met; resources are safeguarded and efficiently, economically, effectively, and equitably used; and management and financial information is reliable.
and properly reported. Further, pursuant to various provisions of Florida law, including but not limited to, Section 11.47(1), Florida Statutes, management is responsible for entering into agency records sufficient information for proper audit or examination and for making the same available to the Auditor General on demand.

The Auditor General is responsible for conducting the audit in accordance with Section 11.45, Florida Statutes, and generally accepted government auditing standards. The reasonable and efficient conduct of the audit requires that the Auditor General’s access to records and agency personnel not be restricted. Under generally accepted government auditing standards, the absence of such access may result in a limitation in the scope of the Auditor General’s examination, and any such limitation, together with its impact on the audit, must be disclosed in our audit report.

During the course of audit field work, we will be requesting information and records necessary to accomplish our audit objectives. In some instances, certain public records may be considered confidential or exempt from public inspection pursuant to State law. If access to such records is necessary to accomplish our audit objectives, we will communicate separately with you regarding such records. Additionally, we request access to your established Internet connectivity to utilize our Virtual Private Network (VPN) via either hardwire or wireless connection.

At the conclusion of the audit, pursuant to Section 11.45(4), Florida Statutes, we will discuss the audit and submit an official list of our preliminary and tentative findings, which may be included in an audit report. Following the Auditor General’s receipt and review of management’s written statement of explanation or rebuttal concerning all of the findings, including corrective action to be taken to preclude a recurrence of all findings, a final report shall be prepared and issued. The audit report when final shall be a public record.

We look forward to working with you and your staff. Should you at any time have concerns relative to the conduct or progress of this audit, please contact me. Thank you for your assistance.

Sincerely,

Christi V. Alexander, CPA
Audit Manager
(850) 412-2786

CVA/mb

c: Mr. Rodney MacKinnon, Interim Executive Director, Office of Early Learning
Ms. Stephanie Gehres, Deputy Director of Operations, Office of Early Learning
Mr. Craig Clampett, Office of Inspector General, Office of Early Learning
Ms. Martha Asbury, Assistant Deputy Commissioner, Florida Department of Education
Mr. Mike Blackburn, Inspector General, Florida Department of Education
Ms. Melinda Miguel, Chief Inspector General, Executive Office of the Governor

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Early Learning Coalition of Broward County, Inc.
Coalition Board Meeting
February 13, 2015

Agenda Item 3

Subject: Procurement of:
ELC1 (Child Care Resource and Referral and Family Education);
ELC 2 (Eligibility Determination, Application Processing, Slot Management and Provider Payment); and
Bringing In-House: SR and VPK Provider Onboarding and Management; Provider Administrative Monitoring

Background Information

The ELC has two expiring contracts ELC-1: Child Care Resource and Referral, Family Education and Support Services and ELC-2: Eligibility Determination, Application Processing, Slot Management & Provider Payments that must be procured as the Board approved at the November 14, 2014 Board Meeting.

The purpose of the ELC-1 Request for Proposal (RFP) is to contract with an experienced organization to administer the Early Learning Coalition of Broward County, Inc.’s (ELC) Child Care Resource and Referral Call Center. The Call Center will serve all families (regardless of income) seeking answers to their questions about identifying quality early learning, after-school programs for children up to the age of 13, and referrals to additional community resources available in Broward County to meet family needs.

The purpose of the ELC-2 Request for Proposal (RFP) is to contract with a qualified organization to administer the Voluntary Prekindergarten, School Readiness, the Child Care Executive Partnership, and local funding received from the Children’s Services Council. The service components to be administered are:

1. Child and Family Eligibility and Enrollment for all program areas.
2. Family Support Services related to Early Care/Early Learning.
3. Provider Payment for all program areas.
4. Slot Management and Utilization for all program areas.

To stream-line Provider Onboarding, Monitoring, and Oversight bring In-house the services described in the attached summary document.

PROPOSED ACTION

Approve the Procurement Documents and Scopes of Service to be released for the Procurement process.

Recommendation Brought Forth By: Procurement and Executive Committees

Supporting Documentation Available: Summary Descriptions

Financial Impact: ELC 1: $600,000; ELC 2: $4,363,623
In-House Services: $413,000

February 13, 2015
Procurement and Executive Committee Recommendations to Board

Revised February 11, 2015

ELC1: Child Care Resource and Referral and Family Education Recommended Service

Total Cost: $600,000

Service Area A: Child Care Resource and Referral Counseling

Approve as recommended by the Procurement and Executive Committees to procure a call center to provide child care resource and referral counseling and referral services to families which include goals, objectives, requirements and the following Core Service Component Functions: enter parent information into the EFS-CCRR database; live call linking to community resources related to the needs of the child/family; provide randomly generated customized referrals that meet the families’ needs and parent packets of appropriate educational materials; guide or assist families to apply for community funding using the One-E-App website and/or SR (waiting list registration) or VPK funding using the Single Point of Entry/Unified Waiting List (SPE/UWL) website; work with ELC Community Education/Awareness Outreach team to develop and implement Community Education/Awareness Outreach Plan, the consumer materials, and the Broward Early Childhood Educators Conference.

ELC2: Eligibility Determination, Application Processing, Slot Management, & Provider Payment Recommended Service

Total Cost: $4,363,623

Service Area A: Child and Family Eligibility and Enrollment

Approve as recommended by the Procurement and Executive Committees to procure SR/CCEP/FACC/VPK eligibility determination and application processing and waiting list management services which include goals, objectives, requirements and the following Core Service Component Functions: Eligibility Determination, Enrollment, Redetermination, Provider Transfer, Fraud Prevention and Suspected Fraud Referral, Family Data Edit Cleansing, Parent Complaint Processing, and Waiting List Management.

Service Area B: Family Support Services Related to Early Care/Early Learning

Approve as recommended by the Procurement and Executive Committees to procure Family Support services which include goals, objectives, requirements and the following Core Service Component Functions: Family friendly environments that encourage parents in their role as their child’s first teacher experience; Child Care Resource and Referral (CCR&R) services for the At-Risk and temporary cash assistance client populations; and One-E-App interviews for potentially eligible families.

ELC – Summary 02-11-2015
Service Area C: SR, CCEP, FACC, and VPK Provider Payments

Approve as recommended by the Procurement and Executive Committees to procure provider payment activities (SR/CCEP/Financially Assisted Child Care/ VPK) which include goals, objectives, requirements and the following Core Service Component Functions: Attendance Management, Provider Payments, Payment Adjustments, Collections, and ELC Invoicing.

Service Area D: SR, CCEP, FACC, and VPK Slot Utilization Management

Approve as recommended by the Procurement and Executive Committees to Procure Slot Utilization Management activities for all ELC funding sources which include goals, objectives, requirements and the following Core Service Component Functions: SR, CCEP, FACC, and VPK Slot Utilization Management, including garnering CCEP Community Match funds and School Readiness required Match funds.

Recommended In-House Services
Total Cost: $413,000

Service Area F: SR and VPK Provider Onboarding & Management

Approve as recommended by the Procurement and Executive Committees to bring in-house Provider Onboarding and Management activities for SR and VPK which include goals, objectives, requirements and the following Core Service Component Functions: Provider Onboarding and Management, Provider Orientation and Training, Provider Contracting, Provider Compliance and Enforcement, Fraud Prevention and Suspected Fraud Referral, VPK Readiness Rates, Low Performing Provider, Good Exemption Assessment Management, Provider Recruitment, Provider Updates into EFS database, Review county licensing reports for provider eligibility utilizing the provider portal.

Service Area G: Administrative Monitoring for SR and VPK

Approve as recommended by the Procurement and Executive Committees to bring in-house services for Provider Administrative Monitoring activities for SR and VPK which include goals, objectives, requirements and the following Core Service Component Functions: Attendance Auditing (Post Audit Attendance Monitoring Activities (PAAM)) to meet current state SR and VPK sample size requirements.
Staff and Procurement Committee Procurement Recommendations
ELC 1: Child Care Resource & Referral and Family Education Services

Revised February 11, 2015

Overall Goals for ELC 1: Child Care Resource & Referral and Family Education Services

(1) To utilize the ELC’s established resource and referral network of child care providers in Broward and provide maximum parental choice of providers.

(2) To assist parents to make informed choices when selecting settings for their children. The settings should enhance their children’s learning, school readiness, and subsequent success in school and in life. CCR&R should serve as a central, clear, accurate, and accessible source of consumer information about early care, education and school-age care choices, availability, quality indicators, and direct service provider status.

(3) To provide information on available community resources to enhance parents’/guardians’ and community agencies’/groups’ knowledge about the components of successful school readiness for children. Additionally, provide information through outreach and awareness, education of how the public and providers of services engage with CCR&R services.

(4) To enhance parents’/guardians’ ability to be successful in their role as their children’s first teacher. To help enhance parents/guardians linkages to programming and/or by providing direct programming to enhance families’ knowledge and stability, and by linking families to additional needed family supports, as necessary.

(5) To create a central resource for child care provider information.
NECESSARY AND SUFFICIENT SERVICES
IDENTIFIED TO MEET BASIC NEEDS AND REQUIREMENTS:
School Readiness (SR) and Voluntary Prekindergarten (VPK)

Recommended Service Total Cost: $600,000

Service Area A: Child Care Resource and Referral Counseling

Core Service Component Objectives related to Resource and Referral Counseling services:

(1) Parents and guardians will have access to a 24/7, 365 days call center (a minimum of Monday through Friday 8:00AM – 8:00PM and Saturdays 8:00 AM – 2:00PM), that will be able to provide useful information to callers’ questions and requests about child development, child care services, school-age care services and other family services.

(2) One hundred percent (100%) of interested families seeking Child Care Resource and Referral (CCR&R) services will receive written/electronic information about selecting quality child care, health and safety practices in child care settings, and the importance of the parent as the child’s first teacher. [Measured by ELC conducted client surveys.]

(3) Ninety percent (90%) of customers who leave messages will receive follow-up within 48 business hours of individual’s call for services. [Measured by a survey conducted by the ELC and records maintained by the Proposer.]

(4) Ninety-five percent (95%) of families using child care resource and referral services shall report satisfaction with services, including cultural competency/sensitivity, sensitivity of services to special needs, customer friendliness, usefulness of services provided, efficiency of service, and convenience of hours and location services. [Measured by ELC conducted client surveys.]

(5) An average of five (5) community presentations per month will inform participants of the components of successful school readiness and of the availability of Child Care Resource and Referral services to the community. [Measured by records maintained by Proposer.]

(6) Work with the collaborative Broward Early Childhood Educators to develop a conference exposing 1,000 providers to early learning best practices and industry up-dates and standards. [Measured by records maintained by Proposer.]

(7) Through community presentations, an average of one hundred (100) people per month will learn about early learning and the availability of Child Care Resource and Referral services in the community. [Measured by records maintained by Proposer.]

(8) The Proposer’s spending forecasts and analyses, and budget management shall result in balanced fiscal year budgets, with no deficit spending and with no significant surplus of funds that have been contracted for services. [Measured by ELC records.]

Program Requirements:

Overview and Operations

(1) Provide a 24/7, 365 days call center (a minimum of Monday through Friday 8:00AM – 8:00PM and Saturdays 8:00 AM – 2:00PM) that will provide useful, individualized information to callers’ questions and requests about child development, child care services,
school-age care services, affordable options, and other family services. The annual volume of calls is estimated to be 25,000.

(2) Answer telephone calls to the call center by the third ring. Callers are not to be placed on hold for more than two minutes without being given the option to continue to hold or to schedule a call-back. When calls are unable to be answered live, call-backs will be made no later than 48 business hours from the date and time a message is left.

(3) Offer CCR&R services to customers in their preferred language and be culturally sensitive to all callers. When a staff person is not available who speaks the customer’s preferred language, an effort must be made to utilize a translation service.

(4) Establish telephone service throughout Broward County, either through a local number or toll free number and maintain a number of lines adequate to serve the needs of the public. The phone system must be able to record the number of unanswered or “dropped calls.” The hours of operation must be included on the voicemail system for every office providing CCR&R services and have a way for customers with an urgent need to obtain immediate assistance from qualified staff during operation hours.

(5) Provide access for families to submit and complete CCR&R requests online, by mail, by phone, or by chat room.

**Services and Information**

(1) Using the Office of Early Learning’s data system (Enhanced Field System (EFS)) provider data, provide information and referrals to a full range of early learning programs (including recreational facilities, family enhancement and development programs, and nanny and au pair agencies) and other community resources that may meet the family’s needs.

(2) Offer customers (regardless of income) unbiased child care and community resource consumer information.

(3) Offer explanations regarding various types of legally operating early learning and school-age child care providers, including:
   a. Licensed or exempt centers;
   b. Licensed family homes and family child care homes;
   c. School-based and center-based programs;
   d. Head Start and Early Head Start programs;
   e. Faith-based programs;
   f. School-age programs; and
   g. Summer camp programs.

(4) When appropriate provide parents the following:
   a. An explanation of all child care options;
   b. Current child care openings;
   c. Public subsidies, tax credits and other financial aid;
   d. Quality indicators and guidance on selecting child care;
   e. Practical tips for a child care search;
   f. Referrals for health or other services; and
   g. Other child development, health, and substance needs of a family.

(5) Offer callers links to established service agencies that maintain relevant consumer education resources and community resources, including the manner in which each resource may be obtained. The list of relevant consumer resources shall include an offer to provide guidance
regarding the content of the information and availability of resources. Relevant consumer education resources and community resources include, but are not limited to:

a. Funding information for School Readiness (SR) wrap-around services to eligible four (4) Year olds attending VPK programs;
b. A resource list or directory of community services in Broward County;
c. United Way Directory, Florida Association of Information and Referral Services (FLAIRS), 2-1-1;
d. Information from and contact information for the Florida Departments of Children and Families, Department of Education, and Department of Health;
e. Information regarding Florida KidCare;
f. Information regarding the Abuse Registry;
g. The Florida Directory of Early Childhood Services (Central Directory);
h. Resources provided by the Office of Early Learning including “A Family Guide for Selecting Quality Early Learning Programs” and “A Quality Checklist for Evaluating Early Learning Programs;” and
i. Other resources as needed and appropriate to the specific needs of the family.

6) Advise families of the Single Point of Entry website where they can obtain pre-screening of eligibility for participation in School Readiness and Voluntary Prekindergarten services; assist families without computer access to secure pre-screening eligibility.

7) Provide information related to health and safety requirements of the child care industry and link to Broward County Licensing and Enforcement for licensing reports.

8) Be able to accommodate emergency child care informational needs for parents/guardians and first responders in the event of a local emergency. (The Call Center is not required to provide services or attempt to contact an individual requesting service in emergency situations if the agency is unable to operate as a result of a state of emergency declared by local, state, or federal officials.)

Parent Packet

1) Ensure all parent packets include documents as required by the CCR&R program requirements that may be changed from time to time by the ELC and OEL.

2) Ensure specialized educational materials include, but are not limited to child growth and development, nutrition, health, parenting resources, dental health, child car seat safety, Kid Care applications, etc.

3) Send all interested parents/guardians, referral packets (via email when possible) containing, at a minimum:
   a. Customized summary printouts of randomly generated child care referrals (at least 5 referrals) based on availability and parent request and including providers’ training/accreditation profiles;
   b. Required disclaimer and explanations;
   c. Licensing and child care resource and referral contact information:
   d. Checklist(s) for selecting quality child care, and related referrals and information.
   e. Appropriate community resources, child development and parenting information.

Staff Qualifications and Training
(1) Ensure CCR&R call center services are provided by qualified call center specialists, as defined in the CCR&R program requirements that may be changed from time to time by the OEL.

(2) Ensure that ongoing training and quality assurance is conducted with CCR&R call center staff as required by the CCR&R program requirements.

(3) Ensure that the Proposer’s call center staff is trained to deal with crisis situations/calls and with special needs issues.

**Call Center Tools**

(1) Record family information into the Office of Early Learning’s data system (Enhanced Field System (EFS)).

(2) Use the State’s web-based Single Point of Entry/Unified Waiting List (SPE/UWL) to provide seamless entry into the Broward County community’s early childhood programs.

(3) Develop a web-page specific to the Proposer’s operation in Broward County, ensuring that online searches identify ELC and successful Proposer services promptly.

(4) Ensure that the Florida Relay TDD (Telecommunication Device for the Deaf) system is available to allow full access of services for families with hearing impairments.

(5) Work with ELC staff to develop consumer materials for distribution to families and the community.

**Interagency Communication**

(1) Communicate parent requests that are unable to be fulfilled and any outdated provider information in the database to the ELC staff.

**Marketing**

(1) Develop, coordinate, and implement with ELC’s Director of Community Relations and Resource Development, a Community Education/Awareness Outreach and marketing/branding plans by August 15th of each year.

(2) Participate with the ELC staff in coordinating and carrying out activities to conduct the Broward Early Childhood Educators Conference.

**Recommendation for Service Area A:**

**A. Procure child care resource and referral counseling services which include the following Core Service Component Functions:** enter parent information into the EFS-CCRR database; live call linking to community resources related to the needs of the child/family; provide randomly generated customized referrals that meet the families’ needs and parent packets of appropriate educational materials; guide or assist families to apply for community funding using the One-E-App website and/or SR (waiting list registration) or VPK funding using the Single Point of Entry/Unified Waiting List (SPE/UWL) website; work with ELC Community Education/Awareness Outreach team to develop and implement the Community Education/Awareness Outreach Plan,
Procurement Committee Recommendation: Approve as recommended by Procurement Committee to Procure a call center to provide child care resource and referral counseling and referral services to families as described above.
**Staff Procurement Recommendations**

**ELC 2: Eligibility Determination, Application Processing, Slot Management and Provider Payment**

*Revised* February 11, 2015

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**Overall Goals for ELC 2: Eligibility Determination, Application Processing, Slot Management, & Provider Payment**

1. To provide smooth access for families to financial assistance for School Readiness services by serving as the single point of entry for eligibility determination/redetermination and application processing of financial assistance for School Readiness services, in accordance with the State of Florida and ELC requirements.

2. To ensure that eligible families have access to the maximum amount of financial assistance for School Readiness services (slots) possible with available funding.

3. To increase At-Risk and temporary cash assistance parents’/guardians’ ability to be well informed consumers in selecting settings for their children that are likely to enhance their children’s learning, school readiness, and subsequent success in school and in life by serving as an accessible source of consumer information about early care and education and school-age care choices, availability, quality indicators, and direct service provider status.

4. To provide smooth access to Voluntary Prekindergarten services by serving as the single point of entry for verification of child eligibility for the Voluntary Prekindergarten Education program, in cooperation and coordination with local providers as applicable.

5. To support School Readiness, Financially Assisted Child Care, and Voluntary Prekindergarten providers in their ability to maintain financial viability by making accurate, on-time payments for services provided to eligible families.

6. To maintain the Unified Waiting List for School Readiness services and by keeping parents informed of their eligibility/application status as applicable.
NECESSARY AND SUFFICIENT SERVICES
IDENTIFIED TO MEET BASIC NEEDS AND REQUIREMENTS:
School Readiness (SR), Child Care Executive Partnership (CCEP),
Financially Assisted Child Care (FACC), and Voluntary
Prekindergarten (VPK)

Recommended Service Total Cost:
$4,363,623 (includes SR, VPK, CCEP, and CSC funding sources)

Service Area A: Child and Family Eligibility and Enrollment

Core Service Component Objectives related to School Readiness, Child Care Executive Partnership, Financially Assisted Child Care & VPK Eligibility Determination and Application Processing and Waiting List Management activities:

(1) All families’ eligibility determination (SR/CCEP/FACC and VPK) and redetermination (SR/CCEP/FACC) shall be determined accurately in accordance with the State of Florida applicable statutory, regulatory, and local ELC eligibility and re-determination policies and guidelines. (ELC monitoring standard shall be 95%, but documentation must be corrected to 100% if errors are discovered at monitoring, where possible.)

(2) All application processing (SR/CCEP/FACC and VPK), determination of co-payments, and provision of financial assistance for school readiness child care to all families shall be performed in accordance with the State of Florida applicable statutory, regulatory, and local ELC service priorities; as funding permits. (ELC monitoring standard shall be 95%, but documentation must be corrected to 100% if errors are discovered at monitoring, where possible.)

(3) All families receiving VPK services or financial assistance for school readiness child care shall receive such assistance only from legally operating/contracted facilities.

(4) Ninety-five percent (95%) of family-requested provider transfers shall be processed within three (3) to five (5) business days of initial completed request.

(5) All At-Risk children who receive a child care referral from an authorized referring agency will be enrolled in a licensed child care program; preferred facilities will meet one or more of the following criteria:
   b. Participating in the Children’s Services Council of Broward Positive Behavior Support (“PBS”) Initiative; or
   c. Participating in the ELC’s Road to Child Outcomes Initiative [Measured by ELC’s Client File Review Process]

(6) All children who receive a child care referral based on the family’s participation in a
Career Source Transition Program will have an eligibility determination within ten (10) working days of receipt of an accurately completed referral. [Measured by ELC’s Client File Review Process]

(7) All parents who request information on additional services during eligibility/enrollment will receive support information as documented in the client case file and approved statewide data system, the Enhanced Field System (EFS), and/or any other ELC approved data system. [Measured by ELC’s Client File Review Process]

(8) 100% of the Waiting List names shall be validated every six (6) months, with those families on the Waiting List informed of their eligibility/application status as applicable. Unified Waiting List (UWL) procedures shall be developed and administered fairly and efficiently for all financially supported school readiness services (including those early learning services provided through the School Board of Broward County) for those families who are not immediately served to achieve a Waiting List for Broward’s School Readiness services. The UWL is to be maintained in accordance with 6M-4, Florida Administrative Code, and State of Florida and ELC priorities, and in collaboration with other family service organizations. [Measured by SPE/UWL Report]

Program Requirements:

Overview and Operations

(1) Offer services in person, at times and locations that are convenient for working families.
(2) Offer services on both an appointment and walk-in basis. A family requesting an appointment shall be able to receive an appointment within seven (7) business days of the request.
(3) Manage families potentially eligible for services and utilizes the State’s web-based Single Point of Entry/Unified Waiting List (SPE/UWL) to provide seamless entry for Broward’s families into the Broward County community’s early childhood programs.
(4) Record family and child information into the Office of Early Learning’s data system (Enhanced Field System (EFS)).
(5) Develop a webpage specific to the successful Proposer’s operation in Broward County, ensuring that online searches identify ELC and successful Proposer services promptly.

Services

(1) Priority shall be given to children and families who meet the eligibility priorities as indicated in F.S. 1002.53 and 1002.87.
(2) Be capable of managing multiple funding streams and meet requirements of those programs, including, the Financially Assisted Child Care (FACC) program (funded by the Children’s Services Council of Broward County).
(3) Develop, coordinate, and deliver a comprehensive program of eligibility/enrollment and redetermination for all program areas that addresses the following:
   a. Explains to parents, information about screenings and assessments provided to children in the school readiness program, as well as the parent rights and responsibilities as a recipient of school readiness, VPK and Financially Assisted Child Care program services.
   b. Records parent’s option to decline the developmental screening, in the approved statewide data system, the Enhanced Field System (EFS), using the State of Florida’s School Readiness Program’s Parent Option to Decline Form (OEL SR 24) and when a
child is screened elsewhere, obtains a copy of the IEP or IFSP during the initial enrollment intake and at redetermination.
c. Track in the state’s data system each client’s response to the developmental screening option.
d. Liaisons with the ELC system to ensure all children receive a developmental screen in a timely manner.
e. Provide eligibility determination and re-determination services for clients in SR, CCEP, VPK, and Financially Assisted Child Care programs ensuring timeliness, convenience and quality services to families in all geographic areas of Broward County.
f. Adhere to the school readiness client enrollment policy and subsequent approved amendments and policies thereof.
g. Adhere to the Financially Assisted Child Care Program Overview as referenced in policies and subsequent approved amendments and policies thereof.
h. Adhere to the Office of Early Learnings Child Care Executive Partnership policies and procedures and subsequent approved amendments and policies thereof.
i. Provide initial intake services on an appointment basis. Ensures parents and providers are notified in writing, at least six weeks prior to parent’s re-determination dates.
j. Ensure all redeterminations occur according to ELC’s Redetermination Policy. A family requesting a redetermination appointment rather than mailing or uploading documents for review shall be able to receive an appointment within seven (7) business days of the request.
k. Ensure at the time of initial eligibility determination and re-determination, that all clients are interviewed regarding their needs for other community services including children’s health needs.
l. Completion of enrollment for all CCEP business partners as informed by the ELC staff.
m. Maintain electronic data files for client eligibility. All electronic data must be in the approved statewide data system, the Enhanced Field System (EFS), and/or any other ELC approved data system or document management system that will allow for state and federal reporting.

(4) Ensure child care services are provided to eligible children who meet child care eligibility requirements and proof of residency based on the guidelines established for school readiness or VPK services as stated by the Florida Legislature and ELC as appropriate.

(5) Offer a choice of only licensed facilities or programs to all “At-Risk” children referred by the Department of Children and Families (DCF) or their contracted providers and families receiving Relative Caregiver Funding regardless of whether or not the protective supervision status has been terminated by Court Order.

(6) Ensure that each parent enrolling a child in the Voluntary Prekindergarten Education Program is provided with the ELC’s profile of every private prekindergarten provider and public school delivering the program within the ELC’s county (Chapter 1002, Florida Statutes Section 1002.53 (5) (a) (b)). The profiles shall be provided to parents in a format prescribed by the Office of Early Learning and developed by ECL staff.

(7) Notify applicants and clients of their right to an appeal in cases where a determination of ineligibility for services, termination, suspension, or reduction in services has been made.

(8) Follow the procedures outlined in policy to resolve client complaints at the lowest level possible.

Recommendations for Service Area A:
A. Procure SR/CCEP/FACC/VPK eligibility determination and application processing and waiting list Management services which include the following Core Service Component Functions: Eligibility Determination, Enrollment, Redetermination, Provider Transfer, Fraud Prevention and Suspected Fraud Referral, Family Data Edit Cleansing, Parent Complaint Processing, and Waiting List Management.

Procurement Committee Recommendation: Approve as recommended by the Procurement Committee to procure eligibility determination and application processing and waiting list management services as described above.

Service Area B: Family Support Services Related to Early Care/Early Learning.

Core Service Component Objectives related family support activities

(1) Ninety-five percent (95%) of parents report better understanding about family support, child care options and choosing quality child care as noted in parent surveys, as a local performance measure for Family Support Services must be achieved within the eventual contract period. [Measured by ELC survey]

(2) All At–Risk and temporary cash assistance parents who have not selected a provider for child care services will be provided child care referrals and resources to meet the client’s needs. [Measured by ELC file review]

(3) All children who receive an At-Risk or CareerSource child care referral from an authorized referring agency will be offered services within ten (10) working days of receipt of an accurately completed referral. [Measured by ELC’s Client File Review Process]

Program Requirements:

Family Friendly Environment

(1) Provide engaging materials that are age appropriate for the children who will accompany parents during interviews. To the extent appropriate, the successful Proposer will need to provide family friendly environments and protocols including parent education videos running in the Proposer’s office waiting rooms. Waiting areas are to be family friendly with an area in which children can play safely.

(2) Provide materials in waiting rooms in English, Spanish, and Creole as applicable.

(3) Include parent information regarding what constitutes quality child care in the Proposer’s waiting room(s) on successful Proposer’s website and link to the ELC’s website.

(4) Encourage parents in their role as their child’s first teacher through educational materials during eligibility meetings and in waiting rooms.

(5) Proactively inform families of primary health care resources, their right to choose their provider setting and location, their right to unlimited access to their child in that location during care hours.

Child Care Resource and Referral Services for At-Risk and temporary cash assistance clients

(1) Make available access for At-Risk and temporary cash assistance client parents to community resources including the ELC, such as the CCR&R services, One-E-App interviews,
etc., during eligibility meetings and in waiting rooms.

(2) Provide individualized consumer education provided by the ELC to all At-Risk and temporary cash assistance clients in locating and choosing quality child care programs.

(3) Maintain Child Care Resource and Referral services to assist all At-Risk and temporary cash assistance client families (regardless of income or situation) by providing answers to their questions regarding how to identify quality child care and education programs; how to locate a provider that meets the needs of the family; and how to access community services.

(4) Offer Child Care Resource and Referral services to At-Risk and temporary cash assistance client customers in their preferred language, and be culturally sensitive to all families. When a staff person is not available who speaks the customer’s preferred language, an effort must be made to utilize a translation service.

(5) Offer a family-friendly process convenient for At-Risk and temporary cash assistance client families and supportive of parents’ involvement in choosing and interacting with their children’s caregivers.

(6) Provide information and referrals to a full range of early learning programs (including recreational facilities, family enhancement and development programs, and nanny and au pair agencies) and other community resources that meet the At-Risk family’s needs.

(7) Offer At-Risk and temporary cash assistance client customers unbiased child care and community resource consumer information by qualified staff according to Child Care Resource and Referral Standards.

(8) Assist At-Risk and temporary cash assistance client families in finding affordable early education and child care options to fit their needs and in support of “parental choice” requirements, as to the various types of legally operating facilities.

(9) Coordinate and develop with At-Risk and temporary cash assistance client referral agencies the most effective methods to enroll children into programs.

(10) Provide At-Risk and temporary cash assistance client families with child care referrals to the following early care and education services:

a. Licensed or exempt centers;
b. Licensed family homes and family child care homes;
c. School-based and center-based programs;
d. Head Start and Early Head Start programs;
e. Faith-based programs;
f. School-age programs; and
g. Summer camp programs.

(11) Record family and child information into the Office of Early Learning’s data system (Enhanced Field System (EFS)).

**Parent Packets**

(1) Provide specialized educational materials provided by the ELC, to include but not be limited to child growth and development, nutrition, health, parenting resources, dental health, child car seat safety, and Kid Care applications are available online to At-Risk and temporary cash assistance clients requesting CCR&R services and will be distributed by successful Proposer staff as needs are indicated.

(2) Provide access to an informational packet provided by the ELC whose materials are e-mailed to the At-Risk customer which includes relevant individualized consumer education resources.
(3) Send all interested At-Risk or temporary cash assistance parents/guardians, referral packets (via email when possible) containing, at a minimum:
   a. Customized summary printouts of randomly generated child care referrals (at least 5 referrals) based on availability and parent request and including providers’ training/accreditation profiles;
   b. Required disclaimer and explanations;
   c. Licensing and child care resource and referral contact information;
   d. Checklist(s) for selecting quality child care, and related referrals and information.
   e. Appropriate community resources, child development, and parenting information.

**Staff Qualifications and Training**

(1) Ensure eligibility staff providing services to at-risk or temporary cash assistance families receive resource and referral certification as defined in the CCR&R requirements that may be changed from time to time by the Office of Early Learning (OEL).

(2) Ensure that ongoing training and quality assurance is conducted with eligibility staff as required by the CCR&R program requirements.

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**B. Procure Family Support services which include the following Core Service Component Functions:** Family friendly environments that encourage parents in their role as their child’s first teacher experience; Child Care Resource and Referral (CCR&R) services for the At-Risk and temporary cash assistance client populations; and One-E-App interviews for potentially eligible families.

**Procurement Committee Recommendation:** Approve as recommended by the Procurement Committee to procure Family Support services as described above.

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**Service Area C: SR, CCEP, FACC, and VPK Provider Payments**

**Core Service Component Objectives related to SR, CCEP and VPK Provider Payment activities:**

(1) All attendance processing (SR/CCEP/FAC and VPK), determination of parent co-payments, and provision of payments to school readiness child care and VPK providers shall be performed in accordance with the State of Florida applicable statutory, regulatory, and local ELC service priorities; as funding permits. (ELC monitoring standard shall be 95%, but documentation must be corrected to 100% if errors are discovered at monitoring, where possible.)

**Program Requirements:**

(1) Review provider attendance sheets for correctness of information and make payments to providers for compensation purposes consistent with the approved statewide data system, the Enhanced Field System (EFS), and/or any other ELC approved data system with data in the following categories:
   a. School Readiness, Child Care Executive Partnership, Financially Assisted Child Care:
      i. Infant Care – infant care is defined as care for children from birth to twelve (12) months.
      ii. Toddler Care – toddler care is defined as care for children from their first birthday to twenty-four months.
iii. Two-Year-Old Care – two year old care is defined as care for children from their second birthday to thirty-six (36) months.

iv. Three-Year-Old Care – three year old care is defined as care for children from their third birthday to forty-seven (47) months.

v. Four-Year-Old Care – four-year-old care is defined as care for children from their fourth birthday to fifty-nine (59) months or until the child enters kindergarten.

vi. Five-Year-Old Care – five-year-old care is defined as care for children from their fifth birthday or until the child enters kindergarten.

vii. School Age Care – school age care is defined as care for children of school age to twelve (12) years for a portion of the day before and after school hours, and for full day care during holidays and summer seasons.

viii. Special Needs – special needs is defined as care for children with either an Individual Family Support Plan for children birth to 3 years of age or an Individualized Education Plan for children 3 to 5 years of age not yet in kindergarten.

b. Voluntary Prekindergarten:

i. Children four (4) years of age on or before September 1, of the resultant contract period.

(2) Ensure SR, CCEP, and Financially Assisted Child Care provider payments do not exceed the rates charged by providers to the general public nor the approved reimbursement rate schedule for Broward County.

(3) Rates paid to VPK Providers are established by the Office of Early Learning, based on the allocation formula methodology established legislatively and approved by the Office of Early Learning.

(4) The successful Proposer may make advance payments to Providers in accordance with ELC-OEL guidance.

(5) Ensure child care providers are reimbursed for services, receiving payment on or before the 20th of each month through direct deposit.

(6) Ensure payments to Gold Seal Providers follow the guidelines established by the ELC. The successful Proposer shall pay separate rates for Providers that have achieved recognition as a Gold Seal Provider as per the Office of Early Learning. Increased reimbursement of the Gold Seal Rate is to be paid in the month following the month that written notification of the change was received by the ELC from the provider. The successful Proposer shall respond to the provider in writing by email within one week, following the date of notification.

(7) Ensure compliance with the ELC’s approved Cost Allocation Plan (as it relates to usage and coding child care reimbursement) and all policies.

(8) Track the number of children served by child and by funding stream, from entry until exit from services and monitor utilization of slot funding.

(9) Provide reporting services as required for the Teen Age Parent Program (TAPP)

(10) Obtain the required TAPP information from the school district and submit with invoice to the ELC.

(11) Report the Teenage Parent Program data through the statewide data system.

(12) Provide invoicing to the child care business participating in the Child Care Executive Partnership Program as informed by the ELC.

Recommendations for Service Area C:
C. Procure provider payment activities (SR/CCEP/Financially Assisted Child Care/VPK) which include the following Core Service Component Functions: Attendance Management, Provider Payments, Payment Adjustments, Collections, and ELC Invoicing.

Procurement Committee Recommendation: Approve as recommended by Procurement Committee to procure SR and VPK provider payment management services as described above.

Service Area D: SR, CCEP, FACC, and VPK Slot Utilization Management

Core Service Component Objectives related to Slot Utilization Management activities for all funding sources.

(1) 100% of local match requirements shall be met, tracked, and accurately reported and 100% of CCEP match garnered shall be tracked and accurately reported.
(2) Ensure that the funds used from the CCEP program are used to supplement or extend existing public or private funds and may not be used to supplant the maintenance of effort presently exerted by the employer or other participants in the activity funded.
(3) Ensure a system for administering and supporting the CCEP and FACC program.
(4) The Proposer’s forecasts, trend analyses, and budget management shall result in fiscal year budgets that are balanced, with no deficit spending and with no significant surplus of funds that have been contracted for services.

Program Requirements:
(1) Actively work with the ELC to ensure that all available funds for slots shall be spent on slots and slot budget shall not be exceeded each fiscal year.
(2) Maintain, manage, garner and renew community match dollars as required by the CCEP program and the School Readiness economically disadvantaged obligation.
(3) Provide a slot utilization management plan and prepare a 12 month slot utilization budget for each period contracted.
(4) Proposer shall be solely responsible for any slot utilization costs that exceed the amount stated in the Contract.
(5) Ensure utilization of an integrated, automated system for maintaining all client data, for recording and for the timely processing of vendor payments.

Recommendations for Service Area D:

D. Procure slot management and utilization activities for all ELC funding sources which include the following Core Service Component Functions: SR, CCEP, FACC, and VPK Slot Utilization Management, including garnering CCEP Community Match funds and School Readiness required Match funds.

Procurement Committee Recommendation: Approve as recommended by the Procurement Committee to Procure Slot Management and Utilization activities as described above.
i Referral clients receiving temporary cash assistance under chapter 414 and subject to the federal work requirements.
Staff Procurement Recommendations
ELC In-House Services
February 11, 2015

Overall Goals for ELC In-House Services:

(1) To engage the Broward County community to align and coordinate an early education system that supports the highest level of developmental and educational services for all children from their pre-natal beginnings to nine-years old.

(2) To enhance parents’/guardians’ and community agencies’/groups’ knowledge about the components of successful school readiness for children and the importance of parents’/guardians’ role in achieving that, and the ways in which to access ELC services, by outreach and education to those groups.

(3) To establish and support a resource and referral network of child care provider in Broward providing maximum parental choice of providers and encouraging their potential participation in School Readiness and the Voluntary Prekindergarten programs.

(4) To support the provision and availability of a wide variety of sites from which parents may choose when selecting a School Readiness and/or Voluntary Prekindergarten program by recruiting provider participation, certifying providers as qualified to deliver the program, and facilitating provider agreements which adhere to and support the mission of School Readiness and/or Voluntary Prekindergarten and its quality parameters, and training providers on program rules.

(5) To strengthen ELC ability to develop, monitor, and improve its network of early education programs.

NECESSARY AND SUFFICIENT SERVICES
IDENTIFIED TO MEET BASIC NEEDS AND REQUIREMENTS
School Readiness (SR) and Voluntary Prekindergarten (VPK)

Recommended Service Total Cost: $413,000

Service Area F: SR and VPK Provider Onboarding and Management

Core Service Component Objectives related to SR and VPK Provider Onboarding and Management Service activities:

(1) All providers’ contract eligibility requirements shall be determined accurately according to State of Florida rules, policies and procedures and local ELC guidelines. (ELC monitoring standard shall be 95%, but eligibility documentation must be corrected to 100% if errors are discovered at monitoring, where possible.)
(2) All approved providers serving children birth – 5 year olds, not yet in kindergarten, have indicated the use of a state approved curriculum on their provider application.

(3) All Provider Service Agreements shall be in compliance with all the required documentation.

(4) All providers who receive VPK funds or serve children, whose families receive financial assistance from school readiness funds, must maintain a current executed Provider Service Agreement/Contract prior to enrolling children or receiving payment.

(5) All contracted providers (SR and VPK) shall receive on-going technical assistance and/or training on all policies, procedures, and rules necessary to implement the program at their site; additionally, all newly contracted providers shall receive orientation information on VPK and/or SR programs prior to delivery of said services. (ELC monitoring standard shall be 90%, but must be corrected to 100% if errors are discovered at monitoring.)

(6) 100% of Early Care and Education Service Provider data maintained in the database shall be updated a minimum of weekly, as provider information is received, and the entire database shall be checked for accuracy a minimum of once per month. Use of database shall reflect a full range of early learning programs (including recreational facilities, family enhancement and development programs, and nanny and au pair agencies) that meet family needs.

(7) 100% of new and potential providers of child care services shall be offered technical assistance and written information which includes at minimum: Information on initiating new child care services, zoning, and program and budget development and assistance in finding such information from other sources; Information and resources which help existing child care providers to maximize their ability to serve children and parents in their community.

Program Requirements

(1) Track the availability of early care and education and school-age programs which meet the needs of the clients and work to maintain and recruit providers to fulfill unmet needs and encouraging their potential participation in School Readiness and the Voluntary Prekindergarten program.

(2) Develop and analyze data collected annually on unmet demand in the range and/or supply of child care options in the community; an annual needs analysis assessment (GAP Analysis) report to include the identification of:
   a. Specific locations where there is a demand for child care and there are not enough providers.
   b. Service areas where there is a demand for specific age groups and there are insufficient SR child care services available for those age groups.
   c. Location of special populations and where the special population clients are receiving services – special populations include migrant, teen pregnancies, at risk and special needs clients.

(3) Develop, coordinate and implement a comprehensive program of provider onboarding and contract approval that addresses the following:
   a. Contracting Approval.
      i. Collect, review, evaluate and process all SR, VPK and Financially Assisted Child Care provider documents prior to contract approval in compliance with ELC policies and procedures, to include but not be limited to the following:
         1. Appropriate licensing, accreditation, curriculum, insurance, parent rates, classroom calendars;
         2. Applicable educational and background screening;
         3. Applicable licensing requirements and Florida Statutes; and
4. Other documents i.e.: ASQ, low performing provider related requirements.
   ii. Develop a system to ensure all Directors, teachers, and classrooms are in compliance with SR and VPK requirements.

   i. Maintain a tracking system that documents the current status of providers and their staff (directors and teachers) credentials and background (level 2) screening; including but not limited to:
      1. Insurance
      2. Accreditation/Gold Seal status
      3. VPK Readiness Rates
      4. Providers on probation
      5. VPK Assessment status
      6. Good Cause exemption status
      7. USDA Food disqualified list

(4) Provide written information to all centers and family child care providers upon entry into the child care resource and referral database and at least annually at a minimum on: relevant policies, procedures, and training requirements, providing updated information for the child care resource and referral database, USDA Food Program, professional associations, the availability of technical assistance, training opportunities, grants and other assistance/resources.

(5) Provide to School Readiness, Voluntary Prekindergarten and Financially Assisted Providers, upon initial execution of service agreements and upon renewal of service agreements, technical assistance, information, resources, and support regarding, without limitation, child care licensing, School Readiness child care policies and procedures and Voluntary Prekindergarten policies and procedures.

(6) Ensure all SR, VPK and Financially Assisted providers listed in the approved EFS statewide data system are current, and accurate, collaborating with Broward County Licensing, ensuring data edit reports are clean, and collecting updated provider information annually.

(7) Provide VPK Provider Profile according to OEL specifications on appropriate websites for VPK families to use when selecting a VPK provider.

Recommendations for Service Area F:

F. Approve to bring in-house Provider Onboarding and Management activities for SR and VPK which include the following Core Service Component Functions: Provider Onboarding and Management, Provider Orientation and Training, Provider Contracting, Provider Compliance and Enforcement, Fraud Prevention and Suspected Fraud Referral, VPK Readiness Rates, Low Performing Provider, Good Exemption Assessment Management, Provider Recruitment, Provider Updates into EFS database, Review county licensing reports for provider eligibility utilizing the provider portal.

Procurement Committee Recommendation: Approve as recommended by ELC staff to bring in-house Provider Onboarding & Management activities as described above.
**Service Area G: Administrative Monitoring for SR and VPK**

Core Service Component Objectives related to SR and VPK Administrative Monitoring activities:

1. 100% of SR and VPK Provider Service Agreements/Contracts shall be monitored for compliance with administrative requirements over a two year period with onsite attendance meeting required state approved SR and VPK sample size requirements. Deficiencies found through the monitoring process shall be documented and corrected within two weeks.

**Program Requirements**

1. Conduct quality assurance monitoring of Provider attendance sheets using the state approved monitoring tool to verify child attendance and accurate payment of Provider reimbursement invoices and providing technical assistance related to deficiencies.
2. Develop a system to assess risk and track the monitoring of all SR and VPK providers to ensure SR and VPK program requirements are met.
3. The state approved monitoring tool shall be used to monitor all SR and VPK providers in response to a parental complaint, completing tool criteria applicable to corresponding complaint.
4. Develop a monitoring plan that includes timelines for notification, requirements for submitting documentation, site visit dates, desk reviews, documented sample size for providers and children that adheres to Office of Early Learning (OEL) and risk assessment guidelines and minimum sample size requirements, final report dates, corrective action response dates and deadlines, corrective action plan requirements and resolutions, and additional processes to facilitate program compliance.

**Recommendations for Service Area G:**

G. Approve to bring in-house Provider Administrative Monitoring activities for SR and VPK which include the following Core Service Component Functions:

| Attendance Auditing (Post Audit Attendance Monitoring Activities (PAAM)) | to meet current state SR and VPK sample size requirements. |

*Procurement Committee Recommendation:* Approve as recommended by ELC staff to bring in-house services for SR and VPK Provider Administrative Monitoring activities as described above.
Background Information

The Coalition approved the last Budget Amendment, Number 1 on October 10, 2014 for fiscal year 2014-2015 totaling $89,569,387. Budget Amendment 2 is being presented with a decrease to the Agency’s overall budget by ($24,901), for a revised budget of $89,544,486. The amendment incorporates the TOUCH Grant three month extension ($29,272), terminates the Department of Education Florida Voluntary Prekindergarten Assessment grant impacting the budget by ($89,208) and incorporates $35,035 of recovered funds from Florida Department of Law Enforcement (FDLE).

TOUCH Grant Extension $29,272
The Coalition entered into a subcontract agreement (CTG-2011-09) with Broward Regional Health Planning Council, Inc. (BRHPC) on January 1, 2012 and three subsequent amendments. During the 3rd year of activity, the Center for Disease Control (CDC) notified BRHPC that the Community Transformation Grants would be ending two years early. A 3-month extension of the TOUCH grant was granted, to continue providing training to child care providers and coordination of activities between the various TOUCH partner agencies, effective September 30, 2014 though December 29, 2014. The impact of the extension increased the contract budget by $29,272.

DOE VPK Assessment Implementation Grant ($89,208)
During 2013-2014 fiscal year, the Department of Education (DOE), Office of Early Learning, contracted with the Coalition to implement the Florida Voluntary Prekindergarten Assessment process, which was to verify data collection activities and provide training and support for VPK providers administering the assessment from July 1, 2013 through July 31, 2014. The fiscal year 2014-2015 budget included the assumption that the contract would continue an additional year through July 2015. However, the contract was not renewed therefore, decreasing in the agency’s total budget by ($89,208). There were no incurred expenses that impact the decreased amount.

FDLE Increase $35,035
Through the OEL’s Accountability Unit, the Florida Department of Law Enforcement (FDLE) investigates possible fraud and abuse in Florida’s public assistance programs including school readiness and VPK households, providers and employees. When fraudulent actions are determined and restitution is ordered, these recovered funds are eligible to be returned to the Coalition of the household, provider or employee service area. At the beginning of each fiscal year by September 30th, FOEL will re-obligate to each Coalition funds equal to what was recovered during the prior fiscal year. The recovered funds ($35,035) must be expended by the end of the same fiscal year that the funds are re-obligated. The total amount of recovered funds is being presented as additional dollars to support direct slots during FY2013-2014.
With the increase of $35,035, being allocated directly to support slots, $27,100 of other slot dollars is being reallocated to support and assist in the cross training of staff associated with eligibility and enrollment and hiring temporary personnel. The funds will be utilized during the spring and summer registration periods to input the family data into the site data/payment system EFS.

Coalition Line Item Budget
In accordance to the Fiscal Policies and Procedures, expenses may temporarily exceed the budgeted amounts with recommendations by the CEO and CFO these budgeted expenditures can be amended to eliminate any temporary line item variances. However amendments cannot exceed the total budget. The following provides rational, the line item variances and the reallocation to balance the line item budgets.

**Salary** – The proposed budget included a proposed fulltime Lead Performance and Quality Initiative (PQI) Monitoring position to assist in the preparation for Council of Accreditation (“COA”) and in developing the quality and performance enhanced organizational structure. The task has been performed by a temporary employee since March 2014. Because the position is being performed by a temporary employee year-to-date the proposed budgeted dollars through March 2015 ($40,000) are being transferred to the temporary line item.

**Accreditation Cost** - The proposed budget included $4,000 in projected attorneys cost. Actuals year-to-date expenditures related to COA attorneys cost total $13,850. The line item is being increased to support the actual cost.

**Contracted Services** - The proposed budget for IT contract services included a projected 26.2 hours a month, the actual year-to-date is averaging 36.6 hours a month. The line item is being increased to support a similar trend through year-end. Also included in the amended line item are expenses from prior fiscal year totaling $8,223.

**Temporary Staffing** - The proposed budget for temporary staffing totaled $5,000. However because a proposed fulltime Lead Performance and Quality Initiative (PQI) Monitoring position remained vacant year-to-date, the temporary staff supporting COA and other monitoring requirement continues to be charged the temporary line item. The line item is being increased to support the actual cost.

**Depreciation Expenses** - The proposed budget which was presented prior to the purchase of some capital equipment did not include the projected depreciation expense. The line item is being increased to support the actual cost.

**Capital Equipment** – Capital expenditures are projected to be under expended this fiscal year. The capital line items are being reduced based the projection and the cost are being transferred to support the other line items.

**PROPOSED ACTION**

Recommend approval of the overall agency budget amendment number two (2) for fiscal year 2014-2015 as presented.
**Recommendation Brought Forth By:** ELC Staff

**Supporting Documentation Attached:** Proposed Budget FY2014-2015 Amendment 2

**Financial Impact:** Decrease the FY2014-15 Approved Budget by ($24,901) totaling $88,544,486. Also the amendment reallocates line items to align with the YTD administrative operational expenses, as per attached overall agency budget.

**Action Taken:**
## Early Learning Coalition of Broward County, Inc.
### FY2014 - 2015 PROPOSED BUDGET
#### February 13, 2015
##### BUDGET AMENDMENT #2

<table>
<thead>
<tr>
<th>Revenues:</th>
<th>FY 2015 ORIGINAL BUDGET</th>
<th>FY 2015 APPROVED BUDGET</th>
<th>FY 2015 AMENDED BUDGET</th>
<th>CHANGE YTY (+ / -)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of Early Learning (OEL) - SR</td>
<td>$41,087,660</td>
<td>$41,310,749</td>
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<td>163,780</td>
<td>74,572</td>
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<tr>
<td>CSC - Admin</td>
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<tr>
<td>CSC - Slots (PY Carryover)</td>
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<tr>
<td>BRHPC - TOUCH</td>
<td>22,625</td>
<td>22,625</td>
<td>51,897</td>
<td>29,272</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$88,304,316</strong></td>
<td><strong>$88,569,387</strong></td>
<td><strong>$88,544,486</strong></td>
<td><strong>$24,901</strong></td>
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<table>
<thead>
<tr>
<th>Expenditures:</th>
<th>FY 2015 ORIGINAL BUDGET</th>
<th>FY 2015 APPROVED BUDGET</th>
<th>FY 2015 AMENDED BUDGET</th>
<th>CHANGE YTY (+ / -)</th>
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<tbody>
<tr>
<td>Resource &amp; Referral - SR ELC 1</td>
<td>1,201,846</td>
<td>1,251,846</td>
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<td>Child Care Slots (2) ELC 2</td>
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<td>Child Care Slots CCEP ELC 2</td>
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<td>Child Care Slots CSC ELC 2</td>
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<td>VPK slots (1) ELC 2</td>
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<td>ELC TOUCH</td>
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<td>51,897</td>
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<td>ELC Quality Assessments</td>
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<tr>
<td>Florida Department of Education/Health</td>
<td>163,780</td>
<td>163,780</td>
<td>74,572</td>
<td>(89,208)</td>
</tr>
</tbody>
</table>

| **Total Expenditures** | **$88,304,316** | **$88,569,387** | **$88,544,486** | **$24,901** |

(1) Assumes 14,500 students enrolled for the school year and 1,000 students for summer VPK services.

(2) Includes OEL slot dollars
Early Learning Coalition of Broward County, Inc.  
Proposed Operating Budget  
Fiscal Year July 1, 2014 - June 30, 2015  
PROPOSED BUDGET Amendment II

<table>
<thead>
<tr>
<th>EXPENDITURE CATEGORY</th>
<th>APPROVED BUDGET FY2014-2015</th>
<th>ACTUAL YTD 12/14</th>
<th>PROPOSED AMENDED BUDGET</th>
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<td>PERSONNEL</td>
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<td>Regular Salaries</td>
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<td>$382,473</td>
<td>$733,665</td>
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<td>Overtime Salaries</td>
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<td>TOTAL SALARIES</td>
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<td>382,473</td>
<td>733,665</td>
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<td>FRINGE BENEFITS</td>
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<td>Accreditation Cost</td>
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<td>Contracted Services/Consultants</td>
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<td>Training/Conference/Registration</td>
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<td>1,164</td>
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<td>Postage &amp; Freight</td>
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<td>Printing</td>
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<td>Other Purchased Services</td>
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<tr>
<td>Temporary Personnel</td>
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<td>45,000</td>
<td>40,000</td>
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<td>Subscriptions &amp; Publications</td>
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<td>1,500</td>
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<td>Dues &amp; Fees</td>
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<td>TOTAL OPERATIONAL</td>
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<td>$810,141</td>
<td>$1,573,888</td>
<td>$-</td>
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| (%) PERCENT OF TOTAL BUDGET  | 1.8%                        | 1.8%             |

Coalition Meeting February 13, 2015  Page 38
Supporting Documentation