

Early Learning Coalition of Broward County, Inc.
Board Meeting Agenda
June 14, 2023, at 9:30 AM
Hybrid Meeting

Meeting ID: 813 0815 1426 Passcode: 145950

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

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

PAGE			
1.	Call to Order		Laurie Sallarulo, Chair
2.	Roll Call		Melody Martinez, Board Liaison
3.	Chair Report		Laurie Sallarulo, Chair
4.	CEO Report	4	Renee Jaffe, CEO
	Mission Moment – Provider Appreciation Event		Howard Bakalar
5.	Consent Agenda		Laurie Sallarulo, Chair
	1. Approve April 10, 2023, Meeting minutes	6	
	2. Approve May 25, 2023, Meeting minutes	10	
	3. B237CA1 – Approve FY 2024 DEL Grant Agreement	12	
	4. B237CA2 – Approve FY 2024 United Way School Readiness Match Revenue Agreement	15	
	5. B237CA3 – Approve FY 2024 Children’s Forum Sub Recipient Agreement Renewal	16	
	6. B237CA4 – Approve FY 2024 211 Broward Sub Recipient Agreement Renewal	19	
	7. B237CA5 – Approve FY 2024 BLI Vendor Agreement Renewal	22	
	8. B237CA6 – Approve FY24 Risk Management Insurance Policy Renewals and Coverage Levels	24	
	9. B237CA7 – Approve FY 2024 Goren Cherof Doody & Ezrol Agreement for Legal Services Renewal	25	
	10. B237CA8 – Approve FY 2024 ATT State Term Contract	28	
	11. B237CA9 – Approve FY 2024 Webauthor Agreement	29	
	12. B237CA10 – Approve FY 2024 Keefe McCullogh Agreement Renewal	30	
	13. B237CA11 – Approve FY 2024 Sole Sourced Award to Teachstone	31	
	14. B237CA12 – Approve FY 2024 Purchases over \$35K	32	
	15. B237CA13 – Approve Keefe McCullough Engagement Letters for FY23 Audit and other Services	34	

6.	Finance Committee 1. B237FIN1 – Approve April 2023 Interim Financial Statements 2. B237FIN2 – Approve Proposed FY 2023 Budget Amendment #5 3. B237FIN3 – Approve FY 2024 Preliminary Budget	49 59 63	Cindy Arenberg Seltzer, Committee Chair Christine Klima, CAO
7.	Regular Business 1. B237RB1 – Approve FY 2024 Related Party Contracts 2. B237RB2 – Approve FY 2023 A.D Henderson Foundation Agreement 3. B237RB3 – Approve CEO Performance Evaluation Tool	71 73 76	Christine Klima, CAO Judith Merritt COO
8.	Governance Committee 1. B237GOV1 - Approve Amendments to ELC By-Laws as it pertains to Honorary Board Members 2. B237GOV2 – Approve Honorary Board Member Application	95 117	Dawn Liberta, Committee Chair Judith Merritt, COO
9.	Audit Committee Update from Committee Chair		Renee Podolsky, Committee Chair
10.	Program Review Committee Update from Committee Chair		Monica King, Committee Chair
11.	Nominating Committee Update from Committee Chair		Michael Asseff, Committee Chair
12.	Ad Hoc Fundraising Update from Committee Chair		Kristina West & Michael Asseff, Co-Committee Chair
13.	Provider Representative Update Update from Provider Representatives		Beverley Batson, Representative private <i>Faith-based Childcare Provider</i> Melody McDonald, Representative private <i>Future Kids Academy</i>
14.	FYI Items <ul style="list-style-type: none"> ○ FYI 1 FY 23 ELC Contracts ○ FYI 2 Board Engagement Opportunities ○ FYI 3 May Disbursements ○ FYI 4 Match Report ○ FYI 5 FY 22-23 Committee Membership ○ FYI 6 FY 22-23 Board Meeting Attendance ○ FYI 7 FY 22-23 Board Calendar ○ FYI 8 FY 23-24 Board Calendar ○ FYI 9 Glossary of Terms 	119 120 122 123 124 125 126 127 128	
15.	Unfinished Business New Business Matters from the Chair Matters from the Board Matters from the CEO Matters from Committees Matters from our Provider Representatives Matters from our Partners Public Comment		

16.	Next ELC Board Meeting: September 11, 2023 @ 9:30am		
17.	Adjourn		
<p>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.</p> <p>“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.”</p>			

CEO Report

Board – June 14, 2023

School Readiness Enrollment Update

Due to uncertainty with next year's budget, as of June 5th, staff are no longer actively enrolling families eligible for School Readiness services. However, they are continuing to enroll those families that had already started the enrollment process prior to June 5th. Up until this point, our monthly enrollment rate had been approximately 343 children, while our monthly attrition rate was approximately 355 children. In other words, we were at a relatively even keel, enrolling roughly the same number of children who are dropping out of the system monthly. This is where the Division of Early Learning had indicated they want us to be, pending the finalization of the FY24 Budget Act in June. This hopefully temporary pause will be discussed during the **Budget FY24** agenda item portion of the June 14th Board meeting.

ARPA Grants and Workforce Initiative

As of May 26, 2023, Broward ELC has approved a total of \$2,525,500 in recruitment and training bonuses that have gone directly to childcare educators. An additional \$1,823,454 has been approved for Continuous Quality Improvement grants for child care programs that have earned a 5 or higher on their CLASS score. We are now in the last month of Workforce Initiative training, as this program, along with almost all ARPA initiatives, will end June 30th.

New APRA Spending Plan Approved

The ELC was recently notified that DEL received state budget authority to spend \$55 million (of the \$952 million) from the ARPA Discretionary pot to fund five initiatives that include:

- Build CLASS capacity through assessment quality assurance; targeted training; and ensuring assessor capacity
- Invest in Florida's early learning workforce (by building a talent pipeline)
- Expand access to curriculum and develop a Florida comprehensive curriculum
- Strengthen Data Systems
- Early Learning Research to inform strategies and strengthen the overall early learning system
- DEL Administrative Supports

We await DEL's guidance as to individual allocations and specific rules for expending these dollars.

Provider Appreciation Day

ELC Broward hosted a Provider Appreciation reception at the Museum of Discovery and Science on May 17, 2023. Attendees were treated to appetizers and beverages supplied by ARC Broward, and Commissioner Beam Furr's office issued a proclamation praising the good work of child care providers, which was read at the event. We thank all board members who were able to attend, and we look forward to next year!

New Board Members and Committee Memberships

We are pleased to announce that Broward County Public Schools have approved School Board member Dr. Allen Zeman to serve as their representative on the Early Learning Coalition of Broward County Board. Mr. Zeman has been invited to attend our next Board meeting on June 14th.

Ellie Schrot has now officially joined the Program Review Committee and Maria Hernandez will be joining the Finance Committee in the new fiscal year. Additionally, Michael Asseff has agreed to co-chair the Ad Hoc Fundraising committee (along with co-chair Kristina West).

Legislative Update

While the 2023 Legislative session ended on May 5th, the proposed budget for Early Learning is still awaiting the Governor's approval. The proposed School Readiness (SR) budget for FY 23/24 (approved by the House and Senate), includes a \$100 million increase in base SR funding and \$77 million to sustain or expand SR enrollments. As previously mentioned, this increase was intended to offset the loss of approximately \$143 million in School Readiness funding (for hold harmless and enrollment expansion) allocated to Coalitions this Fiscal year.

On the VPK side, there is an additional \$20 million in the proposed budget to increase the Base Student Allocation for school year VPK students from \$2,803 to \$2,941 (an *increase of \$138*) and \$2,393 to \$2,511 (an *increase of \$118*) for summer VPK.

It should be noted that based on the State's Estimating Conference there are fewer 4-year-olds expected to enroll in VPK for the 23/24 school year. As a result, the overall VPK budget was reduced by \$46 million. Additionally, the \$100 million in the budget this fiscal year for child care small businesses that agreed to pay their staff \$15 per hour was not included for FY 23/24.

It is anticipated that all SR, VPK, and an additional \$315 million in ARPA discretionary funding, will be approved by the Governor prior to the start of the new fiscal year.

Early Learning Coalition of Broward County, Inc.
Board Meeting Minutes
April 10, 2023, at 9:30 AM
Hybrid Meeting

Members in Attendance	Dawn Liberta; Cindy Arenberg-Seltzer; Michael Asseff (Virtual to begin then in person from 10:43 AM); Beverly Batson (Virtual); Sharonda Bailey (Virtual); Kirk Englehardt; Carol Hylton (Virtual); Melody McDonald; Ellie Schrot; Kristina West; Renee Podolsky (Virtual); Monica King; Dr. Amoy Reid; Julie Winburn
Members Absent	Twan Russell; Laurie Sallarulo; Maria Hernandez; Richard Campillo; Zachary Talbot
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Howard Bakalar, CPO; Judith Merritt, COO; Hubert Cesar, CIO; Melody Martinez, Board Liaison; Lizbeth Juan, Executive Assistant (Virtual); Allison Metsch, Sr. Director of Education & Quality; Ayme Hamoui, Director of Education Program Assessment; Amy Moore, Senior Director of Family Services and Customer Services; Ancel Pratt III, Senior Director of Communications; Celcia Hall, Outreach Specialist; Megan DeGraaf, Purchasing and Procurement Specialist (Virtual); Kasey Lafrance, Contracts Administration Manager; Magdalena Laino, Quality Assurance Manager; Reinier Potts, Financial Analyst (Virtual); Sarane Epps, Contract Specialist (Virtual); Stephanie Landreville, Controller (Virtual); Samantha Dempsey, Accountant (Virtual); Fabienne St. Louis, Jr. Systems Administrator (Virtual),
Others in Attendance	Julie Klahr, General Counsel; Martha Parker, CPA & Israel Gomez, Keefe McCullough Auditors (Virtual); Yvette Lavelle; Attorney (Virtual),

Item	Action/Discussion
Welcome & Call to Order	Acting Chair Dawn Liberta called the meeting to order at 9:36 AM. The roll was called, and a quorum was established. Cindy Spoke about Autism Acceptance Month and Child Abuse Awareness Month.
Chair Report	Chair Laurie Sallarulo could not attend the meeting, so there was no chair report. Acting Chair Dawn Liberta shared that on April 14, 2023, at 1 pm at the Fort Lauderdale DCF office, we will be doing a pinwheel garden, and everyone is welcome. April 15, 2023, a family fun day at CSC, and it is the ending of Child abuse prevention month. We would love for everyone to attend.
CEO Report	CEO welcomed Board members and shared that we have been deemed a Top Workplace in South Florida again. The ceremony will take place on May 3, 2023. DEL is expected to provide ELCs with additional information, guidance, and a timeline in the very near future as it pertains to the new \$55 million ARPA spending plan.
Presentation of the FY 22 Audit Report	Martha Parker, Engagement Partner at ELC's Audit Firm Keefe McCullough, presented the results of ELC's Draft Audit report for FY 22 and the Draft 2021 Form 990. There were no findings.
ELC Impact Moment – Food Distribution	Outreach Specialist Celcia Hall presented a video showcasing a food distribution ELC participated in, to give back to the community. Acting Chair Dawn Liberta shared that she worked with Celcia Hall and thanked her for her enthusiasm and engagement.

<p>Consent Agenda</p> <ol style="list-style-type: none"> 1. Approve February 13, 2023, Meeting minutes. 2. B235CA1 – Approve Procurement of On-Line Recruitment Vendor 3. B235CA2 – Approve Procurement of 211 Sole Source Vendor 4. B235CA3 – Approve Procurement of Children’s Forum Sole Source Vendor 5. B235CA4 – Approve Sliding Fee Schedule – July 2023 6. B235CA6 – Accept Audit Report for Fiscal Year 2022 and Form 990 7. B235CA7 – Accept 403b Retirement Plan for 2021 and Form 5500 8. B235CA8 – Approve FY 2023-2024 Board Calendar 	<p>A Motion was made by Cindy Arenberg-Seltzer to approve the consent agenda and asked ELC staff to confirm Monica King’s attendance at the last Board Meeting, as she thought she had attended Seconded by Amoy Reid. The Motion was unanimously approved. Motion Passes.</p> <p>(Upon review Monica King did not attend the prior meeting and was informed accordingly by ELC staff).</p>
<p>Finance Committee</p> <ol style="list-style-type: none"> 1. B235FIN1 – Approve Interim February 2023 Financial Statements 	<p><u>Approve February 2023 Interim Financials</u></p> <p>A Motion was brought forth by the Finance Committee Chair Cindy Arenberg-Seltzer to Approve February 2023 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant. The Motion was unanimously approved. Motion Passes.</p>
<p>Regular Business</p>	<p>None</p>
<p>Governance Committee</p> <ol style="list-style-type: none"> 1. B235GOV1 - Approve DRAFT Role of Honorary Board Members 	<p>Governance Committee Chair Dawn Liberta discussed the Post Committee/Board Meeting Rating Tool and recommendations.</p> <p>There was a discussion regarding the Honorary Board member’s Roles.</p> <p>A Motion was brought forth by the Governance Committee Chair Dawn Liberta to Approve the DRAFT Role of Honorary Board Members and task Governance Committee to review By-Law amendments once COO and Legal Counsel have made the necessary amendments. The Motion was unanimously approved. Motion Passes.</p>
<p>Nominating Committee <i>Update from Committee Chair</i></p>	<p>Nominating Committee Chair Michael Asseff shared that the next step is to finalize where we are with the Honorary Board members and let us start looking for a person or organization to target.</p>

Ad Hoc Fundraising <i>Update from Committee Chair</i>	<p>Ad Hoc Fundraising Committee Chair Kristina West shared that the Ad Hoc Fundraising committee is meeting right after the Board meeting and has met two times to set goals to get seed money to start programming to work at ELC. We did secure \$5,000 from PNC Bank to get started.</p> <p>Regarding the Top Workplace fundraising, we are currently at \$1,100 and about \$1,050 short. If anyone can donate anything, it would be greatly appreciated. Dawn Liberta suggested a donation of \$66 from each Board member would get us there.</p>
Program Review Committee <i>Update from Committee Chair</i>	<p>Committee Chair Monica King shared that we have a meeting tomorrow at 2 pm via Zoom. We will be discussing what is happening in quality and eligibility.</p>
Audit Committee <i>Update from Committee Chair</i>	<p>None</p>
Provider Representatives <i>Update from Provider Representatives</i>	<p>None</p>
Unfinished Business	<p>None</p>
<p>Shade Session pursuant to §286.011(8), Florida Statutes Immediately Following the Board Meeting regarding the following litigation Brittany McCray v. Early Learning Coalition of Broward County, Inc.</p> <p>Southern District of Florida, Case No. 0:23-cv-60272-RKA</p> <ul style="list-style-type: none"> • Public portion of the shade session is called to order • Roll call • Public portion of the shade session recesses into a Closed-door session • Upon conclusion of the closed-door session, public portion of the shade session resumes. Any required motions to be considered. • Public portion of the shade session adjourns 	<p>Members of the Board of Directors shall meet in a closed-door Attorney/Client Session, with the Coalition CEO, and attorneys representing the Coalition, for the purpose of discussing settlement negotiations and strategy related to litigation expenditures.</p> <p><u>The persons attending include:</u></p> <ul style="list-style-type: none"> • Members of the Board of Directors • Renee Jaffe, Chief Executive Officer • Julie F. Klahr, Coalition Attorney • Yvette R. Lavelle, Esq. and Jorge Castillo Cuevas, Esq. of Boyd Richards Parker & Colonnelli, P.L. • Court Reporter Victoria Paez Neil from Prestige Reporting Service
Matters from the Chair	<p>None</p>
Matters from the Board	<p>None</p>
Matters from the CEO	<p>None</p>
Matters from Committees	<p>None</p>

Matters from our Partners	None
Public Comments	There was no discussion.
Next Meeting	<u>Next ELC Board Meeting: June 14, 2023, at 9:30 AM</u>
Adjourn	Meeting adjourned at 11:57 AM.

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

DRAFT

Early Learning Coalition of Broward County, Inc.
Board Meeting Minutes
May 25, 2023, at 4:00 PM
Virtual ONLY Meeting

Members in Attendance	Chair Laurie Sallarulo; Dawn Liberta; Twan Russell; Cindy Arenberg-Seltzer; Michael Asseff; Sharonda Bailey; Beverly Batson; Richard Campillo; Kirk Englehardt; Carol Hylton; Ellie Schrot; Dr. Amoy Reid; Zachary Talbot; Julie Winburn
Members Absent	Maria Hernandez; Monica King; Melody McDonald; Renee Podolsky; Kristina West;
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Judith Merritt, COO; Hubert Cesar, CIO; Melody Martinez, Board Liaison; Lizbeth Juan, Executive Assistant
Others in Attendance	Julie Klahr, General Counsel; Yvette Lavelle; Attorney, Jorge Castillo Cuevas, Attorney

Item	Action/Discussion
Welcome & Call to Order	<p>Acting Chair Dawn Liberta called the meeting to order at 4:05 PM. The roll was called, and a quorum was established. Chair Laurie Sallarulo joined right as the roll call was occurring.</p> <p>Renee welcomed and thanked everyone for their attendance.</p>
CEO & General Counsel 1. Motion to Authorize Settlement reached between the ELC and Brittany McCray in the matter of Brittany McCray v. Early Learning Coalition of Broward County, Inc. Southern District of Florida, Case No. 1:23-cv-60272-RKA	<p>Legal Counsel, Julie Klahr, shared that Yvette Lavelle and Jorge Castillo, the counsel assigned by Travelers are on the call. She reminded everyone that the matter of Brittany McCray v. The Early Learning Coalition of Broward County was discussed at the shade session, a general consensus was provided to Travelers with direction regards to settlement discussions, and we are here today because we have entered into settlement discussions with plaintiffs' counsel.</p> <p>There is an offer on the table, and we need the Board to vote on it in a public session for it to be accepted. General Counsel reminded everyone that once you have a shade session in private, you need to take action in public, which is why we are here.</p> <p>Yvette Lavelle, the lead on the case, shared that we have settled at \$52,500. Of that \$52,500, \$30,746 will be going to the plaintiff and \$21,754 will be going to her counsel.</p> <p>The settlement agreement is a release of any and all claims that could be related to plaintiffs' employment.</p> <p>We ask the board to seek approval for the amount. The amount is covered by the insurance, and the checks would be paid out and split accordingly.</p> <p>Legal Counsel opened the floor for questions. There were no questions.</p> <p>A Motion was made by Cindy Arenberg-Seltzer to Authorize Settlement reached between the ELC and Brittany McCray in the matter of Brittany McCray v. Early Learning Coalition of Broward County, Inc. Southern District of Florida, Case No. 1:23-cv-60272-RKA for \$52,500.</p> <p>Seconded by Dawn Liberta. The Motion was unanimously approved. Motion Passes.</p>

	Legal Counsel clarified that the Board Chair would sign off on the agreement. The Board Chair will sign electronically.
Matters from the Chair	None
Matters from the Board	None
Matters from the CEO	None
Public Comments	There was no discussion.
Next Meeting	Next ELC Board Meeting: June 14, 2023, at 9:30 AM
Adjourn	Meeting Adjourn at 4:17 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.

ITEM/MEETING	B237CA1 / Board
DATE:	June 14, 2023
SUBJECT:	FY 2024 DEL Grant Agreement
FOR ACTION:	Yes
RECOMMENDED ACTIONS:	Authorize the Board Chair to execute the finalized FY 2024 DEL Grant Agreement when it becomes available, Pending Legal Review
AS RECOMMENDED BY	N/A
FINANCIAL IMPACT:	TBD Pending Issuance of Notice of Award
ELC STAFF LEAD	C. Klima

Background/History

The annual Florida Department of Education, Division of Early Learning (DEL) Grant Agreement supplies the majority of funding and compliance guidelines for Early Learning Coalitions throughout Florida. The Grant Agreement plays a key role in guiding nearly all ELC Broward activities and includes the Federal and State legal framework in which we operate. An agreement draft for FY24 was shared with the Coalitions for comment in April, but the finalized Agreement will not be issued until after the Florida FY24 Budget Act is signed. None of the proposed changes are significant. See the complete list attached.

The annual Grant Agreement includes School Readiness, VPK, Federal Stimulus and other program grants awarded by DEL throughout each fiscal year.

Current Status

Since the finalized Agreement might not be issued until after the ELC Board breaks for the summer, staff requests that the ELC Board Chair be empowered to execute the FY 2023 DEL Grant Agreement when it is issued (pending legal review) as has been the practice in previous years. The Agreement must be executed on or before June 30, 2024.

Recommended Action

Executive Committee recommend the Board authorize the Board Chair to execute the finalized FY 2024 DEL Grant Agreement when it becomes available, Pending Legal Review

Supporting Documentation

- Draft Agreement Updates

2023-2024

DRAFT Grant Agreement Updates

Page Number	Section	Edit
2	B. Agreement Docs	Removed VPK Monitoring Tool as an Exhibit. Tool will be provided in guidance.
3	2.12	Updated to reflect Chapter 60GG-2 State of Florida Cyber Security Standards.
5	2.17.34	Added Rule 6M-9.120
5	Funding	Removed reference to chapter and laws of Florida and added GAA
7	Execution	Removed Department of Education 2 nd execution box
8-10	Exhibit I. E. Background Screening	Updated based on recent clarifications.
10	Exhibit I. E. 17	Adding subrecipient
17	Exhibit I. S. 1. Logo Usage	No change to current requirement but clarified the ELC is not required to use DEL logos.
19	Exhibit I. AA. Policy Compliance	Added #29 Program Guidance 530.05
19	Exhibit I. AA. Policy Compliance	Removed Program Guidance 300.01 and 300.02. These are no longer applicable and throughout requirements have been replaced with Chapter 60 GG-2 - State of Florida Cyber Security Standards.
24	Exhibit I. II. Records Retention, 9.	Added path to DOE AUP form
24	Exhibit I. II. Records Retention, 10.	Added additional language from GS1-SL to expand
25	Exhibit I. LL. Sponsorship/Public Announcements, 1.	Removed Division of Early Learning from sponsorship language since this is not a part of the quoted language.
26	Exhibit I. OO. Termination of Agreement, 4.5	Added “and records retention”
30	Exhibit II. Scope of Work B. Terms and definitions, 9, 17, and 28	Added definitions for Community Outreach, Differential Fee, and Gold Seal Quality Care Program
34	Exhibit II. Scope of Work B. Terms and definitions 43	Removed reference to 6M 4.741 repealed
37	Exhibit II. C. 2.14	Removed reference to PG 300.01 and 300.02 and added 60GG-2 and DOE AUP

39	Exhibit II. C. 3.13.24 and 3.13.25	Added elements required by statute
40	Exhibit II. C. 3.19	Removed language
43	Exhibit II. C. 5.2.4	Added reference to rule
44	Exhibit II. C. 5.5	Developmental screening language updated
44	Exhibit II. C. 7.1.3.	Added statute reference
45	Exhibit II. C. 7.1.8.	Updated language to reflect current statutory requirements re. performance metric
46	Exhibit II. C. 7.4. VPK Provider kindergarten readiness rate [removed]	Deleted entire section, no longer applicable
46	Exhibit II. C. 7.4 VPK program assessment and coordinated screening and progress monitoring	Added rule references
49	Exhibit II. D. 6.6 performance monitoring	Updated statutory reference
49	Exhibit II. D. 6.7	Added reference to new program guidance
51	Exhibit II. D. 6.9	Added reference to new program guidance. Deleted list of elements 6.9.1-6.9.13 as guidance will contain the details.
51	Exhibit II. D. 10	Replaced PG 300.01 with State of Florida Cybersecurity Standards
52	Exhibit II. F. 1.2	Combined the former 1.3 with 1.2 and removed 1.3.2
53	Exhibit II. F. 3.2 – Advance Payment Return	Date changed to September 30
53	Exhibit II. F. 5 Budget	Updated language to reflect upload to SharePoint. 5.3 removed
54	Exhibit II. F. 6.2 Return of Funds	Added “calendar” days
54	Exhibit II. F. 7.1.7	Removed -Infant toddler minimum
55	Exhibit II. F. 7.2.2	Removed- VPK \$15.00 hr
55	Exhibit II. F. 7.4	Removed CARES and added CRRSA

ITEM/MEETING	B237CA2 / Board
DATE:	June 14, 2023
SUBJECT:	FY 2024 United Way School Readiness Match Agreement
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2024 United Way School Readiness Match Revenue Agreement Pending Legal Review
FINANCIAL IMPACT:	\$130,000
ELC STAFF LEAD	C. Klima

Background Information:

United Way of Broward County (United Way) has provided match funding for School Readiness dollars since the inception of the Early Learning Coalition. This funding allows ELC to draw down federal funds for the provision of child care services for Broward families. Historically, United Way has been one of the Coalition’s largest sources of match funds and has been a key partner in assisting ELC to meet DEL School Readiness Program local match participation requirements. The United Way has elected to maintain the status quo for this contract year with \$130,000 in funding.

100% of the funds are used for the cost of child care services.

Current Status:

The draft agreement is currently pending legal review.

Recommendation:

Executive Committee recommend the Board approve FY 2024 United Way School Readiness Match Revenue Agreement Pending Legal Review.

Supporting Documentation:

None

ITEM/MEETING	B237CA3 / Board
DATE:	June 14, 2023
SUBJECT:	Children's Forum INCENTIVE\$ Sub Recipient Agreement FY 2024
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2024 Children's Forum Sub Recipient Agreement Renewal for Administering the INCENTIVE\$ Program Pending Legal Review
FINANCIAL IMPACT:	\$575,000 FY 2024
ELC STAFF LEAD	C. Klima

Background

Early Childhood Educator INCENTIVE\$, formerly known as Child Care WAGE\$® in Florida, rewards early childhood educators with financial incentives based on their education and continuity of employment. By helping to retain the early childhood workforce, INCENTIVE\$ provides children with more stable teacher-child relationships and better educated teachers. INCENTIVE\$ addresses individual professional development efforts and low wages, but does not affect budgets, regular wages, or parent fees within the child care program.

For 20 years ELC has partnered with the Children's Forum, the sole licensee in Florida for the North Carolina-Based Child Care INCENTIVE\$® Program as a sole-sourced vendor to administer the program in Broward County. In FY 2022 the INCENTIVE\$ program rolled out a new, higher stipend scale and changed program participation rules to encourage more Directors to support their staff in applying to the program.

Current Status

In FY 2023 the INCENTIVE\$ program has provided \$608,694 in grants to over 500 participants as of March 2023, a 15% increase from FY 2022. With the assistance of "boots on the ground" Above and Beyond Guidance Counselor Specialists, ELC staff drove educator enrollment in INCENTIVE\$. We were able to provide customized support concerning enrollment, starting CDA coursework, and educating the educators about INCENTIVE\$ eligibility requirements. The average total supplement amount per educator per year was \$730.

While we were able to increase participation, we in turn increased the amount of dollars added to the INCENTIVE\$ program through CRSSA and ARPA stimulus funds. While staff expects to be able to continue or expand present funding once the Division of Early Learning releases the \$315 million of remaining ARPA stimulus funds, there will be a lag time between the beginning of the next fiscal year and the availability of those stimulus funds. Because of this lag time, ELC proposes to fund the INCENTIVE\$ program for \$575,000 initially in order to ensure the currently enrolled participants will receive their scheduled supplements. After DEL finalizes the ELC's allocations in October, the Agreement may be amended with a budget increase if additional funds become available. The initial budget for the Agreement is as follows:

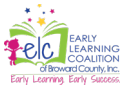
Item	FY23	FY24 Initial Renewal	Difference (Pending Funding)	% Total
Wage Supplements	\$841,361	\$448,500	\$392,861	78%
Program Support	183,375	97,750	85,625	17%
Administration	53,933	28,750	25,183	5%
Total	\$1,078,669	\$575,000	\$503,669	100%

Recommended Action:

Executive Committee recommend the Board approve FY 2024 Children's Forum Sub Recipient Agreement for Administering the INCENTIVE\$ Program Pending Legal Review

Supporting Documentation

- Sub Recipient Agreement Fact Sheet



CHILDREN'S FORUM - CONTRACT FACT SHEET

The information provided in this document identifies the major contract components including cost; scope of work; deliverables and goals. The document is being provided for ease of review but is not the approved contract. A copy of the full contract is available upon request.

CONTRACT NAME: Children's Forum, Inc.

CONTRACT NUMBER: POC 18-5004-00

POINT OF CONTACT: Lori Stegmeyer
Program Director
1211 Governors Square Blvd, Suite 200
Tallahassee, FL 32301

PROCUREMENT: Single Source

CONTRACT TYPE: Sub Recipient

BUDGET AMOUNT: \$575,000

**METHOD OF
PAYMENT:** Invoice

**PAYMENT
SCHEDULE:** Monthly

TERM: July 1, 2023 to June 30, 2024

**PARTICIPANT
ELIGIBILITY:**

Child Care Professionals who work for licensed providers of early care and education who have an executed contract with ELC for School Readiness (SR) services and/or Voluntary Prekindergarten (VPK) services are eligible for Child Care INCENTIVE\$ (formerly known as WAGE\$®) services. Priority given to Broward County teachers who are willing to participate and:

- Have been continuously employed at the same child care program for a minimum of six months; and
- Work at least 20 hours per week with children ages 0-5 (supplements will be prorated based on a 40-hour work week); and
- Have a formal child care credential and/or some education beyond a high school diploma; and
- Earn less than \$17.50 per hour as a child care professional.

SCOPE OF WORK: Conduct outreach, eligibility verification, technical assistance and administration for funds provided by ELC to supplement the salaries of qualified child care providers in Broward County. The *Child Care INCENTIVE\$*® Project ("Program") is designed to improve child care quality by reducing turnover and encouraging the continued education of child care teachers. The Program provides education-based salary supplements to low-paid child care teachers working with children between the ages of 0-5.

DELIVERABLES:

Provide written management reports: quarterly, end-of-fiscal year, and a historical cumulative report showing the number of staff in each professional development level, the number who progressed to a higher level from the previous year, the dates, locations, methods and results of outreach, and comparative data from TEACH on scholarships accessed by INCENTIVE\$ participants. Quarterly reports shall include an itemized list of all recipients, date of disbursement and disbursement amounts made against the contract funds.

End-of-fiscal year (annual) report shall include an itemized list of all recipients, date of disbursement and disbursement amounts made against the contract funds. The report shall also include data listing the college or programs that issued degrees to INCENTIVE\$ participants.

**PERFORMANCE
MEASURE:**

The turnover rate of Broward County teachers participating in the Child Care INCENTIVE\$® project will be at least 10% lower than the average turnover rate of all states reported in the National Annual Child Care INCENTIVE\$® report produced by Child Care Services Association of North Carolina.

The INCENTIVE\$® program is promoted and made available to 100% of Broward Child Care Providers that have a School Readiness Contract. INCENTIVE\$® representatives will conduct onsite outreach at least two ELC events for providers such as ELC's PLAN meeting or the Broward Early Care and Education Conference.

ITEM/MEETING	B237CA4 / Board
DATE:	June 14, 2023
SUBJECT:	211 Broward FY 2024 Sub Recipient Services for Community Service Referrals
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2024 211-Broward Sub Recipient Agreement for Community Service Referrals pending Legal Review
FINANCIAL IMPACT:	\$462,000 FY 2024 Budget
ELC STAFF LEAD	C. Klima

Background Information:

Since July 2019, Community Resource Referral Services First Call for Help d/b/a 211 Broward has been a sole-sourced sub recipient vendor providing community resource referral, call center back up, and customer service training services to the Coalition. 211 also promotes the availability of School Readiness, VPK and other ELC services at all Community Resource events they attend. 211 Broward is the sole FCC-designated 211 resource for community services in Broward County and holds the exclusive license to operate in Broward County using the three-digit FCC designated dialing number. 211 Broward is the only 24/7 comprehensive agency that provides support services for individuals seeking crisis intervention assistance and/or information and referral services.

Current Status/Recommendation

In FY 2023 as of March 31, 2023, 211 Broward has provided over 529 referrals to families to connect with ELC services, conducted 126 community outreach activities, and answered 1,351 calls for ELC Customer Service overflow, and is on track to meet all benchmarks by June 30, 2023. In FY 2024 211 Broward is projected to provide over 600 community referrals to ELC services. The budget for the agreement is as follows:

Item	Cost	% Total
211 Program Staff Costs	\$337,000	73%
Administration	125,000	27%
Total	\$462,000	100%

Recommended Action:

Executive Committee recommend the Board approve FY 2024 211-Broward Sub Recipient Agreement for Community Service Referrals pending Legal Review

Supporting Documentation:

- Sub Recipient Fact Sheet



211 CONTRACT FACT SHEET

The information provided in this document identifies the major contract components including cost; scope of work; deliverables and goals. The document is being provided for ease of review but is not the approved contract. A copy of the full contract is available upon request.

CONTRACT NAME: 2-1-1 Broward (First Call for Help of Broward, Inc.)

CONTRACT NUMBER: POC 23-5040

POINT OF CONTACT: Frank Isaza, COO
First Call for Help of Broward, Inc.
3317 NW 10th Terrace Suite 403
Fort Lauderdale, FL 33309

PROCUREMENT: Sole Sourced Award Pending FY 2023-24

CONTRACT TYPE: Sub Recipient

BUDGET AMOUNT: \$462,000

METHOD OF PAYMENT: Cost Reimbursement

PAYMENT SCHEDULE: Monthly

TERM: July 1, 2023 through June 30, 2024

SCOPE OF WORK: To provide resource support, outreach, call routing, customer service training and overflow call answering support to ELC's CCR&R-Customer Service Unit.

DELIVERABLES:

- (1) Updated and Accessible Community Resource Directory for COALITION Clients
- (2) Documented Results of at least 36 Outreach Events
- (3) All CCR&R and COALITION Service-Related Calls Directed to COALITION Certified Counselors
- (4) Seamless Supplemental Community Resource Referrals
- (5) Seamless Coverage for COALITION Customer Service Calls during unplanned closures or ELC staff pre-arranged in-service.
- (6) High Quality Customer Service Training for ELC Staff.

PERFORMANCE MEASURES:

- (1) COALITION CCR&R Counselors will have access to a continuously updated Directory of Community Services in Broward tailored to comply with OEL CCR&R Grant Agreement standards.
- (2) One hundred percent (100%) of callers seeking CCR&R or Other COALITION Services shall be referred to the COALITION for follow up [Measured by Call Traffic Reports and Secret Shopper Inquiries].

- (3)** Coverage of COALITION customer service calls and transfers of calls from the COALITION to CONTRACTOR are handled seamlessly with minimal disruption to COALITION clients. [Measured by Call Traffic Reports and Secret Shopper Inquiries].
- (4)** Ninety-five percent (95%) of COALITION staff participating in CONTRACTOR's Customer Service training series will demonstrate knowledge of new skills and techniques. [Measured by pre and post training knowledge tests].
- (5)** CONTRACTOR. 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 COALITION records].

REPORTS:

- (1)** Monthly Call Traffic and Outreach Event Reports.
- (2)** Customer Service training Pre and Post Tests.

ITEM/MEETING	B237CA5 / Board
DATE:	June 14, 2023
SUBJECT:	Business Leadership Institute (BLI) Program FY24 Agreement Renewal
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2024 Renewal Agreement with Business Leadership Institute for Business Development Training for Child Care Operators, pending availability of funds and legal review
FINANCIAL IMPACT:	\$50,000, pending availability of funding in FY 2024 Budget
ELC STAFF LEAD	Christine Klima, CAO

Background Information:

In FY 2020, ELC selected the Business Leadership Institute to provide a range of training programs designed to improve child care center operation and help directors to grow their capacity to deliver high quality educational services to young children. BLI has remained a constant for child care providers since then, pivoting to virtual workshops during the pandemic and pivoting back to in-person classes this past year.

This past year, BLI launched its series of once-a-month, full-day Saturday workshops beginning in September and ending in May. Workshop topics included creating a growth mindset, successful negotiation techniques, strategies for dealing with difficult people, and Human Resources tips. The week after the May workshop, BLI attendees had an official graduation ceremony, which coincided with Congresswoman Debbie Wasserman-Shultz's Small Business Conference at Nova University. BLI achieved each of its contractual goals for this fiscal year, and its goals which were based on progress from last year's class as shown in the attached chart.

Current Status:

Since the Coalition has not yet received its full funding allocations from DEL for FY 2024 and the BLI Workshop series is not scheduled to begin until September 2023, staff will wait until August to execute the renewal when finalized notices of award are likely. In the meantime, staff requests authority to initiate and execute the renewal (the 5th in a 5-year cycle) pending the availability of funds and legal review.

Recommended Action:

Executive Committee recommend the Board approve FY 2024 Renewal Agreement with Business Leadership Institute for Business Development Training for Child Care Operators, pending availability of funds and legal review.

Supporting Documentation:

- FY 2023 Outcome Chart

Business Leadership Institute for Business Development Training for Child Care Operators FY 2023 Outcomes

Measure	Benchmark	Result
Each participant in the Student Cadre will have an individualized Business Plan with a minimum of four target organization goals.	Training Participants will demonstrate progress toward attainment of at least 50% of organizational goals six months post program completion.	As a requirement to graduate BLI, all participants must work with SCORE to create a business plan. This past year, all participants reported achieving at least 50% of their goals, with 80 percent of them achieving at least 75 percent of their goals. <i>It should be noted that Broward's SCORE Program, was named as top SCORE in the country by the Small Business Administration at this year's Small Business Conference.</i>
Program participants will demonstrate learning gains as a result of workshop participation.	75% of all workshop participants will demonstrate newly acquired skills, following each workshop, using a pre/post measurement instrument.	The average gains from the workshops was 90 percent. No individual workshop had gains of less than 83 percent.
Training Participants will benefit from the services of an assigned coach/mentor.	75% of Training Participants will gain business knowledge from assigned coaches/mentors, using a measurement instrument approved prior to contract execution.	88% of participants felt that, overall, their mentor was an asset and benefit to them.
Training participants will demonstrate improved business financial viability	75% of Participants will report/demonstrate improved business operations and financial strength of their business	100 percent of program participants reported that they are still in business, and that they remain financially viable.
Participants will report satisfaction with the business training program	85% of participants will report being satisfied or highly satisfied with the business training program.	100 percent of program participants reported being satisfied or highly satisfied with the business training program. On a scale of 1-5, the average score was a 4.52.

ITEM #/MEETING:	B237CA6 / Board
MEETING DATE:	June 14, 2023
SUBJECT:	Risk Management Insurance Policies
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Proposed FY24 Risk Management Insurance Policy Renewals and Coverage Levels
FINANCIAL IMPACT:	\$68,815.46
AS RECOMMENDED BY:	Governance Committee and ELC Staff
ELC STAFF LEAD	C. Klima

Background

In accordance with Fiscal Policies, staff prepare and present proposed commercial insurance policies and coverage levels annually for Board review. AJ Gallagher provides brokerage and advisory services for these policies.

Current Status

The coverage lines listed below comply with all funder contract requirements and meet ELC current business operational needs. Mackenzie McNamara from AJ Gallagher Brokers provided a presentation to the Governance committee on the FY24 Renewal Options for Commercial Liability & Property, Professional Liability, Director's & Officers, and Cyber Coverage. The Committee Agreed with the staff recommendation to renew with Traveler's for Cyber coverage and switch to Florida Insurance Trust for all other Coverage. Worker's Compensation and ERISA Fidelity Bond policies will come up for renewal later in the year.

Type of Policy	Carrier	Coverage	Term
Commercial Liability & Property	Florida Insurance Trust	\$1M General \$3M Aggregate \$1M Hired Auto \$2M Umbrella \$500K Property Value	July 2023-June 2024
Professional Liability & Sexual Abuse & Molestation	Florida Insurance Trust	\$1M Total	July 2023-June 2024
Director's & Officers	Florida Insurance Trust	\$3M Total \$10K Per Incident EPLI Deductible 5K Per Incident Other Deductible	July 2023-June 2024
Cyber Coverage	Travelers	\$1M Breach \$1M Liability \$1M Cyber Crime \$1M Business Interruption	July 2023-June 2024
Worker's Compensation	The Hartford	\$1M Per Incident	Oct 2022-Sep 2023
ERISA Fidelity Bond	The Hartford	\$300K	Dec 2020-Nov 2023

Recommendation

Approve Proposed FY24 Risk Management Insurance Policy Renewals and Coverage Levels as recommended by the Governance Committee

Supporting Documents

ITEM/MEETING	B237CA7 / Board
DATE:	June 14, 2023
SUBJECT:	Goren Cherof FY 2024 Agreement Legal Services
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2024 Goren Cherof Doody & Ezrol AP Agreement for Legal Services Pending Outside Counsel Legal Review
FINANCIAL IMPACT:	Not to Exceed \$100,000 FY 2024 Budget
ELC STAFF LEAD	C. Klima

Background:

In April 2022, ELC selected Goren, Cherof, Doody & Ezrol PA, a Broward-based law firm specializing in not for profits and local governments, through a public procurement to provide General Counsel legal services to ELC’s Board and staff. The renewal for fiscal year 2024 will be the second of up to five renewals permitted by the Agreement. Goren, Cherof, Doody & Ezrol PA continues to provide quality legal services. Bob de la Fuente of the law firm Lehtinen Schultz, PLLC will review this Agreement on behalf of the Coalition as outside counsel.

Current Status:

Executive Committee recommend the Board approve FY 2024 Goren Cherof Doody & Ezrol PA Agreement for Legal Services Pending Outside Counsel Legal Review

Supporting Documentation:

- Agreement Scope of Work

Exhibit A

Scope of Services

1) DEFINITIONS: None

2) DESCRIPTION OF THE WORK AND/OR SERVICES:

The Vendor was selected to provide services on April 11, 2022 through Coalition public procurement No. PR22-5034-00-FY22 Request for Qualifications. The services under this agreement shall align with the intent and purpose of the Vendor's submission to the Coalition in response to this procurement and the following Coalition service requirements:

- a. Serve in the capacity of Coalition General Counsel
- b. Provide timely legal advice and serve as a trusted advisor to the Board of Directors, Executives, Committees, and all Department Heads of the Early Learning Coalition while ensuring all requests for legal services are promptly addressed with the highest priority.
- c. Attend all Coalition Board meetings.
- d. Attend all Audit, Finance, Executive, Nominating and Governance Committee meetings.
- e. Attend other Committee or staff meetings upon request.
- f. Review and provide legal approval and guidance based on statutory, regulatory and funding requirements including but not limited to scope of work, budget and budget modifications for contracts, professional service agreements, purchases, settlement agreements, RFP's, ITN's, RFQ's and leases.
- g. Respond to questions of a legal nature, provide guidance to Board and staff in the interpretation, implementation and adherence to all laws, regulations and any other applicable policies to ensure compliance.
- h. Conduct research and analysis of specific legal questions, prepares memoranda and provide comments on documents submitted for review from a legal perspective.
- i. Provide guidance, general legal advice, opinions and representation in a variety of legal areas including, but not limited to:
 - Florida Government in Sunshine/Public Records/Roberts Rules/Governance
 - State and Federal Contracts Law/Compliance
 - State/Federal Procurement
 - Employment Law
 - Insurance/Risk Management
 - Public Assistance Fraud/Compliance
 - Provider Claims
 - Employment
 - Non-Profit Corporate Law
 - Public Law and Civil Litigation

- j. Declare any potential conflict of interest with the Early Learning Coalition's staff and/or vendors.
- k. Perform related duties as needed.

3) BILLING AND SCHEDULE:

The Vendor agrees to submit invoices detailing the services rendered monthly itemized by hours billed and matter. The Vendor shall be paid for services rendered in accordance with the schedule of fees set forth in the Vendor's Attorney Client Fee Contract, **Attachment 1 of this Exhibit A**, in an amount not to exceed **One Hundred Thousand Dollars (\$100,000)**.

In the event there is a conflict between **Section 3 of Exhibit A** of this Agreement and **Section 3 (Compensation and Billing)** of this Agreement in terms of the time of invoicing and payment, **Section 3 of Exhibit A** of this Agreement shall prevail. Except as stated herein, all other matters concerning compensation and billing hereunder shall be as set forth in Section 3 of this Agreement.

4) THE FLORIDA BAR RULES:

The contractual relationship and obligations of the parties shall at all times be subject to the Rules Regulating The Florida Bar.

RATE SCHEDULE

A. IDENTIFICATION

Client: EARLY LEARNING COALITION OF BROWARD COUNTY, INC.

Matters: General Matters

B. HOURLY RATES FOR LEGAL PERSONNEL

Partners \$250.00/hour

Associates \$250.00/hour

Law Clerks \$125.00/hour

Paralegals \$125.00/hour

C. STANDARD CHARGES

We charge for our time in minimum units of .10 hours.

D. COSTS AND EXPENSES

In-office photocopying \$0.35/page

Facsimile transmittal \$10.00

File retrieval costs \$50.00

Credit card payments will be subject to a 3% service charge.

Costs and expenses not specifically listed, such as overnight delivery or outsourced printing, shall be charged at actual cost.

ITEM/MEETING	B237CA8 / Board
DATE:	June 14, 2023
SUBJECT:	Purchase Order to access ATT Florida State Term Contract for Cellular Services
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2024 Purchase Order to access AT&T Florida State Term Contract for ELC Cellular Services pending Legal Review
FINANCIAL IMPACT:	\$93,900 FY 2024 Budget
ELC STAFF LEAD	C. Klima

Background:

In FY 2022 staff selected ATT through a public procurement for State Term Contracted Vendor cellular services. As an eligible user of State Term Contract Vendors, the Coalition can leverage the terms of the State's Master Agreement with the vendor to avoid protracted contract compliance negotiations with a large global vendor such as AT&T and streamline service negotiations using a simple purchase order process.

Current Status:

Coalition staff that travel or that work in multiple locations such as provider sites or training locations are required to carry Coalition-issued mobile phone devices to ensure appropriate confidentiality and retention of Coalition communication and records. In FY 2024 an estimated 105 staff will need to carry Coalition-issued mobile phones and 59 staff will need to carry Coalition-issued hotspots.

Recommended Action:

Executive Committee recommend the Board approve FY 2024 Purchase Order under AT&T Florida State Term Contract for ELC Cellular Services pending Legal Review

Supporting Documentation:

None

ITEM/MEETING	B237CA9 / Board
DATE:	June 14, 2023
SUBJECT:	Webauthor FY 2024 Agreement Renewal for Flex System Software as a Service
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2024 Renewal of Webauthor Flex System Software as a Service Renewal pending legal review
FINANCIAL IMPACT:	\$75,000 FY 2024 Budget
ELC STAFF LEAD	C. Klima

Background:

In FY 2020 ELC selected Webauthor, a Florida-based software development firm, through a public procurement to provide CRM software licenses and customization services for ELC staff and clients. Flex system software allows ELC to easily create customized, paperless workflows, public-facing forms for providers, partner agencies and the public and specialized data tracking modules. The “Flex System” CRM has allowed ELC to:

- Automate and manage sign-up for provider grants, family book packs and provider match participation.
- Create seamless links for child care referrals from Career Source and CSC-funded family support agencies.
- Track waitlist enrollment mailings, family services task assignments, customer inquiries, VPK assessment kits and ELC administrative contracts, purchasing and equipment inventories among many other things.
- Develop a popular module for quickly and efficiently processing thousands of stimulus-funded educator stipend applications featuring near real-time tracking of payment status.
- Break new ground providing data and workflow analytics for Coalition business activities.

Current Status:

The FY2024 Renewal of the Webauthor Agreement will be the fourth in the five-year Agreement cycle. Vendor fees include:

Monthly License Fees, Unlimited Users:	\$5,000 x 12 months = \$60,000
Hourly Ad Hoc Customization Support (if Requested):	\$150 x 100 hours = 15,000
Total Fees (Not to Exceed):	\$65,000

Recommendation:

Executive Committee recommend the Board approve FY 2024 Renewal of Webauthor Flex System Software as a Service Renewal pending legal review

Supporting Documentation:

None

ITEM/MEETING	B237CA10 / Board
DATE:	June 14, 2023
SUBJECT:	Keefe McCullough Single Audit and other Services Agreement
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2024 Renewal of Keefe McCullough Single Audit & Other Services Agreement Pending Acceptance of Engagement Letters by Audit Committee and Legal Review
FINANCIAL IMPACT:	\$43,100 FY 24 Budget
ELC STAFF LEAD	C. Klima

Background:

In the Grant Agreement between the Division of Early Learning (DEL) and the Early Learning Coalitions, DEL mandates that all Early Learning Coalitions in the State of Florida receive an annual audit of financial statements and program compliance of major federal awards, as well as tests of internal controls as required under the Single Audit Act. In February 2020, ELC selected Keefe McCullough, a Fort Lauderdale based CPA firm that specializes in not for profits, to provide single audit services for a 5-year auditor Agreement Cycle.

The Scope of Services for the Agreement includes:

- Annual Single Audit
- Annual 403B Retirement Plan Audit
- Preparation of IRS Form 990
- Preparation of DOL 403B Retirement Plan Form 5500
- On-going Advisory Services for IRS Compliance
- Ad hoc technical assistance and feedback in response to Coalition questions throughout the year
- Sponsorship of 8 hours of CPE training for Coalition Finance and Accounting Staff
- Access to online CPE training at Vendor firm rates for Coalition Finance and Accounting Staff

Current Status:

The Coalition Audit Committee, which is charged with engaging the Coalition's auditors, meets on June 5, 2023 to review and formally accept engagement letters describing each service in greater detail. The approved engagement letters will be incorporated into the Coalition's standard vendor agreement for the fourth renewal in the 5-year cycle. The schedule of deliverables is as follows:

Service	Dates	Cost
Fiscal Year 2022-2023 Financial Audit	Oct 2023 - Mar 2024	\$27,750
Preparation of 2022 IRS Form 990	Dec 2023 - Mar 2024	\$2,750
Plan Year 2022 403B Retirement Plan Financial Audit	Jul 2023 – Oct 2023	\$10,600
Preparation of 2020 IRS Form 5500	Jul 2023 - Oct 2023	\$2,000
Total		\$43,100

Recommendation:

Executive Committee recommended the Board approve FY 2024 Renewal of Keefe McCullough Single Audit & Other Services Agreement Pending Acceptance of Engagement Letters by Audit Committee and Legal Review

Supporting Documentation:

None



ITEM/MEETING:	B237CA11 / Board
DATE:	June 14, 2023
SUBJECT:	FY 2024 Sole sourced award to Teachstone, Inc.
FOR ACTION:	YES
RECOMMENDED ACTION:	Authorize Staff to Issue a Sole Sourced Award and Purchase Order to Teachstone, Inc. for Required, CLASS® Trainings
FINANCIAL IMPACT:	\$50,000
ELC STAFF LEAD	C. Klima

Background:

In accordance with the Coalition's Grant Agreement with the Division of Early Learning (DEL), all Early Learning Coalitions are required to conduct child care program assessments to score the quality of teacher-child interactions in each classroom. DEL requires all Coalitions to use CLASS® (Classroom Assessment Scoring System) to conduct program assessments of childcare classrooms in accordance with Florida Statutes 1002.82(2)(n) and Rule 6N-4.740, F.A.C. Teachstone, Inc. is the sole sourced vendor for the CLASS® assessment tool, trainings required to certify its use and all related materials under its trademark. Child Care Programs wishing to enter into a Contract with the Coalition for School Readiness or VPK reimbursements are required to have a CLASS Score of 4 or higher.

Current Status:

Coalition Staff that conduct program assessments must receive periodic training from Teachstone, Inc. to become certified to use the CLASS assessment tool. The proposed award will include 45 CLASS Observer Certification Trainings for FY 2024 online trainings.

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

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

Recommended action:

Executive Committee recommend the Board approve sole sourced award and purchase order with Teachstone CLASS related materials pending legal review.

Supporting Documents

None

ITEM#/MEETING	B237CA12 / Board
MEETING DATE:	June 14, 2023
SUBJECT:	FY 2024 Purchases over \$35,000
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2024 Purchases over \$35,000
FINANCIAL IMPACT:	\$1,979,064
ELC STAFF LEAD	C. Klima

Background Information:

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

Current Status:

Program Purchases over \$35,000 for approval

Item	Vendor	Amount	Purpose	Renewal Status	Services
a.	Children's Forum	\$575,000	INCENTIVE\$® Wage Supplement Program	<ul style="list-style-type: none"> • Sole Sourced • Subrecipient agreement • Budget increase in FY23 • Reprocured in FY23 	<ul style="list-style-type: none"> • Provide wage supplements to educators that meet educational & professional milestones • \$448,500 stipends • 97,750 program support • 28,750 admin
b.	First Call for Help 211 Broward	\$462,000	Community Referral Services	<ul style="list-style-type: none"> • Sole Sourced • Subrecipient agreement • Reprocured in FY23 	<ul style="list-style-type: none"> • Provides Directory of Broward County Services • Referrals to ELC for CCR&R • Call Center Back Up & Emergency Coverage • Customer Service Training for ELC Call Center
d.	Business Leadership Institute	\$50,000	Business Development	<ul style="list-style-type: none"> • Procured FY20 • FY24 = Year 5 • Contract on hold pending funding 	<ul style="list-style-type: none"> • Business Leadership Training for Child Care Center Operators • Content promotes business resiliency & staff retention

Operating Purchases Over \$35,000 for Approval

Item	Vendor	Amount	Purpose	Renewal Status	Services
a.	Goren, Cherof, Doody & Ezrol PA	\$100,000	Legal Services	<ul style="list-style-type: none"> • Procured FY22 • FY24 = Year 2 • 3 Remaining Renewals 	<ul style="list-style-type: none"> • General Counsel Services Est. 400 hrs @ 250/hr= \$100,000
b.	AT&T	\$93,900	Cell Phones & Data	<ul style="list-style-type: none"> • Procured FY22 • FY24 = Year 2 • 3 Remaining Renewals 	<ul style="list-style-type: none"> • 110 Cell phones@ \$50/phone/mo = \$5,500 X 12: \$66,000 • <u>60 Hot spots @\$35/device/mo = 2,100 x 12: 25,200</u> TOTAL Annualized \$93,900
c.	Webauthor	\$75,000	CRM Software	<ul style="list-style-type: none"> • Procured FY20 • FY24 = Year 4 • 1 Remaining Renewal 	<ul style="list-style-type: none"> • Unlimited User Licenses \$5,000/month x 12 = \$60,000 • <u>Customization: 1,00 hours @ \$150/hour =15,000</u> TOTAL Not to Exceed \$75,000
d.	Keefe McCullough, LLP	\$43,100	External Audit	<ul style="list-style-type: none"> • Procured FY20 • FY24 = Year4 • 1 Remaining Renewal 	<ul style="list-style-type: none"> • Financial Audit of Fiscal Year 2022 \$27,750 • Financial Audit ELC Retirement Plan Year 2022 10,600 • Preparation of Annual IRS Form 990 2,750 • <u>Preparation of Annual IRS Form 5500 2,000</u> TOTAL Not to Exceed \$43,100
g.	Office365 Licenses and related services	\$75,000	Microsoft services	<ul style="list-style-type: none"> • Procurement Pending 	<ul style="list-style-type: none"> • Office 365 E3 Nonprofit Staff Pricing – 215 seats • Office 365 E5 Nonprofit Staff Pricing – 10 seats • Backup for Microsoft 365 Quota – 276 seats • Azure Active Directory Premium P2 – 225 seats • <u>Microsoft Intune Nonprofit – 225 seats</u> Total cost not to exceed \$75,000
h.	Revation Systems, Inc	\$96,972	Voice Over Internet Phone (VOIP) Services	<ul style="list-style-type: none"> • Procured FY 21 • FY24 = Year 3 • 3 year agreement 	<ul style="list-style-type: none"> • Monthly charge - \$7,255.17 x 12 = \$87,062.04 • <u>Livelink Text feature = \$9,910</u> Total cost not to exceed \$96,972
i.	TBD	\$5,000	Employee, Board & Volunteer Recognition Purchases	<ul style="list-style-type: none"> • Grant Agreement Requires Board Approval 	<ul style="list-style-type: none"> • Plaques or Mementos recognizing service • Not to exceed \$100 per Item • Not to Exceed \$5,000 within a fiscal year

Recommended Action:

Finance Committee recommend the Board approve FY 2024 Vendor Purchases over \$35,000

ITEM#/MEETING	B237CA13 / Board
MEETING DATE:	June 14, 2023
SUBJECT:	Keefe McCullough FY23 Financial Audit and 403B Audit Engagement Letters
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Auditor Engagement Letters for FY23 Audit and Preparation of Form 5500 Preparation for ELC 403B Retirement Plan
FINANCIAL IMPACT:	\$30,500 Annual Financial Audit Fiscal Year 2023 and Form 990 Preparation <u>12,600 403B Retirement Plan Year 2022 Audit and Form 5500 Preparation</u> \$43,100 Total (FY24 Budget)
AS RECOMMENDED BY:	N/A
ELC STAFF LEAD	C. Klima

Background Information:

In the Grant Agreement between the State of Florida Department of Education, Division of Early Learning (DEL), DEL mandates that all Early Learning Coalitions in the State of Florida receive an annual audit of financial statements and program compliance of major federal awards, as well as tests of internal controls as required under the Single Audit Act. On February 13, 2020, ELC selected Keefe McCullough, a Fort Lauderdale based CPA firm that specializes in not for profits, for single audit services, preparation of IRS form 990 and preparation of Department of Labor form 5500 for ELC's 403B Retirement Plan. The audit of FY 2022-2023 financial statements will be their fourth year in a five-year auditor rotation cycle.

Current Status:

Keefe McCullough is ready to begin preparatory work for the following upcoming annual audit engagements upon acceptance of the attached engagement letters.

Service	Dates	Cost
Fiscal Year 2022-2023 Financial Audit	Oct 2023 - Mar 2024	\$27,750
Preparation of 2022 IRS Form 990	Dec 2023 - Mar 2024	\$2,750
Plan Year 2022 403B Retirement Plan Financial Audit	Jul 2023 – Oct 2023	\$10,600
Preparation of 2020 IRS Form 5500	Jul 2023 - Oct 2023	\$2,000
Total		\$43,100

Summary

Audit Committee recommends that the Board accept the two attached engagement letters.

Supporting Documentation:

- Engagement Letter for Audit of Fiscal Year 2022-2023 Financial Statements and Form 990
- Engagement Letter for Plan Year 2022 403B Audit and Preparation of Plan Year Form 5500

May 8, 2023

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

Dear Christine:

We are pleased to confirm our understanding of the services we are to provide for Early Learning Coalition of Broward, Inc. (the "Organization") for the year ended June 30, 2023. This engagement letter represents the third renewal of the original agreement dated April 20, 2020.

Audit Scope and Objectives

We will audit the financial statements of the Organization, which comprise the statement of financial position as of June 30, 2023, the related statements of activities, functional expenses, and cash flows for the year then ended, and the disclosures (collectively, the "financial statements"). Also, the following supplementary information accompanying the financial statements will be subjected to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America (GAAS), and we will provide an opinion on it in relation to the financial statements as a whole in a report combined with our auditor's report on the financial statements, as required:

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

We will also prepare the Organization's federal information return (Form 990) for the year ended June 30, 2023.

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

The objectives also includes reporting on:

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

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

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

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

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

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

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

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

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

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

Audit Procedures - Internal Control

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

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

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

Audit Procedures - Compliance

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

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

Other Services

We will prepare the Organization's federal information return for the year ended June 30, 2023 based on information provided by you. We will also assist in preparing the financial statements, schedule of expenditures of federal awards and state financial assistance, and related notes of the Organization in conformity with accounting principles generally accepted in the United States of America, the Uniform Guidance, and Chapter 10.650, *Rules of the Auditor General* based on information provided by you. These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*. We will perform the services in accordance with applicable professional standards, including the Statements on Standards for Tax Services issued by the American Institute of Certified Public Accountants. The other services are limited to the financial statements, schedule of expenditures of federal awards and state financial assistance, related notes, and tax services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities. We will advise management with regard to tax positions taken in the preparation of the information return, but management must make all decisions with regard to those matters.

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

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Responsibilities of Management for the Financial Statements and Single Audits

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

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

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

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

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

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

Engagement Administration, Fees, and Other

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

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

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

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

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

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

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

	Audited Financial Statements	Preparation of IRS Form 990
June 30, 2023	\$ 27,750	\$ 2,750

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

Reporting

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

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

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

Very Truly Yours,

KEEFE McCULLOUGH



Martha G. Parker, C.P.A.

RESPONSE:

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

Management signature

Governance Signature

Title

Title

Date

Date

May 8, 2023

May 8, 2023

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

Dear Christine:

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

Audit Scope and Objectives

Except as described below, we will audit the financial statements of the Plan, an employee benefit plan subject to the Employee Retirement Income Security Act of 1974 (ERISA), as permitted by ERISA Section 103(a)(3)(C) (ERISA Section 103(a)(3)(C) audit). The financial statements which comprise the statement of net assets available for benefits as of December 31, 2022, and the related statement of changes in net assets available for benefits for the year then ended, and the disclosures (collectively, the "financial statements"). We will also report on the supplemental schedules of the Plan for the years ended December 31, 2022. The following supplementary information accompanying the financial statements, as applicable, will be subjected to the auditing procedures applied in our audit of the financial statements and certain additional procedures:

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statement

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

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

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

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

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

- Management override of internal controls
- Self-administration of Plan

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

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

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

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

Other Service

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

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

Responsibilities of Management for the Financial Statements

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

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

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

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

You agree to assume all management responsibilities for the Form 5500 preparation services and any other non-attest services we provide; oversee the services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

Engagement Administration, Fees, and Other

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

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

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

Our fee for services rendered will be based upon the difficulty of your engagement and the time and skill level of our personnel assigned. Work is assigned, according to its complexity, to the appropriate member of our staff. Our fee for the audit and preparation of Form 5500 is anticipated to be \$ 10,600 and \$ 2,000, respectively. An invoice for the services provided will be presented at the completion of the engagement or at the end of each semi-monthly billing period, whichever occurs first. Payment of our invoice is due when rendered.

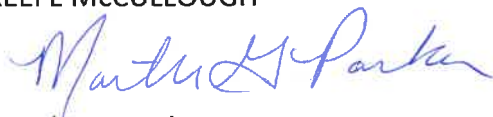
Reporting

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

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

Regards,

KEEFE McCULLOUGH



Martha G. Parker, C.P.A.

Acknowledgment:

Early Learning Coalition of Broward, Inc. Retirement Plan

Officer's signature

Officer's title

Date

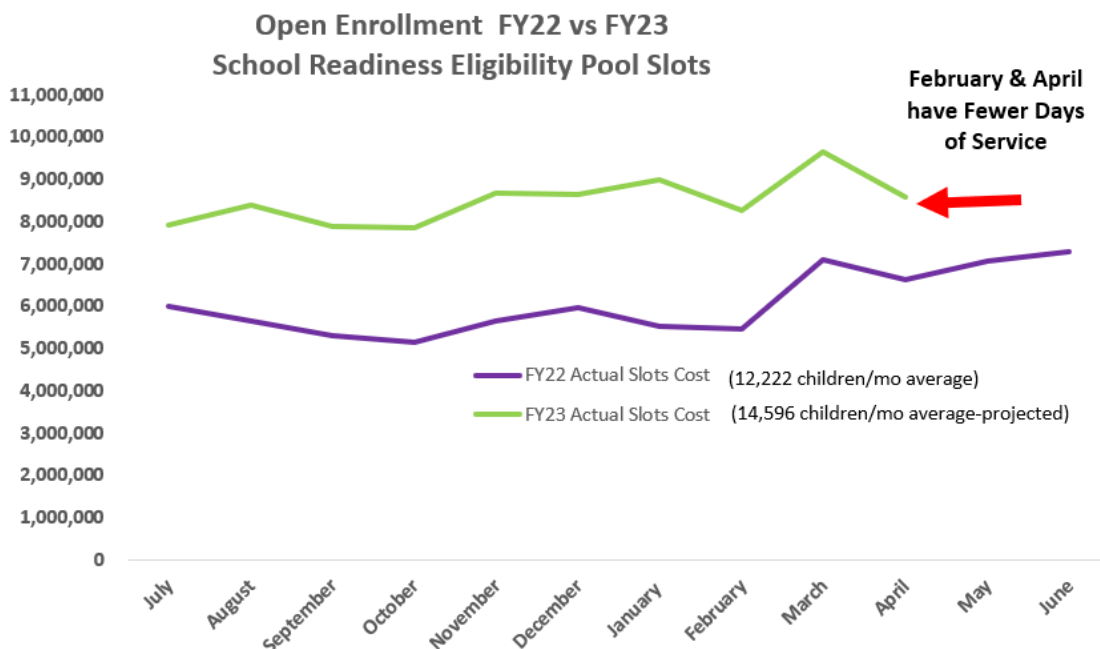
ITEM#/MEETING	B237FIN1 / Board
MEETING DATE:	June 14, 2023
SUBJECT:	April 2023 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve April 2023 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant
FINANCIAL IMPACT:	None

Background Information:

The Interim Financial Statements for the ten-month period ending April 30, 2023, are attached for review. Financial Highlights for the period are as follows:

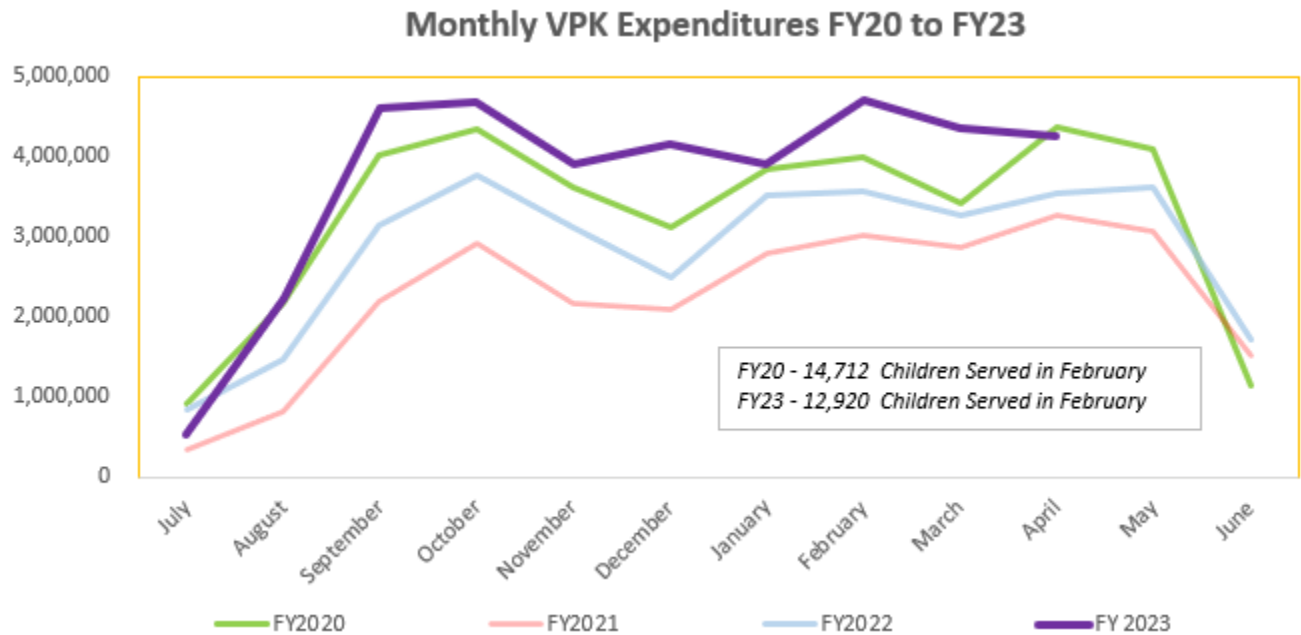
1. Overall

- School Readiness expenditures remain at an all-time high following more than two years of open enrollment that began in November 2020. DEL is in the process of issuing an updated allocation to cover the higher cost.
- VPK expenditures have rebounded due to high reimbursement rates, but enrollments remain below pre-pandemic levels.
- Non-Recurring Stimulus Program expenditures are on track to be expended in accordance with DEL rules and requirements.
- **School Readiness**
 - a. Slot expenditures remain at an all-time high for the fiscal year. 15,176 children received services in April, which is 18% or 2,400 children more than the prior year. Slot expenditures currently account for 86% of total DEL SR spending.
 - b. DEL will allocate \$11.5 million in additional SR base funding this week to cover the cost of higher enrollments for the balance of FY23. The non-recurring allocation will likely also include an estimated \$1.8 million to pay corresponding costs for gold seal and other rate differentials for qualifying child care centers. The \$11.5 million allocation is the second increase received this fiscal year, bringing the total additional to \$19.5 million.



2. VPK Expenditures

VPK April expenditures are still on track to exceed the pre-pandemic levels from FY20. This is primarily due to Statewide increase to reimbursement rates. Enrollment levels have increased since the pandemic has subsided, but they remain below pre-pandemic levels by approximately 2,000 children.



3. Stipends and Grants

Stipends and Grant Expense as of April 30, 2023		
Type	Paid	In Process FY23
ARPA Stabilization Grants	\$ 74,447,409	\$ 32,675,000
ARPA World Class Workforce Stipends	2,407,341	4,600,000
Broward Above & Beyond Stipends	1,800,925	1,200,000
INCENTIVE\$ Program Wage Supplements	565,903	250,000
University of Florida Training Stipends	79,560	5,000
Total	\$ 79,301,139	\$ 38,730,000

- The final round of ARPA stabilization grants will be issued after DEL finalizes its guidance and issues additional funding allocations as needed to all the Coalitions. Broward has \$32.6 million already available for this purpose and is ready to pay as soon as we know what the award formula will be.
- Staff continue to provide required trainings to educators and issue stipends weekly for the ARPA Build a World Class Workforce Program as participants complete milestones. Staff expect to fully expend the \$7 million allocation by year end.
- Stipends and provider bonus grants under the Broward Above and Beyond program are also in progress and all \$3 million earmarked for this are expected to be fully expended by year end.

Recommended Action:

Finance Committee recommend Board approve April 2023 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant

Supporting Documents:

- April 2023 Interim Financial Statements
- April 2023 Utilization Report



Early Learning Coalition of Broward County, Inc.

INTERIM FINANCIAL STATEMENTS FISCAL YEAR 2022-2023 For The Ten Months Ended April 30, 2023

Submitted to the Board

June 14, 2023

Early Learning Coalition of Broward County, Inc.
FY 2022-2023 Statement of Financial Position
As of April 30, 2023

	<u>April 30, 2023</u>	<u>April 30, 2022</u>
Assets:		
Cash	\$ 32,490,204	\$ 32,368,037
Grants Receivable	11,071,939	12,399,199
Accounts Receivable	1,252,191	705,537
Due From Providers	106,926	293,728
Prepaid Expense	316,130	223,164
Fixed Assets	11,484	13,262
Total Assets	<u><u>\$ 45,248,874</u></u>	<u><u>\$ 46,002,927</u></u>
Liabilities:		
Accounts Payable	\$ 1,015,511	\$ 365,290
Salary & Benefits Payable	476,842	367,917
Compensated Absences	393,550	394,749
Rent Abatement	225,281	206,298
Due to Providers	12,687,342	9,729,544
Due to Other Agencies	1,625,045	1,332,642
Deferred Revenue	28,484,803	33,270,011
Total Liabilities	<u><u>\$ 44,908,374</u></u>	<u><u>\$ 45,666,450</u></u>
Net Assets		
Unrestricted	340,500	336,477
Total Net Assets	<u><u>340,500</u></u>	<u><u>336,477</u></u>
Total Liabilities and Net Assets	<u><u>\$ 45,248,874</u></u>	<u><u>\$ 46,002,927</u></u>

Early Learning Coalition of Broward County, Inc.
FY 2022-2023 Statement of Activities
For The Ten Months Ended April 30, 2023

	Apr 2023 Actual	FY 2023 YTD Actual	FY 2022 YTD Actual
Revenue			
Recurring			
DEL School Readiness	\$ 8,026,823	\$ 74,757,349	\$ 53,052,879
DEL School Readiness Match Pool	400,189	4,330,288	4,491,876
DEL School Readiness Rate Differentials	1,205,465	11,021,553	6,873,536
DEL - School Readiness Program Assessments	109,289	408,206	
DEL - Voluntary Pre-K	3,722,057	32,807,732	28,775,561
CSC - Income Eligible	253,858	4,360,189	2,712,751
CSC - Vulnerable Populations	239,257	2,353,150	1,877,325
Broward County- SR Match	125,625	2,001,900	1,750,994
Univ of Florida Lastinger Ctr	3,250	79,560	31,690
Local Match: United Way & Cities	16,458	320,092	377,204
Miscellaneous Grants & Program Income	11,541	86,446	12,297
Subtotal Recurring Revenue	14,113,812	132,526,466	99,956,114
Non-Recurring Pandemic Relief			
DEL Preschool Development Grant		377,076	204,218
DEL - CARES/CRRSA Pandemic Relief	772,407	5,227,204	21,773,259
DEL-ARPA Pandemic Relief	1,500,353	78,553,110	10,599,595
DEL - ARPA VPK \$15/hr Wage Incentive	537,296	4,538,097	-
Subtotal Pandemic Relief	2,810,056	88,695,487	32,372,854
Total All Revenue	\$ 16,923,868	\$ 221,221,953	\$ 132,328,969
Expenses			
Child Care Slots and Incentives:			
DEL School Readiness	\$ 6,610,532	\$ 63,362,005	\$ 42,746,717
DEL School Readiness Match Pool	400,189	4,330,288	4,491,876
DEL School Readiness Rate Differentials	1,205,465	11,021,553	6,873,536
DEL - Voluntary Pre-K	3,575,799	31,486,920	27,548,805
DEL - ARPA VPK \$15/hr Wage Incentive	537,296	4,538,097	
CSC - Income Eligible	232,060	3,968,555	2,434,301
CSC - Vulnerable Populations	211,560	2,208,633	1,702,683
Broward County- Income Eligible	111,667	1,779,467	1,556,439
Municipalities-SR Local Match	16,458	320,092	376,788
Stipends and Grants to Providers	1,886,834	79,301,139	32,575,924
Subtotal Child Care Slots and Incentives	\$ 14,787,860	\$ 202,316,749	\$ 120,307,069
Sub Recipient Expense			
Children's Forum	18,330	146,151	65,695
211 Broward	33,459	317,405	359,497
Subtotal Sub Recipient Expense	\$ 51,789	\$ 463,556	\$ 425,192
ELC Operating Expense			
Salaries & Benefits	\$ 1,768,558	\$ 12,889,816	\$ 9,917,407
Attorneys	4,650	52,204	37,212
Auditors	-	32,000	36,500
Temporary Staff	-	1,232	32,287
Consultants	50,450	436,179	418,010
Staff & Board Travel	6,652	47,293	56,198
Insurance	4,295	43,067	37,628
Office Rent & Maintenance	40,299	391,582	461,046
Office Machines & Storage	401	10,766	6,504
Software Licenses	25,907	211,113	190,018
Internet, Email, Website, Phones	12,077	114,485	188,028
Cell Phones	15,978	89,449	39,367
Sponsorships & Memberships	6,407	65,868	60,242
Books for Kids	4,899	287,609	14,760
Instructional Materials	109,208	3,404,499	-
Other Operating Costs	28,010	241,198	227,654
Computer Equipment & Software	4,941	120,797	68,298
Furniture & Fixtures	-	790	675
Subtotal ELC Operating Expense	\$ 2,082,731	\$ 18,439,945	\$ 11,791,832
Total Expenses	\$ 16,922,380	\$ 221,220,249	\$ 132,524,093
Change in net assets	\$ 1,488	\$ 1,703	\$ (195,124)
Net assets, beginning of year		338,797	317,763
Net assets, end of the period		\$ 340,500	\$ 122,639

Early Learning Coalition of Broward County, Inc.
FY 2022-2023 Annual Budget to Actual by Month
For The Period Ending April 30, 2023
Detail

	FY 2023 Budget Amendment 4	YTD Actual	Balance	% of Budget	Notes
Revenue:					
Recurring					
DEL School Readiness	\$ 79,944,515	\$ 74,757,349	\$ 5,187,166	94%	High enrollments, addl allocation pending
DEL School Readiness Match Pool	5,124,438	4,330,288	794,150	85%	
DEL School Readiness Rate Differentials	13,092,311	11,021,553	2,070,758	84%	
DEL - School Readiness Program Assessments	620,191	408,206	211,985	66%	CLASS Observations in process
DEL - Voluntary Pre-K	43,973,704	32,807,732	11,165,972	75%	Expenditures Vary Over School Year
CSC - Income Eligible	4,923,314	4,360,189	563,125	89%	Different fiscal year, will even out Jul-Sep
CSC - Vulnerable Populations	2,485,992	2,353,150	132,842	95%	Additional allocation requested
Broward County- SR Match	3,256,496	2,001,900	1,254,595	61%	Different fiscal year, will even out Jul-Sep
Univ of Florida Lastinger Ctr	70,000	79,560	(9,560)	114%	Additional allocation awarded
Local Match: United Way & Cities	400,000	320,092	79,908	80%	
Miscellaneous Grants & Program Income	50,000	86,446	(36,446)	173%	Miscellaneous Program Income
Subtotal Recurring Revenue	153,940,961	132,526,466	21,414,495	86%	
Non-Recurring Pandemic Relief					
DEL Preschool Development Grant	387,496	377,076	10,420	97%	Mental Health Supports Program Ended Dec
DEL - CARES/CRRSA Pandemic Relief	8,053,271	5,227,204	2,826,067	65%	Final rounds of stipends pending
DEL-ARPA Pandemic Relief	115,968,498	78,553,110	37,415,388	68%	Final rounds of stipends/grants pending
DEL - ARPA VPK \$15/hr Wage Incentive	7,758,624	4,538,097	3,220,527	58%	Not all VPK provider participating
Subtotal Pandemic Relief	132,167,889	88,695,487	43,472,402	67%	
Total All Revenue	\$ 440,049,810	\$ 353,748,419	\$ 86,301,392	80%	
Expense					
Child Care Slots and Incentives					
DEL School Readiness	\$ 66,457,448	\$ 63,362,005	\$ 3,095,443	95%	High enrollments, addl allocation pending
DEL School Readiness Match Pool	5,124,438	4,330,288	794,150	85%	
DEL School Readiness Rate Differentials	13,092,311	11,021,553	2,070,758	84%	
DEL - Voluntary Pre-K	42,397,263	31,486,920	10,910,343	74%	Expenditures Vary Over School Year
DEL - ARPA VPK \$15/hr Wage Incentive	7,758,624	4,538,097	3,220,527	58%	Expenditures Vary Over School Year
CSC - Income Eligible	4,430,983	3,968,555	462,428	90%	Different fiscal year, will even out Jul-Sep
CSC - Vulnerable Populations	2,237,393	2,208,633	28,760	99%	Different fiscal year, will even out Jul-Sep
Broward County- Income Eligible	2,894,663	1,779,467	1,115,196	61%	
Local Match: United Way & Cities	400,000	320,092	79,908	80%	
Stipends and Grants to Providers	116,575,801	79,301,139	37,274,663	68%	
Subtotal Child Care Slots and Incentives	\$ 261,368,924	\$ 202,316,749	\$ 59,052,175	77%	
Sub Recipient Expense					
Children's Forum	237,308	\$ 146,151	91,157	62%	
211 Broward	462,000	317,405	144,595	69%	
Subtotal Sub Recipient Expense	\$ 699,308	\$ 463,556	\$ 235,753	66%	
ELC Operating Expense					
Salaries & Benefits	\$ 16,323,014	\$ 12,889,816	\$ 3,433,198	79%	
Attorneys	109,000	52,204	56,796	48%	Intermittent Expenditures
Auditors	42,500	32,000	10,500	75%	
Temporary Staff	50,000	1,232	48,768	2%	Intermittent Expenditures
Consultants	556,488	436,179	120,309	78%	
Staff & Board Travel & Training	75,000	47,293	27,707	63%	Intermittent Expenditures
Insurance	52,418	43,067	9,351	82%	
Office Rent & Maintenance	471,989	391,582	80,407	83%	
Office Machines & Storage	6,332	10,766	(4,434)	170%	Storage for Teachstone Training Material
Software Licenses	230,154	211,113	19,041	92%	Office 365 Vendor transition in process
Internet, Email, Website, Phones	131,866	114,485	17,380	87%	
Cell Phones	93,900	89,449	4,451	95%	Additional staff conducting site visits
Sponsorships & Memberships	61,285	65,868	(4,583)	107%	Intermittent Expenditures
Books for Kids	550,000	287,609	262,391	52%	Intermittent Expenditures
Instructional Materials	4,822,841	3,404,499	1,418,342	71%	
Other Operating Costs	273,803	241,198	32,605	88%	
Computer Equipment & Software	107,967	120,797	(12,830)	112%	Intermittent Expenditures
Furniture & Fixtures	11,542	790	10,752	7%	Intermittent Expenditures
Unallocated (Budget Only)	70,521	-	70,521	0%	
Subtotal ELC Operating Expense	\$ 24,040,617	\$ 18,439,945	\$ 5,600,672	77%	
Total Expense	\$ 286,108,849	\$ 221,220,249	\$ 64,888,600	77%	

Early Learning Coalition of Broward County, Inc.
FY 2021-2022 Annual Budget to Actual YTD
For The Period Ending April 30, 2023
Summary

	FY 2023 Budget Amendment 4	YTD Actual	Balance	% of Budget	Notes
Revenue:					
Recurring					
DEL School Readiness	\$ 79,944,515	\$ 74,757,349	\$ 5,187,166	94%	High enrollments, addl allocation pending
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Univ of Florida Lastinger Ctr	70,000	79,560	(9,560)	114%	Additional allocation awarded
Local Match: United Way & Cities	400,000	320,092	79,908	80%	
Miscellaneous Grants & Program Income	50,000	86,446	(36,446)	173%	Miscellaneous Program Income
Subtotal Recurring Revenue	153,940,961	132,526,466	21,414,495	86%	
Non-Recurring Pandemic Relief					
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Expense					
Child Care Slots and Incentives					
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Broward County- Income Eligible	2,894,663	1,779,467	1,115,196	61%	
Municipalities-SR Local Match	400,000	320,092	79,908	80%	
Stipends and Grants to Providers	116,575,801	79,301,139	37,274,663	68%	
Total Child Care Slots and Incentives	\$ 261,368,924	\$ 202,316,749	\$ 59,052,175	77%	
Program Expense					
Children's Forum	\$ 183,375	\$ 127,409	\$ 55,966	69%	Staff Turnover
211 Broward	337,000	214,716	122,284	64%	Staff Turnover
Eligibility, Payments & CCR&R	7,859,045	7,010,844	848,200	89%	
Quality & Education	10,486,505	7,371,669	3,114,836	70%	ARPA trainings in 4th Quarter
Total Program Expense	\$ 18,865,925	\$ 14,724,638	\$ 4,141,287	78%	
Administrative Expense					
Children's Forum	53,933	18,742	35,191	35%	Staff Turnover
211 Broward	125,000	102,689	22,311	82%	
ELC Administration	5,695,068	4,057,431	1,637,636	71%	1.1% of Revenues (ELC Only)
Total Administrative Expense	\$ 5,874,001	\$ 4,178,862	\$ 1,695,139	71%	1.2% of Revenues (All Admin)
Total Expenses	\$ 286,108,850	\$ 221,220,249	\$ 64,888,600	77%	

SCHOOL READINESS 3 YEAR UTILIZATION FY 2022 -2024

New Enrollments from Waitlist: Funding Changes:

Enrollment based on	Adtl SR Alloc:	\$ 8,000,000
zero waiting time eff April	Adtl QPI Alloc:	\$ 2,135,000



Assumptions:

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

FY24: Flat Funding and Flat Net Enrollments

Fiscal Year 2022-23

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness Base	School Readiness Gold Seal/QPI	Children's Services Council	Broward County	Total Slot Costs	Match	Net Billable	
A	Jul-22	21	13,240	-97	\$28.87	5,808,769	962,619	810,496	443,833	8,025,717	(35,015)	7,990,702	
A	Aug-22	23	13,891	+651	26.16	6,216,877	1,055,288	642,374	444,483	8,359,022	(34,400)	8,324,622	
A	Sep-22	22	13,817	-74	25.95	5,806,552	1,016,552	620,873	444,483	7,888,461	(28,557)	7,859,904	
A	Oct-22	21	14,260	+443	26.11	6,445,089	959,400	413,244		7,817,732	(30,693)	7,787,039	
A	Nov-22	22	14,453	+193	27.56	7,290,470	1,059,000	413,717		8,763,187	(28,975)	8,734,212	
A	Dec-22	22	14,676	+223	26.71	7,373,526	1,137,425	111,667		8,622,618	(36,876)	8,585,742	
A	Jan-23	22	14,967	+291	27.38	7,517,693	1,127,466	258,938	111,667	9,015,763	(38,924)	8,976,840	
A	Feb-23	20	15,000	+33	27.56	6,785,498	1,137,596	231,935	111,667	8,266,696	(37,139)	8,229,556	
A	Mar-23	23	15,099	+99	27.78	8,001,009	1,301,178	231,935	111,667	9,645,789	(43,568)	9,602,221	
A	Apr-23	20	15,176	+77	28.26	7,194,778	1,040,579	231,935	111,667	8,578,958	(41,996)	8,536,962	
P	May-23	23	15,251	+75	27.78	8,031,341	1,370,301	231,935	111,667	9,745,243	(48,413)	9,696,830	
P	Jun-23	22	15,326	+75	28.73	7,713,485	1,628,538	231,935	111,667	9,685,625	(48,486)	9,637,139	
Ave Enrollments (FY23 Baseline)			14,596		\$27.40	Proj Total	\$ 84,185,085	\$ 13,795,942	\$ 4,430,983	\$ 2,002,800	\$ 104,414,810	\$ (453,042)	\$ 103,961,768
Baseline FY23 over FY22			2,374			Budget	71,981,886	13,092,311	4,430,983	2,002,800	91,961,022	(453,042)	91,507,980
						Surplus(Deficit)	(12,203,199)	(703,631)	-	-	(12,453,788)	-	\$ (12,453,788)
Baseline FY23 over FY17			5,200	(FY17 Baseline= 9,396)		Carry-Over	-	-	-	-	-	-	-
Avg Cost FY23 over FY17			\$ 8.78	(FY17 Baseline = \$18.62)		Surplus(Deficit)	\$ (12,203,199)	\$ (703,631)	\$ -	\$ -	\$ (12,453,788)	\$ -	\$ (12,453,788)

Fiscal Year 2023-24

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	School Readiness Gold Seal/QPI	Children's Services Council	Broward County	Total Slot Costs	Match	Net Billable	
P	Jul-23	21	15,215	-111	\$27.43	7,231,274	1,059,935	269,495	202,464	8,763,168	(43,653)	8,719,515	
P	Aug-23	23	15,234	+20	27.40	7,991,487	1,136,474	269,495	202,464	9,599,920	(47,810)	9,552,110	
P	Sep-23	21	15,254	+20	27.42	7,245,964	1,067,071	269,495	202,464	8,784,994	(43,653)	8,741,341	
P	Oct-23	22	15,274	+20	27.40	7,550,565	1,259,105	269,495	127,745	9,206,911	(45,732)	9,161,179	
P	Nov-23	22	15,294	+20	27.40	7,507,020	1,314,458	269,495	127,745	9,218,719	(45,732)	9,172,987	
P	Dec-23	21	15,314	+20	27.37	7,067,829	1,337,229	269,495	127,745	8,802,298	(43,653)	8,758,645	
P	Jan-24	23	15,334	+20	27.35	7,877,049	1,371,947	269,495	127,745	9,646,236	(47,810)	9,598,426	
P	Feb-24	21	15,354	+20	27.37	7,067,106	1,360,494	269,495	127,745	8,824,840	(43,653)	8,781,187	
P	Mar-24	21	15,374	+20	27.43	7,204,800	1,252,689	269,495	127,745	8,854,729	(43,653)	8,811,076	
P	Apr-24	22	15,394	+20	27.41	7,579,765	1,306,898	269,495	127,745	9,283,904	(45,732)	9,238,172	
P	May-24	23	15,414	+20	27.83	8,106,470	1,363,130	269,495	127,745	9,866,840	(48,569)	9,818,270	
P	Jun-24	20	15,434	+20	28.85	7,293,678	1,215,963	269,495	127,745	8,906,882	(44,214)	8,862,668	
Average Enrollments (Baseline)			15,324		\$27.56	Proj Total	\$ 89,723,006	\$ 15,045,394	\$ 3,233,944	\$ 1,757,096	\$ 109,759,440	\$ (543,863)	\$ 109,215,577
Increase to baseline FY2			728			Budget	63,981,886	15,045,394	3,233,944	1,757,096	84,018,321	(543,863)	83,474,458
						Surplus(Deficit)	(25,741,119)	-	-	-	(25,741,119)	-	\$ (25,741,119)
Increase to baseline FY2			5,928	(FY17 Baseline= 9,396)		Carry-Over	-	-	-	-	-	-	-
Increase in Avg Cost over FY			\$ 8.94	(FY17 Baseline = \$18.62)		Surplus(Deficit)	\$ (25,741,119)	\$ -	\$ -	\$ -	\$ (25,741,119)	\$ -	\$ (25,741,119)

SCHOOL READINESS UTILIZATION FY 2021-2023

Children Services Council Vulnerable Population Contract

New Enrollments from Waitlist:

Enroll per Mo: 39
 Transfer to Sr/ Mo. 30 Avg
 Age Out/Exit Care: 5 Avg
 Rate Incr Effective 7/1/21 & 3/1/22

Funding Changes:



Assumptions:

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

Contract Year 2021-22

(CONTRACT EXTENSION)

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

Projected Total \$ 2,271,665
 FY2022 CSC Contract Extension **2,271,665**
 Surplus(Deficit) CSC Contract Year \$ -

Contract Year 2022-23

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day		Total Slot Costs	Adjustments	Net Billable
A	Oct-22	21	314	+4	35.90		236,755		236,755
A	Nov-22	22	285	-29	37.66		236,135		236,135
A	Dec-22	22	275	-10	36.17		218,800		218,800
A	Jan-23	22	270	-5	33.73		200,340		200,340
A	Feb-23	20	258	-12	37.51		193,568		193,568
A	Mar-23	23	279	+21	36.23		232,463		232,463
A	Apr-23	20	278	-1	37.95		211,017		211,017
P	May-23	23	281	+3	35.92		232,138		232,138
P	Jun-23	22	284	+3	35.92		224,416		224,416
P	Jul-23	21	287	+3	35.92		216,478		216,478
P	Aug-23	23	290	+3	35.92		239,573		239,573
P	Sep-23	21	293	+3	35.92		221,004		221,004

Projected Total \$ 2,662,686
 FY23 CSC Contract Year Bud \$ **2,190,668**
 Surplus(Deficit) CSC Contract Year \$ **(472,018)**

Contract Year 2023-24

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day		Total Slot Costs	Adjustments	Net Billable
P	Oct-22	22	293	+3	35.92		231,528		231,528
P	Nov-22	22	293	+	35.92		231,528		231,528
P	Dec-22	21	293	+	35.92		221,004		221,004
P	Jan-23	23	293	+	36.92		248,791		248,791
P	Feb-23	21	293	+	35.92		221,004		221,004
P	Mar-23	21	293	+	35.92		221,004		221,004
P	Apr-23	22	293	+	35.92		231,528		231,528
P	May-23	23	293	+	35.92		242,052		242,052
P	Jun-23	20	293	+	35.92		210,480		210,480
P	Jul-23	23	297	+4	35.92		245,356		245,356
P	Aug-23	22	302	+5	35.92		238,639		238,639
P	Sep-23	21	307	+5	35.92		231,564		231,564

Projected Total \$ 2,774,475
 FY23 CSC Contract Year Bud \$ **2,190,668**
 Surplus(Deficit) CSC Contract Year \$ **(583,807)**

ITEM#/MEETING	B237FIN2 / Board
MEETING DATE:	June 14, 2023
SUBJECT:	FY 2023 Budget Amendment #5
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve FY2023 Budget Amendment #5 as presented and amended
FINANCIAL IMPACT:	\$23,692,764 Increase in Revenue and Expenditure

Background Information:

In June 2022, the Board approved a preliminary annual budget that reflected estimated revenues and expenditures pending receipt of actual grant award letters from funders. In September, the Board approved Budget Amendment #1, which included updated amounts from those actual awards. In November, the Board Approved Amendment #2, which further updated the awards with large allocations pending further guidance. In December, the Board Approved Amendment #3 which reallocated funds in accordance with DEL guidance for fiscal year 2023. In February, the Board Approved Amendment #4 which primarily reflected an \$8 million increase to SR base funding for slot expenditures. In June, staff expect to receive an additional increase to SR base and ARPA funding and propose budget amendment #5

Current Status: Key changes and updates Included in FY2023 Budget Amendment #5 are as follows:

1. \$11,892,000 Additional Allocation for School Readiness Child Care:

Staff estimate that DEL will award an additional \$11,500,000 for School Readiness base during the week of June 5, 2023. 100% of these newly allocated funds will be applied for slots. ELC's SR child care costs are at an all-time high after a 2.5-year push by DEL to clear waiting lists Statewide with extra funding. While it remains unclear whether DEL will continue to fund current enrollment levels next year, FY23 results have shown how much the need for child care services in Broward exceeds historical allocations from the State.

In May, 2023 Broward received \$392,000 for additional Quality Performance Incentives (QPI), which are tiered reimbursement rate differentials based on provider CLASS scores. DEL awards QPI, Gold Seal and Special Needs Differential funding to each coalition based on need and has made adjustments to allocations throughout this fiscal year.

2. \$11,785,764 Additional Allocation for ARPA Stabilization Grants and Building a World Class Workforce Program

In May 2023 DEL awarded ELC a \$1 million supplement to Broward's existing ARPA allocation for educator stipends bringing the total pool to \$7.4 million. The ARPA educator stipend program will sunset on June 30. The remaining \$892K allocation is earmarked for other ARPA workforce support activities that DEL will probably roll over for expenditure in FY24.

On June 7, 2023, the day after the Finance Committee met and approved Budget Amendment #5, DEL issued a notice of award for \$9,951,148 in ARPA Stabilization Grant funds to increase Broward's total allocation for the final round of ARPA grants to \$37.1 million. To date, staff have received and approved 598 applications for the final round. Grant amounts range from less than \$10k to nearly \$300K with an average amount at \$62K. With the funding award and grant amounts finalized, staff are now able to initiate the DEL process for requesting a cash advance against the allocation. The cash advance is the last hurdle to get over before the grants are actually issued to eligible providers on June 30 (or earlier if possible).

3. \$15,000 Additional Allocation for University of Florida Online Learning Training Stipends.


Recommendations:

Finance Committee recommend the Board approve FY 23 budget amendment #5 as presented and amended.

Supporting Documents:

- Draft FY2023 Budget Amendment #5, comparison to two prior years, and comparison to current year actuals

FY2023 Budget Amendment #5 by Business Activity (Proposed & Updated 6.7.23)

	FY 2023	FY 2023	FY 2023	FY 2023	FY 2023
	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Education & Quality Services	Administration	Total Budget
Revenue:					
Recurring					
DEL School Readiness	\$ 77,957,449	\$ 6,060,500	\$ 2,598,119	\$ 4,828,448	\$ 91,444,515
DEL School Readiness Match	5,124,438	-	-	-	5,124,438
DEL School Readiness Rate Differentials	13,484,311	-	-	-	13,484,311
DEL Program Assessments	-	-	620,191	-	620,191
DEL - Voluntary Pre-K	42,282,408	1,268,472	-	422,824	43,973,704
CSC - Income Eligible	4,430,983	369,249	-	123,083	4,923,314
CSC - Vulnerable Populations	2,237,393	186,449	-	62,150	2,485,992
Broward County- Income Eligible	2,894,663	271,375	-	90,458	3,256,496
Univ of Florida Lastinger Ctr	-	-	85,000	-	85,000
Local Match: United Way & Cities	400,000	-	-	-	400,000
Miscellaneous Grants & Program Income	-	-	50,000	-	50,000
Subtotal Recurring Revenue	\$ 148,811,644	\$ 8,156,045	\$ 3,353,310	\$ 5,526,963	\$ 165,847,961
Non-Recurring Pandemic Relief					
DEL Preschool Development Grant	-	-	368,121	19,375	387,496
DEL-CARES/CRRSA Pandemic Relief	114,855	-	7,535,752	402,664	8,053,271
DEL - ARPA Stabilization & Workforce	-	-	127,254,262	500,000	127,754,262
DEL - ARPA VPK \$15/hr Wage Incentive	7,758,624	-	-	-	7,758,624
Subtotal Pandemic Relief	\$ 7,873,479	\$ -	\$ 135,158,136	\$ 922,038	\$ 143,953,653
Total All Revenue	\$ 156,685,123	\$ 8,156,045	\$ 138,511,445	\$ 6,449,001	\$ 309,801,614
Expense:					
Child Care Slots & Incentives					
DEL School Readiness	\$ 77,957,449				\$ 77,957,449
DEL School Readiness Match Pool	5,124,438				5,124,438
DEL School Readiness Rate Differentials	13,484,311				13,484,311
DEL - Voluntary Pre-K	42,397,263				42,397,263
DEL - ARPA VPK \$15/hr Wage Incentive	7,758,624				7,758,624
CSC - Income Eligible	4,430,983				4,430,983
CSC - Vulnerable Populations	2,237,393				2,237,393
Broward County- Income Eligible	2,894,663				2,894,663
Local Match: United Way & Cities	400,000				400,000
Stipends and Grants to Providers	-		127,981,523		127,981,523
Total Child Care Slots & Incentives	\$ 156,685,123	\$ -	\$ 127,981,523	\$ -	\$ 284,666,646
Sub Recipient Expense					
Children's Forum		-	183,375	\$ 53,933	237,308
211-Broward		337,000	-	\$ 125,000	462,000
Total Sub Recipient Expense	\$ -	\$ 337,000	\$ 183,375	\$ 178,933	\$ 699,308
ELC Operating Expense					
Salaries & Benefits		\$ 7,615,325	\$ 5,092,501	\$ 3,615,188	\$ 16,323,014
Attorneys		-	-	109,000	109,000
Auditors		-	-	42,500	42,500
Temporary Staff		-	-	50,000	50,000
Consultants		27,250	277,750	251,488	556,488
Staff & Board Travel		-	18,274	56,726	75,000
Insurance		27,642	16,821	7,955	52,418
Office Rent & Utilities		255,992	146,630	69,367	471,989
Office Machines & Storage		-	-	11,410	11,410
Software Licenses		18,785	12,950	198,419	230,154
Internet & Phones		83,725	50,664	(2,523)	131,866
Cell Phones		-	2,700	91,200	93,900
Sponsorships & Memberships		-	-	66,285	66,285
Books for Kids		-	550,000	-	550,000
Intructional Materials		-	4,822,841	-	4,822,841
Other Operating Costs		4,000	14,633	255,170	273,803
Computer Equipment & Software		59,846	44,965	23,156	127,967
Furniture & Fixtures		-	-	11,542	11,542
Unallocated (Budget Only)	-	(273,521)	(704,181)	1,413,185	435,484
Total ELC Operating Expense	\$ -	\$ 7,819,045	\$ 10,346,547	\$ 6,270,068	\$ 24,435,660
Total Expense	\$ 156,685,123	\$ 8,156,045	\$ 138,511,445	\$ 6,449,001	\$ 309,801,614
Revenue over Expense	\$ -	\$ -	\$ -	\$ -	\$ -

Percent Total Expenses

50.58%

2.63%

44.71%


2.08%

100.00%

Proposed FY2023 Amended Budget Three Year Comparison Amendment #5

	FY21	FY22	FY23	FY23	+/-	
	FY2021 Actual	FY2022 Actual	FY2023 Amendment 4 Approved February 2023	FY2023 Amendment 5 Proposed	Change Amendment 5 over Amendment 4	Reason for Change
Revenue:						
Recurring						
DEL School Readiness	\$ 54,284,918	\$ 66,402,097	\$ 79,944,515	\$ 91,444,515	\$ 11,500,000	Allocation Pending
DEL School Readiness Match	5,489,725	5,331,414	5,124,438	5,124,438	-	
DEL School Readiness Rate Differentials	9,808,783	8,561,947	13,092,311	13,484,311	392,000	Add'l Allocation/CLASS Tiered Rates
DEL Program Assessments		403,260	620,191	620,191	-	
DEL - Voluntary Pre-K	27,139,415	34,068,364	43,973,704	43,973,704	-	
CSC - Income Eligible	4,502,338	3,514,532	4,923,314	4,923,314	-	
CSC - Vulnerable Populations	1,725,958	2,313,271	2,485,992	2,485,992	-	
Broward County- Income Eligible	2,205,796	2,037,895	3,256,496	3,256,496	-	
Univ of Florida Lastinger Ctr	49,900	72,785	70,000	85,000	15,000	Additional Allocation for Stipends
Local Match: United Way & Cities	371,301	406,881	400,000	400,000	-	
Miscellaneous Grants & Program Income	291,221	13,103	50,000	50,000	-	
Subtotal Recurring Revenue	\$ 105,869,354	\$ 123,125,548	\$ 153,940,961	\$ 165,847,961	\$ 11,907,000	
Non-Recurring Pandemic Relief						
DEL Preschool Development Grant	872,970	256,437	387,496	387,496	-	
DEL-CARES/CRRSA Pandemic Relief	27,543,012	22,051,941	8,053,271	8,053,271	-	
DEL - ARPA Stabilization & Workforce		21,245,313	115,968,498	127,754,262	11,785,764	Add'l Allocation Stipends/Grants
DEL - ARPA VPK \$15/hr Wage Incentive			7,758,624	7,758,624	-	
Subtotal Pandemic Relief	\$ 28,415,982	\$ 43,553,691	\$ 132,167,889	\$ 143,953,653	\$ 11,785,764	
Total All Revenue	\$ 134,285,336	\$ 166,679,239	\$ 286,108,850	\$ 309,801,614	\$ 23,692,764	
Expense:						
Child Care Slots & Incentives						
DEL School Readiness	\$ 52,081,835	\$ 53,570,539	\$ 66,457,448	\$ 77,957,449	\$ 11,500,000	Allocation Pending
DEL School Readiness Match Pool	5,489,725	5,331,414	5,124,438	5,124,438	-	
DEL School Readiness Rate Differentials	9,808,783	8,561,947	13,092,311	13,484,311	392,000	Add'l Allocation/CLASS Tiered Rates
DEL - Voluntary Pre-K	26,047,263	32,774,267	42,397,263	42,397,263	-	
DEL - ARPA VPK \$15/hr Wage Incentive		-	7,758,624	7,758,624	-	
CSC - Income Eligible	3,981,297	3,170,100	4,430,983	4,430,983	-	
CSC - Vulnerable Populations	1,552,987	2,095,651	2,237,393	2,237,393	-	
Broward County- Income Eligible	1,960,701	1,811,462	2,894,663	2,894,663	-	
Local Match: United Way & Cities	371,341	406,885	400,000	400,000	-	
Stipends and Grants to Providers	19,215,243	43,687,281	116,575,801	127,981,523	11,405,722	Add'l Allocation Stipends/Grants
Total Child Care Slots & Incentives	\$ 120,509,175	\$ 151,409,546	\$ 261,368,924	\$ 284,666,646	\$ 23,297,722	
Sub Recipient Expense						
School Board of Broward County	1,192,800	-	-	-	-	
Children's Forum	72,739	112,098	237,308	237,308	-	
211-Broward	455,193	447,355	462,000	462,000	-	
Total Sub Recipient Expense	\$ 1,720,732	\$ 559,453	\$ 699,308	\$ 699,308	\$ -	
ELC Operating Expense						
Salaries & Benefits	\$ 10,279,570	\$ 12,137,603	\$ 16,323,014	\$ 16,323,014	\$ -	
Attorneys	62,127	46,613	109,000	109,000	-	
Auditors	37,500	46,800	42,500	42,500	-	
Temporary Staff	2,697	46,637	50,000	50,000	-	
Consultants	185,427	536,852	556,488	556,488	-	
Staff & Board Travel	10,465	93,930	75,000	75,000	-	
Insurance	33,492	42,105	52,418	52,418	-	
Office Rent & Utilities	432,396	460,797	471,989	471,989	-	
Office Machines & Storage	8,545	7,005	6,332	11,410	5,079	Storage for CLASS training material
Software Licenses	194,325	221,725	230,154	230,154	-	
Internet & Phones	101,141	147,324	131,866	131,866	-	
Cell Phones	55,444	59,449	93,900	93,900	-	
Sponsorships & Memberships	46,984	65,525	61,285	66,285	5,000	Books, Bucks & Backpacks Table
Books for Kids	280,982	249,260	550,000	550,000	-	
Instructional Materials	27,436	111,766	4,822,841	4,822,841	-	
Other Operating Costs	254,987	328,025	273,803	273,803	-	
Computer Equipment & Software	35,013	90,253	107,967	127,967	20,000	New Server & Replacement Laptops
Furniture & Fixtures	6,773	675	11,542	11,542	-	
Depreciation	3,916	1,778	-	-	-	
Unallocated (Budget Only)	-	-	70,521	435,484	364,963	Unallocated
Total ELC Operating Expense	\$ 12,059,221	\$ 14,694,122	\$ 24,040,617	\$ 24,435,660	\$ 395,042	
Total Expense	\$ 134,289,128	\$ 166,663,121	\$ 286,108,850	\$ 309,801,614	\$ 23,692,764	
Revenue over Expense	\$ (3,792)	\$ 16,118	\$ -	\$ -	\$ -	

Proposed FY23 Amendment #5 vs Year to Date Actual

	FY23	FY23	FY23	FY23	Notes
	FY23 Amendment 5 Proposed	YTD Actual April 2023	Balance	Percent Spent	
Revenue:					
Recurring					
DEL School Readiness	\$ 91,444,515	\$ 74,757,349	\$ 16,687,166	82%	CLASS Observations in process Utilization varies through school year
DEL School Readiness Match	5,124,438	4,330,288	794,150	85%	
DEL School Readiness Rate Differentials	13,484,311	11,021,553	2,462,758	82%	
DEL Program Assessments	620,191	408,206	211,985	66%	
DEL - Voluntary Pre-K	43,973,704	32,807,732	11,165,972	75%	
CSC - Income Eligible	4,923,314	4,360,189	563,125	89%	
CSC - Vulnerable Populations	2,485,992	2,353,150	132,842	95%	
Broward County- Income Eligible	3,256,496	2,001,900	1,254,595	61%	
Univ of Florida Lastinger Ctr	85,000	79,560	5,440	94%	
Local Match: United Way & Cities	400,000	320,092	79,908	80%	
Miscellaneous Grants & Program Income	50,000	86,446	(36,446)	173%	Final rounds nearly complete
Subtotal Recurring Revenue	165,847,961	132,526,466	33,321,495	80%	
Non-Recurring Pandemic Relief	-	-	-	-	
DEL Preschool Development Grant	387,496	377,076	10,420	97%	Mental Health Supports Grant Ended Dec Final Rounds of Stipends Pndg Final Rounds of Grants & Stipends Pndg Not all VPK Providers Participating
DEL-CARES/CRRSA Pandemic Relief	8,053,271	5,227,204	2,826,067	65%	
DEL - ARPA Stabilization & Workforce	127,754,262	78,553,110	49,201,152	61%	
DEL - ARPA VPK \$15/hr Wage Incentive	7,758,624	4,538,097	3,220,527	58%	
Subtotal Pandemic Relief	143,953,653	88,695,487	55,258,166	62%	
Total All Revenue	\$ 309,801,614	\$ 221,221,953	\$ 88,579,661	71%	
Expense:					
Child Care Slots & Incentives					
DEL School Readiness	\$ 77,957,449	\$ 63,362,005	\$ 14,595,444	81%	Utilization varies through school year Not all VPK Providers Participating On different fiscal year, will even out On different fiscal year, will ramp up
DEL School Readiness Match Pool	5,124,438	4,330,288	794,150	85%	
DEL School Readiness Rate Differentials	13,484,311	11,021,553	2,462,758	82%	
DEL - Voluntary Pre-K	42,397,263	31,486,920	10,910,343	74%	
DEL - ARPA VPK \$15/hr Wage Incentive	7,758,624	4,538,097	3,220,527	58%	
CSC - Income Eligible	4,430,983	3,968,555	462,428	90%	
Broward County- Income Eligible	2,894,663	1,779,467	1,115,196	61%	
Local Match: United Way & Cities	400,000	320,092	79,908	80%	
Stipends and Grants to Providers	127,981,523	79,301,139	48,680,384	62%	
Total Child Care Slots & Incentives	\$ 284,666,646	\$ 202,316,749	\$ 82,349,897	71%	Final Rounds of Grants & Stipends Pending
Sub Recipient Expense					
Children's Forum	237,308	146,151	91,157	62%	Staff turnover Staff turnover
211-Broward	462,000	317,405	144,595	69%	
Total Sub Recipient Expense	\$ 699,308	\$ 463,556	\$ 235,753	66%	
ELC Operating Expense					
Salaries & Benefits	\$ 16,323,014	\$ 12,889,816	\$ 3,433,198	79%	Intermittent Expenditures
Attorneys	109,000	52,204	56,796	48%	
Auditors	42,500	32,000	10,500	75%	
Temporary Staff	50,000	1,232	48,768	2%	Intermittent Expenditures
Consultants	556,488	436,179	120,310	78%	Intermittent Expenditures
Staff & Board Travel	75,000	47,293	27,707	63%	
Insurance	52,418	43,067	9,351	82%	
Office Rent & Utilities	471,989	391,582	80,407	83%	One time storage in 4th Quarter Office 365 Vendor transition in process
Office Machines & Storage	11,410	10,766	645	94%	
Software Licenses	230,154	211,113	19,041	92%	
Internet & Phones	131,866	114,485	17,380	87%	Additional staff conducting site visits Intermittent Expenditures
Cell Phones	93,900	89,449	4,451	95%	
Sponsorships & Memberships	66,285	65,868	417	99%	
Books for Kids	550,000	287,609	262,391	52%	Intermittent Expenditures
Instructional Materials	4,822,841	3,404,499	1,418,342	71%	Intermittent Expenditures Intermittent Expenditures
Other Operating Costs	273,803	241,198	32,605	88%	
Computer Equipment & Software	127,967	120,797	7,170	94%	
Furniture & Fixtures	11,542	790	10,752	7%	
Unallocated (Budget Only)	435,484	-	435,484		
Total ELC Operating Expense	\$ 24,435,660	\$ 18,439,945	\$ 5,995,715	75%	
Total Expense	\$ 309,801,614	\$ 221,220,249	\$ 88,581,364	71%	
Revenue over Expense	\$ -	\$ 1,703	\$ (1,703)		

ITEM#/MEETING	FB237FIN3 / Board
MEETING DATE:	June 14, 2023
SUBJECT:	Preliminary FY 2024 Budget
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Preliminary FY 2024 Budget
FINANCIAL IMPACT:	\$141,971,684 FY 2024 Revenue and Expense
ELC STAFF LEAD	C. Klima

Background Information:

Each year ELC estimates revenues and expenses for the upcoming fiscal year using preliminary allocation information from the State Legislature and the Florida Department of Education Division of Early Learning (DEL), as well as prior year spending patterns and future year program needs. The preliminary budget is used as a basis to complete new agreements and contract renewals for ELC's vendors and to ensure continuity of service pending the Governor's signature on the Budget Act and receipt of formal award letters from DEL.

At the first FY 2024 Finance Committee and Board meetings currently scheduled for August/September 2023, staff will update the budget as appropriate with the actual amounts of the awards received. It is also possible that DEL will provide more information between the time of the finance Committee meetings and our upcoming Board meeting on June 14. We, along with other Coalitions continue to urge DEL to share allocation information earlier rather than later to prevent disruption and facilitate informed decision-making.

Current Status:

ELC staff will go into fiscal year 2024 hopeful that we can sustain and build on the extraordinary gains we made in fiscal year 2023 expanding services for children, families and child care providers.

The wish-list for the budget is long and ambitious:

- Maintain our enrollment levels at or as near as possible to the all-time highs we achieved after more than two feverish years working to clear (and then keep clear) our School Readiness waiting list.
- Continue working face to face with the early care workforce to help recruit, retain and upskill individual educators through Broward Above and Beyond.
- Expand our critically needed inclusion services.
- Offer more in-house training and certification opportunities.
- Continue to get the word out about ELC services and expand our reach in the community.
- Keep leveraging technology to operate better, faster, and smarter.
- Launch new pilots and projects to take ELC into new territory.
- And much more...

Meanwhile, the framework for expenditures remains the same as prior year with 97% of all funds earmarked for Direct Services to Families and Providers and Program Support.

FY24 Expense Allocation Framework			
Child Care & Grants to Providers	\$	123,360,074	87%
Program Support		13,891,082	10%
Subtotal Direct Service & Support	\$	137,251,156	97%
Administration		4,720,528	3%
Total	\$	141,971,683	100%

Unfortunately, however, the State of Florida's budget process and DEL's lengthy timeline for awarding certain allocations have left important elements of our budget picture incomplete. This means our preliminary budget proposal must temporarily account for funding gaps to balance expenses with confirmed allocated revenue while waiting for DEL to finalize the certain funding pools under their control. In particular, while DEL deliberates about allocation methodologies and timing, we must grapple with two key (but hopefully temporary) funding gaps totaling more than \$23 million that affect how many children we can enroll and business continuity for the Broward Above and Beyond Program:

Key FY24 Revenue Gaps

Revenue Item	FY23	FY24	Gap	Available Funding at DEL
DEL School Readiness Base (Including DEL SR Match)	\$91,444,515	\$76,088,524	(\$15,355,991)	\$77,000,000
Stimulus Funds for Local Workforce Support	\$8,053,271	\$0	(\$8,053,271)	\$315,000,000
Total	\$ 99,497,786	\$76,088,524	(\$23,409,262)	\$392,000,000

To address these temporary shortfalls in our preliminary budget, we offer the following assumptions and recommendations to create a balanced budget that will preserve our services and capacity as much as possible in the interim while still affording us the flexibility to act on new allocation information as soon as it becomes available. The plan consists of the following key elements that will be discussed in more detail below and during the presentation at the Board meeting:

1. Temporary pause on new School Readiness Enrollments pending the availability of increased stimulus funding.
2. Prioritize applying new funds set to be allocated in September/October to slots to the extent possible and re-start a modest pace of enrollments as appropriate.
3. Cross-train certain staff so we can quickly adjust job assignments in step with new funding information as soon it becomes available.
4. Eliminate 20 vacant staff positions that were previously funded with stimulus dollars.
5. Defer contracting for some vendor services pending the availability of new stimulus funding.
6. Continue to advocate Statewide for timely allocations of all funding and for finding equitable solutions to funding formula flaws.

1. Temporary pause on new School Readiness Enrollments pending the availability of increased stimulus funding:

Given that we will start fiscal year 2024 with more than 15,000 children receiving subsidized services each month yet our currently secured School Readiness base funding allocation (including match and local) can only cover costs for an estimated average of 11,000 children per month, we recommend a temporary pause to new enrollment until we receive additional funding for slots from DEL. Such a pause will:

- a. Reduce enrollment by an estimated 350 children per month (approximately 4,200 over the full year)
- b. Save an estimated \$5 million in slot costs by September (or an estimated total of \$13,250,000 over the full year)¹
- c. Allow us to avoid disenrollment in the worst-case scenario.

¹ Cost savings from attrition are highest in the early months of the year because we realize 10-12 months of cost savings per child dropped vs only 1-3 months of cost savings toward the end of the year.

- d. Allow us time to re-start enrollments and bring service levels back up in the best-case scenario.
- e. Allow a potential \$6-7M deficit at year end to be managed through State and Local funding carrybacks from FY25.

2. *Prioritize applying new funds set to be allocated between July and October to slots to the extent possible and re-start a modest pace of enrollments as appropriate.*

In an effort to maintain the hard-won gains we've made in recent years, meeting the large unmet need for services in Broward County, staff will allocate new funding for slots whenever possible to alleviate the need for drops through attrition. This means we must maintain staff capacity for enrollment and redetermination while we wait for additional funding. Out of the \$77 million that the state has available for filling School Readiness funding gaps, an allocation of approximately \$8 million or more would allow us to begin enrolling again to slow the pace of monthly attrition. This represents approximately 10% of the total available pool and is in alignment with DEL's funding allocation methods in the past, making it a highly likely funding scenario.

3. *Cross-train certain staff so management may quickly adjust job assignments in step with new funding information as soon it becomes available.*

As DEL's ARPA stipend program sunsets and we wait for information about our specific allocation of the \$315 million in newly appropriated ARPA discretionary funding (for similar purposes), we have encouraged grant-funded staff that processed stipends to fill vacant positions on the Eligibility team. This will allow us the flexibility to transfer staff between the School Readiness program and potential new ARPA-funded workforce support initiatives that may also include stipend processing. Such flexibility permits us to lower eligibility staff costs if needed by transferring staff to other funding and it preserves our capacity to quickly launch a new stipend program when new funding is finally awarded.

4. *Eliminate 20 vacant staff positions that sunset with DEL's ARPA stipend program. \$261,098 net savings. Staffing plan assumptions for FY24 are as follows:*

- a. \$650,000 reduction to staff costs by eliminating twenty (20) now vacant 6-month roles that were previously approved for CRRSA and ARPA workforce support activities. See the attached revised organizational chart and the proposed staffing plan amendment below.
- b. \$388,902 Merit increase pool calculation based on 3.5% average increase in accordance with existing salary administration policy.
- c. $\$650,000 - \$388,902 = \$261,098$ net savings

FY 2024 Proposed Amended Staffing Plan

Business Unit	FY 2023 Approved December	FY 2024 Proposed	Proposed FTE Change	Notes
CEO & Support	2.0	2.0	0.0	Eliminate 1 Vacant ARPA Stipend Role
Finance & Contracts	13.0	12.0	(1.0)	
Operations	12.0	12.0	0.0	
IT	7.0	7.0	0.0	
CPO & Communications	4.0	4.0	0.0	
Total Admin FTE	38.0	37.0	(1.0)	
Provider Payments	15.0	15.0	0.0	Eliminate 19 Vacant ARPA Stipend Roles
Provider Relations	13.0	13.0	0.0	
Eligibility	74.0	74.0	0.0	
Customer Service & CCR&R	22.0	22.0	0.0	
Quality & Education	72.0	53.0	(19.0)	
Total Program FTE	196.0	177.0	(19.0)	
Total Budget FTE	234.0	214.0	(20.0)	

5. *Defer contracting for some vendor services pending the availability of new stimulus funding. \$1,245 deferred pending available new funding:*

Vendor	Service	Budget	Reason for Deferral	New Start Date
Scholastic	Bookworms	\$300,000	Amount Flexible. Program Easily Starts and Stops	October
BLI	Business Training for Child Care Center Operators	\$50,000	Program begins in September	September
Children's Forum	INCENTIVE\$ Wage Supplements	\$500,000	Currently funded for \$575K, Supplemental funding tied to ARPA funding	October
One Beat	CPR training for Providers	\$20,000	Currently funded for \$20K, Supplemental funding tied to ARPA funding	October
Multiple	Professional Development Training and Coaching for Staff	\$75,000	Flexible Scheduling Available	October
M Network	Communications and Outreach for Programs	\$300,000	Amount Flexible. Hold for ARPA funding	August
Total Deferrals		\$1,245,000		

6. *Continue to advocate Statewide for timely allocations of all funding and for finding equitable solutions to funding formula flaws.*

Given the degree to which open enrollment has made clear that historical funding allocations fall far short of meeting the need for services in Broward and the disruptive impact on business operations and services when allocations are awarded inconsistently and often several months into the new fiscal year, staff remain committed to advocating for change. Staff continue to energetically educate legislators and regulators about the business consequences of:

- a. A funding formula that does not consider un-met need,

- b. A slow and inconsistent allocation process for DEL-controlled funding pools; and
- c. The lack of clear philosophical guidance about how the State views the balance between enrollments, provider reimbursement rates and the existence of waiting lists for School Readiness services.

7. Other FY24 Revenue Updates:

- a. **VPK:** ELC's FY24 VPK base funding allocation is approximately \$3 million lower than the previous year due to State Estimating Conference projections showing a decrease in the number of participating 4-year-olds in Broward. The State has also opted not to renew the stimulus funded VPK rate premium available to Providers that pay \$15/hr or higher for their VPK teaching staff.
- b. **SR Rate Differentials:** DEL adjusts allocations for School Readiness rate differentials paid to qualifying providers based on their estimate of ELC's need under program rules. Rate differential allocations relate only to provider service qualifications during reimbursement calculation, and they have no effect on the number of children the Coalition can enroll.
- c. **CSC:** Children's Services Council has awarded ELC an additional \$1 million for FY24 to cover increased usage and higher costs for the Vulnerable Populations program now that the pandemic has subsided. The additional funds offset a net reduction of a similar amount in the Financially Assisted Child Care program that the Council approved last year but will not be realized until July 2023.
- d. **Broward County:** Broward County has elected to increase funding for School Readiness match with another one-time funding award of \$900,000 for July to September 2023. Broward County has elected to increase funding for School Readiness match with another one-time funding award of \$900,000 for July to September 2023. The additional award will keep their funding level with prior year.
- e. **Stimulus Funding:** DEL's large pandemic relief grants through the Preschool Development Grant (PDG), the Coronavirus Response and Relief Act (CRRSA), and the American Rescue Plan Act (ARPA) funds are all scheduled to sunset as of June 30, 2023. However, follow on funding from a \$315 million pool of residual ARPA funds is widely expected to be allocated by October for one final year of stimulus funded system support. DEL will provide guidance to the Coalitions about how these new funds may be spent.
- f. **Other:** The A. D. Henderson Foundation recently awarded \$160,000 to fund two new Peer Navigator roles to assist and encourage parents to follow up on screenings (ASQs) that help to identify children with potential special needs.

Recommendations:

Finance Committee recommend the Board approve the preliminary FY 2024 budget as presented.

Supporting Documentation:

- Preliminary FY 2024 Budget Detail and Comparative Chart
- ELC Organizational Chart

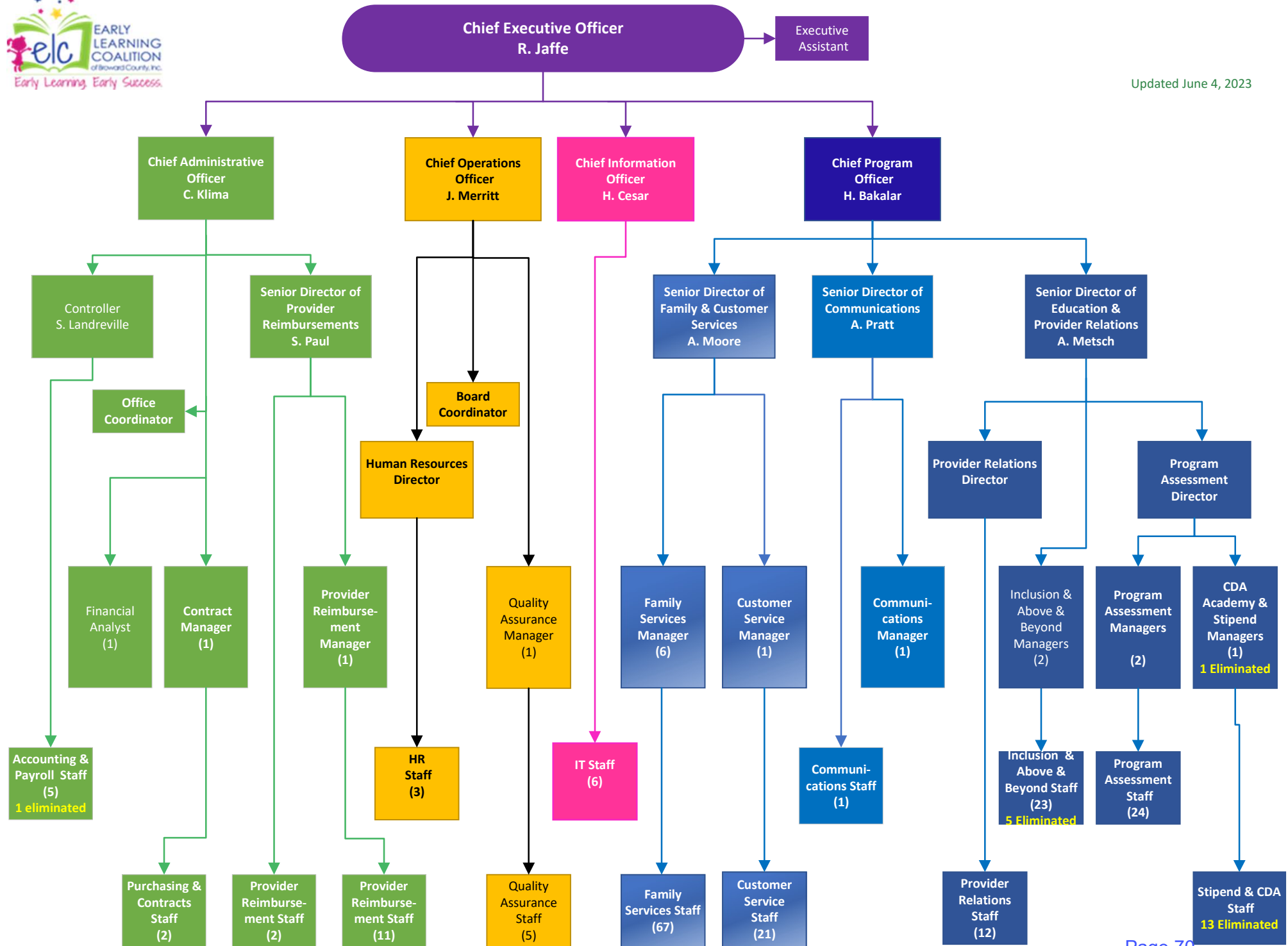
FY2024 Preliminary Budget by Business Activity (Proposed)



	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Education & Quality Services	Administration	Total Budget
Revenue:					
Recurring					
DEL School Readiness	\$ 59,845,932	\$ 7,025,000	\$ 5,156,944	\$ 4,060,648	\$ 76,088,524
DEL School Readiness Match	5,124,438	-	-	-	5,124,438
DEL School Readiness Rate Differentials	9,745,555	-	-	-	9,745,555
DEL Program Assessments	-	-	-	-	-
DEL - Voluntary Pre-K	38,445,028	1,153,351	-	384,450	39,982,829
CSC - Income Eligible	3,233,565	269,464	-	89,821	3,592,850
CSC - Vulnerable Populations	3,137,393	261,449	-	87,150	3,485,992
Broward County- Income Eligible	2,894,663	271,375	-	90,458	3,256,496
Univ of Florida Lastinger Ctr	-	-	85,000	-	85,000
Local Match: United Way & Cities	400,000	-	-	-	400,000
Miscellaneous Grants & Program Income	-	-	202,000	8,000	210,000
Total Recurring	\$ 122,826,573	\$ 8,980,639	\$ 5,443,944	\$ 4,720,528	\$ 141,971,684
Non-Recurring Pandemic Relief					
DEL Preschool Development Grant	-	-	-	-	-
DEL-CARES/CRRSA Pandemic Relief	-	-	-	-	-
DEL - ARPA Stabilization & Workforce	-	-	-	-	-
DEL - ARPA VPK \$15/hr Wage Incentive	-	-	-	-	-
Total Non-Recurring Pandemic Relief	\$ -	\$ -	\$ -	\$ -	\$ -
Total All Revenue	\$ 122,826,573	\$ 8,980,639	\$ 5,443,944	\$ 4,720,528	\$ 141,971,684
Expense:					
Child Care Slots					
DEL School Readiness	\$ 59,845,932	\$ -	\$ -	\$ -	\$ 59,845,932
DEL School Readiness Match Pool	5,124,438	-	-	-	5,124,438
DEL School Readiness Rate Differentials	9,745,555	-	-	-	9,745,555
DEL - Voluntary Pre-K	38,445,028	-	-	-	38,445,028
CSC - Income Eligible	3,233,565	-	-	-	3,233,565
CSC - Vulnerable Populations	3,137,393	-	-	-	3,137,393
Broward County- Income Eligible	2,894,663	-	-	-	2,894,663
Local Match: United Way & Cities	400,000	-	-	-	400,000
Grants/Stipends	-	-	533,501	-	533,501
Total Slots & Grants/Stipends	\$ 122,826,573	\$ -	\$ 533,501	\$ -	\$ 123,360,074
Sub Recipient Expense					
Children's Forum	-	-	97,750	20,000	117,750
211-Broward	-	337,000	-	125,000	462,000
Total Sub Recipient Expense	\$ -	\$ 337,000	\$ 97,750	\$ 145,000	\$ 579,750
ELC Operating Expense					
Staff Costs	\$ -	\$ 8,160,048	\$ 4,206,788	\$ 3,695,080	\$ 16,061,916
Attorneys	-	-	-	109,000	109,000
Auditors	-	-	-	43,100	43,100
Temporary Staff	-	-	-	-	-
Consultants	-	6,250	87,900	70,000	164,150
Staff & Board Travel	-	-	60,000	15,000	75,000
Insurance	-	41,124	16,173	11,703	69,000
Office Rent & Utilities	-	286,549	107,588	77,852	471,989
Office Machines & Storage	-	-	-	4,806	4,806
Software Licenses	-	21,240	14,900	159,004	195,144
Phones/Internet/Web Page	-	95,523	37,567	29,584	162,674
Cell Phones	-	-	2,700	91,200	93,900
Sponsorships & Memberships	-	25,000	-	36,285	61,285
Books for Kids	-	-	50,000	-	50,000
Instructional Materials	-	-	50,000	-	50,000
Fees, Supplies & Other Misc Ops Costs	-	4,000	25,947	219,098	249,045
Computer Equipment	-	1,879	34,965	13,156	50,000
Furniture & Fixtures	-	-	-	-	-
Unallocated (Budget Only)	-	2,026	118,165	659	120,851
Total ELC Expense	\$ -	\$ 8,643,639	\$ 4,812,694	\$ 4,575,528	\$ 18,031,860

Proposed FY2024 Preliminary Budget Three Year Comparison

	FY2022 Actual	FY2023 Amendment 5 Proposed	FY2024 Preliminary Proposed	Change (Preliminary FY24 over FY23)	Reason for Change
Revenue:					
Recurring					
DEL School Readiness	\$ 66,402,097	\$ 91,444,515	\$ 76,088,524	\$ (15,355,991)	Additional Allocation Pending
DEL School Readiness Match	5,331,414	5,124,438	5,124,438	-	
DEL School Readiness Rate Differentials	8,561,947	14,984,311	9,745,555	(5,238,756)	Additional Allocation Pending
DEL Program Assessments	403,260	620,191	-	(620,191)	Allocation Pending
DEL - Voluntary Pre-K	34,068,364	43,973,704	39,982,829	(3,990,875)	Fewer 4-Year olds FY24 (DEL Estimate)
CSC - Income Eligible	3,514,532	4,923,314	3,592,850	(1,330,464)	Prior year reduction realized FY24
CSC - Vulnerable Populations	2,313,271	2,485,992	3,485,992	1,000,000	Additional funding awarded FY24
Broward County- Income Eligible	2,037,895	3,256,496	3,256,496	-	
Univ of Florida Lastinger Ctr	72,785	85,000	85,000	-	
Local Match: United Way & Cities	406,881	400,000	400,000	-	
Miscellaneous Grants & Program Income	13,103	50,000	210,000	160,000	AD Henderson Peer Navigator Program
Subtotal Recurring Revenue	\$ 123,125,548	\$ 167,347,961	\$ 141,971,684	\$ (25,376,277)	
Non-Recurring Pandemic Relief					
DEL Preschool Development Grant	256,437	387,496	-	(387,496)	Non-Recurring Pandemic Relief Funding
DEL-CARES/CRRSA Pandemic Relief	22,051,941	8,053,271	-	(8,053,271)	Non-Recurring Pandemic Relief Funding
DEL - ARPA Stabilization & Workforce	21,245,313	117,803,114	-	(117,803,114)	Non-Recurring Pandemic Relief Funding
DEL - ARPA VPK \$15/hr Wage Incentive		7,758,624	-	(7,758,624)	Non-Recurring Pandemic Relief Funding
Subtotal Pandemic Relief	\$ 43,553,691	\$ 134,002,505	\$ -	\$ (134,002,505)	
Total All Revenue	\$ 166,679,239	\$ 301,350,466	\$ 141,971,684	\$ (159,378,782)	
Expense:					
Child Care Slots & Grants/Stipends					
DEL School Readiness	\$ 53,570,539	\$ 77,957,449	\$ 59,845,932	\$ (18,111,517)	Additional Allocation Pending
DEL School Readiness Match Pool	5,331,414	5,124,438	5,124,438	-	
DEL School Readiness Rate Differentials	8,561,947	14,984,311	9,745,555	(5,238,756)	Additional Allocation Pending
DEL - Voluntary Pre-K	32,774,267	42,397,263	38,445,028	(3,952,235)	Fewer 4-Year olds FY24 (DEL Estimate)
DEL - ARPA VPK \$15/hr Wage Incentive	-	7,758,624	-	(7,758,624)	Non-Recurring Rate Incentive Ended
CSC - Income Eligible	3,170,100	4,430,983	3,233,565	(1,197,418)	Prior year reduction realized FY24
CSC - Vulnerable Populations	2,095,651	2,237,393	3,137,393	900,000	\$1M New funding awarded/90% to Slots
Broward County- Income Eligible	1,811,462	2,894,663	2,894,663	-	
Local Match: United Way & Cities	406,885	400,000	400,000	-	
Grants/Stipends	43,687,281	118,030,405	533,501	(117,496,904)	Non-Recurring Pandemic Relief Pgms Ended
Total Slots & Grants/Stipends	\$ 151,409,546	\$ 276,215,528	\$ 123,360,074	\$ (152,855,454)	
Sub Recipient Expense					
Children's Forum	112,098	237,308	117,750	\$ (119,558)	Non-Recurring Pandemic Relief Pgms Ended
211-Broward	447,355	462,000	462,000	-	
Total Sub Recipient Expense	\$ 559,453	\$ 699,308	\$ 579,750	\$ (119,558)	
ELC Operating Expense					
Staff Costs	\$ 12,137,603	\$ 16,323,014	\$ 16,061,916	\$ (261,098)	Non-Recurring Pandemic Relief Pgms Ended
Attorneys	46,613	109,000	109,000	-	
Auditors	46,800	42,500	43,100	600	
Temporary Staff	46,637	50,000	-	(50,000)	Not needed FY24
Consultants	536,852	556,488	164,150	(392,338)	Non-Recurring Pandemic Relief Pgms Ended
Staff & Board Travel	93,930	75,000	75,000	-	
Insurance	42,105	52,418	69,000	16,582	FY24 Renewal premium increases
Office Rent & Utilities	460,797	471,989	471,989	-	
Office Machines & Storage	7,005	11,410	4,806	(6,604)	Storage units now closed
Software Licenses	221,725	230,154	195,144	(35,010)	Eliminate GoToMeeting license package
Phones/Internet/Web Page	147,324	131,866	162,674	30,808	Add'l security features Office365/email FY24
Cell Phones	59,449	93,900	93,900	-	
Sponsorships & Memberships	65,525	66,285	61,285	(5,000)	
Books for Kids	249,260	550,000	50,000	(500,000)	Bookworms on hold pending allocations
Instructional Materials	111,766	4,822,841	50,000	(4,772,841)	Non-Recurring Pandemic Relief Pgms Ended
Fees, Supplies & Other Misc Ops Costs	328,025	273,803	249,045	(24,758)	Misc expense reductions
Computer Equipment	90,253	127,967	50,000	(77,967)	Fewer equip replacements needed
Furniture & Fixtures	675	11,542	-	(11,542)	Misc expense reductions
Depreciation	1,778	-	-	-	
Unallocated (Budget Only)		435,454	120,851	(314,603)	
Total ELC Operating Expense	\$ 14,694,122	\$ 24,435,630	\$ 18,031,860	\$ (6,403,770)	
Total Non-Slot Expense	\$ 15,253,575	\$ 25,134,938	\$ 18,611,610	\$ (6,523,328)	
Total Expense	\$ 166,663,121	\$ 301,350,466	\$ 141,971,684	\$ (159,378,782)	
Revenue over Expense	\$ 16,118	\$ -	\$ -	\$ -	



Updated June 4, 2023

ITEM#/MEETING	B237RB1 / Board
MEETING DATE:	June 14, 2023
SUBJECT:	FY FY2023 and 2024 Estimated Related Party Purchases and Agreements
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2023 and 2024 Estimated Related Party Purchases and Agreements
FINANCIAL IMPACT:	\$705,000
ELC STAFF LEAD	C. Klima

Background Information:

In accordance with Florida Statutes and the DEL Grant Agreement, related parties must declare a conflict and abstain from voting for related party contracts and purchases where they are an interested party as an individual or as an organizational representative.

According to the Coalition's DEL Grant Agreement (the full text of the section is attached), related party activities and/or conflicts of interest occur when for any transaction the benefits of an interested party may be seen as competing with those of the State of Florida. Such conflicts of interest:

- May be financial or non-financial.
- May include actual, potential, and perceived conflicts of interest.
- Include organizational conflicts of interest that occur because of a relationship with an affiliate or subsidiary organization.
- May occur due to governing board members and/or active entity employees.

After the June 6, 2023, Executive Committee meeting, two additional related party transactions were added to the action item. They are items "d" and "e" below.

Current Status:

Below is a list of estimated amounts of FY 2024 related party purchases and agreements.

Item No.	Estimated Amount	Related Party and Affiliated Organization	Activity
a	\$80,000	Beverly Batson / Ark Christian Preschool	Provider Contract for SR and/or VPK Services, ARPA Grants
b	\$25,000	Cindy Arenberg Seltzer and Dawn Liberta/ Children's Services Council of Broward County	Sponsorship for annual publication of the Broward County Family Resource Guide
c	\$600,000	Melody McDonald / Future Kids Academy At Sunrise	Provider Contract for SR and/or VPK Services, ARPA Grants
d.	\$160,000	Howard Bakalar, ELC Employee and A.D Henderson Foundation Board Member	Revenue Contract for Peer Navigator Program

Below is a list of estimated amounts of new FY 2023 related party purchases and agreements.

Item No.	Estimated Amount	Related Party and Affiliated Organization	Activity
e.	\$1,800	Laurie Salarullo, JA South Florida	Travel to Florida Chamber of Commerce Learners to Earners Conference in Tampa June 27, 2023.

Recommended Action:

Executive Committee recommend the Board approve FY 2023 and 2024 Estimated Related Party Agreements and Purchases

Supporting Documentation:

- Related party disclosure requirements under DEL Grant Agreement

**DEL FY2023-24 GRANT AGREEMENT
EXHIBIT III AUDIT REQUIREMENTS (Page 54)**

2. **Related party disclosures.** The ELC shall ensure all related party transactions are included in the financial statement footnote disclosures in accordance with requirements defined in Financial Accounting Standards Board (FASB) *Accounting Standards Codification* (ASC) 850, *Related Party Disclosures*. In addition, the grantee shall comply with all applicable provisions of Chapter 112, F.S., Public Officers and Employees, as required by s. 1002.83(9) and s. 1002.84(21), F.S., for related party transactions.
 - 2.1. Documentation of related party activity to support proper written notification to the entity's governing board is required and must be submitted to DEL for review/acceptance. Such supporting documentation includes the following items.
 - 2.1.1. The impacted individual must complete the necessary conflict of interest disclosure forms.
 - 2.1.2. Any governing board member(s) benefiting from the activity must disclose the conflict of interest in advance in writing and must abstain from the vote process.
 - 2.1.3. Meeting minutes that reflect a valid vote of approval by two-thirds vote of the entire membership of the governing board.
 - 2.1.4. A copy of the agreement or written summary of the transaction including the start date, purpose, amount/cost incurred, and funding/OCA code(s) charged.
 - 2.1.5. Related documentation to verify compliance with state purchasing rules.
 - 2.2. No related party activities may be executed without approval from the Division.
 - 2.2.1. Transactions under \$25,000 must be submitted to DEL for processing within thirty (30) days after receipt of governing board approval.
 - 2.2.2. Transactions of \$25,000 or more must be submitted to DEL for prior written approval before the contract/agreement/activity can be executed.
 - 2.3. Related party activities and/or conflicts of interest occur when for any transaction the benefits of an interested party may be seen as competing with those of the State of Florida. Such conflicts of interest:
 - 2.3.1. May be financial or non-financial.
 - 2.3.2. May include actual, potential, or perceived conflicts of interest.
 - 2.3.3. Include organizational conflicts of interest that occur because of a relationship with an affiliate or subsidiary organization.
 - 2.3.4. May occur due to governing board members and/or active entity employees.
 - 2.4. The ELC shall submit one electronic copy of the support files described above in Section 2.1 and any other supporting files considered necessary electronically to the report recipient indicated in Exhibit VI, List of Reports. If the ELC does not have access to the DEL SharePoint site, DEL will provide alternative written instructions.

ITEM/MEETING	B237RB2 / Board
DATE:	June 14, 2023
SUBJECT:	A.D Henderson Foundation FY24 Revenue Agreement
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2024 Revenue Agreement with A.D Henderson Foundation pending legal review
FINANCIAL IMPACT:	\$160,000 FY24 Budget
ELC STAFF LEAD	C. Klima

Background Information:

The A.D Henderson Foundation was founded by Alexander D. Henderson and his wife Lucy in 1959 to help improve the education and support systems for children to ensure that all children reach their full potential. The Foundation focuses its grantmaking on strengthening early childhood programs and supporting programs that enable families with young children to thrive in Broward County, Florida, and the State of Vermont. The Coalition requested \$160,000 from A.D Henderson Foundation for FY24 for two Peer Support Specialists to assist families in Broward County whose young children (0-5) have been identified as possibly having a special need.

For families who are receiving childcare subsidies and whose children score with a concern on the ASQ, the ELC's Inclusion Specialists make a referral for an intensive evaluation of the child's cognitive, behavior, and physical abilities. Inclusion Specialists attempt to build and maintain a rapport with both the parents and the child's school to promote strategies that may help the child in the classroom. However, these Peer Support Specialist would be present and supportive during the time between referral, evaluation, and next steps.

The Peer Support Specialists will have personal experience navigating through the early childhood system of care for children with special needs. While their job description lists a bachelor's degree preferred, their most important assets will be their experience, their empathy, and their ability to support and facilitate families' journeys. Peer Support Specialists will coordinate very closely with the Inclusion Specialists to discuss progress made/barriers still occurring with targeted families. Their mission is to decrease any barriers that may get in the way of families' follow-through with scheduled appointments, and to increase any supports and services that can be made available to these families as they respond to the results of their child's evaluation.

Current Status:

ELC has submitted an application and grant proposal and is awaiting the award letter.

The budget for the program includes:

Staff Costs for two Peer Specialist roles July 1 2023 to June 30, 2024:	\$152,000
Staff & Client Local Transportation Costs for In-Person Consultations:	8,000
Total Requested Amount	\$160,000

Recommended Action:

Executive Committee recommend the Board approve FY24 Revenue Agreement with A.D Henderson Foundation pending legal approval

Supporting Documentation:

- Conflict of Interest Form – Howard Bakalar

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Howard Bakalar		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE ELC Broward	
MAILING ADDRESS 12361 Northwest 26th Street		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY Plantation	COUNTY Broward	<input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY	
DATE ON WHICH VOTE OCCURRED A. D. Henderson vote date 5/24/23		NAME OF POLITICAL SUBDIVISION:	
ELC Vote date 6/14/23		MY POSITION IS: <input type="checkbox"/> ELECTIVE <input type="checkbox"/> APPOINTIVE Employee	

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies equally to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing the reverse side and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which inures to his or her special private gain or loss. Each elected or appointed local officer also is prohibited from knowingly voting on a measure which inures to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent organization or subsidiary of a corporate principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

* * * * *

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

* * * * *

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you otherwise may participate in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on other side)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Howard Bakalar, hereby disclose that on June 14, 20 23 :


(a) A measure came or will come before my agency which (check one)

- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, _____;
- ☐ inured to the special gain or loss of my relative, _____;
- ☐ inured to the special gain or loss of Early Learning Coalition, by whom I am retained; or
- ☐ inured to the special gain or loss of _____, which is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

I serve as a Board member on the A.D. Henderson Foundation which approved a grant award to my employer, the Early Learning Coalition of Broward County, Inc., for a Peer Navigator Program. I recused myself from the A.D. Henderson Foundation vote on the award to avoid the appearance of conflict.

Date Filed


Howard Bakalar (Jun 8, 2023 16:47 EDT)
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

ITEM/MEETING	B237RB3 / Board
DATE:	June 14, 2023
SUBJECT:	DRAFT Proposed CEO Performance Evaluation Tool for FY22/23
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve DRAFT CEO Evaluation Tool
FINANCIAL IMPACT:	None
ELC STAFF LEAD	Judith Merritt

Background:

Each year the ELC Board conducts an Annual CEO Evaluation. Last year DEL was required, per new legislation, to develop its own CEO Evaluation Tool, which is required to be completed by August 31 of each year. With there now being two CEO Evaluation tools at play, a crosswalk of both tools was created to compare/identify differences. Since there was a good deal of overlap in the content of the tools, ELC's COO used the opportunity to merge the two evaluation tools in an effort to avoid having Board members complete two different CEO Evaluation tools, and in an attempt to streamline the evaluation tool to make it more efficient and reduce the amount of time to complete it (as many indicated it was too long).

Current Status:

The Proposed DRAFT CEO Evaluation tool continues to have 2 Sections. Section 1 – a leadership performance evaluation tool that consists of 6 leadership indicators and counts towards 40% of the CEO's evaluation; Section II – CEO Goals metrics, which counts towards 60% of the evaluation.

In Section I, the number of leadership domains was reduced from 10 to 6. This was done by merging related domains and eliminating duplication of leadership characteristics. Section 2 remained the same since this section evaluates CEO Goals and per Board approval comes directly from the (7) Goals in the current Strategic Plan.

Once the proposed DRAFT CEO Evaluation tool has been approved, the COO will ensure that the CEO Self Evaluation is completed on this tool and submitted to the Board members in July/early August. Then all ratings will be aggregated and provided at the August 29, 2023, Executive Committee Meeting and September 11, 2023, Board meeting.

The results from the proposed DRAFT can then easily be added to the DEL format (which we cannot change) and submitted to the Board Chair for signature. Once signed by the Board Chair, the DEL CEO Evaluation would be submitted to DEL prior to the August 31, 2023, deadline.

Recommendations:

Executive Committee recommend the Board approve the proposed DRAFT CEO Evaluation tool incorporating the DEL elements.

Supporting Documentation:

- Proposed DRAFT CEO Evaluation Tool – All Edits accepted
- Prior CEO Approved Evaluation Tool – with edit mark ups
- DEL CEO Annual Evaluation Tool

DRAFT Annual Performance Evaluation of the Chief Executive Officer (CEO)

Early Learning Coalition of Broward County

Employee: Renee Jaffe, CEO

Board Member: _____ **Date:** _____ **Review Period:** 07/1/22 – 6/30/23

Directions:

Rate the CEO on each of the performance categories using the performance rating scale and definitions below.

Review and consider all of the description bullets under each performance category and then assign a score between 1-5 (with 1 being the lowest score and 5 being the highest). There is an area to provide comments following each performance category. If your comments do not fit in the space provided, please attach a separate page with your additional comments.

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

RATINGS:

BELOW EXPECTATIONS (1)- Performance at this level is unacceptable. The employee often fails to achieve the basic requirements of the position and has exhibited little or no improvement in job performance. The employee performing at this level should not be continued in this position; or where extenuating circumstances exist, should be retained only upon significant improvements within a fixed period of time.

NEEDS IMPROVEMENT (2) - Performance at this level is minimal and below the level expected of the employee. Improvement is required in significant dimensions of the job in order to meet the expectations and standards for work quality, quantity, and timeliness. The employee performing at this level may be denied merit increases until fully capable performance is demonstrated.

MEETS EXPECTATIONS/ACCEPTABLE (3) - Performance at this level meets established expectations and standards for work quality, quantity, and timeliness. The employee competently achieves the requirements of the position.

EXCEEDS EXPECTATIONS (4) - Performance at this level often exceeds established expectations and standards for work quality, quantity, and timeliness. The employee exhibits mastery of most dimensions of the field of work performed.

OUTSTANDING (5) - Performance at this level is clearly unique and far in excess of established expectations. The employee consistently exceeds expectations in the outcomes achieved in work quality, quantity, and timeliness. The employee exhibits leadership among peers in all dimensions of the field of work performed.

Chief Executive Officer's Annual Performance Assessment

SECTION I – PERFORMANCE INDICATORS

Section I includes 6 performance indicators that make up 40% of the overall score.

1. BOARD INTERACTIONS & SUPPORTS

Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff **

- Provides professional advice and recommendations to Board
- Engages Board in ELC policy
- Communicates with Board chair and other members providing accurate, relevant information
- Fosters a harmonious working relationship with the Board
- Provides support for Board teamwork and effectiveness, board recruitment and development
- Builds a diverse Board

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

2. BUSINESS ETHICS/INNOVATION/MANAGEMENT/LEADERSHIP

Oversees development, implementation, and quality assurance of all Coalition programs and services **

- Communicates ELC's vision, goals to staff, community, and others; builds commitment to mission
- Provides direction, defines priorities to assure ELC's programs and services meet needs of families, children, and providers
- Identifies problems and issues confronting the ELC and recommends/implements as appropriate
- Encourages and promotes long-range planning and implementation of plans, keeps Board informed
- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Ensures the ELC has a long-range strategy that achieves its mission/vision (Strategic Plan)
- Provides leadership in developing a program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

3. FISCAL RESPONSIBILITY, SUSTAINABILITY & MISSION IMPACT

Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-term planning. Works with the staff, finance committee and the Board to prepare budgets, monitor progress, initiate changes, and resolve fiscal issues **

- a. Recommends yearly budget for Board approval

- b. Manages Coalitions resources within budget and guidelines within current laws and regulations
- c. Possesses robust understanding of the ELC's financial needs and communicates them clearly
- d. Provides leadership and supports strategies for attracting funds for SR match
- e. Oversees the planning and implementation of match activities, including strategies to approach potential donors

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

4. HUMAN RESOURCES MANAGEMENT AND STAFF, EMPLOYEE MORALE & CULTURE

Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations **

- a. Provides leadership developing and executing sound personnel procedures, directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the ELC
- b. Recruits and retains talented and diverse staff
- c. Ensures compliance with relevant workplace and employment laws, maintains a safe, respectful, and inclusive working environment
- d. Encourages and supports staff to participate in ongoing professional development
- e. Establishes clear patterns of authority, responsibility, supervision, and communication with staff
- f. Shows respect and sensitivity for cultural differences
- g. Promotes a harassment-free environment

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

5. COMMUNITY, STATE AND PUBLIC RELATIONS

Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders **

- a. Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to ELC
- b. Represents and promotes ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities
- c. Encourages community involvement and contribution to the ELC
- d. Provides leadership at the state level; advocates the needs of ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents. Including lobbying the state legislature within permitted laws and regulations
- e. Serves as an effective spokesperson. Represents ELC to its constituencies, including clients/members/patrons, other nonprofits, government agencies.

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations,

5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

6. PROFESSIONAL SKILLS & ABILITIES

- a. Maintains high stands of ethics, honesty, and integrity in all matters
- b. Is well organized and efficient in the accomplishment of objectives
- c. Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress
- d. Effectively communicates verbally and in written form
- e. Actively engages in continuous professional development

(1=Below Expectations. 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

** DEL Language from DEL CEO Evaluation Domains 1-6

SECTION II – GOALS – 7 Goals to match with the Strategic Plan (Domain #7)

Section II includes 7 goals that make up 60% of the overall score.

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

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

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

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

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

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

Status Update

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

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

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

Status Update

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

Objective 1: Childcare providers being CLASS assessed because they offer School Readiness (SR) services will participate in quality improvement opportunities, which will increase quality and raise the countywide CLASS score average from a 5.0 to a 6

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

Objective 3: Early Learning educators will gain the foundational skills to increase classroom preparedness and effective child/educator interactions to help increase Broward's average CLASS scores.

Status Update

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

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

Status Update

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

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

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

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

Outcome 3: Through funding or partnerships, four (4) additional comprehensive support services will be added or expanded to children/families (such as but not limited to vision, hearing, dental screenings, mental health, nutrition services and general medical)

Objective 2: Expand ELC's literacy efforts to increase the number of children who have access to books/libraries at

home as well as increased exposure to reading experiences.

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

Outcome 2: ELC will participate in at least 15 literacy events throughout the year, utilizing new and existing partnerships/events, as well as creating its own

Status Update

Goal 6: The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.

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

Outcome 1: ELC leadership will meet (one on one) with new local Legislators, Broward County commissioners/county administration, and newly elected municipal leaders (in high-needs areas) at least 1x/within the first year of their role

Outcome 2: ELC leadership will meet/present to 80% of current legislators, Broward County commissioners/county administration, and municipal leaders (in high-needs areas) at least 1x/annually

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

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

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

Status Update

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

Objective 1: The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

a voice in meetings.

Status Update

Overall Significant Achievements:

ANNUAL PERFORMANCE GOALS (CURRENT EVALUATION PERIOD)

(1=Below Expectations. 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding). N/A can be used if business disruption has occurred preventing the goal from being achieved. i.e COVID 19, Natural Disasters etc.

Use the above 5-point scale to rate goal performance during the evaluation period.

Rating:

DRAFT Annual Performance Evaluation of the Chief Executive Officer (CEO)

Early Learning Coalition of Broward County

Employee: Renee Jaffe, CEO

Board Member: _____ **Date:** _____ **Review Period:** 07/1/22 – 6/30/23

Directions:

Rate the CEO on each of the performance categories using the performance rating scale and definitions below.

Review and consider all of the description bullets under each performance category and then assign a score between 1-5 (with 1 being the lowest score and 5 being the highest). There is an area to provide comments following each performance category. If your comments do not fit in the space provided, please attach a separate page with your additional comments.

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

RATINGS:

BELOW EXPECTATIONS (1)- Performance at this level is unacceptable. The employee often fails to achieve the basic requirements of the position and has exhibited little or no improvement in job performance. The employee performing at this level should not be continued in this position; or where extenuating circumstances exist, should be retained only upon significant improvements within a fixed period of time.

NEEDS IMPROVEMENT (2) - Performance at this level is minimal and below the level expected of the employee. Improvement is required in significant dimensions of the job in order to meet the expectations and standards for work quality, quantity, and timeliness. The employee performing at this level may be denied merit increases until fully capable performance is demonstrated.

MEETS EXPECTATIONS/ACCEPTABLE (3) - Performance at this level meets established expectations and standards for work quality, quantity, and timeliness. The employee competently achieves the requirements of the position.

EXCEEDS EXPECTATIONS (4) - Performance at this level often exceeds established expectations and standards for work quality, quantity, and timeliness. The employee exhibits mastery of most dimensions of the field of work performed.

OUTSTANDING (5) - Performance at this level is clearly unique and far in excess of established expectations. The employee consistently exceeds expectations in the outcomes achieved in work quality, quantity, and timeliness. The employee exhibits leadership among peers in all dimensions of the field of work performed.

Chief Executive Officer's Annual Performance Assessment

SECTION I – PERFORMANCE INDICATORS

Section I includes 10 performance indicators that make up 40% of the overall score.

1. BOARD INTERACTIONS & SUPPORTS

Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff **

- Provides professional advice and recommendations to Board
- Engages Board in ELC policy
- Communicates with Board chair and other members providing accurate, relevant information
- Fosters a harmonious working relationship with the Board
- Provides support for Board teamwork and effectiveness, board recruitment and development
- Builds a diverse Board
- ~~• Works effectively with individual board members~~
- ~~• Works effectively with the board as a whole~~
- ~~• Keeps the Board up to date regarding important information and updates~~

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

[Click or tap here to enter text.](#)

2. BUSINESS ETHICS/INNOVATION/MANAGEMENT/LEADERSHIP

Oversees development, implementation, and quality assurance of all Coalition programs and services **

- Communicates ELC's vision, goals to staff, community, and others; builds commitment to mission
- Provides direction, defines priorities to assure ELC's programs and services meet needs of families, children, and providers
- Identifies problems and issues confronting the ELC and recommends/implements as appropriate
- Encourages and promotes long range planning and implementation of plans, keeps Board informed
- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- ~~• Upholds organizational values~~
- ~~• Works ethically and with integrity~~
- ~~• Inspires the trust of others~~
- Ensures the ELC has a long-range strategy that achieves its mission/vision (Strategic Plan)
- Provides leadership in developing a program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

Click or tap here to enter text.

3. COMMUNICATIONS

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

(1=Below Expectations. 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

Click or tap here to enter text.

4. COMMUNITY, STATE AND PUBLIC RELATIONS (Make #5)

Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders **

- Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to ELC
- Represents and promotes ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities
- Encourages community involvement and contribution to the ELC
- Provides leadership at the state level; advocates the needs of ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents. Including lobbying the state legislature within permitted law and regulations
- Serves as an effective spokesperson. Represents ELC to its constituencies, including clients/members/patrons, other nonprofits, government agencies.
- Effectively represents the ELC in the community
- Establishes working relationships with organizations and individuals in early learning
- Is involved in and aware of outside community affairs
- Advocates effectively to the Florida Legislature, community leaders, stakeholders, and policymakers
- Serves as the primary spokesperson and public face of the organization
- Establishes positive relationships with community partners, funders, government agencies, etc.

(1=Below Expectations. 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

Click or tap here to enter text.

5. DIVERSITY COMMITMENT

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

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

Click or tap here to enter text.

6. HUMAN RESOURCES MANAGEMENT AND STAFF, EMPLOYEE MORALE & CULTURE (Make #4)

Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations **

- Provides leadership developing and executing sound personnel procedures, directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the ELC
- Recruits and retains talented and diverse staff
- Ensures compliance with relevant workplace and employment laws, maintains a safe, respectful, and inclusive working environment
- Encourages and supports staff to participate in ongoing professional development
- Establishes clear patterns of authority, responsibility, supervision, and communication with staff
- Shows respect and sensitivity for cultural differences
- Promotes a harassment-free environment
- Makes quality hiring decisions; builds a diverse workforce
- Shows a commitment to equal opportunity
- Maintains a climate that attracts, keeps, and motivates a diverse staff of top quality people

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

Click or tap here to enter text.

7. FISCAL RESPONSIBILITY, SUSTAINABILITY & MISSION IMPACT (Make #3)

Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-term planning. Works with the staff, finance committee and the Board to prepare budgets, monitor progress, initiate changes, and resolve fiscal issues **

- Recommends yearly budget for Board approval
- Manages Coalitions resources within budget and guidelines within current laws and regulations
- Possesses robust understanding of the ELC's financial needs and communicates them clearly
- Provides leadership and supports strategies for attracting funds for SR match
- Oversees the planning and implementation of match activities, including strategies to approach potential donors
- Works within approved budget

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

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

Click or tap here to enter text.

8. PROFESSIONAL SKILLS & ABILITIES (Make #6)

- Maintains high stands of ethics, honesty, and integrity in all matters
- Is well organized and efficient in the accomplishment of objectives
- Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress
- Effectively communicates verbally and in written form
- Actively engages in continuous professional development
- ~~Demonstrates knowledge of the ELC and the services provided~~
- ~~Competent in required job skills and knowledge~~
- ~~Keeps abreast of current developments related to/impacting the organization/community~~
- ~~Uses resources effectively~~

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

Click or tap here to enter text.

9. JUDGEMENT All in #2/4

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

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

Click or tap here to enter text.

10. MANAGEMENT **Moved to 2**

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

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding).

Use the above 5-point scale to rate performance during the evaluation period, enter the number rating for the competency in the Rating Box to the right

Rating:

Please enter comments for each competency listed above in the text box below

Click or tap here to enter text.

** DEL Language from DEL CEO Evaluation Domains 1-6

SECTION II – GOALS – **7 Goals to match with the Strategic Plan (see mid-year review) (Domain #7)**

Section II includes **4 7** goals that make up 60% of the overall score.

ANNUAL PERFORMANCE GOALS (CURRENT EVALUATION PERIOD)

(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations, 5=Outstanding). *N/A can be used if business disruption has occurred preventing the goal from being achieved. i.e COVID 19, Natural Disasters etc.*

Use the above 5-point scale to rate goal performance during the evaluation period.

Goal #1

Rating:

Deliver Outstanding Eligibility, Enrollment, and Payment Services

Make our eligibility and enrollment/re-enrollment services as easy as possible for parents

1A.2 – Parents who successfully complete the re-enrollment process will be at or above 75%

Goal #2

Rating:

Provide Quality Early Care Opportunities

Empower parents to understand and participate in the developmental progress of their children

- 2A.1 – 80% of parents who respond report tools/activities ELC provided helped them to engage with their child and/or better understand their child's

Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children

- 2B.1 – 80% of Providers who respond report ELC provided the tools, skills, and resources necessary to provide quality early learning experiences.

Goal #3

Rating:

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

Increase our influence to improve the early education system

- 3.1 – ELC will complete an Annual Outreach/Communication plan and complete at least 70% of tasks/activities in the plan

Goal #4

Rating:

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

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

- 4.1 – At least 80% of Staff respond they are satisfied.
- 4.2 – At least 80% of Board members who respond report satisfaction with the number and quality of Board engagement activities, educational opportunities, and informational materials.

~~The below sections are included for additional comments on the CEO's performance~~

SECTION III

~~This section is not weighted and is not used to calculate the CEO's overall performance score.~~

~~CHIEF EXECUTIVE OFFICERS' STRENGTHS/SPECIAL ACHIEVEMENTS~~

~~Specify the areas where the Chief Executive Officer has exhibited particular strength and special accomplishment during the evaluation period~~

Click or tap here to enter text.

~~CHIEF EXECUTIVE OFFICERS' CAREER DEVELOPMENT GOALS/STRATEGY~~

~~Outline areas you feel the Chief Executive Officer may additionally increase or improve knowledge and/or skills and include goal strategies, where possible.~~

Click or tap here to enter text.

~~GENERAL COMMENTS~~

~~Detail comments about the Chief Executive Officers' performance during the evaluation period.~~

Click or tap here to enter text.

~~SUGGESTED ANNUAL PERFORMANCE GOALS/OBJECTIVES (FUTURE PERIOD)~~

~~Include goals and objectives for the Chief Executive Officer to achieve during the next evaluation period.~~

~~Goal #1~~

Click or tap here to enter text.

~~Goal #2~~

Click or tap here to enter text.

~~Goal #3~~

Click or tap here to enter text.

~~Goal #4~~

Click or tap here to enter text.

Chief Executive Officer/Executive Director

Annual Performance Evaluation

Officer/Director's Name: _____ Date: _____

Evaluation Period: _____ ELC: _____

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

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

3 = Exceeds Expectations

2 = Meets Expectations

1 = Does Not Meet Expectations

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

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

Rating	Performance Indicator
	Provides the Board with professional advice and recommendations based on the organization's strategic plan.
	Engages the Board in establishing the ELC's policy direction; interprets and executes the intent of Board policy; supports Board policy and actions to the public and staff.
	Communicates with the Board chair and other members of the Board to provide accurate, sufficient, and relevant information regarding Board policy and operations in a timely manner.
	Fosters a harmonious working relationship with the Board.
	Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education, and development.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 2: Program and Service Delivery – Oversees development, implementation, and quality assurance of all Coalition programs and services.

Rating	Performance Indicator
	Communicates ELC’s vision and goals to staff, community, and others; builds commitment to mission and priorities of ELC.
	Provides direction and defines priorities to assure that the ELC’s programs and services respond to the needs of families, children, and providers.
	Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions.
	Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC.
	Measures the extent to which ELC programs improve enrolled children’s school readiness skills for transitioning into kindergarten; reports findings to the Board and the community.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

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

Rating	Performance Indicator
	Recommends yearly budget for Board approval.
	Manages the Coalition’s resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations.
	Possesses a robust understanding of the ELC’s financial needs and communicates them clearly.
	Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program.
	Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

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

Rating	Performance Indicator
	Provides leadership for developing and executing sound personnel procedures and practices that incorporate directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the organization.
	Recruits and retains a talented and diverse staff.
	Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment.
	Encourages and supports staff to participate in ongoing professional development opportunities.
	Establishes clear patterns of authority, responsibility, supervision, and communication with staff.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 5: Community, State, and Public Relations – Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders.

Rating	Performance Indicator
	Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC.
	Represents and promotes the ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities dealing with early childhood education and family issues.
	Encourages community involvement and contribution to the ELC.
	Provides leadership on behalf of the ELC at the state level; advocates the needs of the ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents, including lobbying the state legislature within the parameters permitted by state and federal law and regulation.
	Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

Domain 6: Professional Skills and Abilities

Rating	Performance Indicators
	Maintains high standards of ethics, honesty, and integrity in all professional matters.
	Is well organized and efficient in the accomplishment of objectives.
	Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress.
	Effectively communicates verbally and in written form.
	Actively engages in continuous professional development.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

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

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

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

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

Overall Rating:

3.0 = Exceeds Expectations

2.0 – 2.9 = Meets Expectations

1.9 and below = Does Not Meet Expectations

Evaluator Name: _____

Evaluator Signature: _____

ITEM #/MEETING:	B237GOV1 / Board
MEETING DATE:	June 14, 2023
SUBJECT:	Honorary Board Members Bylaws Amendments
RECOMMENDED ACTION:	Approve DRAFT By-Laws Amendments pertaining to Honorary Board Members
FINANCIAL IMPACT:	NA
ELC STAFF LEAD	J. Merritt

Background

Per the Board's recommendation at the February 13th meeting, the Governance Committee along with the Nominating and Ad Hoc Fundraising committees met on March 23rd to address the following:

- Confirm the new Board position title (Examples include Honorary Board members, Ambassador Council members, or other recommendations – see supporting documentation)
- Define the role of the Honorary Board position
- Develop related language for inclusion in the ELC By-Laws (as needed)

On March 23rd, the above bullet points were discussed, and committee members agreed to recommend the following decisions to the full Board at the April 10th meeting:

- Agreed Honorary Board Member should be the title for this position
- Agreed there should be a condensed Application for Honorary Board members
- Agreed the Nominating process would be the same for Honorary Board members (as private members)
- Agreed an Orientation and Meet and Greet would occur with the Honorary Board members after nomination and approved by the Board
- Agreed there would be NO requirement for Honorary Board members to attend a certain number of meetings/events (but would be informed of all meetings so they can attend)

Current Status

At the Board Meeting on April 10, 2023, the Board approved the Role of Honorary Board Members, roles and responsibilities and tasked the COO to work with Legal Counsel to update the language (as necessary) in the By-Laws. The following sections (with page numbers) have been updated and appear in Blue for ease of reading.

- By-Laws Section 3.1 Definition "Member" - Page 1
- By-Laws Section 3.2 Term - Page 2
- By-Laws Section 3.3 Voting Rights - Page 3
- By-Laws Section 3.6 Vacancies - Page 4
- By-Laws Section 4.1 Officers - Page 4
- By-Laws Section 5.6 Quorum - Page 7
- By-Laws ARTICLE VI: COMMITTEES - Page 8

Additionally, there were some minor changes/edits (mostly removal of and/or) completed by the Legal Counsel, that for efficiency purposes are also included for approval.

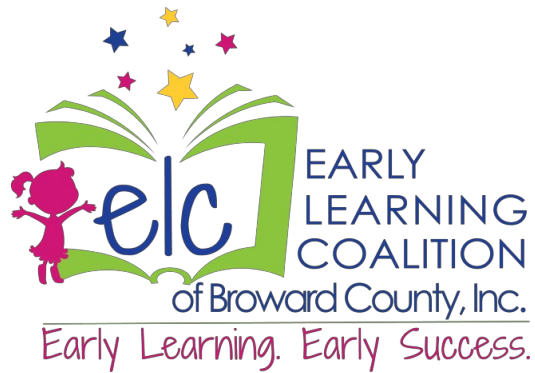
Recommendation:

1. Governance Committee, General Counsel and ELC staff recommend the Board approve the Honorary Board Member edits to the DRAFT ELC By-Laws.
2. Governance Committee, General Counsel and ELC staff recommend the Board approve the minor non major edits made by General Counsel to the DRAFT ELC By-Laws

Supporting Documents

- DRAFT By-Laws – Amendment 4.24.23
- Approved Role of Honorary Board Member

Early Learning Coalition of Broward County, Inc.



Bylaws

Board Approved April 11 2022
DRAFT Amendments April 24 2023

Early Learning Coalition of Broward County, Inc.

Bylaws

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Early Learning Coalition of Broward County, Inc. BYLAWS

ARTICLE I: NAME

The name of the organization shall be Early Learning Coalition of Broward County, Inc., hereinafter sometimes referred to as the “Coalition.”

ARTICLE II: MISSION AND PURPOSE

Section 2.1 Mission:

To lead and support the early learning community to deliver high quality early learning experiences to young children and their families.

Section 2.2 Purpose and Goals:

To further the goals and intent of the Legislature as set forth in the Florida Statutes, the Florida Administrative Code(s) and the policies and procedures of the applicable governing agencies.

ARTICLE III: MEMBERSHIP

Section 3.1 Definition

A “Member” ~~who~~ is a person appointed or selected in accordance with the standards and guidelines set forth in applicable Florida Statutes, Florida Administrative Codes, the applicable governing agency’s policies and procedures and the Coalition’s Bylaws. A Member who serves by virtue of their positions with a state or local agency, board, commission, council or district is hereinafter referred to as “Ex Officio Member”. A Member who is appointed by the Governor for the State of Florida is hereinafter referred to as a “Gubernatorial Appointee”. An “Honorary Member” shall be so designated by the Board in recognition of their invaluable support of the organization and whose role shall be to assist the Coalition in achieving its mission by supporting the work of the Coalition and acting as an ambassador on its behalf. The membership of the Coalition is hereinafter referred to collectively as the “Board” and individually as a “Member.” For purposes of the Coalition Bylaws, the term “Member” shall also include those persons designated as an Ex Officio Member, Honorary Member, or a Gubernatorial Appointee, unless specifically excepted within the Coalition Bylaws.

Section 3.2 Term

Except for a Gubernatorial Appointee, [an Honorary Member](#), or an Ex Officio Member as defined in Section 3.1 of the Coalition Bylaws, the term of membership for a Member shall be four (4) years. Once a Member's term of service is completed, a Member shall have the option of serving for an additional four (4) year term by providing written notice to the Chair prior to the expiration of their initial four (4) year term. A Member who opts to serve as a Member for an additional four (4) year term will not be required to go through the Nominating Committee or obtain Board approval so long as written notification regarding continued membership is provided to the Chair and the Chief Executive Officer of the Coalition prior to the expiration of their initial term of service; said person is eligible to be a Member of the Coalition; the additional term is consecutive; and said Member is not in violation of the Coalition Bylaws, applicable Florida Statutes, Florida Administrative Codes, and the policies and procedures of the Coalition. The Coalition is under no obligation or duty to reappoint a Member to the Board if said Member has served two (2) full terms as set forth herein, or is not eligible for membership with the Coalition. For purposes of this section, "eligibility" means that the Member meets the Florida statutory requirement for membership with the Coalition and is not in violation of Coalition Bylaws, applicable Florida Statutes, Florida Administrative Codes, and the policies and procedures of the Coalition at the time of consideration or notice to the Chair and Chief Executive Officer.

Notwithstanding the foregoing, any person who serves as a Member of the Board for a term as defined herein and resigns either upon the expiration of, or during their term of membership, whichever is earlier, must be vetted and recommended by the Nominating Committee prior to being considered for any future membership by the Board.

[The term of membership of an Honorary Member shall be a minimum of one \(1\) year.](#)

A Gubernatorial Appointee to the Board shall serve for the term specified pursuant to Florida Statutes. In the event the term of service of a Gubernatorial Appointee expires in accordance with Florida Statutes, said Gubernatorial Appointee may continue to serve on the Board with full voting privileges until such time that Gubernatorial Appointee is either reappointed by the Governor, or a new Gubernatorial Appointee replaces the current Gubernatorial Appointee. Nothing in the Coalition Bylaws shall prevent a Gubernatorial Appointee whose term has expired, or who is replaced by the Governor of the State of Florida from serving in a non-gubernatorial capacity as a Member so long as said former Gubernatorial Appointee is eligible to be a Member of the Coalition and said selection is done in accordance with the Coalition Bylaws and Florida Statutes.

Section 3.3 Voting Rights

Except as set forth herein, A Member shall vote on all matters that come before them during any Board meeting or, if applicable, any Board committee meeting so long as a quorum has been first established in accordance with the Coalition Bylaws. A Member cannot abstain from voting on a matter before the Board or a Board committee unless said Member has a conflict of interest pursuant to applicable Florida law, the policies and procedures of the Coalition, ~~and~~/or the Coalition Bylaws.

Except as otherwise permitted by Florida Statutes, a Member, may not appoint a designee to vote in his or her place on the Board. In the event a representative is appointed by a state or local entity that is an Ex Officio Member of the Coalition to serve on the Board, said representative of the ex officio entity shall be considered a Member of the Coalition. The ex officio entity shall inform the Coalition of the name of its Ex Officio Member in writing and only said named Ex Officio Member shall be allowed to vote on matters that come before the Coalition.

An Honorary Member shall be a non-voting position.

Section 3.4 Resignation

A Member who decides to resign from the Board shall provide a written notice to the Chair of the Board of the Coalition. The Chair shall make the Board aware of the Member's resignation. Such resignation may take effect on the date specified in the statement of resignation. The acceptance of a Member's resignation shall not be necessary to make a resignation effective.

Section 3.5 Meeting Attendance

Members shall be expected to attend all Board and assigned committee meetings. Absences from three (3) consecutive board meetings or four (4) total regularly scheduled board meetings, within a twelve (12) month fiscal year may be cause for termination of membership with the Coalition. A Member who has exceeded the number of allowed absences as stated herein shall have their membership status and absences reviewed by the Governance Committee. Where applicable, the Governance Committee may recommend removal of a Member to the Board. In the event the Governance Committee determines that an absence of a Member is excusable, the Governance Committee shall include said determination in its recommendation to the Board regarding membership. A recommendation of removal of a Member with excessive absences will not be forwarded to the Board for consideration if the Member has submitted a written resignation to the Coalition prior to consideration by the Board.

Prior to consideration of a Member's membership status by the Governance Committee and, if applicable, the Board, the Member whose attendance is being considered by the committee shall be provided with written notice of the

date, time and place where said Member's Board membership status will be discussed and determined by the Governance Committee and, if applicable, the Board.

Section 3.6 Vacancies

The Coalition staff shall post and advertise vacancies for board membership pursuant to the policies and procedures as set forth by the applicable governing agencies and the Coalition. All nominations presented to the Board must be approved by the Nominating Committee prior to being submitted to the Board for approval. The Nominating Committee shall use best efforts within (120) day of the official posting and advertising of any Board vacancy to review all qualified applicants and provide recommendation(s) to the Board for the filling of [Honorary Members](#), non-~~g~~Gubernatorial and non-~~e~~Ex-~~o~~Officio Member vacancies to the Board.

Section 3.7 Removal of a Member

Except for a Gubernatorial Appointee or Ex-Officio Member, a Member may be removed from the Board or a Board committee for cause by a 2/3 majority vote of the Board in attendance at a regularly scheduled Board meeting. For purposes of this section, "cause" shall mean a Member's violation of the Coalition Bylaws, Florida Statutes or the Coalition's policies and procedures. A Member may be removed by a 2/3 majority vote in attendance at a regularly scheduled Board meeting for failure to attend Board or Board committee meetings as set forth in the Coalition Bylaws.

With respect to a Member serving in an ex-officio capacity or as a Gubernatorial Appointee, the Board, after first receiving a recommendation from the Governance Committee, shall provide written notification to the appointing entity of the Member regarding the Member's membership status.

ARTICLE IV: OFFICERS

Section 4.1 Officers

The Governor shall appoint the Chair of the Board. The Board shall elect a First Vice-Chair, a Second Vice-Chair, Secretary, and Treasurer from the Members of the Coalition. The elected Members of the Board shall be considered "Officers" for the Coalition and shall be part of the Executive Committee of the Coalition. [An Honorary Member may not serve as an Officer of the Board.](#)

Section 4.2 Elections and Terms of Office

Except for the Chair, each Officer shall be elected by a majority vote of the Board for a two (2) year term ("term of office"). Officers may hold the same

elected position for up to two (2) consecutive terms of office. Terms of office shall coincide with the Coalition's fiscal year. Election of Officers shall take place at the annual meeting in June of each fiscal year. If an Officer has resigned from their elected position, or if an Officer has been removed from their elected position by the Board more than (60) days prior to the June election date stated herein, the Board shall have special election at the next regularly scheduled Board meeting for said vacant office. In the event of a special election for a new Officer of the Board, the Nomination Committee shall oversee the nomination process in accordance with the Coalition Bylaws. The term of an Immediate Past Chair of the Board shall not exceed one (1) term of two (2) years and said term shall coincide with the Coalition's fiscal year.

Section 4.3 Duties of Officers

A. The Chair shall:

1. preside at all Board meetings;
2. except as provided for in the Coalition Bylaws, serve as a Member of all standing and ad hoc committees of the Board;
3. except as provided for in the Coalition Bylaws, appoint all standing and ad hoc committee members and chairs of the Board committees. The Chair may not serve as a chair of a standing committee other than the Executive Committee as set forth herein;
4. execute all contracts, agreements, renewals, and amendments as duly approved by the Board in accordance with the policies and procedures of the Coalition, the policies and procedures of the applicable governing agencies, Florida Statutes, and the Florida Administrative Code; and
5. perform all of the duties usually pertaining to the office of Chair and as set forth pursuant to Florida Statutes, Florida Administrative Code, the policies and procedures of the applicable governing agencies, the policy and procedures of the Coalition and as directed by the Board.

B. The First Vice-Chair shall:

1. serve as the Chair of the Governance Committee;
2. preside at all Board meetings in the absence of the Chair;
3. assume the duties of the Chair in the event the office becomes vacant, there is a conflict of interest, or due to the unavailability of the Chair; and
4. perform such duties as designated by the Chair.

C. The Second Vice-Chair shall:

1. preside at the Board meetings in the absence of the Chair and the First Vice Chair;

2. assume the duties of the First Vice-Chair, in the event that office becomes vacant, there is a conflict of interest, or due to the unavailability of the Chair; and
 3. perform such duties as designated by the Chair.
- D. The Secretary shall:
1. preside at the Board meetings in the absence of the Chair, First Vice-Chair and Second Vice-Chair;
 2. confirm recording of the official minutes at each meeting of the Board;
 3. review the minutes for accuracy prior to submission to the Board and certify the minutes after approval by the Board; and
 4. perform such duties as designated by the Chair.
- E. The Treasurer shall:
1. preside at the Board meetings in the absence of the Chair, First Vice-Chair, Second Vice-Chair and Secretary;
 2. chair the Finance Committee; and
 3. perform such duties as designated by the Chair.

Section 4.4 Resignation and Removal of Officers

Resignation of Officers shall be accepted under the same terms as those pertaining to Members as defined in the Coalition By-laws. Officers elected midterm shall fulfill the unexpired term of said office and shall be eligible for one (1) additional consecutive full term. An Officer who has exceeded the number of allowed absences as stated herein shall have their position and absences reviewed by the Governance Committee. Where applicable, the Governance Committee may recommend removal of an Officer from the Executive Committee due to attendance. Except for the Chair, the Board may remove any Officer at any time, with or without cause, by two-thirds vote of the Members in attendance at a meeting for which a quorum is present. Vacancies created by the resignation or removal of an Officer shall be filled by the Board in accordance with the Coalition Bylaws. The process for recommending a new Officer due to resignation or removal shall be conducted by the Nominating Committee.

ARTICLE V: MEETINGS

Section 5.1 Meeting Times

The Board shall meet a minimum of five (5) times per year. All meetings must be publicly noticed and in compliance with applicable Florida law. The Coalition's annual meeting shall be held in June of each fiscal year.

Section 5.2 Fiscal Year

The Coalition's fiscal year shall commence July 1 of each year and continue through June 30 of the following year.

Section 5.3 Notices of Meetings

All meeting notices shall be in writing and shall set forth the time, date, and place of any meeting. A notice shall be delivered to Members by US mail, in person, by facsimile, or by electronic mail at least 48 hours prior to the meeting. Notice for a special meeting shall be as set forth in herein unless said special meeting is an emergency in in which case said notice shall be as soon as practicable.

Section 5.4 Special Meetings

The Chair, or any Officer acting as Chair in accordance with Coalition Bylaws may call a special or emergency meeting for any purpose(s) with adequate notice. The Board may direct the Chair to call a special meeting so long as said direction and special meeting is done in accordance with the Coalition Bylaws and if applicable, the Coalition's policies and procedures.

Notice of a special meeting shall be given to all Members. The minutes of the special meeting shall state the manner and method of notice given to the Board or if applicable, a Board committee.

Section 5.5 Audio or Video Participation by a Member

The Coalition may establish policies and procedures for audio or video participation of the Board or a Board committee. Such policies and procedures shall ensure reasonable public access and participation, as appropriate. In the event the Coalition does not have policy and procedures for audio or video participation of Members for a Board or Board committee meeting, audio or video participation shall be done in accordance with applicable Florida law.

Section 5.6 Quorum

A majority of the [voting](#) Members shall constitute a quorum required to conduct business of the Coalition at any Board, Board committee, or special meeting. While physical attendance at meetings of the Board of Directors is an expectation of membership, the Early Learning Coalition board may use any method of telecommunications to conduct committee or Board meetings, including establishing a quorum through telecommunication, ~~(provided that the public is given proper notice of the telecommunications meeting and reasonable access to observe, and when appropriate, participate).~~

Section 5.7 Minutes

Minutes of each meeting of the Board and Board committees shall be accurately taken, preserved and provided to Members at or before the next regular Board or Board committee meeting. The minutes of each meeting shall become the official record of the Coalition upon adoption by the Board and certification by the Secretary of the Board.

Section 5.8 Parliamentary Authority

All Board and Board committee meetings of the Coalition shall be conducted pursuant to Robert's Rules of Order, unless the same conflicts with Florida Statutes, Florida Administrative Code, and ~~for~~ the Coalition Bylaws.

ARTICLE VI: COMMITTEES

Section 6.1 Standing Committees

The Board may establish or dissolve standing committees by majority vote of the Board. The term of membership on a standing committee for a Member shall be consistent with the fiscal year. [Although not eligible to be appointed to or vote on any Committee, Honorary Members may attend and participate in any Committee meeting.](#)

Except as set forth in the Bylaws, there is no limit to the length of time a Member may serve on a Board standing committee, however, a Member of a standing committee who has either been appointed to said committee by the Chair of the Board or selected to a standing committee by a majority vote of the Board, whichever is applicable, may be removed by a majority vote of the Board after serving on a committee for 1 year, or at any time for violation of ethics and conduct as set forth in the Bylaws, Florida Statute or the ~~ELC~~Coalition's Code of Conduct or other applicable policies and procedures, or may be removed for lack of attendance. In the event a removal of a Member is due to the above mentioned reasons, such matter shall first go to the Governance Committee for review and consideration in accordance with Sections 3.5 and 3.7 of the Bylaws, whichever is applicable.

Only Members appointed to a standing committee by the Chair or, if applicable, by the Board in accordance with the Coalition Bylaws may vote and act on matters coming before said committee. The length of term of a Committee Chair shall be a two (2) year term ("Committee Chair term") and whenever possible, the commencement of a Committee Chair term should coincide with the election of Officers of the Board. Chairs may be re-appointed to serve one additional consecutive Committee Chair term. The Chair of the Executive Committee is not subject to these specific term limitations as set forth in this section 6.1 of the Bylaws. All standing committees of the Coalition, with the

exception of the Audit Committee, shall be responsible for the delivery of committee recommendations and reports to the Executive Committee. Standing committees shall consist of the following:

A. Executive Committee

The Executive Committee shall be a committee that reports directly to the Board. The Executive Committee of the Coalition shall consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees (hereinafter referred to as "Committee Chairs").

The Executive Committee shall have the authority to do the following:

- i. Assist in the development of the agenda for the Board meeting in collaboration with the Chief Executive Officer;
- ii. oversee the annual performance evaluation of the Chief Executive Officer. The Executive Committee shall forward its recommendations regarding the Chief Executive Officer to the Board;
- iii. review and recommend to the Board the approval, rejection, retention or termination of any contracts or agreements including any amendments and renewals thereto, that are brought to the Executive Committee by the Chief Executive Officer or the Coalition staff. Notwithstanding the foregoing, the Chief Executive Officer may have monetary approval authority for certain contracts and agreements as set forth in the policies and procedures of the Coalition or by majority vote of the Board, so long as said approval authority does not violate Florida Statutes, Florida Administrative Codes, the most current funding agreement between the Coalition and its governing agency ("Grant Agreement"), and the policies and procedures of the applicable governing agencies;
- iv. except as provided for in the Coalition Bylaws, review the reports and recommendations of the standing and ad hoc committees and, if applicable, make recommendations to the Board.
- v. take action on those general administrative and/or operational Coalition matters that are brought before the Executive Committee by the Chief Executive Officer or Coalition staff. This authority shall be limited to the ability to correct minor mistakes in contracts, agreements, and/or policies and procedures of the Coalition such as scrivener's errors, identification of proper parties and their contact information, and/or references to out of date or inapplicable agencies or laws. The Executive Committee shall inform the Board of any action taken hereunder without the Board's prior approval at the next scheduled Board meeting;

- vi. review and if necessary, take action as it pertains to contract, statutory and/or agency compliance issues concerning contracted providers and vendors with the Coalition that are non-monetary in nature. If said compliance matters or issues are monetary in nature and/or will have a fiscal impact on the Coalition, the Executive Committee shall review those matters and forward recommendations to the Board for review and approval; and
- vii. take and approve any action, without prior approval of the Board, in response to an emergency or special circumstance that requires immediate action by the Coalition or the Coalition's third party contractors, providers or vendors. For purposes of this section, "emergency" shall be a situation where substantial harm has, or would be likely to be caused to child, parent, guardian, Coalition staff, or to the community due to the acts or omissions of the —Coalition or the Coalition's third party contractors, providers or vendors, or due to circumstances beyond the control of the Coalition such as actions or omissions of a third party (including but not limited the actions or omissions of a local, state or federal agency,), natural disaster, environmental hazard, or acts of God. The Executive Committee shall inform the Board of the action taken hereunder without the Board's prior approval within the 48 hours of said action and report said action at the next Board meeting. The nomination or removal of a Member or an Officer is specifically excluded from this authority.

B. Governance Committee

The Governance Committee shall be a committee that reports directly to the Board and shall consist of at least five (5) Members elected by the Board and the First Vice-Chair of the Board shall serve as chair of the Governance Committee.

The Governance Committee shall have the authority to do the following:

- i. review and if necessary, recommend changes to the employment and/or governance, manuals or any other manual or guidance required for certification purposes for the Coalition;
- ii. except as stated in the Coalition Bylaws, review and if necessary recommend changes, deletions and/or the creation of policies and procedures for the Coalition;
- iii. review and if necessary, recommend changes to the Coalition's organizational documents (e.g. Bylaws, Coalition Plan and Articles of Incorporation);
- iv. review, respond and make recommendations to the Board, which include, but not limited to corrective actions to be ~~done~~ taken by the Coalition

~~and~~/or its contractors in response to findings or conclusions from an investigation, report or monitoring by a Florida or federal agency, commission, board or other entity for those matters that would not clearly fall under the responsibilities of the Audit Committee pursuant to the Coalition Bylaws.

C. Finance Committee

The Finance Committee shall be a committee that reports directly to the Board and shall consist of at least five (5) Members. The Treasurer of the Board shall serve as chair of the Finance Committee. The Chair shall make a good faith effort to appoint Members to the Finance Committee that have significant accounting or financial management experience. In the event the Finance Committee is unable to recruit or identify a Member to serve on the committee that has significant accounting or financial management experience in accordance with this section, the Finance Committee may appoint Ad Hoc Member(s) as defined and set forth in the Coalition Bylaws with significant accounting or financial management experience to assist the Members of the Finance Committee.

The Finance Committee shall have the authority to do the following:

- i. review, and~~for~~ recommend revisions to the annual operating budget for the Coalition to the Board;
- ii. review the Coalition's monthly and quarterly financial statements;
- iii. provide reports and recommendation to the Board for review and approval;
- iv. creation, review and alteration, of accounting and financial related policies and procedures for the Coalition;
- v. ensure that budget to actual variances are done after each year- end numbers are finalized;
- vi. recommend budget amendments;
- vii. analyze budget variances; and
- viii. monitor compliance with State of Florida property guidelines as it pertains to surplusing, write offs and property inventory.
- ix. review and monitor the financial operations of the Coalition in order to determine compliance with applicable Florida and federal laws as well as in accordance with generally accepted financial and accounting standards where applicable.

D. Nominating Committee

The Nominating committee shall be a committee that reports directly to the Board. The Board, at any regular scheduled Board meeting, shall elect Members to serve on the Nominating Committee. The Nominating Committee shall consist of at least three (3) Members who are not Officers of the Coalition.

The Nominating committee shall have the authority to do the following:

- i. oversee and conduct the nomination process for Members and Officers as set forth in the Coalition Bylaws.
- ii. review and recommend potential applicants for membership for the Board and forward the committee's recommendations to the Board in accordance with the Coalition Bylaws.
- iii. recommend to the Board policies and procedures that govern the selection of Members who are not Ex-Officio Members and Gubernatorial Appointees as set forth in the Coalition Bylaws.

E. Audit Committee

The Audit Committee shall be a committee that reports directly to the Board. The Audit Committee Membership shall consist of, at least, five (5) Members elected by the Board with a minimum of one (1) of the committee Members having significant accounting or financial management experience. In the event the Audit Committee is unable to recruit or identify a Member to serve on the committee that has significant accounting or financial management experience in accordance with this section, the Audit Committee may appoint Ad Hoc Members as defined and set forth in the Coalition Bylaws with significant accounting or financial management experience to assist the Members of the Audit Committee. No more than one (1) Member of the Finance Committee shall be a Member of the Audit Committee and in no event shall the chair of the Finance Committee be a Member of the Audit Committee. No Member of the Audit Committee shall have a business, contractual, beneficial, or monetary interest, whether direct or indirect, with the Coalition. In no event shall the Chair of the Board be a member of the Audit Committee nor shall the chair of the Governance Committee be the chair of the Audit Committee.

The Audit Committee shall have the authority to do the following:

- i. recommend the selection, retention, and termination of the internal and independent external auditor(s) to the Board and shall be responsible for recommending the compensation of the auditors;

- ii. oversee the auditing function of the Coalition, which includes, but is not limited to a review of the internal and external operations of the Coalition;
- iii. monitor and report on the adequacy of the Coalition's financial disclosure;
- iv. review and recommend approval of the audit plan;
- v. monitor and report on the status of the Coalition's compliance with applicable Florida and federal statutes, codes and regulations.
- vi. ensure that an annual audit of the Coalition is done by the auditors for each fiscal year; and
- vii. Make recommendations, if applicable, to the Board based on the committee's review of any and all accountability, risk, financial, monitoring or other reports or audits done by the Coalition ~~and~~ or its governing agencies.
- viii. recommend an investigation into any alleged or actual violations of any financial or compliance related laws or rules committed by the Coalition, its employees, its contractors, its vendors or its service providers that come before, or to the attention of the Audit committee.

F. Program Review Committee

The Program Review committee shall be a committee that reports directly to the Board. The Chair shall make every effort to appoint Members that have relevant program experience. The Program Review Committee shall consist of at least three (3) Members.

The Program Review committee shall have the authority to do the following:

- i. Review and discuss internal and external program and quality reports
- ii. Review and discuss relevant program area and quality outcomes and benchmark included in the ELC's strategic plan
- iii. Review and discuss programmatic (non-financial) audits
- iv. Discuss new or outstanding program/quality issues presented to the committee
- v. Discuss new program ideas ~~and/or~~ initiatives
- vi. Discuss existing and potential community partnerships and program/quality related grant opportunities

Section 6.2 Ad Hoc Membership and Committees

For purposes of this section, an "Ad Hoc Member" shall mean a person who has been appointed by the Chair to a committee of the Coalition that is not a Member as defined by the Coalition Bylaws. The Ad Hoc Member shall be

subject to applicable Florida Statutes, Florida Administrative Codes, the policies and procedures of the applicable governing agencies, the policies and procedures of the Coalition and the Coalition Bylaws, which shall include but not be limited to the following: Florida Sunshine Law, confidentiality, ethics, conflicts of interest, reporting/disclosure requirements and public records.

Ad Hoc Committee may be created from time to time by the Board to review and/or provide recommendations for special or assigned tasks and/or projects as circumstances may warrant on behalf of the Coalition. Upon creation of an ad hoc committee by the Board, the Chair shall appoint Members and/or Ad Hoc Members, as maybe needed by the Board, to serve on an ad hoc committee. The authority of an ad hoc committees shall be limited to those activities and tasks for which said committee was created as set forth by the Board. Unless otherwise directed by the Board, an ad hoc committee composed solely of Members shall report to the Executive Committee. The recommendations of ad hoc committee shall require final approval of the Board.

Ad Hoc Member shall receive no compensation or reimbursement for their service to the Coalition. An Ad Hoc Member shall not hold a position of employment with the Coalition. An ad hoc committee may achieve quorum for a meeting in the same manner as a standing committee in accordance with the Coalition Bylaws. In no event shall an Ad Hoc Member have any voting rights or be counted for quorum as set forth in the Coalition Bylaws for a standing committee of the Coalition, or for an ad hoc committee in which there are at least three (3) Members of the Board serving on said committee.

Upon completion of the special or assigned task or project, all ad hoc committee members shall be discharged of their duties under said committee and the ad hoc committee shall be automatically dissolved within thirty (30) days after delivery of a final report or recommendation to the Board.

Notwithstanding the foregoing, the Ad Hoc Committee will not be dissolved if the Executive Committee or the Board requests further comment, consideration, and/or review of an issue, task, and/or recommendation contained in a final report or list of recommendations.

ARTICLE VII: CHIEF EXECUTIVE OFFICER

The Chief Executive Officer ("CEO") shall be employed by at least two-thirds a (2/3) majority vote of all Members of the Coalition Meeting. The CEO shall perform such administrative duties as specified in the Coalition's CEO job description and the policies and procedures of the Coalition. In the event the Coalition desires to terminate the CEO, said termination shall only be effective upon at least a two-thirds (2/3) majority vote of all Members of the Coalition. Except as provided in the Coalition Bylaws, the hiring and termination of the CEO shall be noticed no less than ten (10) working days before a Board meeting.

ARTICLE VIII: LIABILITY

The Coalition shall indemnify to the full extent permitted by Florida Statutes against a n y damages, judgments, settlements, costs, charges and expenses incurred in connection with the defense of any action, suit or proceeding or any appeal there from, any Member or Coalition employee, including the CEO, made or threatened to be made a party to such action, suit or proceeding, whether civil or criminal, by reason of the fact that such person is or was a Coalition employee or Member of the Coalition and was acting in an official capacity on behalf of the Coalition unless such Coalition employee's or Member's actions or omissions are in violation of Florida Statutes or any other relevant law, code or regulation.

ARTICLE IX: ETHICS, CONFLICT OF INTEREST AND PUBLIC MEETINGS

Section 9.1 Ethics

Each Member and employee of the Coalition is subject to those applicable Florida Statutes as it pertains to the code of conduct of public officials and employees.

Section 9.2 Conflict of Interest (Voting of Members)

No Members may participate or vote upon any measure that would inure to their special private gain or loss or that of the principal whom they represent. The term "participate" means any attempt to influence a decision by oral or written communication. It is the duty of all Members to make known through verbal or written communication to the Chair and the Members of the Board of all possible or apparent conflicts and to refrain from voting ~~and~~/or participation regarding actions to be taken on the item on which they have a conflict of interest. This does not preclude Members from responding to informational questions directed to them. In the event a Member has, or believes in good faith to have a conflict of interest on matter that is before the Board or if applicable, a Board committee for a vote, the Member shall declare said conflict on the record, abstain from voting on the matter and shall file the required paperwork in accordance with the Coalition Bylaws and applicable Florida law.

Section 9.3 Conflict of Interest (Contracting with the Coalition)

A Member, relative of a Member, or a Coalition employee may not contract with the Coalition except as provided by Florida law and as approved by the Board.

Section 9.4 Public Meetings and Records

The Coalition shall comply with all applicable Florida Statutes and Florida Administrative Codes as it concerns public meetings, public records and disclosure.

ARTICLE X: REVISION/REPEAL/SUSPENSION OF BYLAWS

The Coalition Bylaws may be amended, suspended, repealed or altered in whole or in part, at any regular or special meeting, by a two-thirds (2/3) majority vote of the Members of the Board present at a Board meeting. Any proposal to amend, repeal, or alter the Coalition Bylaws shall be delivered in writing to Members of the Board not less than fifteen (15) calendar days before the meeting in which the proposal is to be considered and voted upon. The Coalition's Articles of Incorporation and Bylaws are a part of the Coalition's required Plan and any amendment to them shall require an amendment to the Plan.

ARTICLE XI: CONFLICT OF LAWS

In the event there is an unallowable conflict between applicable federal law, Florida law, the Coalition's Plan, the most current funding between the applicable governing state agency and the Coalition, and the Coalition Bylaws, said applicable federal law, Florida law, Coalition's Plan, and/or the most current funding agreement between the applicable governing state agency and the Coalition shall prevail. For purposes of this section, the "Plan" shall be the early learning coalition plan as described pursuant to Florida Statutes.

ARTICLE XII: POLICIES AND PROCEDURES

The Board may develop policies and procedures to supplement the Coalition Bylaws. In the event the Board approves policies and procedures to supplement the Coalition Bylaws, said policies and procedures shall be binding on the Coalition so long as said policies and procedures do not conflict with applicable federal law, Florida law, the Coalition Plan and, the most current funding agreement between the applicable governing agency and the Coalition. Members and Coalition employees shall be subject to those applicable Coalition's policies and procedures. In the event there is a conflict between the Coalition Bylaws and the policies and procedures of the Coalition, the Coalition Bylaws will prevail.

ARTICLE XIII: IMPLEMENTATION

These Coalition Bylaws and any amendments thereto shall become effective immediately upon adoption by the Board.

Approved Role of Honorary Board Member

This Document would be used on ELC's website and for recruitment purposes.

Honorary Board Members

Honorary Members of the Board help the Early Learning Coalition to achieve its mission, by supporting the work of the organization and acting as an ambassador on its behalf.

ELC Honorary Board members have diverse backgrounds and are leaders, public figures, philanthropists, and/or other influential individuals who are uniquely positioned to be successful advocates and ambassadors for the organization, are passionate about the importance of early learning and support the Coalition's mission and vision. Honorary Board members assist the ELC in creating opportunities for raising funds, friends, and awareness of ELC services and programming through member's network of contacts and/or exposure in the community.

This is a special honorary title given as a recognition of a member's valuable support of the organization, which can include helping elevate the issues and opportunities related to early childhood education in Broward, raising awareness of ELC's services and programs within the community, and/or helping raise funds for innovative new initiatives. Although honorary board members do not have voting rights, their influence and partnership play a critical role in the success of the Early Learning Coalition of Broward.

Responsibilities of the Honorary Board Member

- Commit to service a minimum of 1 year
- Recruit other Honorary Board Members
- Permit recognition on ELC's website and printed materials
- Participate in ELC Honorary Board Member Orientation/Meet & Greet, where you will be provided with the information and materials needed to understand ELC's programs and services
- Help promote/share information about ELC programs and early learning opportunities for Broward children and families within their organizations and through their external communications vehicles

Benefits of Serving

Serving in an Honorary capacity allows members to contribute to an organization they love without the time commitment of the working board. The Honorary Board members may attend any/all Board meetings as their schedule permits. As an Honorary Board member of the ELC you will have the opportunity to:

- Impact the lives (and future) of children and their parents
- Be recognized for your involvement with the ELC in press releases and media
- Stay up to date on ELC programs and the valuable impacts we make to both children and childcare programs in Broward County
- Enjoy a boost in goodwill by having your name/organization associated with important issues having a positive impact on Broward's children, families, and our community's future.
- Provide tremendous value to your employees, customers and/or stakeholders who may benefit from learning about the various services ELC has to offer.

Governance Committees Recommendations (for internal purposes only):

- Agreed to Honorary Board Members as the title for this position
- Agreed shorter Application for Honorary Board members
- Agreed same Nominating process for Honorary Board members
- Agreed an Orientation and Meet and Greet would occur with the Honorary Board members
- Agreed no requirement to attend a certain number of meetings/events for Honorary Board members (but would be informed of all meetings so they could attend)
- Review and amend as necessary By-Laws Section 3.1 Definition "Member" with Legal Counsel
- Review and amend as necessary By-Laws Section 3.2 Term with Legal Counsel
- Review and amend as necessary By-Laws Section 3.3 Voting Rights with Legal Counsel
- Review and amend as necessary By-Laws ARTICLE VI: COMMITTEES with Legal Counsel

ITEM #/MEETING:	B237GOV2 / Board
MEETING DATE:	June 14, 2023
SUBJECT:	Honorary Board Members Application
RECOMMENDED ACTION:	Approve DRAFT Honorary Board Members Application
FINANCIAL IMPACT:	NA
ELC STAFF LEAD	J. Merritt

Background

Per the Board's recommendation at the February 13, 2023, meeting, the Governance Committee along with the Nominating and Ad Hoc Fundraising committees met on March 23rd to address the following:

- Confirm ELC's new Board position title (Examples include Honorary Board members, Ambassador Council members, or other recommendations – see supporting documentation)
- Define the role of the Honorary Board position
- Develop related language for inclusion in the ELC By-Laws (as needed)

Based on the discussion related to the above bullet points, committee members agreed to recommend the following decisions to the full Board at the April 10th meeting:

- Agreed Honorary Board Member should be the title for this position
- Agreed there should be a condensed Application for Honorary Board members
- Agreed the Nominating process would be the same for Honorary Board members (as private members)
- Agreed an Orientation and Meet and Greet would occur with the Honorary Board members after nomination and approved by the Board
- Agreed there would be NO requirement for Honorary Board members to attend a certain number of meetings/events (but would be informed of all meetings so they can attend)

Current Status

At the Board Meeting on April 10, 2023, the Board approved all the above bullets and tasked the COO and General Counsel to work on updating the ELC By-Laws to contain appropriate language around the Role of Honorary Board Members. Since that time, the By-Laws were reviewed and approved at the April 26, 2023, Governance Committee meeting and will be presented at today's Board meeting, June 14, 2023. Additionally, the COO was tasked with development of an Honorary Board Member Application. The draft Application has been created. It is a condensed version of the Board application and requests the minimum details possible so that Honorary Board members can complete easily.

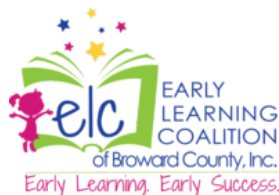
At the Governance meeting on June 5, 2023, the Committee agreed to the application with the addition of additional language regarding why the candidate wanted to be an Honorary Board member and what value they would bring to the ELC. This language was added and is being presented today.

Recommendation:

Governance Committee recommend the Board approve the DRAFT Honorary Board Member Application with the amendments suggested at the June 5, 2023, Governance Committee meeting.

Supporting Documents

- DRAFT Honorary Board Member Application



Early Learning Coalition of Broward County Honorary Board Application

The ELC believes early childhood education begins at birth and serves as the foundation for the child's success in kindergarten and beyond. Additionally, strong learners grow into capable adults who contribute to our community. As a result, investing in early learning provides the opportunity to leave a meaningful and lasting impact on a child's life as well as the community.

ELC Broward Honorary Board members are community leaders and influencers who are passionate about the importance of early learning and support the ELC to lead and support the early learning community to promote and deliver high-quality early learning experiences to young children, accessible to all eligible families in Broward County.

Benefits of Serving

Serving in an Honorary capacity allows members to contribute to an organization they love without the time commitment of the working board. As an Honorary Board member of the ELC, you will have the opportunity to:

- Impact the lives (and future) of children and their parents.
- Be recognized for your involvement with the ELC in press releases and media.
- Stay current on ELC programs and our impact on children and childcare programs.
- Provide your employees, customers, stakeholders, and/or friends with information on ELC's services, programs, events, and potential funding opportunities.

Responsibility of Honorary Board Members

- Commit to serve a minimum of 1 year
- Recruit other members
- Permit recognition on ELC website
- Participate in Board Orientation and Meet and Greets (as your schedule allows)
- Promote and share ELC programs and early learning opportunities.

Name

Address



Phone

Email

Company Name

Position

Website

Does Your Company Match Donations?

☐ Yes ☒ No

Does Your Company Have Grant Opportunities?

☐ Yes ☒ No

ELC Board of Directors Website: <https://www.elcbroward.org/boardofdirectors>

Why do you want to be an Honorary Board Member, and what value will you bring to the ELC?

Submit

ELC Broward Contract List 2022-2023

Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Division of Early Learning	\$185,821,521	<i>School Readiness, VPK, PDG & Stimulus</i>	Revenue	7/1/22-6/30/23	Active
Broward County	\$2,342,795	<i>SR Match & Special Needs</i>	Revenue	10/1/22- 9/30/27	Active
Children's Services Council	\$3,503,028	<i>Financially Assisted Child Care</i>	Revenue	10/1/22-9/30/23	Active
Children's Services Council	\$2,373,317	<i>Vulnerable Populations</i>	Revenue	10/1/20-9/30/22	Active
City of Fort Lauderdale	\$50,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Pending
City of Hollywood	\$10,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
City of Deerfield Beach	\$15,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Pending
United Way	\$130,000	<i>SR Match Funds</i>	Revenue	7/1/22-6/30/23	Active
University of Florida	\$90,000	<i>Training Courses for providers</i>	Revenue	9/1/22-8/31/22	Active
Children's Forum	\$1,078,669	<i>INCENTIVES® Program</i>	Subrecipient	7/1/22-6/30/23	Active
First Call for Help/211	\$461,092	<i>Community Referral Services</i>	Subrecipient	7/1/22-6/30/23	Active
Abila	\$6,438.66	<i>MIP Accounting Software</i>	Vendor	6/20/22-6/19/23	Active
Accessible Comm for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
AT&T	State PO	<i>Cell Phones and Hot Spots</i>	State Term PO	7/1/22-6/30/23	Ongoing
Biometrics4All, INC.	\$840	<i>Live Scan Software Support</i>	Vendor	7/1/22-6/30/23	Active
BlueJean Software, Inc.	\$33,000	<i>Hosting and Support Services</i>	Vendor	7/1/22-6/30/23	Active
Business Leadership Institute	\$50,000	<i>Business Development Training</i>	Vendor	7/1/22-6/30/23	Active
Causestech DBA Achieve	\$9,463	<i>Website Hosting</i>	Vendor	7/1/22-6/30/23	Active
Carmen Nicholas	\$33,500	<i>Independent CLASS Observer</i>	Vendor	7/1/22-6/30/23	Active
Chris Becerra Consulting	\$4,700	<i>Professional Development Trainings</i>	Vendor	3/1/23-6/30/23	Active
Comcast	\$6,724	<i>Internet</i>	Vendor	7/1/22-6/30/23	Active
Crown Center	\$416,078	<i>Office Lease (est. annual cost)</i>	Lease	2/1/19-1/31/29	Active
FL Dept of Law Enforcement	\$1,863/yr	<i>LiveScan Service (est. annual cost)</i>	Vendor	10/29/18-Ongoing	Active
Goren, Cherof, Doody, Ezrol, PA	\$100,000	<i>Legal Services</i>	Vendor	8/1/22-6/30/23	Active
Intermedia.net, Inc.	\$22,800	<i>Office 365 & Support</i>	Vendor	8/4/2021-Ongoing	Active
Keefe McCullough, LLP	\$42,600	<i>External Audit Preparation</i>	Vendor	7/1/22-6/30/23	Active
JeffRon Ventures, LLC	\$25,445	<i>Executive Coaching Services</i>	Vendor	11/15/22-6/30/23	Active
NSU	\$34,500	<i>DCF Training Registration Services</i>	Vendor	7/1/22-6/30/23	Active
One Beat	\$40,000	<i>CPR Training for Providers</i>	Vendor	7/1/22-6/30-23	Active
Revation Systems, Inc.	\$261,113.04	<i>Telecommunications Services</i>	Vendor	9/15/21-9/30/24	Active
Scholastic	\$500,000	<i>Book Worms Reading Packets</i>	Vendor	7/1/22-6/30/23	Active
School Board Broward County	\$12,605.51/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/22-9/4/25	Active
Sharity, Inc.	\$23,700	<i>Strategic Planning</i>	Vendor	10/6/22-6/30/23	Active
Sharp	\$14,353.12	<i>Copier and Printer Rental</i>	State Term PO	11/1/20-9/1/25	Active
Sorensen Consulting, Inc	\$18,000	<i>Professional Development Trainings</i>	Vendor	1/20/23-6/30/23	Active
Teaching Strategies Gold	\$19,425	<i>Child Assessment Software</i>	Vendor	7/1/22-6/30/23	Active
Teachstone, Inc	\$4,547,841	<i>CLASS Materials and Trainings</i>	Vendor	1/20/23-6/30/23	Active
Trusaic	\$6,500	<i>Monthly Fee for up to 500 W2's</i>	Vendor	6/1/22-6/30/23	Active
United Training Commercial	\$10,000	<i>Professional Development Trainings</i>	Vendor	2/22/23-6/30/23	Active
University of Florida	\$15,000	<i>Community of Practice Training</i>	Vendor	10/15/22-6/30/23	Active
Webauthor	\$75,000	<i>CRM Software</i>	Vendor	7/1/22-6/30/23	Active
Yvette Veras	\$33,950	<i>Independent CLASS Observer</i>	Vendor	1/16/23-6/30/23	Active
Brown & Brown	\$0	<i>Information Sharing Agreement</i>	MOU	8/1/20-7/31/26	Active
Broward County	\$0	<i>Crisis Intervention & Support</i>	MOU	11/18/20-11/17/25	Active
Child Abuse Prevention -CAPTA	\$0	<i>Interagency Referrals Cooperation</i>	MOU	9/1/21-8/31/26	Active
School Board Broward County	\$0	<i>Community Partnership</i>	MOU	1/20/2021-6/1/2045	Active
Seventeenth Circuit Court	\$0	<i>Cooperation Agreement</i>	MOU	6/23/20-Ongoing	Active
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active
Women in Distress	\$0	<i>Community Partnership</i>	MOU	6/2/21-6/1/24	Active



Legend:

Bolded Items: Recently Added/Updated

Grayed Out: Past Events

Board Engagement Calendar FY 22-23

Childcare Small Business Site Visits

***Please Reach out to Lizbeth Juan at Ljuan@elcbroward.org if you would like to RSVP for a site visit.**

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

The State of Childcare Luncheon Event

Community Foundation of Broward: 910 E Las Olas Blvd #200, Fort Lauderdale, FL 33301

Date	Location	Time
February 2, 2023	The Community Foundation, Suite 200	12:00 PM – 2:00 PM

ELC Board Meet, Greet, & Eat Social

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

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

ELC Board Lunch & Learn Workshops **Optional**

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

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

Monthly PLAN Meetings

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

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

Legislative Meetings

*Please Reach out to Lizbeth Juan at Ljuan@elcbroward.org if you would like to RSVP for a legislative meeting.

Date	Individual	Location	Time
January 10, 2023	Rep. Lisa Dunkley	Virtual – Via Zoom	11:00 AM – 12:00 PM
January 11, 2023	Rep. Patricia Williams	ELC Broward	1:00 PM – 2:00 PM
January 13, 2023	Commissioner Idelma Quintana	Virtual – Via Zoom	10:00 AM – 11:00 AM
January 31, 2023	Commissioner Beasley-Pittman	Virtual – Via Zoom	9:30 AM – 10:30 AM
February 6, 2023	Commissioner Robert McKenzie	Virtual – Via Zoom	11:30 AM – 12:00 PM

Notable Early Learning Conferences

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

Dates	Conference Name	Conference Location	Registration
March 16-17, 2023	International Conference on Play-Based Learning and Early Childhood Curriculum	Miami, FL	Click to Register
April 1, 2023	Business Leadership Institute	ELC Broward, Training Room	
April 17 – 18, 2023	International Conference on Educational Policy and Planning Education Reforms	Boston, MA	Click to Register
April 18-19, 2023	InterAct CLASS Summit	Miami Marriott Biscayne Bay Miami, Florida	Click to Register
May 7-10, 2023	Childcare Aware of America Symposium	Arlington, VA	Click to Register
May 8-11, 2023	National Head Start Conference	Phoenix, AZ	Click to Register
June 4-7, 2023	NAEYC Professional Learning Institute	Portland, OR	Click to Register
June 27, 2023	2023 Florida Learners to Earners Workforce Solution Summit	Grand Hyatt, Tampa Bay, FL	Click to Register
July 19-21, 2023	One Goal Summer Conference	Hilton Tampa Downtown – Tampa, FL	Click to Register
September 27-30, 2023	Division for Early Childhood Annual International Society on Early Intervention	The Hilton Chicago – Chicago, IL	Click to Register
October 5-8, 2023	Council for Professional Recognition CDA - Early Educators Leadership Conference (Leading Career Pathways to Equity)	Renaissance Orlando at SeaWorld – Orlando, FL	Click to Register
November 15-18, 2023	NAEYC Annual Conference	Nashville, TN	Registration TBA
November 6-9, 2024	NAEYC Annual Conference	Anaheim, CA	Click to Register

FYI 3 – Cash Disbursements

In accordance with ELC Cash Disbursement Policy Approved September 12, 2019, cash disbursements issued by ELC in amounts greater than \$1,000 and less than \$35,000 are submitted to the ELC Board for review monthly.

Cash disbursement for May 2023

Vendor Name	Amount	Purpose
211 Broward	33,458.87	April 2023 Invoice
ADP, Inc.	2623.99	April 2023 Processing Charges
ADP, Inc.	1250.80	April 2023 Time & Attendance
AT&T Mobility	15,978.33	April 2023 Cell phones and Mobile hot spot
AT&T Mobility	9644.02	May 2023 Cell Phone & Data Charges
Blue Jean Software, Inc.	1,000.00	April 2023 Hosting & Maintenance & Support
Boyd Richard Parker & Colonnelli	1,312.50	February 2023 Legal Services
Boyd Richard Parker & Colonnelli	2531.50	March 2023 Legal Services
Business Card	10,441.86	Bank of America Ops Purchase C Klima (no individual items > \$1,000.00)
Business Card- Intermedia.NET INC	3,423.21	April 2023 Office 365
Business Card- ONTIMETELDIALMYCALLS	2,800.00	Broadcast credit Plan -Dial My Call
Business Card- Amazon.com	1,642.19	IT Equipment for Education Department
Business Card- Sun-Sentinel Company	1,500.00	April 2023 Top Workplace 2023 Package
Business Card- Intermedia.NET Inc	3,177.19	May 2023 Office 365
Business Leadership Institute for Early L	6,250.00	May 2023 Professional Development Training
Business Leadership Institute for Early L	6,250.00	April 2023 Professional Development Training
Carmen Nicholas	5,950.00	Class Observations for April 2023
Colonial Life & Accident Insurance Comp	5,759.60	May 2023 Employee Benefits
Council For Professional Recognition	10,498.00	CDA Value Package Standard Book For Children
Dell Marketing L.P.	5,360.00	Mobile Precision 7780
Florida Department of Education-Division	4,240.84	Fy21-22 SR KinderCare OP Due to DEL
Goren Cherof, Doody, & Ezrol, PA	7,352.10	March 2023 Legal Services
Goren, Cherof, Doody, & Ezrol, PA	4,650.00	April 2023 Legal Services
Hawks Agency LLC	5,750.00	May 2023 Keynote Speaker for Board Retreat
Internal Revenue Service	27,877.56	Levy Payment School for School of Excellence
Keefe McCullough	2,750.00	Services Through February 27, 2023
No More Mondays, LLC	8,100.00	April 2023 Training and Virtual Consultation
Paul Anthony Leboffe DBA Leboffe & Ass.	8,300.00	Executive Coaching Services
Pro-Tech International Security Inc	3,770.00	Install Access Control System
Rachel Polakoff	1,796.80	R. Polakoff Paycheck for PE 5/13/23
Revation System, Inc	7,255.17	April 2023 Services
Scholastic Inc.	4,996.70	Pre-School Appropriate Books
Sharity, Inc	11,000.00	May 2023 Milestone 3: Facilitation of 2023 Board Retreat
Staples, Inv. DBA Staples Contract	1,540.71	April 2023 Cart 16X18X15 Black/Red
Staples, Inv. DBA Staples Contract	1,053.13	April 2023 Office Supplies
Sun Life Assurance Company of Canada	24,161.77	May 2023 Employee Benefits
The Audio-Visual Group	3,299.00	Dukane ImagePro 662WL/Installation Projector
The Children's Forum	18,329.67	April 2023 Services
The M Network	5,000.00	April 2023 Communication & Outreach
The School Board of Broward County	1,020.00	May 2023 Gulfstream Lease & Custodial Fees
ThreatTrack Security, Inc, DBA VIPRE SecC	4,340.00	VIPRE Antivirus Renewal 03/30/23-03/29/24
United Training Commercial, LLC	2,500.00	Tine Management-4HRS May 23. 2023
United Training Commercial, LLC	2,500.00	Tine Management-4HRS May 25. 2023
Webauthor.Com LLC	5,000.00	May 2023 CRM Software License &AWS
Weauthor.Com LLC	1,500.00	April, May, June, CRM Software Licenses
Yvette Veras	2,450.00	Class Observation for April 2023



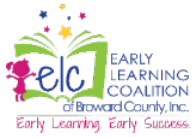
FY23 Match Fundraising Report

Funder	Status	Amount
Coconut Creek	Approved	\$ 25,690
Cooper City	No funding available	-
Coral Springs (Community Chest)	Approved	2,500
Dania Beach	No funding available	-
Davie	No funding available	-
Deerfield Beach	Approved	15,000
Ft. Lauderdale	Pending response	50,000
Hallandale Beach	Approved	10,000
Hollywood	Approved	10,000
Lauderdale By The Sea	Approved	2,000
Lighthouse Point	No Response	-
Lauderdale Lakes	No Response	-
Lauderhill	Approved	3,000
Margate	Approved	1,000
Miramar	Approved	5,000
North Lauderdale	Approved	5,000
Oakland Park	Not Approved	-
Parkland	Approved	3,000
Pembroke Park (Town)	No funding available	1,000
Pembroke Pines	Approved	35,000
Plantation	Approved	21,900
Pompano Beach	Approved	21,500
Tamarac	No Response	-
Sunrise	Approved	55,890
Southwest Ranches	No Response	-
West Park	No Response	-
Weston	Approved	5,893
Wilton Manors	Approved	5,000
		\$ 278,373
United Way	Committed as of July 1, 2022	130,000
Child Care Providers	Committed as of July 1, 2022	500,000
Broward County	Committed as of February 2023	2,894,662
CSC	Committed as of October 1, 2022	1,321,403
	Total SR Match	\$ 5,124,438

ELC of Broward County

Committee Membership 2022-2023

COMMITTEE	Member Name	Seat	By Laws
EXECUTIVE 4 needed for a Quorum	Members consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees)		
Officer	1 Laurie Sallarulo	Chair	effective 04/2014 - Governor appointment
Officer	2 Dawn Liberta	First Vice Chair/Governance	effective June 2020 - Again in 2022
Officer	3 Twan Russell	Second Vice Chair	effective June 2020 - Again in 2022
Officer	4 Monica King	Secretary/PRC Chair	effective June 2020 - Again in 2022
Officer	5 Cindy Arenberg Seltzer	Treasurer	effective June 2020 - Again in 2022
	6 Michael Asseff	Nominating Com. Chair	effective June 2020
	7 Renee Podolsky	Audit Com. Chair	effective June 2022
FINANCE 4 needed for a Quorum	Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members EXCLUDING CHAIR. No Term Limits		
	1 Cindy Arenberg Seltzer	Chair	
	2 Maria Hernandez	Member	effective 07/01/23
	3 Dawn Liberta	Member	effective 09/13/21
	4 Renee Podolsky	Member	
	5 Twan Russell	Member	
	6 Laurie Sallarulo	Member	
	7 Zachary Talbot	Member	effective June, 2020
PROGRAM REVIEW 5 needed for a Quorum	Members appointed by the Chair. Ad Hoc members with particular expertise may be appointed to assist in the given particular area of program . Reports directly to the Board and shall consist of at least (3) members EXCLUDING CHAIR. No Term Limits		
	1 Monica King	Chair	effective 07/01/22
	2 Cindy Arenberg-Seltzer	Member	
	3 Richard Campillo	Member	
	4 Dawn Liberta	Member	
	5 Melody McDonald	Member	effective 10/06/22
	6 Renee Podolsky	Member	effective 05/10/23
	7 Laurie Salarullo	Member	
	8 Ellie Schrot	Member	effective 05/17/23
AUDIT 3 needed for a Quorum	Members elected by Board. Consists of at least (5) five Members including Chair. Ad Hoc Members may be appointed to assist in accounting or financial management experience. No more than (1) one Member of the Finance Committee shall be a Member of the Audit Committee and in no event shall the chair of the Finance Committee be a Member of the Audit Committee. No Term Limits		
	1 Renee Podolsky	Chair	effective 07/01/22
	2 Michael Asseff	Member	
	3 Beverley Batson	Member	effective 12/19/19
	4 Monica King	Member	effective 04/07/17
	5 Twan Russell	Member	effective 12/09/16
GOVERNANCE 4 needed for a Quorum	Members Elected by Board. Consists of at least (5) five Members, EXCLUDING CHAIR. First Vice Chair shall serve as chair of the Governance Committee. No Term Limits		
	1 Dawn Liberta	Chair	effective 06/30/20
	2 Michael Asseff	Member	effective 06/2020
	3 Kirk Englehardt	Member	effective 09/13/21
	4 Carol Hylton	Member	effective 02/2021
	5 Laurie Sallarulo	Member	effective 09/15/22
	6 Renee Podolsky	Member	effective 10/06/22
	7 Amoy Reid	Member	effective 10/06/22
NOMINATING 4 needed for a Quorum	Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition . No Term Limits		
	1 Michael Asseff	Chair	effective 06/30/20
	2 Sharonda Davis-Bailey	Member	effective 04/27/22
	3 Amoy Reid	Member	effective 12/19/19
	4 Twan Russell	Member (Officer)	
	5 Laurie Salarullo	Member (Board Chair)	
	6 Kristina West	Member	effective 09/13/21
	7 Julie Winburn	Member	effective 05/2022
AD HOC FUNDRAISING 3 needed for a Quorum Re-established 8/2022 Report to Executive Comm	1 Kristina West	Chair	effective 08/2022
	2 Michael Asseff	Co-Chair	effective 02/13/20 confirmed 08/29/22 Co-Chair effective 05/10/23
	3 Amoy Reid	Member	effective 02/13/20 confirmed 08/10/22
	4 Zachary Talbot	Member	effective 08/30/22
	5 Kirk Englehardt	Member	effective 09/20/22



ELC of Broward County

FY 2022-2023 Board/Committee Meeting Calendar

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

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

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

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

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

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

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

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

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

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

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

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

Board Mondays/9:30 am

- Sep 12, 22 9:00 am
- Nov 14, 22 9:00 am
- Dec 12, 22 9:00 am
- Feb 13, 23
- Apr 10, 23
- May 15, 23 (RETREAT)
- May 25, 23 4:00 pm (Settlement)
- Jun 14, 23

Finance/Executive Tuesdays/1:30 pm

- Aug 30, 22
- Nov 1, 22
- Dec 6, 22
- Jan 31, 23
- Mar 28, 23
- May 2, 23
- Jun 6, 23

Audit:

- Aug 31, 22 at 12:30 pm
- Feb 21, 23 at 9:00 am
- Jun 05, 23 at 11:30 am

Governance:

- Aug 29, 22 at 12 pm
- Nov 7, 22 at 1 pm
- Dec 5, 22 at 2:30 pm
- Jan 12, 23 at 9:30 am
- Mar 23, 23 at 11:30 am
- Ad Hoc & Nom invited.
- Apr 26, 23 at 2:00 pm
- Ad Hoc & Nom invited
- Jun 05, 23 at 3:30 pm

Program Review:

- Sept 22, 22, at 10:30 am
- Dec 16, 22, at 1:00 pm
- Apr 11, 23, at 2:00 pm
- Jun 2, 23, at 12:00 pm

Nominating:

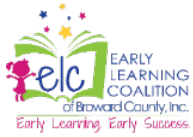
- Oct 25, 22 at 2 pm
- Jan 24, 23 at 11:30 am

Ad Hoc Fundraising:

- Nov 4, 22 at 11:30 am
- Jan 30, 23 at 9:30 am
- Apr 10, 23 at 12 pm

ELC Offices closed for holidays on:

July 4; Sep 5; Nov 11, 23, 24 and 25; Dec 23, 26, and 30; Jan 2 and 16; Feb 20; May 29



ELC of Broward County

FY 2023-2024 Board/Committee Meeting Calendar

July 2023						
Su	Mo	Tu	We	Th	Fr	Sa
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August 2023						
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April 2024						
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June 2024						
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Board Mondays/9:30 am

- Sep 11, 23
- Oct 16, 23
- Dec 11, 23
- Feb 12, 24
- Mar 11, 24
- May 6, 24 (RETREAT)
- Jun 17, 24

Finance/Executive Tuesdays/1:30 pm

- Aug 29, 23
- Oct 3, 23
- Nov 28, 23
- Jan 23, 24
- Feb 27, 24
- Apr 30, 24
- Jun 4, 24

Governance Mondays/ 11 am

- Aug 28, 23
- Oct 23, 23
- Feb 26, 24
- Apr 22, 24

Nominating Wednesdays

- Sep 27, 23
- Jan 24, 24
- Apr 17, 24

Audit Wednesdays

- Aug 30, 23
- Jan 31, 24

Program Review Thursdays

- Sep 28, 23
- Dec 14, 23
- Mar 28, 24
- Jun 6, 24

Ad-Hoc Fundraising: Mon Following Board 12:00 pm

- Sep 11, 2023
- Oct 16, 2023, 11:30am
- Feb 12, 2024

ELC Offices closed for holidays on:

July 4; Sep 4; Nov 10, 23, 24; Dec 25; Jan 1, 15; Feb 19; May 27

Federal Holidays:

Oct 9 Columbus
June 19 Juneteenth
Oct 14 Columbus

Holidays:

Sep 25 Yom Kippur
Sep 30 Sukkot
Dec 8 Hanukkah Start
Dec 15 Hannukah Ends
Dec 26 Kwanzaa
Feb 14 Ash Wed/Lent
Mar 19 Spring Break week
Mar 29 Good Friday
April 23 Passover Starts

FYI - ELC Broward Glossary of Terms (August 2019)

Rev. 7/2019Subject	Acronym	Definition
Ages and Stages Questionnaire®	ASQ	A developmental and social-emotional screening for children from one month to 5 ½ years. Highly reliable and valid, ASQ looks at strengths and trouble spots, educates parents about developmental milestones, and incorporates parents' expert knowledge about their children.
Association of Early Learning Coalitions	AELC	The Association of Early Learning Coalitions (AELC) is an organization comprised of 31 Early Learning Coalitions throughout the State of Florida. The AELC supports the role of the Early Learning Coalitions to develop and administer a comprehensive school readiness program and voluntary pre-kindergarten program that prepares preschool children to succeed in school and in life. Each Early Learning Coalition's service area is as unique as the population it serves, with some Coalitions serving a single county while others are serving two to seven counties.
Billing Group	BG	<p>An eligibility category that aligns with Chapter 411, Florida Statutes, which describes the different groups or defined categories of children served; a category of direct service costs. The following defines the various billing groups:</p> <p>BG1 – At Risk Populations: School readiness services for a child in a family that is: referred for investigation by the Broward Sheriff's Office (BSO); under the supervision of ChildNet (in home, foster care or relative/no relative placement); in the custody of a parent who is homeless, as verified in law; in the custody of a parent who is the victim of domestic violence, residing in a certified DCF shelter or; actively participating in a diversion program as required by law.</p> <p>BG3 – Temporary Assistance for Needy Families (TANF), also referred to as Temporary Cash Assistance (TCA) Families who are receiving TCA, and subject to the federal work requirements.</p> <p>BG3R – Relative Caregiver Child who is in receipt of the Relative Caregiver (RCG) payment, who is adjudicated by a Florida court and placed in the home of a relative through ChildNet.</p> <p>BG5 – Transitional Child Care (TCC) Family that is transitioning from the receipt of TCA (from a workforce program) into employment, as defined by law.</p> <p>BG8 – Income Eligible Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability.</p> <p>CSC – Children's Services Council Vulnerable Populations Program Eligibility mirrors the Income Eligible (BG8) criteria. Other conditions may be set by CSC, on an as needed (case-by-case) basis.</p>
Categories Exempt from Licensing		Certain religious affiliated and non-public schools may be exempt from licensure but must register with Broward County and receive approval prior to operating. Programs for children grades six and above and summer day camps for elementary school aged children are exempt from licensure.
Center-Based Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children in a nonresidential setting for fewer than 24-hours a day per child.
Child Assessment		<p>An individual assessment performed on each child for the purpose of measuring the child's growth in specific developmental domains. Child care providers who perform this detailed assessment can be reimbursed at a higher rate per child.</p> <p>Teaching Strategies Gold (TSG) is one of three ongoing assessment tools that is approved by OEL for child care providers to receive a Quality Performance Incentive Differential. TSG helps teachers observe children during regular everyday activities, plan for their development and assess their needs. Training is needed to become a reliable observer in the tool.</p>
Child Care Development Fund	CCDF	The federal Child Care and Development Fund (CCDF) is an aggregate of several funding sources that is distributed in block grants by the federal government to the states and territories. The majority of the funds are to be used to provide child care services to families who meet certain income and need criteria. A portion of the funding (at least 4 percent of the block grant amount) is to be used for activities to improve the quality of child care. Another portion (not to exceed 5 percent of the block grant amount) is to be used to pay for costs of administering the CCDF. The purpose of the CCDF is to increase the availability, affordability, and quality of child care services.
Child Care Development Plan		Every two years, states and territories receiving CCDF funds must prepare and submit to the federal government a plan detailing how these funds will be allocated and expended.

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

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

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

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