



Early Learning Coalition of Broward County, Inc.
Governance Meeting Agenda
January 30, 2023, at 9:30 AM
Zoom Meeting

Meeting ID: 873 1041 5424 **Passcode: 055921**

<https://us06web.zoom.us/j/87310415424?pwd=c3ZEBUt4Y2o2b3FmeXhjZTc2Z1IHUT09>

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

PAGE		
1.	Call to Order	Kristina West, Ad Hoc Fundraising Committee
2.	Roll Call	Melody Martinez, Board Liaison
3.	Consent Agenda 1. Approve November 4, 2022, meeting minutes	2 Kristina West, Ad Hoc Fundraising Committee Chair
4.	Regular Business 1. FUND232RB1- Establish Fundraising Strategies and Ad Hoc Fundraising Committee Role and Purpose	4 Kristina West, Ad Hoc Fundraising Committee Chair Renee Jaffe, CEO
5.	Unfinished Business New Business Matters from the Chair Matters from the Committee Public Comment	
6.	Next ELC Ad Hoc Fundraising Meeting: <u>March 10, 2023</u>	
7.	Adjourn	

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

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



Early Learning Coalition of Broward County, Inc.
Ad Hoc Fundraising Committee Meeting Minutes
November 04, 2022, at 11:30 AM
Virtual Meeting

Members in Attendance	Chair, Kristina West; Zachary Talbot; Kirk Englehardt
Members Absent	Michael Asseff; Amoy Reid
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Judith Merritt, COO; Howard Bakalar, CPO; Hubert Cesar, CIO; Melody Martinez, Board Liaison
Others in Attendance	Julie Klahr, Legal Counsel

Item	Action/Discussion
Welcome & Call to Order	Chair Kristina West called the meeting to order at 11:34 AM. The roll was called, and a quorum was established.
Chair Report	Chair welcomed everyone to the first Ad Hoc meeting.
CEO Report	Nothing to report
Regular Committee a. FUND231RB1- Ad Hoc Fundraising Committee Roles and Responsibilities 1. Understand ELCs Fundraising and spending restrictions 2. Review the Strategic Plan Fundraising Goals 3. Establish the purpose of the committee 4. Establish role of Committee, Board members and staff	<p>Christine Klima, CAO shared a PowerPoint with committee members, highlighting two types of funds that are needed, Sponsorships for operating cost items, and Unrestricted donations to build up ELC's reserve balance.</p> <p>Chair Kristina West asked if there is a way to get the list of the donors that we are already reaching out to for the unrestricted funds so that the committee does not reach out to them as well. Would also love a copy of the PowerPoint.</p> <p>Kirk Englehardt added that we need to clarify what we want to ask for. People don't get excited about contributing to a reserve or food for a staff retreat. They get excited to support innovations, programs pilots, etc. the marketing side is what we need to work on. We need to get them excited to support. It must tie to the organization's mission.</p> <p>Zachary Talbot added that from a marketing standpoint, we need to go back to basic education. Most people don't know what ELC Broward does. We need to put together a one-pager that's very graphically oriented and highlights who the organization is and the impact it has on the community. I think if we can do that, and put that high-level information, generally, people won't care where the money is going exactly as long as they can support the overall goal and mission of the organization. That will also help us out when we reach out to folks as well.</p> <p>There was a Motion made by Kirk Englehardt to approve statements 1, 2, and 3 defining the role of the Fundraising Committee and Seconded by Zachary Talbot. Unanimously approved. Motion Passes.</p> <p>Since this committee reports to the Executive Committee, it needs to be brought to the next Executive Committee for approval.</p> <p>There was a discussion, and committee members decided to add the following items to the role of the committee:</p>

	<ul style="list-style-type: none"> • the committee will help develop a plan for fundraising and set fundraising goals • help bring other board members to the table that could be beneficial • help develop plans to build a marketing donor kit that includes methods to recognize our donors
Unfinished Business	None
New Business	None
Matters from the Chair	None
Public Comments	There was no discussion.
Next Meeting	<u>January 30, 2023</u>
Adjourn	Meeting adjourned at 12:34 PM

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

DRAFT

ITEM #/MEETING:	FUND232RB1 / AD HOC FUNDRAISING COMMITTEE
MEETING DATE:	January 30, 2023
SUBJECT:	Fundraising Strategies and Ad Hoc Fundraising Committee Role and Purpose
FOR ACTION:	YES
RECOMMENDED ACTION:	Develop Fundraising Strategies and Establish Ad Hoc Fundraising Committee Roles and Responsibilities
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Board
ELC STAFF LEAD	R. Jaffe

Background

At the February 13, 2020, Board meeting, the Board approved the creation of an Ad Hoc Fundraising Committee (AHF) with the following suggested committee parameters:

The initial Ad Hoc Fundraising Committee was not held until November 2022 due to the Covid-19 pandemic. The purpose of the initial meeting was to:

- Understand ELCs Funding and spending restrictions
- Review the Strategic Plan Fundraising Goals
- Establish the purpose of the committee

The committee confirmed/established the following parameters for the committee:

- 1) Per the Bylaws, the Ad Hoc Fundraising Committee (“Committee”) will report to the Executive Committee and members of the Committee will be appointed by the Chair.
- 2) The purpose and initial activity of Committee will include establishing an initial fundraising strategy, refine an initial fundraising target and develop an action plan.
 - a. The Committee would serve as the core planning committee for any initial major event hosted by the ELC
- 3) The Committee would serve in this capacity for at least 12 months and then a decision can be made about disbanding the Committee or establishing a Standing Committee.
- 4) The committee will help develop a plan for fundraising and set fundraising goals
- 5) Help bring other board members to the table that could be beneficial
- 6) Help develop plans to build a marketing donor kit that includes methods to recognize our donors

Current Status

The purpose of this meeting is to continue to build out the parameters of the committee as well as well fundraising strategies and role of the committee. Below are the ELC staff recommended discussion points and strategy suggestions:

1. Establish an initial fundraising strategy - What are our suggested strategies and how will we do this.
2. Refine an initial fundraising target and develop an action plan. What are our fund-raising goals?
3. Explore the long-term viability of an external focus on fundraising.
4. Establish role of Committee, Board members and staff below are items discussed at prior meeting.
5. Next Steps.

Recommendation

Discuss and approve plans for items 1-5 in the section above.

Supporting Documents

- Strategies/Discussion Points
- List of prior donors
- Five Year Strategic Plan
- ELC Funding PowerPoint from prior meeting

Strategies/Discussion Items

1. Establishing an initial fundraising strategy - **What are our suggested strategies and how will we do this.**
 1. Raise/Get funding to fund staff to fundraise
 2. Develop parameters for staff roles related to fundraising
 3. Create a toolkit for staff and board
 4. Create a marketing toolkit for potential donors, sponsors, etc.
 5. Ongoing marketing - adding QR code to all of our materials to fundraise/ more visible button on website
 6. Marketing - Clarify what our ask is (innovations, programs, pilots, etc)
 7. Marketing - Put together a one-pager that's very graphically oriented and highlights who the organization is and the impact it has on the community.
 8. Obtain list of prior donors
 9. Giving Tuesday campaign
 10. Fundraising Events
 1. Provider Appreciation Award Ceremony (at end of fiscal year)
 2. What are other ways we can fundraise this year?
 3. What are ideas the committee has for fundraising strategies/activities
 11. Raise our profile, do outreach, get out in the community (most activities will fall under our community goals)
 12. More deliberate Friend-raising
 1. Develop list of who we should be targeting
 13. Develop plan in writing to differentiate funding pot - unrestricted vs specific item/event
 14. Develop a list of things the ELC cannot fund that funders can choose from (to have their money support), including general support which gives us more flexibility

2. Refine an initial fundraising target and develop an action plan. What is our fund-raising goals?
Strategic Plan - one year goal includes:
 - \$5,000 minimum (stretch \$20K... need a steady stream to ensure that we are building and if needed can pull from these dollars) - for annual structural deficit and an annual process to gradually build a reserve
 - 25,000 - unallowable items

3. Explore the long-term viability of an external focus on fundraising.
 - Decision on hiring dedicated staff to fundraise

4. Establish role of Committee, Board members and staff below are items discussed at prior meeting:
Role of committee members:
 - help develop the plan for fundraising, develop strategies for fundraising and friend raising, set fundraising goals, help bring other board members, help develop plans to build a marketing/donor toolkit including those that recognition methods.
 - Carefully craft the messaging
 - the committee has the experience and know how on how to "sell" things, so should use them to help us with crafting.

Additional items to discuss with the committee: How do we handle:

- Board Refreshment and Events - how do we handle this going forward?
- Board giving... how do we handle this?
- How often does the committee want to meet?

Donor	Activity Code	Date	Additional Note	Amount
Wells Fargo	BECE	7/17/2019	BECE Food	15,000.00
Brown and Brown	BECE	12/23/2019	BECE Donation of Unallowable exp	1,500.00
Arthur Novoseletsky	BECE	12/23/2019	BECE Donation of Unallowable exp	1,000.00
CSC	BECE	11/29/2019	BECE Sponsor	1,000.00
Americas Play	BECE	1/24/2020	BECE Exhibit	100.00
LakeShore Learning	BECE	12/6/2019	BECE Exhibit	100.00
Union Institute	BECE	1/15/2020	BECE Exhibit	100.00
ALL CARE Catjering	BECE	1/10/2020	BECE Exhibit	50.00
Child's play	BECE	2/6/2020	BECE Exhibit	50.00
ELJENN JOB DEPOT	BECE	11/8/2019	BECE Exhibit	50.00
Grand Education	BECE	1/24/2020	BECE Exhibit	50.00
Hollywood Arts & Culture	BECE	11/15/2019	BECE Exhibit	50.00
Jenny McIntosh	BECE	1/28/2020	BECE Exhibit	50.00
Mighty Kids	BECE	1/14/2020	BECE Exhibit	50.00
ORIGO EDU	BECE	1/16/2020	BECE Exhibit	50.00
Simple Inspired	BECE	1/23/2020	BECE Exhibit	50.00
VMD	BECE	1/10/2020	BECE Exhibit	50.00
Book N Cookin	BECE	12/23/2019	BECE Exhibit	15.00
Zachary Talbot	NA	4/7/2022	Best Place to Work Table	2,000.00
PNC Bank	NA	4/12/2022	Best Place to Work Plaque and Ad	1,680.00
CRESA GLOBAL INC	NA	7/23/2019	Donation - Unsolicited (Zach Tabolt	15,551.22
Andrew Meshbane	NA	12/31/2020	Donation - Unsolicited	500.00
United Way BC	NA	7/29/2022	Donation - Unsolicited	172.48
Network for Good	NA	6/21/2020	Donation - Unsolicited	125.00
Ryan Gates	NA	6/8/2021	Donation - Unsolicited	100.00
Mr. & Mrs Kinney	NA	9/20/2019	Donation through Fidelity	100.00
Mr. & Mrs Kinney	NA	8/10/2021	Donation through Fidelity	100.00
Stephanie Glover	NA	Multiple	Donation - Unsolicited	50.00
S. Stennett-King - UW	NA	Multiple	Donation through United Way	21.71
Charities Aid Foundation of America	NA	4/30/2020	Donation - Unsolicited	3.91
A.D. Henderson	FOOD	10/1/2022	Food	12,000.00
PNC Bank	PNC	11/15/2019	Food	5,000.00
Brown and Brown	FOOD	7/1/2022	Food	2,000.00
Florida Blue	FOOD	6/30/2022	Food	2,000.00
Guardian	FOOD	6/30/2022	Food	500.00
Grand Total				61,219.32

2022-2027 GOALS

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

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

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

Reported: Annually

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

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

Reported: Annually

What to Know About Fundraising at ELC



Two Types of Funds Needed:

1. Sponsorships for operating cost items that our Government funders won't pay for:

- Meeting Food for Provider Trainings
- Promotional Items to Give Away at Outreach and Training Events
- Small Leasehold Improvements (Front Lobby Configuration, Server Room AC)
- Breakroom Appliances & Supplies
- Fundraising Activities
- Employee Picnics/Board Social Events
- Gift Cards
- Donations or Give-Aways
- Volunteer or Employee Recognition Over \$100
- Branding/Self Promotion Public Relations
- Non-US Vendors
- Entertainment
- Food or anything Food Related
- Community Based Leadership Training for Executives
- T-Shirts
- Clocks, Fans, Certain Chairs & Furniture, Anything For Convenience
- Outside of Funder Scope of Work
- And More!



Two Types of Funds Needed:

1. Sponsorships for operating cost items that our Government funders won't pay for:

- Meeting Food for Provider Trainings
- Promotional Items to Give Away at Outreach and Training Events
- Small Leasehold Improvements (Front Lobby Configuration, Server Room AC)
- Breakroom Appliances & Supplies
- Fundraising Activities
- Employee Picnics/Board Social Events

2. Unrestricted donations to build up ELC's reserve balance

- Low reserve balance = no room for error
- Low reserves = No working capital



Sponsorships

- Targeted requests to fund specific expenses that DEL will not pay for
- Often Small, time limited requests
- Relatively easy to raise
- Need to expand the pool of contributors to avoid exhausting the ones we have now.
- Generates Restricted Funding; Donor Intent must be Documented
- For FY23, \$14.5K Raised for Meeting Food, \$1K Raised for ELC Picnic



What about Making Money by Collecting Fees?

Also Known as:

Program Income (2 CFR 200.307)



- Program Income includes but is not limited to:
 - Income from fees for services performed
 - The use or rental of real or personal property acquired under Federal awards
 - The sale of commodities or items fabricated under a Federal award
- Program income must be used for:
 - Current costs
 - Reducing the Federal award and non-Federal entity contributions rather than to increase the funds committed to the project
 - The same purposes and under the conditions of the Federal award
- **Cannot be used as unrestricted income or held in reserve**

Unrestricted Reserve Funds

- Much more difficult to raise
- The Goal is to NOT spend them (except in extreme circumstances)
- Donor's Intent must be documented
- Need \$5-20K in unrestricted contributions each fiscal year to gradually build reserves.
- Current reserves at \$350K (less than one payroll)
- Target reserve balance is \$1.5 million (one month operating)
- Can be used as Working Capital when balance grows large enough



Our Unrestricted Fundraising Paradox

We need unrestricted reserves to be financially healthy & have minimum working capital



Our funders prohibit us from using their funds or programs to raise unrestricted funding

But We Still Have a Few Options...

How Can the Committee Help?

- Help develop a larger pool of funders to pay for unallowable items
- “Friend Raising” through Community Outreach or Recognition Events to build a potential donor base
- Other ideas?







Purchases Subject to Limits/Restrictions

Clothing

Volunteer or Employee Recognition Items

Equipment, Machines, Electronic Devices

Office Fixtures, Installed or Built-In Items, Construction or Repair

Printed, Externally Facing Brochures, Publications, Folders or Signage

Memberships & Subscriptions

Sponsorships

Staff and Board Travel & Training