

**Early Learning Coalition of Broward County, Inc.
Board Meeting Agenda
April 11, 2022, at 12:00PM**

**In Person and Via Zoom Meeting:
Meeting ID: 870 3450 9142 Passcode: 058047**

<https://us06web.zoom.us/j/87034509142?pwd=ZUxMRWZqNkticUplcTV0WU5FcUhqUT09>

Members are reminded of conflict of interest provisions. In declaring a conflict, please refrain from voting or discussing and communicating 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			
I.	Call to Order		Laurie Sallarulo, Chair
II.	Roll Call		Melody Martinez, Board Liaison
III.	Mission Moment: Early Learning Recruitment Campaign www.childcarecareers.org		Renee Jaffe, CEO
IV.	Chair Report – Welcome new Board Member Julie Winburn – Administrative Officer, Child Care Licensing and Enforcement		Laurie Sallarulo, Chair
V.	CEO Report	3	Renee Jaffe, CEO
VI.	Consent Agenda <ul style="list-style-type: none"> Approve February 14, 2022 Meeting minutes B225CA1 – Approve 211 Sole Source Determination B225CA2 – Approve Sliding Fee Scale B225CA3 – Approve Children’s Forum Contract Funding Increase B225CA4 – Approve Purchases over 35K 	7 10 22 24 26	Laurie Sallarulo, Chair
VII.	Finance Committee <ul style="list-style-type: none"> B225FIN1 – Approve February Interim Financials 	28	Cindy Arenberg Seltzer, Committee Chair Christine Klima, CAO
VIII.	Regular Business <ul style="list-style-type: none"> B225RB1 – Approve Vendor selection for Legal Services B225RB2 – Approve Termination of Racial Equity Institute Contract FY 2022 	39 40	Christine Klima, CAO Renee Jaffe, CEO
IX.	Governance Committee <ul style="list-style-type: none"> B225GOV1 – Approve amendments to Bylaws regarding terms for ELC Board Officers 	42	Dawn Liberta, Committee Chair
X.	Ad Hoc Strategic Planning Committee		Kirk Englehardt, Committee Chair

XI.	Program Review Committee		Khalil Zeinieh, Committee Chair
XII.	Audit Committee		Richard Campillo, Committee Chair
XIII.	Nominating Committee		Michael Asseff, Committee Chair
XIV.	Provider Representative Update		Beverley Batson, Representative private faith based child care provider
XV.	FYI Items <ul style="list-style-type: none"> FYI 1 Wait List Report FYI 2 FY 21-22 ELC Contracts FYI 3 Education and Quality Training Calendar FYI 4 January Cash Disbursements FYI 5 February Cash Disbursements FYI 6 Match Report FYI 7 FY 21-22 Committee Membership FYI 8 FY 21-22 Board Meeting Attendance FYI 9 Glossary of Terms 	80 81 83 85 86 87 88 89 90	
XVI.	Unfinished Business New Business Matters from the Board Matters from the CEO Matters from our Partners Public Comment Next ELC Board Meeting: May 9, 2022(if needed) @ 12pm Adjourn		

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

CEO Report

Board Meeting – April 11, 2022

School Readiness and VPK Enrollment Updates

Staff continues to pull children off the School Readiness (SR) waitlist at an aggressive pace. Lag time between the date of application and the invitation to enroll is now down to only two weeks. The current SR waitlist stands at 497 children. 12,465 children are enrolled in the SR program as of February 1; an increase of 570 children over the past three months.

VPK enrollment for the 2022/2023 school year began in January and staff continues to process applications. We have also launched an outreach effort that includes social media, print advertising, direct emails, fliers to community partner organizations, and a new grass roots awareness campaign. Between the outreach campaign and the hopeful end of the pandemic, we believe VPK numbers will continue to increase for the FY 22/23 VPK year. While it is too soon to project the number of actual enrollments for the upcoming School year, the pace of applications approved is approximately 1,900 higher than at this same time last year. To date, 6,970 applications are now approved.

The American Recovery Plan (ARP):

The Division of Early Learning (DEL) opened its American Recovery Plan (ARP) grant applications February 28th. As reported at the last ELC board meeting, the ARP award amount for ELC Broward is \$62.9 million (of which \$59,864,965 is for provider grants) for the first round of grants, with additional ARP funding awards expected thereafter over the next seven quarters.

Unlike previous grant applications, this application was created in the Provider Portal section of EFS. To support providers in navigating the application, staff rolled out a series of technical assistance webinars almost immediately after it went live and have continued to field questions through a dedicated email, sending the more complicated questions to DEL for answers.

Staff are approving ARP applications on a rolling basis as they come in. As of April 5, 2022 ELC staff have approved a total of 398 ARP provider grant applications for a combined total grant award of nearly \$24 million. Individual provider grant amounts range from \$12,000 to more than \$360,000. Per DEL directive, approved grants will be paid in three equal quarterly installments. The first batch of quarterly payments was issued on March 25, 2022 to 337 providers totaling over \$7.6 million. As of March 23, 2022, there were 120 additional applications approved for the second batch, which will also be paid in three installments with the first payment made the last week of March. Currently we have 152 additional ARP applications in process totaling a payment of \$4,503,572.52

Disaster Relief Payments

As you recall, last summer The Division of Early Learning (DEL) distributed CRRSA (COVID-19 federal relief) funds in the amount of \$1,000 to Child Care Educators/Directors who were employed as of July 1st, 2021. DEL is currently processing applications for the second (and believed final) round of \$1,000 disaster relief payments for Child Care Educators/Directors. As of March 16, a total of 7,151 Broward educators have applied and received their 2nd Disaster Relief Payment.

Provider Rate Increase Approved by DEL effective March 1, 2022

In February, the Board authorized staff to request the highest sustainable reimbursement rate increase for non-school aged children that DEL would approve and staff determined that the 75th percentile of the 2021 survey fit the bill. On March 23rd ELC staff was informed the above proposed rate increase was approved and will go into effect retroactively March 1, 2022.

The proposal would raise full time rates for this age group by an average 17% and will affect more than half of the providers serving the youngest children. The increase will increase School Readiness slot costs by approximately \$2.5 million in FY22 and an estimated \$7.5 million in FY23. Staff estimate that the increase will be sustainable in FY2023. See the Finance Committee packet and the financial statements for additional information.

Broward Above and Beyond

Broward Above and Beyond (BAAB), part of ELC Broward's child care workforce initiative, was created through stimulus dollars to help child care facilities recruit, upskill, and retain staff. Working with approximately 50 child care providers eventually, BAAB provides intensive coaching and skills building, networking opportunities, and career counseling combined with recruitment and retention bonuses, for all educators employed at the participating provider sites. The program also provides financial incentives for child care provider participation.

BAAB has the majority of staffing for this initiative, and is currently marketing itself to Broward's child care providers through a variety of methods. To date, we have received 38 applications from providers. Program implementation is set to begin mid-April.

BAAB is part of a larger workforce initiative, which includes the promotional campaign for child care careers funded by the Children's Services Council, a job board created on ELC Broward's website, free 45 hour mandatory trainings for all new child care educators, and greatly reduced costs for staff CPR training. An update on the initiative will be presented at the next combined Program Review Committee/Ad Hoc Workforce Initiative Committee, scheduled for April 20th.

Strategic Planning (SP) Process

Over the past few months ELC Senior Leadership, the Ad Hoc Committee, and Carol Wick, our SP consultant, continue to meet. Carol has conducted one on one meetings with 50% of the board and has surveyed the full Board for feedback which will be utilized in the strategic planning process and Board retreat. Based on the updated timeline for the SP, a new date for the Board Retreat will be May 9th or May 10th, which will take place in person only. At the retreat the Board will be presented with the work that has been completed by ELC staff and the Ad Hoc Strategic Planning Committee by that point. Members will then discuss ELC's future and establish a consensus on the direction of the organization moving forward based on the information presented.

Legislative Update

As mentioned in an ELC Bulletin from March 15th, the 2022 Legislative Session has come to an end. Below is an overview of the proposed early learning funding increases and a summary of a major early learning bill approved by the House and Senate awaiting the Governor's approval.

- VPK Funding - The base student allocation for VPK was increased by \$317 per child, bringing it to the highest level in the program's history.
- VPK Funding - \$100 million (of federal Covid-19 relief dollars) will be allocated to support per-child supplements for any VPK provider who increases salaries of early educators to at least \$15 an hour.
- School Readiness Funding - The SR budget includes an increase of \$183 million (a breakdown of what this includes will be provided in the near future).
- School Readiness Funding Formula Bill - The House and Senate unanimously approved language that recommends a funding formula to better align provider reimbursement rates with the cost of actual quality child care. The intent of the formula is to allow for higher reimbursement rates across the state to support increased salaries and higher quality child care as well as provide funding to each ELC in more equitable way (across the state). There are some details in the bill that are vague or silent, making it difficult to know the true impact of this well intended bill on the ELC Broward's specific annual funding allocation. We do have some concerns about the language in the bill and how it will be interpreted but will know more once we receive additional guidance/information from

DEL. We plan to provide a presentation to the Board of the impact of the bill as soon as we better understand the implications and intricacies.

COVID Home Test Kits

Thanks to the Department of Health in Broward County (special thanks to Renee P!) Broward child care providers had the opportunity to receive home test kits for their staff and their families. We had an overwhelming response to this opportunity, and more than 120 providers signed up to receive just shy of 30,000 test kits. Numbers of kits were apportioned by provider license capacity. Providers picked up their kits the week of March 14th, and we received multiple thank you emails from appreciative directors.

Broward Early Childhood Educators Conference

ELC Broward's annual Early Childhood Educators Conference was held April 2nd. We were excited to have over 400 participants. This was our second (and hopefully, last) virtual conference. This year's theme, "Built for Success," was meant to inspire and empower the child care workforce coming out of the pandemic. The keynote speaker was Nefertiti B. Poyner, Ed.D, a noted trainer and presenter on the subject of the importance of emotional and social skills in children. She was joined by our featured speaker, Broward's own Dr. Harleen Hutchinson, Executive Director of the Journey Institute. Dr. Hutchinson currently provides an array of mental health trainings, including trauma informed care trainings, to Broward's child care educator workforce.

Special thanks to Laurie S., who gave a rousing welcome speech!

Tablets for VPK Providers

FLDOE has allocated ESSER (Elementary and Secondary School Emergency Relief) funds to the Division of Early Learning (DEL) specifically to assist with VPK coordinated screening and progress monitoring (such as ASQ, ASQ-SE, Child and STAR Early Literacy). ELC Broward has requested 1,500 tablets and headphones from DEL's State Contracted vendor and distribute them to VPK providers. The devices will help to address learning loss resulting from the COVID-19 pandemic and promote gains in early learning. Each VPK provider will receive at least one tablet depending on enrollment.

Partnership with Hard Rock Hotel/OIC of South Florida

ELC Broward has partnered with Newton Sanon, CEO of OIC of South Florida, and the Seminole Tribe to assist Hard Rock/Casino employee with child care options. More specifically we are working with Hard Rock executives to ensure eligible hotel and casino employees have access to both child care subsidies and VPK classes and our Child Care Resources and Referral services. According to Hard Rock executives approximately 5,000 low income employees could potentially be eligible for School Readiness services. Staff is scheduled to conduct onsite presentations at the Hard Rock's Guitar Hotel the first week of April.

ELC Board Officer Positions

As discussed at the February Board Meeting, the current slate of ELC Board Officer positions term out on June 30, 2022 so we are in the process of electing new Officer positions. Due to a low response rate for Officer nominations, we have extended the deadline to April 22, 2022. ELC Staff have convened a Governance Committee Meeting to discuss the possibility of aligning the Officer positions with those of the Committee Chairs, allowing Officers to serve two consecutive terms as currently only the Committee Chairs are allowed to serve two consecutive terms. Following the Board's vote on this item on 4/11, ELC staff will send out another email soliciting nominations for Officer positions.

ELC Board Orientation Part II

ELC will be offering a Board Orientation Part II to review in depth both the Financial aspects of ELC as well as review the various programs offered to families and Providers. This date will be Mid May and an email will be forthcoming. Anyone

will be welcome to join however; it will be of particular interest to those that joined the Board over the past year. If you are interested in attending please reach out to Judith Merritt at jmerritt@elcbroward.org

ELC Offices Status

As many of you may know for much of the pandemic we have been working remotely with only limited staff in the office. We have attempted to return to the office on several occasions, however, each time there was an uptick in COVID-19 numbers. Late last year we decided to change our approach and began an initiative to reimagine the workspace in a way that made sense to our overall operations and not dependent on the status of COVID-19 cases. With this in mind, we began to make changes in work location assignments. Departments who demonstrated productivity through the pandemic and were not physically needed in the main office were permanently assigned to telework and other departments were relocated back to the office. Since the beginning of the new year we have gradually increased the numbers of staff in the office. We are in the final stages of fine tuning the plan, some work place assignments, and repurposing some of the space.

Sun Sentinel Event – ELC’s Employer of Choice Award

As previously announced, ELC has been awarded the “Employer of Choice Award” and will be awarded with this honor at an awards dinner on April 27th 2022 which will be held at the Fort Lauderdale Marriott Coral Springs Hotel & Convention Center from 5:30pm – 8:30pm. Zachary Talbot has generously volunteered to pay for the \$2,000 ELC table for the awards dinner and ceremony. We would like to thank him for his generosity and support.

A presentation on the results of the ELC Employer evaluation tool administered by Energage on behalf of the Sun Sentinel, will be shared with both staff and Board in the near future.

Early Learning Coalition of Broward County, Inc.
Board Meeting Minutes
February 14, 2022, at 12:00 PM
 Virtual Meeting

Members in Attendance	Michael Asseff; Cindy Arenberg-Seltzer; Beverley Batson; Amoy Reid; Renee Podolsky; Richard Campillo; William Karp; Monica King; Laurie Sallarulo; Sharonda Bailey; Dawn Liberta; Ellie Schrot; Laurie Rich Levinson; Kristina West; Kirk Englehardt, Twan Russell
Members Absent	Zachary Talbot; Carol Hylton; Khalil Zeinieh;
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Judith Merritt, COO, Allison Metsch, Sr. Director of Education & Quality; Elsy Silvestre, Contract Administrator; Lizbeth Juan, Executive Assistant; Melody Martinez, Board Liaison; Reiner Potts, Financial Analyst; Stephanie Landreville, Controller; Amy Moore, Chancellor Matt Mears,
Others in Attendance	Jacob Jackson, General Counsel, Carol Wick; Chancellor Matt Mears

Item	Action/Discussion
Welcome & Call to Order	Chair, Laurie Salarullo called the meeting to order at 12:05 PM. Roll was called, and a quorum was established.
Chancellor Mears	CEO welcomed everyone and introduced Chancellor Mears. There was a Q&A session with commissioner Mears.
Chair Report	Nothing to report at the moment.
CEO Report	CEO welcomed everyone and summarized the CEO report. CEO announced that William Karp has given his resignation as he is retiring. Last day will be 3/31/22
Consent Agenda 1. Approve December 20, 2021, Meeting minutes 2. B224CA1 – Approve Audit & 990's 3. B224CA2 – Approve Scholastic Contract renewal for bookworms	<p>Monica King requested to pull item #1, the December 20, 2021, Meeting minutes, in order to propose a correction.</p> <p>A Motion was made by William Karp to proceed with item 2 & 3 on the consent agenda. Seconded by Cindy Arenberg-Seltzer. Unanimously approved. Motion Passes.</p> <p>Monica King requested that the December 20, 2021, Meeting Minutes be amended as follows: from “she [Monica King] did not realize the salary recommended was not the HHS Salary Cap” to “she [Monica King] did not realize the salary recommended in her motion was not the 30th percentile rate recommended by the Consultants”.</p> <p>Monica King made a motion to approve the December 20, 2021, Meeting Minutes, as amended. Seconded by Richard Campillo. Unanimously approved. Motion Passes.</p>

<p>Finance Committee</p> <ol style="list-style-type: none"> 1. B224FIN1 – Approve December Interim Financials 2. B224FIN2 – Approve Budget Amendment #4 3. B224FIN3 – Approve Rate Increase 	<p>Approve December Interim Financials</p> <p>Christine Klima, CAO shared and presented the December 2021 interim financial statements:</p> <p>A Motion was brought forth by the Finance Committee to approve December 2021 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>Approve FY22 Budget Amendment #4</p> <p>The CAO reviewed the highlights of the FY2022 Budget Amendment #4:</p> <p>A Motion was brought forth by the Finance Committee to approve FY2022 Budget Amendment #4. The Motion was unanimously approved. Motion Passes.</p> <p>The CAO presented an analysis of possible options for raising the Coalition’s maximum reimbursement rate in keeping with the Board’s 2019 Commitment to raise rates annually as funding and DEL allows.</p> <p>A Motion was brought forth by the Finance Committee to Approve the Maximum Sustainable Increase to the Coalition’s Maximum Reimbursement Rate that DEL will approve Effective March 1, 2022, or on the soonest date available following DEL approval. The Motion was unanimously approved. Motion Passes.</p>
<p>Regular Business</p> <ol style="list-style-type: none"> 1. B224RB1 – Approve draft scope of services for procurement of new legal services vendor 2. B224RB2 – Approve Provider Representative Nomination/Recruitment Policy 	<p>The CAO went over the draft scope of services for an upcoming legal services procurement and wanted the Board to take note of the calendar and that the Executive Committee will serve as the Rating Committee.</p> <p>A Motion was made by Dawn Liberta to Approve The draft scope of services for procurement of new legal services vendor. Seconded by Cindy Arenberg-Seltzer. Unanimously approved. Motion Passes.</p> <p>Chair, Laurie Salarullo thanked Jacob Jackson for his 10 years of service with the ELC. His last day is today February 14, 2022.</p> <p>A Motion was brought forth from the Nominating Committee to Approve the Revised Provider Representative Nomination/Recruitment Policy.</p> <p>Twan Russell wants to ensure that we don’t mute the providers. They should have an opportunity to voice their opinion and feel like they are involved in the process.</p> <p>Laurie Rich Levinson recommended that providers should have an opportunity to give feedback prior to the nominating committee in writing, or they can attend the meeting and share their feedback.</p>

	<p>Richard Campillo questioned what time frame providers would have in order to respond once they were made aware of those providers that applied for the Provider Representative Board seat? Laurie Sallarulo recommended 48 hours.</p> <p>Laurie Rich Levinson requested that in step 4 the policy Delete where it states, “or interview no Candidates” and to add “to provide an opportunity for the providers to give feedback, either in writing, or at the nominating committee.”</p> <p>Richard Campillo Seconded the motion, as amended. Unanimously approved. Motion Passes.</p>
Ad Hoc Strategic Planning Committee – Kirk Englehardt	Kirk Englehardt introduced Carol Wick as consultant.
Program Review Committee – Khalil Zeinieh	No Discussion.
Audit Committee- Richard Campillo	Richard Campillo wants to recognize the great work that was done in the Audit by Stephanie, Christine, and team. We had two external agencies one of them being DEL who was monitoring. We passed with flying colors. Thank you to the team.
Nominating Committee - Michael Asseff	No Discussion.
Governance Committee – Dawn Liberta	No Discussion.
Provider Representative –	No Discussion.
Beverley Batson, Representative private faith based childcare provider	No Discussion.
UNFINISHED BUSINESS	None
NEW BUSINESS	None
MATTERS FROM CHAIR	There was no discussion.
MATTERS FROM COMMITTEES	
PUBLIC COMMENT	There was no discussion.
NEXT MEETING DATE	April 11, 2022, at 12:00PM
ADJOURN	Laurie Sallarulo Motioned to Adjourn meeting at 1:54 PM

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

ITEM/MEETING	B225CA1 / Board Meeting
DATE:	April 11, 2022
SUBJECT:	211 Broward FY23 Sub Recipient Services—Intent to Award
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve intent to award Sole Sourced Sub Recipient Agreement for Community Resource Referral Services First Call for Help d/b/a 211 Broward pending Division of Early Learning approval.
FINANCIAL IMPACT:	\$461,092 Pending final approval of the FY 2023 Preliminary 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.

The Coalition has determined that 211 Broward is a sole sourced vendor based on the following:

- 211 Broward is the sole FCC-designated 211 resource for community services in Broward County
- 211 Broward 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

On June 30, 2022 all available sub-recipient agreement renewal terms will have been used. In order to continue receiving services from 211 Broward seamlessly, staff recommend the Committee and Board approve the Coalition's intent to award a new sole-sourced sub-recipient Agreement cycle starting July 1, 2022.

Once the Intent to Award is approved by the Board and posted as required by Florida Statutes, the Coalition must then request approval from the Division of Early Learning to enter into a noncompetitive contractual relationship with a contractor under a Federal award, where the contracted cost exceeds Florida's level II procurement threshold (currently \$35,000) in accordance with 2 CFR 200.320 (f)

Staff will request final approval for the contract terms and budget at the ELC Executive Committee and Board meetings coming up in May and June.

Recommendation:

Executive Committee recommends that the Board approve the intent to award a sole sourced sub recipient agreement to 211 Broward for Community Resource Referral Services in FY2023.

Supporting Documentation:

- Documentation of Sole Source for Services
- Draft Contract Fact Sheet

PricewaterhouseCoopers LLP
1155 Peachtree Street
Atlanta GA 30309
Telephone (404) 870 1100
Facsimile (404) 870 1239
Direct phone (404) 870-1123
Direct fax (404) 870-1262

First Call for Help of Broward, Inc.
Kathleen Gent
President/CEO
16 SE 13th Street
Ft. Lauderdale, FL 33316

31 January 2001

Dear Kathleen:

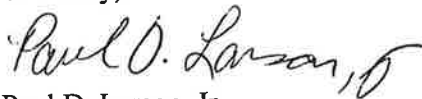
This letter is to confirm our receipt of your request and cashier's check on behalf of First Call for Help of Broward, Inc. for abbreviated dialling (N11) service in the Fort Lauderdale basic local calling area in the State of Florida. Your request for N11 service has resulted in the allocation of the 211 number in the Ft. Lauderdale basic local calling area in the State of Florida.

This allocation comes as a result of FCC order 00-256 adopted July 26, 2000. Please note that the 211 code is currently in use in the Ft. Lauderdale basic local calling area. The current user will have six (6) months from the date they are notified of this assignment to discontinue their service and vacate the 211 code.

Please contact your BellSouth Account Representative to initiate the service request order to begin the process of establishing the service. The cashier's check will be submitted to Mr. Eric McCall of BellSouth Telecommunications, Inc. and will be applied to the charges associated with establishing the service.

If you have any questions regarding this confirmation and allocation or the process forward, please do not hesitate to contact me at (404) 870-1123 or Eric at (404) 927-8077.

Sincerely,



Paul D. Larson, Jr.

Assurance Business Advisory Services

cc: Mr. Eric McCall, BellSouth Telecommunications, Inc.
Mr. Danny Flynn, BellSouth Telecommunications, Inc.
Mr. Robert Lattimore, PricewaterhouseCoopers – Atlanta

Appendix C: Excerpts of FCC Rule 00-256A1 - Assigning 211 Dialing Codes For Use by Community Information and Referral Services

Before the
Federal Communications Commission
Washington, D.C. 20554

In the Matter of)	
)	
Petition by the United States Department of)	NSD-L-99-24
Transportation for Assignment of an Abbreviated)	
Dialing Code (N11) to Access Intelligent)	
Transportation System (ITS) Services Nationwide)	
)	
Request by the Alliance of Information and Referral)	
Systems, United Way of America, United Way 211)	NSD-L-98-80
(Atlanta, Georgia), United Way of Connecticut, Florida)	
Alliance of Information and Referral Services, Inc., and)	
Texas I&R Network for Assignment of 211 Dialing)	
Code)	
)	
The Use of N11 Codes and Other Abbreviated Dialing)	
Arrangements)	
)	CC Docket No. 92-105
)	

THIRD REPORT AND ORDER AND ORDER ON RECONSIDERATION

Adopted: July 21, 2000

Released: July 31, 2000

Petition for Assignment of an N11 Code for Access to Information and Referral Services

Background

- On May 28, 1998, the Alliance of Information and Referral Systems, the United Way of America, United Way 211 (Atlanta, Georgia), United Way of Connecticut, Florida Alliance of Information and Referral Services, Inc. and the Texas I&R (Information and Referral) Network (collectively, Information and Referral Petitioners), filed a petition for nationwide assignment of an abbreviated dialing code for access to community information and referral services (Information and Referral Petition).¹ The Information and Referral Petitioners contend that there is

¹ The Petition requested the 211 code. Request by the Alliance of Information and Referral Systems, United Way of America, United Way 211 (Atlanta, Georgia), United Way of Connecticut, Florida Alliance of Information and Referral Services, Inc., and the Texas I&R Network for Assignment of 211 Dialing Code (Information and Referral

a demonstrated need for an easy to remember, easy to use abbreviated dialing code that will enable persons in need to be directed to services providing free information and referrals to community service organizations. Petitioners argue further that assigning an N11 code to such services would provide an important adjunct to the codes that the Commission has already assigned to meet other public needs.² The Information and Referral Petitioners cite to a range of human needs not addressed by either the 911 code or police non-emergency 311 code such as housing assistance, maintaining utilities, food, finding counseling, hospice services and services for the aging, substance abuse programs, or dealing with physical or sexual abuse.³ The Information and Referral Petitioners state that there is strong interest in several states for developing an N11 code for this purpose,⁴ and that the tools exist to do so. The Information and Referral Petitioners contend that assigning an N11 code for such purposes is in the national interest, and commenters overwhelmingly support the proposal.⁵

Discussion

- We find that the Information and Referral Petitioners have demonstrated sufficient public benefits to justify use of a scarce public resource,⁶ and we therefore assign 211 to be used for access to community information and referral services. Individuals facing serious threats to life, health, and mental well being have urgent and critical human needs that are not

Petition). In response, the Commission issued a public notice for comment on their petition. *See* Request by Alliance of Information and Referral Systems, United Way of America, United Way 211 (Atlanta, Georgia), United Way of Connecticut, Florida Alliance of Information and Referral Services, Inc., and the Texas I&R Network for Assignment of 211 Dialing Code, *Public Notice*, DA 98-1571, NSD File No. L-98-80 (rel. Aug. 6, 1998).

² The Information and Referral Petitioners contend that assignment of 211 would compliment existing uses of 911 for emergency services and the assignment of 311 for police non-emergency uses in the *N11 First Report and Order*. Information and Referral Petition at 5-6.

³ *See id.* at 6.

⁴ In an *ex parte* dated February 22, 2000, representatives of the Information and Referral Petitioners provided Commission staff with an updated state-by-state status of 211, indicating that 211 was active in at least one locality in Connecticut and a thirteen-county area in Atlanta, Georgia. The Information and Referral Petitioners also indicated that petitions for 211 had been filed with local public utility commissions in three other states (Massachusetts, Ohio and Wisconsin) and a county in Michigan. In addition, 211 petitions had been approved in three other states (Alabama, North Carolina and Utah), with statewide information and referral models developed in three others (Florida, Texas and Virginia). Six states had made no commitment on 211, with the remaining considering 211 to some degree for access to community information and referral services.

⁵ *See, e.g.*, Linda Daily Comments (letter from private citizen stating, “[w]hether it’s a mammogram, substance abuse services, therapeutic recreation for a disabled child, or 1 of more than 4,000 human services, the issue is the same. No one knows where to start.”); Ameritech Comments at 1 (supporting Information and Referral Petition as meeting FCC policy of limiting national assignment of unused N11 codes for public purposes).

⁶ We reject arguments to the contrary. *See, e.g.*, CinBell Comments at 2.

addressed by dialing 911 for emergency assistance or 311 for non-emergency police assistance. For example, the Information and Referral Petitioners present a call summary prepared by United Way 211 (based in Atlanta) for the year 1997, which indicates that seven percent of the calls to United Way 211 involved immediate shelter needs, 20 percent involved rental/mortgage assistance needs (for example, threatened eviction), 16 percent involved utility issues, critical in inclement weather, and nine percent involved the need for food.⁷ The remaining calls presented issues relating to counseling, medical aid, prescription assistance, physical and sexual abuse, and potential suicide. Other less urgent situations, also not addressed by 911 service or the current 311 service, might involve persons needing child care solutions, aging and hospice services, adolescent activities, educational programs, support groups, legal assistance, child and spousal abuse counseling, substance abuse programs, and other needs vital to the welfare of individuals, families, and communities.⁸

- We believe that the Information and Referral Petitioners have shown a public need exists for an easy to use, easy to remember N11 code to efficiently bring community information and referral services to those who need them, providing a national safety network for persons to get access readily to assistance. Therefore, we find that the public interest standard has been met here. We are persuaded by the Information and Referral Petitioners' assertion that, with a large number of toll-free telephone numbers, confusion is inevitable and the increased margin for error in dialing eleven digits creates obstacles to use of community information and referral services, particularly in urgent situations.⁹ Moreover, as the Information and Referral Petitioners also point out, this confusion is not resolved when directory assistance for toll-free numbers is used, because directory assistance for toll free numbers lists entries by name, but not service or need category. We also are persuaded that local numbers are not viable alternatives because they are difficult to distinguish from the myriad of other local businesses and community services numbers, and may not be of service to travelers and the recently relocated, who often need temporary assistance. Moreover, people with mental or physical limitations would benefit from the use of a three-digit nationwide number, rather than having to dial various and different seven or ten digits to get access to help. We also note that the number of people served by the information and referral organizations that make up the Information and Referral Petitioners is quite large. The United Way 211 (Atlanta, Georgia and the thirteen-county surrounding area) provides free (bilingual) service 24 hours a day, seven days a week to a

⁷ Information and Referral Petition at 6.

⁸ *Id.*

⁹ *Id.* at 11.

population of more than three million people.¹⁰ In Connecticut, Infoline provides access to community resources throughout the state.¹¹ In Texas, regional data centers – 24-hour data centers linked to the 100 community information centers and each other – are being established to provide comprehensive health and human service information, allowing 18 million residents to have information about vital services across the state.¹² In Florida, information for about 40 percent of the state's counties are represented in search and data features that have been included in an integrated database, uploaded on the Florida Alliance of Information and Referral Service Internet site.¹³ The designation of a uniform national code would simplify access to information from these and other sources and would make such information readily available to new members of communities as well as existing local citizens.

- We believe that providing access to community information and referral services using 211 has many benefits. Individuals will now have an easy to remember nationwide number to call when they need non-emergency help. Unlike 311, which is being used in some communities to provide access to non-emergency police services,¹⁴ the range of services that will be available using 211 is of a much broader scope. We are mindful that the Commission in the *N11 First Report and Order* gave local jurisdictions discretion to use 311 for access to government services that might, in some instances, overlap the services to be provided using 211. We are not convinced, as are some commenters, that this will cause confusion among callers as to which N11 code should be used to access what type of information.¹⁵ To the contrary, we believe that the extensive education campaign that the Information and Referral Petitioners and others have undertaken to publicize the use of 211 has and will continue to eliminate any potential confusion. The Information and Referral Petitioners have invested significant resources in publicizing the use of the 211 code in some areas of the country, and we

¹⁰ *Id.* at 7, 14. We also note that the United Way 211 database includes public and private agencies and programs in the Atlanta region, not just United Way member agencies or those supported by United Way funding. *Id.*

¹¹ *Id.* at 4.

¹² *Id.* at 8.

¹³ *Id.*

¹⁴ According to the Community Oriented Policing Services (COPS) Office at the U.S. Department of Justice, a number of communities have implemented 311 for access to non-emergency police services with the assistance of funds provided by the Department of Justice. These include Baltimore, Maryland; Dukes County, Massachusetts (Martha's Vineyard); Rochester, New York; Miami, Florida; Houston, Texas; City of Los Angeles, California <www.lacity.org>; Pasadena, South Pasadena, California; and Birmingham, Alabama. Other communities also have implemented 311, including Dallas, Texas; Chicago, Illinois; Washington, D.C.; San Jose, California; Hampton, Virginia; and San Antonio, Texas.

¹⁵ See National Telephone Enterprises, Inc. Comments at 6; SBC Communications, Inc. Comments at 1-2.

have already seen an enormous amount of support for efforts to implement access to community information and referral services using 211 at the state and local level from citizens, government officials, and organizations that provide help to others.¹⁶ Thus, we believe that access to community information and referral services using 211 will provide a vital adjunct to existing 311 services. We also believe that 211 service for access to community information and referral services will provide a useful adjunct to 911 service by further reducing calls to 911 that do not require immediate dispatch of police, fire, or medical personnel.¹⁷

- We therefore assign 211 to be used to provide access to community information and referral services. Similar to the Commission's national assignment in the *N11 First Report and Order* of 311 for access to non-emergency police and other government services,¹⁸ we direct that, when a provider of telecommunications services receives a request from an entity (e.g., the United Way) to use 211 for access to community information and referral services, the telecommunications provider must: (1) ensure that any entities that were using 211 at the local level prior to the effective date of this Order relinquish use of the code for non-compliant services, and (2) take any steps necessary (such as reprogramming switch software) to complete 211 calls from its subscribers to the requesting entity in its service area.¹⁹ The 211 dialing code is currently in use in Atlanta, Georgia and parts of Connecticut, and we expect communities across the country will be able to make similar transition to 211. We expect community service organizations to work cooperatively to ensure the greatest public use of this scarce resource. Finally, we will reexamine deployment of community information and referral services using 211 five years after the effective date of this Order to determine whether this resource is being utilized in the manner and to the extent anticipated by the Information and Referral Petitioners. As with 511, if 211 is not being used on a widespread basis for access to community information and referral services, we may consider designating the 211 code for other uses, or removing the exclusive assignment for community information and referral services.

¹⁶ See, e.g., Area Agency on Aging Comments at 1; Ask-2000 Comments at 1; Chris Bell, Houston Council Member, Comments at 1; Big Bend Hospice Comments at 1; Border Families are Valued Project Comments at 1; Brazos County Community Council Comments at 1; Mary Brennan, Florida House of Representatives, Comments at 1; The Bridge Comments at 1; Houston Mayor Lee P. Brown Comments at 1; The City of Calgary Comments at 1; The City of Atlanta, Georgia Comments at 1; Capital Area Healthy Start Coalition Comments at 1; Center for Advocacy for the Rights and Interests of the Elderly Comments at 1; HelpLine Comments at 1; Information and Referral Midland Comments at 1-2; Center for Information and Crisis Services, Inc. Comments at 1.

¹⁷ See *N11 First Report and Order*, 12 FCC Rcd at 5595, para. 36; see also discussion of IAFC Petition at para. 25, *infra*.

¹⁸ *Id.* at 5615, para. 83. See also para. 5, *supra*.

¹⁹ *Id.* at 5615, para. 84.

Dial 211 for Essential Community Services

In many states, dialing “211” provides individuals and families in need with a shortcut through what can be a bewildering maze of health and human service agency phone numbers. By simply dialing 211, those in need of assistance can be referred and sometimes connected to appropriate agencies and community organizations.

Dialing 211 helps direct callers to services for, among others, the elderly, the disabled, those who do not speak English, those having a personal crisis, those with limited reading skills, and those who are new to their communities.

211 is available to approximately 309 million people, which is 94.6 percent of the total U.S. population. 211 covers all 50 states, the District of Columbia, and Puerto Rico. To find out whether 211 services are offered in your area and to obtain more information, visit 211.org.

How 211 Works

211 works a bit like 911. Calls to 211 are routed by the local telephone company to a local or regional calling center. The 211 center’s referral specialists receive requests from callers, access databases of resources available from private and public health and human service agencies, match the callers’ needs to available resources, and link or refer them directly to an agency or organization that can help.

Types of Referrals Offered by 211

- **Basic Human Needs Resources** – including food and clothing banks, shelters, rent assistance, and utility assistance
- **Physical and Mental Health Resources** – including health insurance programs, Medicaid and Medicare, maternal health resources, health insurance programs for children, medical information lines, crisis intervention services, support groups, counseling, and drug and alcohol intervention and rehabilitation
- **Work Support** – including financial assistance, job training, transportation assistance, and education programs
- **Access to Services in Non-English Languages** – including language translation and interpretation services to help non-English-speaking people find public resources (Foreign language services vary by location)
- **Support for Older Americans and Persons with Disabilities** – including adult day care, community meals, respite care, home health care, transportation, and homemaker services
- **Children, Youth and Family Support** – including child care, after-school programs, educational programs for low-income families, family resource centers, summer camps and recreation programs, mentoring, tutoring, and protective services
- **Suicide Prevention** – referrals to suicide prevention help organizations. Callers can also dial the following National Suicide Prevention Hotline numbers, which are operated by the

Substance Abuse and Mental Health Services Administration of the US Department of Health and Human Services:

- 1-800-273-TALK (1-800-273-8255)
- 1-800-SUICIDE (1-800-784-2433)
- 1-888-SUICIDE (1-888-784-2433)
- 1-877-SUICIDA (1-877-784-2432) (Spanish)

Those who wish to donate time or money to community help organizations can also do so by dialing 211.

FCC Consumer Help Center

For more information on consumer issues, visit the FCC's Consumer Help Center at fcc.gov/consumers.

Alternate formats

To request this article in an alternate format - braille, large print, Word or text document or audio - write or call us at the address or phone number at the bottom of the page, or send an email to fcc504@fcc.gov.

Last Reviewed: 12/31/19

Find Help Near You

Simply call 211 to speak to someone now, or search by location for online resources and more contact information.

broward

Search

2-1-1 Broward



Call 211 or (954) 537-0211



Text your zip code to 898-211



Search for resources online

Available 24/7/365 in 180 Languages



[View more results](#)

Contact Us

Please refresh this page to search multiple locations.

Contact 211@www.unitedway.org to update search results.

Powered by People

Thousands of staff and volunteers across the country make sure 211 is available 24/7 to help you or someone you care about. Each one of us has our own story, and our own reason for doing this important work.



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: 211-19-ELC1

POINT OF CONTACT: Frank Isaza, COO
First Call for Help of Broward, Inc.
250 NE 33rd St
Oakland Park, FL 33334

PROCUREMENT: Sole Source February 2019. New Procurement for FY 2022-23

CONTRACT TYPE: Sub Recipient ELC funded

BUDGET AMOUNT: \$461,092

METHOD OF PAYMENT: Cost Reimbursement

PAYMENT SCHEDULE: Monthly

TERM: July 1, 2022 through June 30, 2023

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	B225CA2 / Board Meeting
DATE:	April 11, 2022
SUBJECT:	Annual Revision of Federal Poverty Level Sliding Fee Schedule
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Revised Sliding Fee Schedule, Effective July 1, 2022
FINANCIAL IMPACT:	None
ELC STAFF LEAD	C. Klima

Background:

Each year, the Division of Early Learning (DEL) requires Early Learning Coalitions to update the schedule of parent co-payments based on revised Federal Poverty Levels (FPL) issued by the Federal Government. Since the updated sliding fee scale will be incorporated into ELC's annual plan required by OEL, it must be approved by the Board.

The goal of the sliding fee scale is to encourage economic self-sufficiency by gradually increasing the parent's proportionate share of child care costs without creating a barrier to families' in receipt of assistance.

Families with incomes at or below 150% of the FPL are eligible to be enrolled from the waiting list into School Readiness subsidized child care. The FPL income limits are shown on the attached scale according to family size highlighted in yellow. However, once a family has been enrolled and is receiving child care services, their income is measured by a different scale, the State Median Income (SMI), which is generally higher. Families may continue to receive services until they reach 85% of the State Median Income. The SMI limits are shown on the scale according to family size in red.

DEL recommends that Coalitions set family copayment rates for families that are at or below 150% of FPL at less than 10% of the family income. Broward's fees for this group range from approximately .05% at the low end and up to approximately 8.5% of gross annual income for the highest incomes.

Family copayments are waived for families with children who are at risk of child abuse or neglect on a case by case basis.

Current Status:

In March 2022, DEL released the revised income limits based on the most recent Federal Poverty Level and requested that Coalitions update their sliding fees scales. The updated scale is due April 1, 2022 and is pending ELC Board approval.

The updated 2022 scale will leave family co-payments unchanged in most cases and may even result in a decrease for some. No families will experience an increase in co-payments because of the change.

Supporting Documentation:

- Updated Sliding Fee Scale

Florida's Division of Early Learning
SLIDING FEE SCHEDULE

DAILY FEE		----- Annual Gross Income - Number of persons in Family -----																
Full-Time	Part-Time	FPL as indicated unless exceeds 85% SMI	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
0.73	0.55	50%FPL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
			6,795	9,155	11,515	13,875	16,235	18,595	20,955	23,315	25,675	28,035	30,395	32,755	35,115	37,475	39,835	
1.35	1.01			6,796	9,156	11,516	13,876	16,236	18,596	20,956	23,316	25,676	28,036	30,396	32,756	35,116	37,476	39,836
		75%FPL	10,193	13,733	17,273	20,813	24,353	27,893	31,433	34,973	38,513	42,053	45,593	49,133	52,673	56,213	59,753	
2.08	1.56			10,194	13,734	17,274	20,814	24,354	27,894	31,434	34,974	38,514	42,054	45,594	49,134	52,674	56,214	59,754
		FPL	13,589	18,309	23,029	27,749	32,469	37,189	41,909	46,629	51,349	56,069	60,789	65,509	70,229	74,949	79,669	
4.14	3.11			13,590	18,310	23,030	27,750	32,470	37,190	41,910	46,630	51,350	56,070	60,790	65,510	70,230	74,950	79,670
			15,855	21,362	26,869	32,376	37,883	43,390	48,896	54,403	59,910	65,417	70,924	76,431	81,937	87,444	92,951	
4.91	3.68			15,856	21,363	26,870	32,377	37,884	43,391	48,897	54,404	59,911	65,418	70,925	76,432	81,938	87,445	92,952
			18,121	24,415	30,708	37,002	43,295	49,589	55,883	62,176	68,470	74,764	81,057	87,351	93,645	99,938	106,232	
5.52	4.14			18,122	24,416	30,709	37,003	43,296	49,590	55,884	62,177	68,471	74,765	81,058	87,352	93,646	99,939	106,233
		85% SMI														107,508	109,576	
		150%FPL	20,385	27,465	34,545	41,625	48,705	55,785	62,865	69,945	77,025	84,105	91,185	98,265	105,345	112,425	119,505	
8.33	6.25		20,386	27,466	34,546	41,626	48,706	55,786	62,866	69,946	77,026	84,106	91,186	98,266	105,346	112,426	119,506	
			21,177	28,532	35,888	43,243	50,598	57,953	65,308	72,664	80,019	87,374	94,729	102,084	109,439	116,795	124,150	
			21,178	28,533	35,889	43,244	50,599	57,954	65,309	72,665	80,020	87,375	94,730	102,085	109,440	116,796	124,151	
9.53	7.15	85% SMI	21,970	29,600	37,230	44,861	52,491	60,121	67,752	75,382	83,012	90,643	98,273	105,903	113,534	121,164	128,795	
			21,971	29,601	37,231	44,862	52,492	60,122	67,753	75,383	83,013	90,644	98,274	105,904	113,535	121,165	128,796	
10.73	8.05		85% SMI	22,762	30,667	38,573	46,478	54,384	62,290	70,195	78,101	86,006	93,912	101,817	109,723	117,628	125,534	133,439
			22,763	30,668	38,574	46,479	54,385	62,291	70,196	78,102	86,007	93,913	101,818	109,724	117,629	125,535	133,440	
11.93	8.95		85% SMI	23,554	31,735	39,916	48,096	56,277	64,458	72,638	80,819	89,000	97,181	105,361	113,542	121,723	129,903	138,084
			23,555	31,736	39,917	48,097	56,278	64,459	72,639	80,820	89,001	97,182	105,362	113,543	121,724	129,904	138,085	
13.13	9.85		85% SMI	24,346	32,802	41,258	49,714	58,170	66,626	75,082	83,538	91,994	100,449	108,905	117,361	125,817	134,273	142,729
			24,347	32,803	41,259	49,715	58,171	66,627	75,083	83,539	91,995	100,450	108,906	117,362	125,818	134,274	142,730	
14.33	10.75		185%FPL	25,142	33,874	42,606	51,338	60,070	68,802	77,534	86,266	94,998	103,730	112,462	121,194	129,926	138,658	147,390
			25,143	33,875	42,607	51,339	60,071	68,803	77,535	86,267	94,999	103,731	112,463	121,195	129,927	138,659	147,391	
15.53	11.65		85% SMI	26,161	35,247	44,333	53,419	62,505	71,591	80,677	89,763	98,849	107,935	117,021	126,107	135,193	144,279	153,365
			26,162	35,248	44,334	53,420	62,506	71,592	80,678	89,764	98,850	107,936	117,022	126,108	135,194	144,280	153,366	
16.73	12.55		200%FPL	27,180	36,620	46,060	55,500	64,940	74,380	83,820	93,260	102,700	112,140	121,580	131,020	140,460	149,900	159,340
			27,181	36,621	46,061	55,501	64,941	74,381	83,821	93,261	102,701	112,141	121,581	131,021	140,461	149,901	159,341	
17.93	13.45		85% SMI	29,219	39,367	49,515	59,663	69,811	79,959	90,107	100,255	110,403	120,551	130,699	140,847	150,995	161,143	171,291
			29,220	39,368	49,516	59,664	69,812	79,960	90,108	100,256	110,404	120,552	130,700	140,848	150,996	161,144	171,292	
19.13	14.35		85% SMI	31,257	42,113	52,969	63,825	74,681	85,537	96,393	107,249	118,105	128,961	139,817	150,673	161,529	172,385	183,241
			31,258	42,114	52,970	63,826	74,682	85,538	96,394	107,250	118,106	128,962	139,818	150,674	161,530	172,386	183,242	
20.33	15.25		85% SMI	35,836	46,863	57,889	68,915	79,942	90,968									

Parents receiving hourly care pay up to the part time fee.
Note: 10% Parent Fee was calculated using 260 days.
Refer to 6M-4.400, F.A.C.
Income 85% State Median Income:Upper threshold for eligibility

2022 LIHEAPPoverty Level (FPL) effective Jul Jan. 12, 2022
IM 2021-03 State Median Income Estimates

Please answer the following questions: 25%

(1) If there is a sibling discount what is the percentage?

(2) If any family pays more than 10% of their gross income for child care, please complete and attach the justification form that explains how the fees will not limit parent access to services. Please See Plan Amendment

ITEM/MEETING	B225CA3 / Board Meeting
DATE:	April 11, 2022
SUBJECT:	Increase Children's Forum INCENTIVE\$ Agreement FY 2022
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Amendment 1 to Increase \$25,000 to the Children's Forum INCENTIVE\$ Agreement FY 2022
FINANCIAL IMPACT:	\$25,000 FY2022
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 retaining 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.

On January 1, 2022, ELC executed a new sub-recipient agreement with The Children's Forum to Administer the INCENTIVE\$ Wage Supplement program after the previous sub-recipient agreement cycle expired on December 31, 2021. The new agreement included a new, higher scale for the program's wage supplements that would increase the stipend for most participants with those achieving the highest educational levels benefiting the most. It also included a requirement to notify the Coalition if wage supplement payouts are projected to exceed the contract allocation so that the Coalition may increase the allocation to avoid the need to create a waiting list, if possible.

Current Status:

Children's Forum has revised their projections for the INCENTIVE\$ Wage supplements based on actual applications received from participants. The line item for wage supplements and the total contract amount will need to be increased by \$25,000 to avoid creating a waiting list for the FY22 contract term.

Recommendation:

Executive Committee recommends that the Board approve the Children's Forum INCENTIVE\$ Agreement by an additional \$25,000.

Supporting Documentation:

Updated Budget

Children's Forum INCENTIVE\$ Proposed Budget Revision				
	Previous	Proposed	Change	Percent Total
Wage Supplements	245,000.00	270,000.00	25,000.00	79%
Program Support	\$ 53,649.50	\$ 53,649.50	\$ -	16%
Administration	\$ 17,031.47	\$ 17,031.47	\$ -	5%
Total Jan-June 2022	<u>\$ 315,680.97</u>	<u>\$ 340,680.97</u>	<u>\$ 25,000.00</u>	100%

ITEM#/MEETING	B225CA4 / Board Meeting
MEETING DATE:	April 11, 2022
SUBJECT:	Purchases over \$35,000
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve FY22 Purchases over \$35,000
FINANCIAL IMPACT:	\$246,620 ESSER funds for SHI Corporation \$300,000 CRRSA funds for the Selected Vendor(s)
AS RECOMMENDED	NA

Background Information:

In accordance with ELC fiscal policy, the ELC Finance Committee reviews all purchases costing more than \$35,000 per fiscal year and recommends to the ELC whether to approve them, based on the ELC budget.

Current Status:

Staff Request approval for the following operating expense purchases over \$35,000:

- a. **\$ 246,620 SHI Corp Lenovo Tablets & Headphones to be Granted to VPK Classroom Providers (DEL ESSER Funds Restricted for this Purpose)**

The vendor was procured by DEL through a public procurement for the expressed purpose of Coalitions purchasing tablets and headphones for providers to support VPK programs in conducting CLASS child assessments under US Department of Education ESSER Program Funding. Broward will purchase 2,000 tablets with headphones and providers can pick them up at scheduled times after we receive the devices at our offices. Ownership of the tablets will be transferred to the providers and ELC will not be required to track them as inventory items after the transfer.

The U.S. Department of Education approved Florida's American Rescue Plan Elementary and Secondary School Emergency Relief (ARP ESSER) plan on January 7, 2022 to equip classrooms and sustain the safe operation of schools, while equitably expanding opportunity for students who need it most, particularly those most impacted by the COVID-19 pandemic.

- b. **Up to \$300,000 for one or more communications vendor(s) to conduct comprehensive outreach campaigns to promote School Readiness, VPK, Quality, Workforce Support and other programs offered by the ELC within Broward County for an initial one-year term. The budget is inclusive of media buys.**

The vendor(s) is/are currently being selected through a public procurement (Invitation to Negotiate). By the time of the Finance Committee meeting, the evaluation committee for the ITN will have selected a vendor(s) for the award and their recommendation will be shared at the meeting. The campaigns will be funded by DEL CRRSA funds awarded to ELC in November 2021 that are restricted for this purpose. The budget allocation for this procurement was approved by the Board in December.

The Scope of work includes the following:

- a. Campaign to expand awareness of and enrollment in the Coalition's flagship School Readiness Program.
- b. Campaign to promote the benefits of Florida's free Voluntary Prekindergarten Services and expand the number of children enrolled for the upcoming program year.

- c. Attract participation in Coalition's literacy & education services for Broward County children and families.
- d. Promote participation in the Coalition's quality supports & services for childcare center staff.
- e. Promote the value of early care and education for positive child outcomes and promote the social and economic value of the early care and education profession in Broward County.
- f. Assist the Coalition in developing in-house communication and outreach expertise and infrastructure for the long term.

Recommendation:

Finance Committee recommend that the Board approve purchases (a) and (b) above for FY22

Supporting Documentation: None

ITEM#/MEETING	B225FIN1 / Board Meeting
MEETING DATE:	April 11, 2022
SUBJECT:	February 2022 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve February 2022 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant
FINANCIAL IMPACT:	None
AS RECOMMENDED	N/A

The Interim Financial Statements for the eight-month period ending February 28, 2022 are attached for review. Financial Highlights are as follows:

Overall

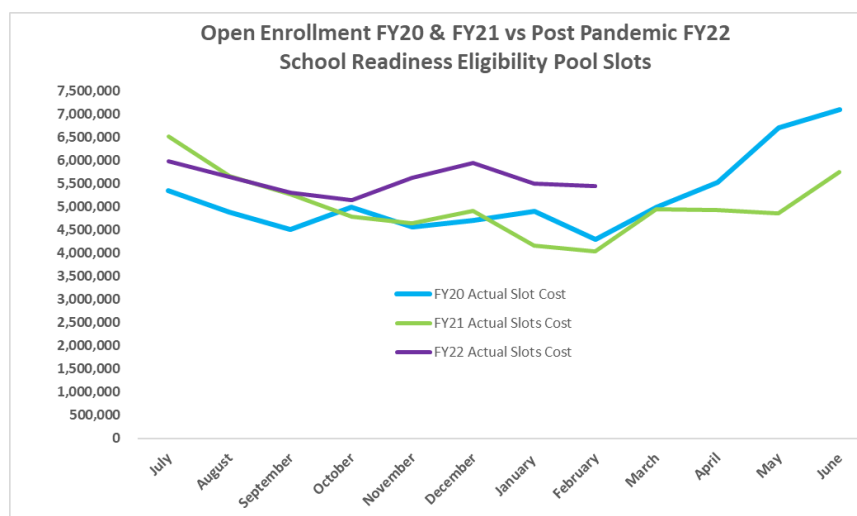
Total expenditures were 13% below the 67% target during December due to the combined impact of the expenditure rates in the following key categories:

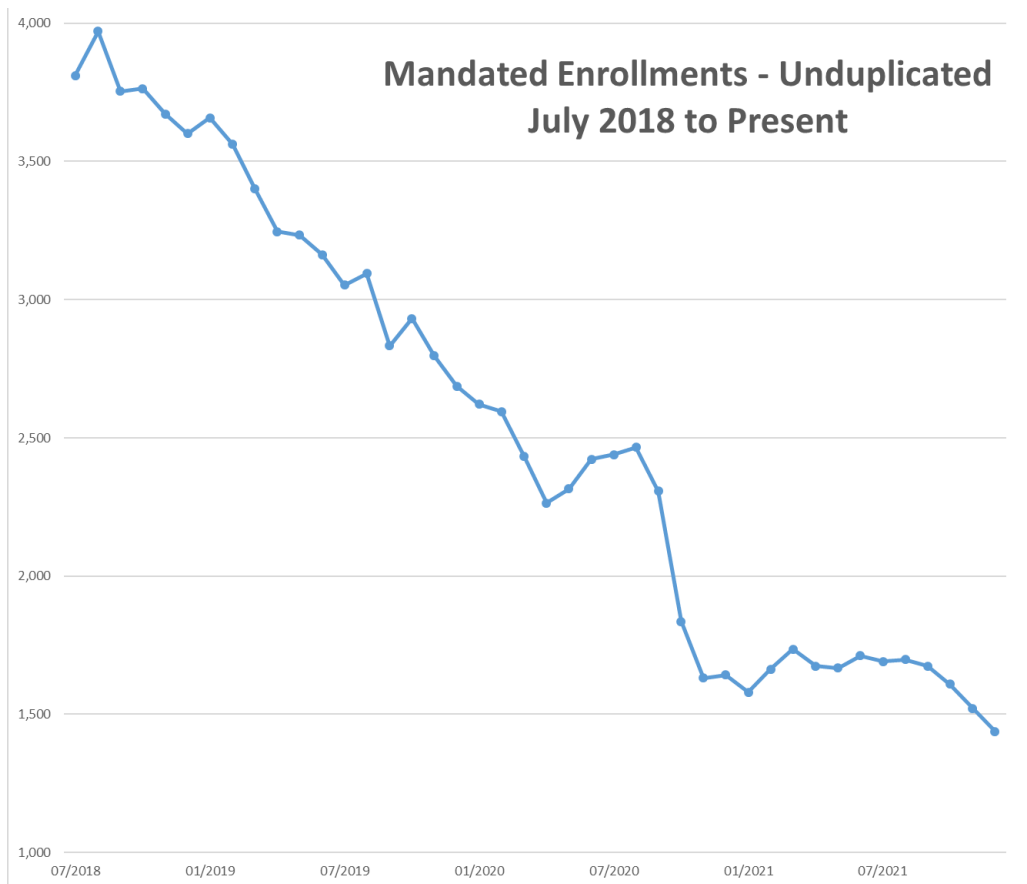
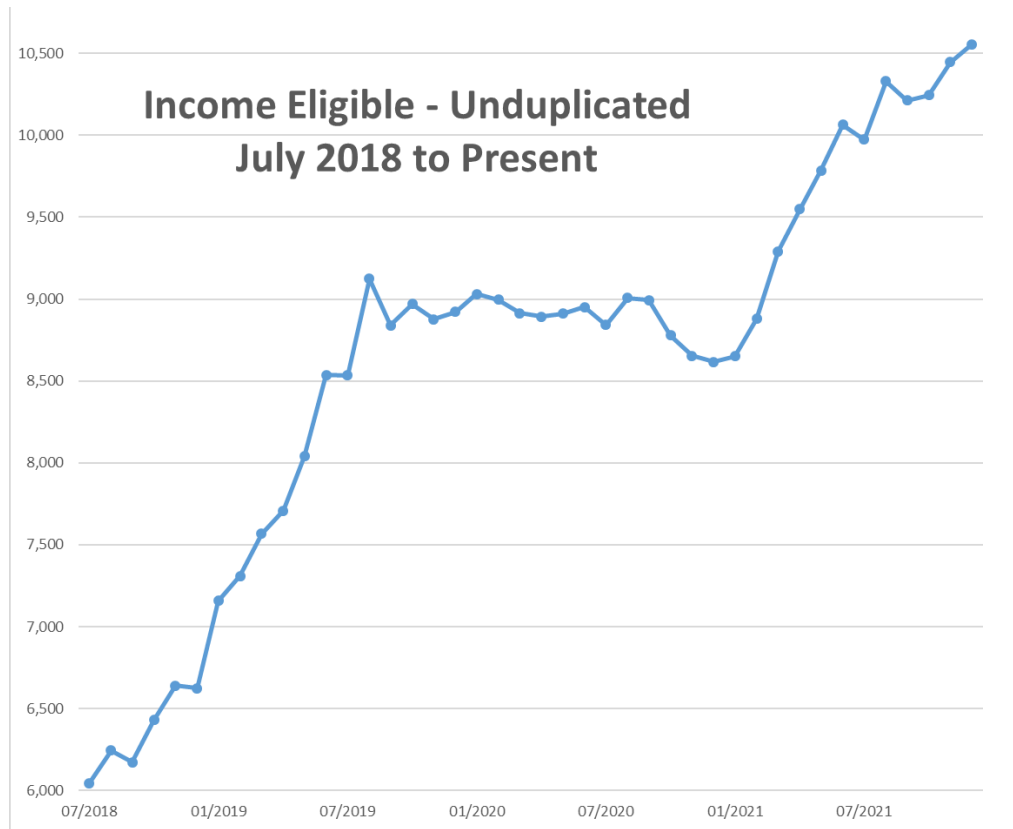
- 63% School Readiness Funding Pool
- 55% VPK Expenditures
- 74% CRRSA Federal Stimulus
- 0% ARPA Federal Stimulus (New Allocation)
- 38% Other Funds

School Readiness

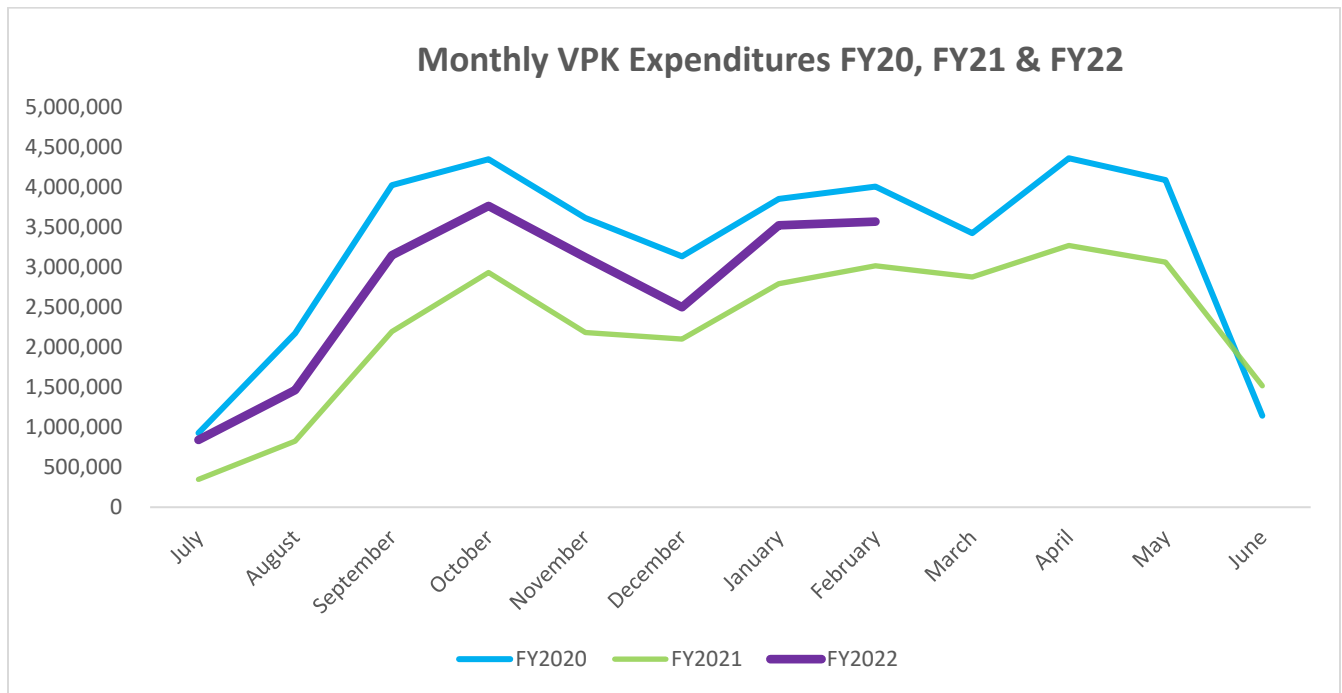
School Readiness slot expenditures continued to reflect high enrollment as a vigorous effort to call families from the waitlist moved closer to the goal of eliminating waiting times for the first time in the Coalition's history after DEL issued sufficient funding to do so in October. Child Care slots accounted for 84% of all School Readiness year-to-date costs, which was 2% higher than the 82% budget target and 4% higher than required by DEL.

While enrollments and expenditures have continued to grow throughout the year compared to prior years, the pace has been dampened by a 25% average attrition rate at redetermination and a steady decline in referrals for mandated care from Child Welfare agencies and CareerSource throughout the year. However, a recently approved Coalition proposal to bring provider reimbursement rates for non-school aged children to the 75th percentile of the most recent market rate survey (another first in the history of the Coalition) is projected to fully absorb the potential surplus that was originally projected for FY2022. While FY23 currently shows a small deficit at year end with the new rates, the amount is within a normal margin of error for the total funding pool and the actual allocation for the funding pool will likely increase over the coming months. See attached utilization projection for more information.





VPK Program expenditures remain approximately 12% below the 67% target that would be expected at this stage during a normal year due to the lingering impact of the pandemic which led to lower than normal actual enrollments at the start of the school year. The pace of applications for next school year indicates that enrollments for FY2023 are likely to return to normal. VPK is funded by DEL to match actual usage each year and allocations are determined for each county by the State based on demographic analysis at an annual Statewide estimating conference.



CRRSA and ARPA Federal Stimulus Expenditures

Since November 2021 ELC issued more than \$21 million in CRRSA Federal Stimulus Grants to Providers from a \$25 million allocation received at the end of October (84%). Staff will continue to process applications for this allocation until June 30, 2022.

On March 24, 2022, ELC issued the first installment (approximately \$7.6 million) in a series of Provider stabilization grants under the ARP Federal Stimulus program from a \$60 million total allocation received in February 2022. To date, approximately 50% of Broward's eligible providers have completed the ARPA application process and grants are being issued in three installments on a rolling basis as the applications are approved. Individual grant amounts range from \$12,000 up to \$290,000, depending on a variety of factors including program size, school readiness participation, participation in workforce incentive activities, and CLASS scores, among other things. The program is open for applications from all providers in Broward County that meet DEL's eligibility criteria, whether or not they have a contract with ELC.

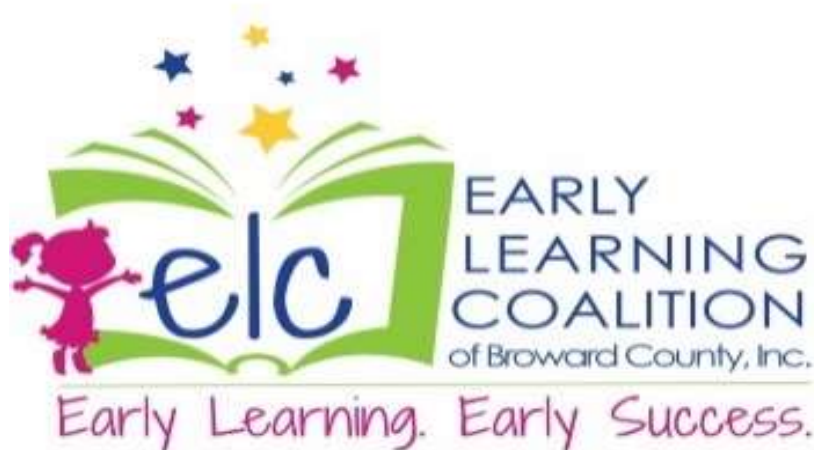
Federal Stimulus Funds are restricted by DEL to specific expenditures and approved activities. Any funds remaining at year end will revert to the State. However, DEL has indicated that reverted funds will be re-allocated to the Coalitions in the upcoming fiscal year to continue program activities until the funds are fully expended State wide.

Summary:

Finance Committee recommend that the Board approve the February 2022 interim financial statements.

Supporting Documents:

- February 2022 Interim Financial Statements
- February 2022 Utilization Projection



Early Learning Coalition of Broward County, Inc.

INTERIM FINANCIAL STATEMENTS

FISCAL YEAR 2021-2022

For The Eight Months Ended February 28, 2022

Submitted to the Board Meeting on April 11, 2022

As Recommended by the Finance Committee on March 29, 2022

Early Learning Coalition of Broward County, Inc.
FY 2021-2022 Statement of Financial Position
As of February 28, 2022

	<u>February 28, 2022</u>	<u>February 28, 2021</u>
Assets:		
Cash	\$ 1,657,659	\$ 3,064,076
Grants Receivable	52,431,513	16,590,237
Accounts Receivable	1,072,397	1,046,351
Due From Providers	605,961	2,651,274
Prepaid Expense	245,569	192,200
Fixed Assets	13,262	17,178
Total Assets	<u><u>\$ 56,026,361</u></u>	<u><u>\$ 23,561,316</u></u>
Liabilities:		
Accounts Payable	\$ 667,425	\$ 268,409
Salary & Benefits Payable	18,030	21,523
Compensated Absences	394,749	303,467
Rent Abatement	201,452	162,982
Due to Providers	8,878,858	7,746,352
Due to Other Agencies	1,346,792	2,673,017
Deferred Revenue	44,189,098	12,141,616
Total Liabilities	<u><u>\$ 55,696,403</u></u>	<u><u>\$ 23,317,367</u></u>
Net Assets		
Unrestricted	329,958	243,949
Total Net Assets	<u><u>329,958</u></u>	<u><u>243,949</u></u>
Total Liabilities and Net Assets	<u><u>\$ 56,026,361</u></u>	<u><u>\$ 23,561,316</u></u>

Early Learning Coalition of Broward County, Inc.
FY 2021-2022 Statement of Activities
For The Month Ending February 28, 2022

	Feb 2022 Actual	FY 2022 YTD Actual	FY 2021 YTD Actual
Revenue			
DEL School Readiness	\$ 5,656,480	\$ 45,431,389	\$ 39,694,901
DEL School Readiness Match Pool	460,335	3,603,249	2,377,861
DEL Preschool Development Grant	52	137,752	593,371
DEL-CARES/CRRSA Pandemic Relief	37	21,296,996	17,815,700
DEL - Voluntary Pre-K	3,561,685	21,900,260	16,377,662
CSC - Income Eligible	215,997	2,274,996	2,480,399
CSC - Vulnerable Populations	174,618	1,425,606	1,342,618
Broward County- Match	139,853	1,336,827	1,184,165
Broward County - Special Needs	8,192	120,295	213,160
Univ of Florida Lastinger Ctr	-	31,690	23,740
Local Match: United Way & Cities	62,689	343,026	311,604
BECE & Misc	970	3,060	286,543
Total Revenue	\$ 10,280,908	\$ 97,905,148	\$ 82,701,724
Expenses			
Child Care Slots and Incentives:			
DEL School Readiness	\$ 4,622,229	\$ 37,470,579	\$ 33,900,890
DEL School Readiness Match Pool	460,335	3,603,249	2,377,745
DEL-CARES/CRRSA Pandemic Relief	-	13,230	11,190,209
DEL - Voluntary Pre-K	3,412,385	20,963,445	15,626,281
CSC - Income Eligible	187,153	2,055,728	2,227,504
CSC - Vulnerable Populations	154,978	1,297,656	1,098,668
Broward County- Income Eligible	124,314	1,188,291	1,052,591
Broward County - Special Needs	7,281	106,929	189,475
Local Match: United Way & Cities	62,688	343,030	319,621
BECE & Misc	250	250	206,000
Stipends and Grants to Providers	32,866	21,434,703	5,688,743
Total Child Care Slots and Incentives	\$ 9,064,480	\$ 88,477,091	\$ 73,877,729
Sub Recipient Expense			
School Board of Broward County	\$ -	\$ -	\$ 1,192,800
Nova Southeastern University			-
Children's Forum	8,951	64,956	50,986
211 Broward	33,438	290,536	300,715
Total Sub Recipient Expense	\$ 42,388	\$ 355,493	\$ 1,544,501
ELC Expense			
Salaries & Benefits	\$ 964,736	\$ 7,619,291	\$ 6,416,651
Attorneys	2,467	34,752	36,556
Auditors	5,500	36,500	28,250
Temporary Staff	1,550	19,110	-
Consultants	44,806	349,081	66,707
Staff & Board Travel	6,806	40,594	3,140
Insurance	3,740	30,147	22,142
Office Rent & Maintenance	42,802	334,799	309,692
Office Machines & Storage	513	4,307	7,346
Software Licenses	18,185	151,438	134,618
Internet, Email, Website, Phones	54,051	156,730	71,161
Cell Phones	4,361	30,645	37,912
Sponsorships & Memberships	1,846	26,858	8,736
Books for Kids	-	14,760	1,790
Other Operating Costs	17,545	174,597	90,881
Computer Equipment & Software	6,207	36,087	48,429
Furniture & Fixtures	-	675	8,548
Total ELC Expense	\$ 1,175,115	\$ 9,060,371	\$ 7,292,559
Total Expenses	\$ 10,281,983	\$ 97,892,954	\$ 82,714,789
Change in net assets	\$ (1,076)	\$ 12,193	\$ (13,065)
Net assets, beginning of year		317,763	321,556
Net assets, end of the period		\$ 329,957	\$ 308,491

Early Learning Coalition of Broward County, Inc.
FY 2021-2022 Annual Budget to Actual by Month
For The Period Ending February 28, 2022
Detail

	FY 2022 Budget	YTD Actual	Balance	% of Budget	Notes
Revenue:					
DEL School Readiness	\$ 74,791,942	\$ 45,431,389	\$ 29,360,553	61%	Rate Increase eff Mar 1 will fully utilize
DEL School Readiness Match Funds	5,380,330	3,603,249	1,777,081	67%	
DEL Preschool Development Grant	583,513	137,752	445,761	24%	No cost extension expected to Dec 2022
DEL-CARES/CRRSA Pandemic Relief	28,662,649	21,296,996	7,365,653	74%	CRRSA grants issued November
DEL-ARPA Pandemic Relief	62,585,213	-	62,585,213	0%	Expenditures Begin in March
DEL - Voluntary Pre-K	40,113,923	21,900,260	18,213,663	55%	Lower than Normal due to Pandemic
CSC - Income Eligible	4,594,530	2,274,996	2,319,534	50%	Balance will be deferred to FY23 1st Qtr
CSC - Vulnerable Populations	2,968,621	1,425,606	1,543,015	48%	Balance will be deferred to FY23 1st Qtr
Broward County- SR Match	1,896,249	1,336,827	559,422	70%	
Broward County - Special Needs	559,084	120,295	438,789	22%	Balance will be shifted to BC Match
Univ of Florida Lastinger Ctr	35,000	31,690	3,310	91%	Intermittent Expenditures
SR Local Match: United Way & Cities	500,000	343,026	156,974	69%	
BECE & Miscellaneous	50,000	3,060	46,940	6%	
Total Revenue	\$ 222,721,054	\$ 97,905,148	\$ 124,815,906	44%	
Expense					
Child Care Slots and Incentives					
DEL School Readiness	\$ 60,770,917	\$ 37,470,829	\$ 23,300,088	62%	SR + Match 84% of Total Expenditures (78% Required)
DEL School Readiness Match	5,380,330	3,603,249	1,777,081	67%	
DEL-CARES/CRRSA Pandemic Relief	128,086	13,230	114,856	10%	Restricted to VPK Closure Costs
DEL - Voluntary Pre-K	38,571,079	20,963,445	17,607,635	54%	Lower than normal due to Pandemic
CSC - Income Eligible	4,135,077	2,055,728	2,079,349	50%	Balance will be deferred to FY23 1st Qtr
CSC - Vulnerable Populations	2,671,759	1,297,656	1,374,103	49%	Balance will be deferred to FY23 1st Qtr
Broward County- SR Match	1,685,555	1,188,291	497,264	70%	
Broward County - Special Needs	496,963	106,929	390,034	22%	Balance will be shifted to BC Match
Municipalities-SR Local Match	500,000	343,030	156,970	69%	
Grants and Stipends	87,595,574	21,434,703	66,160,871	24%	ARPA Grants Begin in March
Placeholder: Restricted Allocations	3,350,118	-	3,350,118	0%	ARPA prgm support, ext to FY23 Expected
Total Child Care Slots and Incentives	\$ 205,285,459	\$ 88,477,091	\$ 116,808,368	43%	
Sub Recipient Expense					
Children's Forum	139,212	64,956	74,256	47%	Invoices Pending
Nova Southeastern University	175,000	-	175,000	0%	Invoices Pending
211 Broward	462,000	290,536	171,464	63%	
Total Sub Recipient Expense	\$ 776,212	\$ 355,493	\$ 420,719	46%	
ELC Expense					
Salaries & Benefits	\$ 13,002,564	\$ 7,619,291	\$ 5,383,273	59%	
Attorneys	99,000	34,752	64,248	35%	RFQ in progress
Auditors	42,500	36,500	6,000	86%	Intermittent Expenditures
Temporary Staff	50,000	19,110	30,890	38%	Intermittent Expenditures
Consultants	971,479	349,081	622,398	36%	CLASS, Outreach Campaigns ramping up
Staff & Board Travel & Training	75,000	40,594	34,406	54%	
Insurance	42,418	30,147	12,271	71%	Workers' Comp Audit Premium Change
Office Rent & Maintenance	468,769	334,799	133,971	71%	Shared Costs Pro Rata Adjustment
Office Machines & Storage	10,085	4,307	5,778	43%	Storage cost declining
Software Licenses	230,154	151,438	78,716	66%	
Internet, Email, Website, Phones	119,954	156,730	(36,776)	131%	Phone, Email Server Vendor Transitions
Cell Phones	50,000	30,645	19,355	61%	
Sponsorships & Memberships	59,115	26,858	32,257	45%	Intermittent Expenditures
Books for Kids	650,000	14,760	635,240	2%	Bookworms Expenditures in 4th Qtr
Other Operating Costs	281,308	174,597	106,711	62%	
Computer Equipment & Software	58,916	36,087	22,829	61%	
Furniture & Fixtures	11,542	675	10,867	6%	Intermittent Expenditures
Unallocated (Budget Only)	436,580	-	436,580	0%	
Total ELC Expense	\$ 16,659,383	\$ 9,060,371	\$ 7,599,012	54%	
Total Non-Slot Expense	\$ 17,435,595	\$ 9,415,864	\$ 8,019,732	54%	
Total Expense	\$ 222,721,054	\$ 97,892,954	\$ 124,828,100	44%	

Early Learning Coalition of Broward County, Inc.
FY 2021-2022 Annual Budget to Actual YTD
For The Period Ending February 28, 2022
Summary

	FY 2022 Budget	YTD Actual	Balance	% of Budget	Notes
Revenue:					
DEL School Readiness	\$ 74,791,942	\$ 45,431,389	\$ 29,360,553	61%	Rate Increase eff Mar 1 will fully utilize
DEL School Readiness Match Funds	5,380,330	3,603,249	1,777,081	67%	
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DEL - Voluntary Pre-K	40,113,923	21,900,260	18,213,663	55%	Lower than Normal due to Pandemic
CSC - Income Eligible	4,594,530	2,274,996	2,319,534	50%	Balance will be deferred to FY23 1st Qtr
CSC - Vulnerable Populations	2,968,621	1,425,606	1,543,015	48%	Balance will be deferred to FY23 1st Qtr
Broward County- SR Match	1,896,249	1,336,827	559,422	70%	
Broward County - Special Needs	559,084	120,295	438,789	22%	Balance will be shifted to BC Match
DCF Entrant	-	-	-	0%	
SR Local Match: United Way & Cities	500,000	343,026	156,974	69%	
BECE & Miscellaneous	50,000	3,060	46,940	6%	
Total Revenue	\$ 222,721,054	\$ 97,905,148	\$ 124,815,906	44%	
Expense					
Child Care Slots and Incentives					
DEL School Readiness	\$ 60,770,917	\$ 37,470,829	\$ 23,300,088	62%	SR + Match 84% of Total Expenditures (78% Required)
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Broward County- SR Match	1,685,555	1,188,291	497,264	70%	
Broward County - Special Needs	496,963	106,929	390,034	22%	Balance will be shifted to BC Match
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Grants and Stipends	87,595,574	21,434,703	66,160,871	24%	ARPA Grants Begin in March
Placeholder: Restricted Allocations	3,350,118	-	3,350,118	0%	ARPA prgm support, ext to FY23 Expected
Total Child Care Slots and Incentives	\$ 205,285,459	\$ 88,477,091	\$ 116,808,368	43%	
Program Expense					
Children's Forum	107,712	56,749	50,963	53%	Invoices Lag 1-2 months behind
Nova Southeastern University	175,000		175,000	0%	Invoices Pending
211 Broward	337,000	206,927	130,073	61%	
Eligibility, Payments & CCR&R	7,416,980	4,694,114	2,722,866	63%	
Quality & Education	4,693,120	1,955,829	2,737,291	42%	Bookworms, Outreach & CLASS pending
Total Program Expense	\$ 12,729,812	\$ 6,913,620	\$ 5,816,192	54%	
Administrative Expense					
Children's Forum	31,500	8,207	23,293	26%	Invoices Lag 1-2 months behind
211 Broward	125,000	83,610	41,390	67%	
ELC Administration	4,549,283	2,410,428	2,138,856	53%	2.5% of Revenues (ELC Only)
Total Administrative Expense	\$ 4,705,783	\$ 2,502,244	\$ 2,203,539	53%	2.6% of Revenues (All Admin)
Total Expenses	\$ 222,721,054	\$ 97,892,954	\$ 124,828,100	44%	

SCHOOL READINESS 2 YEAR UTILIZATION FY 2021 -2022

New Enrollments from Waitlist:

Enrollment based on zero waiting time
eff April 1, 2022

Funding Changes:

SR Waitlist Allocation: + \$16M
DEL SR Rate Incr. Allocation: + \$6.6M
CSC Income Eligible Fund Deferred to FY23 as needed

Assumptions:

Daily Average Cost forecast reflects current actual trends.
Rate Increases effective 7/1/21 & 3/1/22



Fiscal Year 2020-21

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
A	Jul-20	23	101%	11,173	-145	\$25.29	6,347,721	152,458	6,500,180	(43,871)	6,456,309
A	Aug-20	21	93%	11,345	+172	\$23.37	5,567,577	-	5,567,577	(48,565)	5,519,012
A	Sep-20	22	98%	10,923	-422	\$20.08	4,022,405	803,539	4,825,944	(50,627)	4,775,317
A	Oct-20	22	95%	10,557	-366	18.68	4,200,907	138,151	4,339,059	(40,649)	4,298,409
A	Nov-20	21	87%	10,070	-487	19.85	3,818,306	379,151	4,197,458	(47,479)	4,149,979
A	Dec-20	23	91%	10,099	+29	19.82	4,227,848	376,151	4,603,999	(38,641)	4,565,358
A	Jan-21	21	84%	10,007	-92	17.83	3,459,409	286,708	3,746,117	(28,079)	3,718,039
A	Feb-21	20	79%	10,251	+244	21.97	4,309,646	194,345	4,503,991	(33,513)	4,470,478
A	Mar-21	23	93%	10,893	+642	20.45	4,869,831	253,357	5,123,188	(41,995)	5,081,193
A	Apr-21	22	95%	11,063	+170	19.89	4,587,047	253,357	4,840,404	(52,575)	4,787,829
A	May-21	21	92%	11,257	+194	19.87	4,568,185	129,896	4,698,081	(34,779)	4,663,303
A	Jun-21	22	98%	11,653	+396	20.72	5,226,517	85,093	5,311,610	(47,191)	5,264,419
Average Enrollments (Baseline)				10,774						Projected Total	\$ 57,749,644
Increase to baseline FY21 over FY20				(579)						Budget	57,749,644
										Surplus(Deficit)	\$ -
Increase to baseline FY21 over FY17				1,378	(FY17 Baseline= 9,396)					CSC Carry-Over	\$ -
										Surplus(Deficit)	\$ -

Fiscal Year 2021-22

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
A	Jul-21	22	88%	11,467	-186	\$24.50	5,949,051	230,544	6,179,595	(43,029)	6,136,566
A	Aug-21	23	80%	11,806	+339	20.82	5,420,424	233,987	5,654,411	(35,188)	5,619,224
A	Sep-21	22	87%	11,680	-126	20.79	4,697,160	644,212	5,341,372	(35,198)	5,306,174
A	Oct-21	21	88%	11,652	-28	20.66	4,865,180	189,932	5,055,112	(39,627)	5,015,484
A	Nov-21	22	89%	11,755	+103	21.67	5,414,745	189,000	5,603,745	(35,185)	5,568,560
A	Dec-21	23	87%	11,895	+140	21.89	5,798,574	189,000	5,987,573	(40,269)	5,947,305
A	Jan-22	21	88%	12,153	+258	21.61	5,324,925	189,660	5,514,585	(35,712)	5,478,873
A	Feb-22	20	87%	12,465	+312	21.69	5,219,431	189,000	5,408,431	(34,964)	5,373,467
P	Mar-22	23	89%	12,674	+209	23.67	6,710,658	189,000	6,899,658	(43,558)	6,856,100
P	Apr-22	21	89%	12,811	+137	23.72	6,193,232	189,000	6,382,232	(39,770)	6,342,462
P	May-22	22	89%	12,948	+137	24.49	6,786,082	189,000	6,975,082	(44,056)	6,931,026
P	Jun-22	21	94%	13,085	+137	24.05	6,420,009	189,000	6,609,009	(37,456)	6,571,553
Average Enrollments (Baseline)				12,199						Projected Total	\$ 71,146,793
Increase to baseline FY22 over FY21				1,425						Budget	71,148,138
										Surplus(Deficit)	\$ 1,344
Increase to baseline FY22 over FY17				2,803	(FY17 Baseline= 9,396)					CSC Carry-Over	\$ -
										Surplus(Deficit)	\$ 1,344

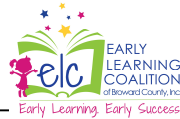
Fiscal Year 2022-23

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
P	Jul-21	21	94%	12,585	-500	\$23.23	5,698,193	441,467	6,139,660	(37,781)	6,101,879
P	Aug-21	23	94%	12,610	+25	23.05	6,242,380	441,467	6,683,847	(41,380)	6,642,468
P	Sep-21	22	94%	12,635	+25	23.07	5,970,738	441,467	6,412,205	(39,581)	6,372,624
P	Oct-21	21	94%	12,660	+25	23.41	5,664,582	559,263	6,223,845	(37,781)	6,186,064
P	Nov-21	22	94%	12,685	+25	23.34	5,953,490	559,263	6,512,752	(39,581)	6,473,172
P	Dec-21	22	94%	12,710	+25	23.33	5,965,213	559,263	6,524,475	(39,581)	6,484,895
P	Jan-22	22	94%	12,735	+25	23.33	5,976,936	559,263	6,536,199	(39,581)	6,496,618
P	Feb-22	20	94%	12,760	+25	23.47	5,430,369	559,263	5,989,632	(35,982)	5,953,649
P	Mar-22	23	94%	12,785	+25	23.26	6,279,996	559,263	6,839,259	(41,380)	6,797,879
P	Apr-22	20	94%	12,810	+25	23.46	5,451,684	559,263	6,010,946	(35,982)	5,974,964
P	May-22	23	94%	12,835	+25	23.70	6,437,119	559,263	6,996,382	(42,213)	6,954,169
P	Jun-22	22	94%	12,860	+25	24.72	6,435,807	559,263	6,995,070	(42,771)	6,952,300
Average Enrollments (Baseline)				12,722						Projected Total	\$ 77,390,680
Increase to baseline FY23 over FY22				523						Budget	74,587,478
										Surplus(Deficit)	\$ (2,803,202)
Increase to baseline FY22 over FY17				3,326	(FY17 Baseline= 9,396)					CSC Carry-Over	\$ -
										Surplus(Deficit)	\$ (2,803,202)

SCHOOL READINESS UTILIZATION FY 2021-2022

Children Services Council Vulnerable Population Contract

Enroll per Mo: 39
 Transfer to Sr/ Mo. 23 Avg
 Age Out/Exit Care: 7 Avg
 Rate Incr Effective 7/1/21 & 3/1/22



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

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day		Total Slots	Adjustments	Net Billable
A	Oct-20	22	197	-57	25.33		109,761		109,761
A	Nov-20	22	205	+8	21.85		98,552		98,552
A	Dec-20	21	185	-20	25.31		98,332		98,332
A	Jan-21	23	148	-37	22.93		78,062		78,062
A	Feb-21	20	162	+14	27.90		90,404		90,404
A	Mar-21	22	157	-5	27.62		95,413		95,413
A	Apr-21	21	168	+11	28.82		101,673		101,673
A	May-21	23	203	+35	25.12		117,272		117,272
A	Jun-21	21	231	+28	29.15		141,411		141,411
							Projected Total	\$	930,879
							FY21 CSC Contract Year Bud	\$	2,712,049
							Surplus(Deficit) End of ELC FY21	\$	1,781,170
A	Jul-21	22	251	+20	28.88		159,452		159,452
A	Aug-21	21	275	+24	30.71		177,365		177,365
A	Sep-21	20	281	+6	31.22		175,445		175,445
							Projected Total	\$	512,262
							FY21 CSC Contract Year Bud		904,016
							Surplus(Deficit) ELC FY22 Quarter 1	\$	391,754
							Total Surplus(Deficit) Life of Contract	\$	2,172,925
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
							Projected Total	\$	491,737
							FY21 CSC Contract Extension		2,172,925
							Surplus(Deficit) ELC FY22 Quarter 2	\$	1,681,188
							Total Surplus(Deficit) Life of Contract	\$	1,681,188
A	Jan-22	23	250	-5	26.18		150,542		150,542
A	Feb-22	20	263	+13	29.93		157,427		157,427
P	Mar-22	22	272	+9	30.01		179,580		179,580
P	Apr-22	21	284	+12	30.01		178,980		178,980
P	May-22	23	294	+10	30.01		202,928		202,928
P	Jun-22	21	307	+13	30.01		193,474		193,474
							Projected Total	\$	1,062,930
							FY22 CSC Contract Year Bud	\$	1,681,188
							Surplus(Deficit) End of ELC FY22	\$	618,258
P	Jul-22	22	317	+10	30.01		209,290		209,290
P	Aug-22	21	326	+9	31.44		215,232		215,232
P	Sep-22	20	337	+11	30.01		202,267		202,267
							Projected Total	\$	626,789
							CSC Carryforward FY22 Extension		618,258
							Surplus(Deficit) ELC FY23 Quarter 1	\$	(8,531)
P	Oct-22	22	344	+7	30.27		229,083		229,083
P	Nov-22	22	351	+7	30.27		233,745		233,745
P	Dec-22	21	358	+7	30.27		227,570		227,570
P	Jan-23	23	365	+7	31.27		262,512		262,512
P	Feb-23	20	372	+7	30.27		225,209		225,209
P	Mar-23	22	379	+7	30.27		252,391		252,391
P	Apr-23	21	386	+7	30.27		245,369		245,369
P	May-23	23	393	+7	30.27		273,611		273,611
P	Jun-23	21	400	+7	31.00		260,400		260,400
							Projected Total	\$	2,209,889
							FY23 CSC Contract Year Bud	\$	2,284,388
							Surplus(Deficit) End of ELC FY22	\$	74,498
P	Jul-23	22	408	+8	31.00		278,256		278,256
P	Aug-23	21	416	+8	33.95		296,608		296,608
P	Sep-23	20	424	+8	31.00		262,880		262,880
							Projected Total	\$	837,744
							FY23 CSC Contract Year Bud		761,463
							Surplus(Deficit) ELC FY23 Quarter 1	\$	(76,282)
							Total Surplus(Deficit) Life of Contract	\$	(1,783)

SCHOOL READINESS UTILIZATION FY 2021-2022

Broward County Children Services Board Special Need Contract (COSPN)

New Enrollments from Waitlist:

Rate Incr Effective 7/1/21 & 3/1/22

Funding Changes:

FY21- \$350K Transferred to SubSided
Contract

Assumptions:



Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day		Total Slots	Adjustments	Net Billable
A	Oct-20	22	41	-8	27.07		24,415		24,415
A	Nov-20	22	30	-11	31.22		20,603		20,603
A	Dec-20	21	30	+	28.65		18,047		18,047
A	Jan-21	23	25	-5	25.63		14,739		14,739
A	Feb-21	20	20	-5	32.94		13,175		13,175
A	Mar-21	22	22	+2	36.77		17,799		17,799
A	Apr-21	21	26	+4	37.15		20,283		20,283
A	May-21	23	25	-1	36.60		21,048		21,048
A	Jun-21	21	27	+2	37.56		21,297		21,297
							Projected Total	\$	171,405
							FY21 SPN Contract Year Bud	\$	206,455
							Surplus(Deficit) End of ELC FY21	\$	35,050
A	Jul-21	22	28	+3	36.21		22,305		22,305
A	Aug-21	21	26	-2	29.26		15,978		15,978
A	Sep-21	20	20	-6	36.49		14,597		14,597
							Projected Total	\$	52,880
							FY22SPN Contract Year Bud	\$	68,818
							Surplus(Deficit) ELC Quarter 1 FY22	\$	15,938
							Total Surplus(Deficit) Life of Contract	\$	50,988
A	Oct-21	22	21	-5	32.70		15,108		15,108
A	Nov-21	22	20	-1	31.12		13,695		13,695
A	Dec-21	21	15	-5	33.30		10,489		10,489
A	Jan-22	23	12	-3	24.92		6,879		6,879
A	Feb-22	20	11	-1	33.10		7,281		7,281
P	Mar-22	22	14	+3	35.82		11,032		11,032
P	Apr-22	21	17	+3	35.82		12,787		12,787
P	May-22	23	20	+3	36.32		16,706		16,706
P	Jun-22	21	24	+4	36.82		18,556		18,556
							Projected Total	\$	112,534
							FY22 SPN Contract Year Bud	\$	436,558
							Surplus(Deficit) End of ELC FY22	\$	324,024
P	Jul-22	22	31	+7	36.82		25,110		25,110
P	Aug-22	21	38	+7	38.57		30,780		30,780
P	Sep-22	20	45	+7	36.82		33,136		33,136
							Projected Total	\$	89,025
							FY22 SPN Contract Year Bud	\$	145,519
							Surplus(Deficit) ELC Quarter 1 FY23	\$	56,494
							Total Surplus(Deficit) Life of Contract	\$	380,518

ITEM/MEETING	B225RB1 / Board
DATE:	April 11 , 2022
SUBJECT:	Legal Services Procurement Vendor Selection
FOR ACTION:	Yes
RECOMMENDED ACTIONS:	Approve Legal Services Vendor Selection
AS RECOMMENDED BY	Executive Committee
FINANCIAL IMPACT:	TBD
ELC STAFF LEAD	C. Klima

Background/History

On January 24, 2022 ELC's long time General Counsel Jacob Jackson notified staff and the Board Chair that he was resigning from his role as the ELC General Counsel effective February 14, 2022. Staff posted a formal public procurement solicitation with the Boards approved scope of work on February 15. Three responsive submissions were received by the March 18, 2022 due date. The Executive Committee members scored each of the proposals and interviewed all three candidate firms at the Executive Committee meeting on March 29, 2022.

Current Status

The Executive Committee approved a motion to recommend that the Coalition engage the law firm Goren, Cherof, Doody and Ezrol, PA for legal services. Upon ratification of this recommendation by the Board, a notice of award will be posted on the Coalition website for 72 hours and contract negotiation may begin thereafter.

Bob de la Fuente, P. A. of Lehtinen Schultz PLC and General Counsel for ELC of Miami Dade Monroe will assist the Coalition with the contract negotiation, as he has on prior occasions when the Coalition has procured legal services.

Recommended Action:

Executive Committee recommends that the Board approve engaging Goren, Cherof, Doody and Ezrol, P.A. for Coalition legal services.

ITEM/MEETING	B225RB2 / Board Meeting
DATE:	April 11, 2022
SUBJECT:	Racial Equity – Termination of Racial Equity Institute Contract
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve The Termination of the REI Contract/Racial Equity Training
FINANCIAL IMPACT:	None
ELC STAFF LEAD	C. Klima

Background Information:

In June 2021, the ELC Board approved the Racial Equity Institute, LLC (REI) to supply racial equity training services to ELC staff following a public procurement authorized at the April 2021 Board meeting. ELC entered into a contract with REI on October 1, 2021 and two training series were provided to staff in November.

Current Status/Recommendation

On February 28, 2022, the Florida Department of Education directed ELC to terminate its contract with REI effective immediately for the reasons given in the attached letter from Richard Corcoran, Commissioner of Education for the State of Florida.

Recommendation

Executive Committee recommend that the Board terminate the Racial Equity Institute Contract as per Florida Department of Education letter.

Supporting Documentation:

- Letter from the Florida Department of Education



Tom Grady, *Chair*
Ben Gibson, *Vice Chair*
Members
Monesia Brown
Marva Johnson
Ryan Petty
Joe York

February 28, 2022

Ms. Renee Jaffe
Executive Director, Early Learning Coalition of Broward County
1475 West Cypress Creek Road, Suite 301
Ft. Lauderdale, Florida 33309

Dear Ms. Jaffe:

Through the adoption of House Bill 419, the Office of Early Learning was incorporated into the Department of Education as the Division of Early Learning with the aim of fostering a seamless education system. The Department recently barred the teaching of theories which are inconsistent with educational standards adopted by the State Board of Education, including critical race theory. See, Rule 6A-1.094124, Florida Administrative Code. While early learning coalitions are authorized to conduct professional development activities, these activities must be designed to help teachers in their efforts to help children attain the state's educational standards. See, section 1002.84(7), Florida Statutes. Professional development activities that promote theories which are inconsistent with Florida's educational standards do not help children attain the state's educational standards and do not meet the requirements for professional development.

I am writing because it has come to the attention of the Division of Early Learning that the Early Learning Coalition of Broward County (ELC) has contracted with the Racial Equity Institute (REI) to provide professional development training to ELC employees. REI utilizes what it calls the "groundwater" approach to teaching on racial inequity, which appears to rely on critical race theory concepts. As such, the training is inconsistent with the state's educational standards and the requirements for professional development. Please also be aware that Governor DeSantis has announced a legislative proposal to ban critical race theory and the use of any funds for activities associated with the theory.

Given these developments, I request that you review your contract with REI and take appropriate action to terminate the contract.

Sincerely,

Richard Corcoran

ITEM/MEETING	B225GOV1 / Board
DATE:	April 11, 2022
SUBJECT:	ELC Bylaws Section 4.2 – Election and Terms of Officers
TIES TO PILLAR	Strengthen and Develop the ELC Staff and Organization
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Changes to Bylaws
FINANCIAL IMPACT:	None
ELC STAFF LEAD	J Merritt

Background:

Prior to December 2019, Section 4.2 – Election and Terms of Officers of the ELC Bylaws read as follows:

Section 4.2 previously begins:

Except for the Chair, each Officer shall be elected by a majority vote of the Board for a two (2) year term. No Officer may hold the same elected position for more than one (1) term 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...

At the December 2019 Board meeting the changes below (**in bold and underlined**) were recommended and approved by the Board.

*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”**). No Officer may hold the same elected position for more than one (1) term of office **but may be elected to the same position after a one (1) term absence from position.** Terms of office shall coincide with the Coalition’s fiscal year. Election of Officers shall take place Election of Officers shall take place at the annual meeting in June of each fiscal year.*

Current Status

While there are benefits of electing a new slate of officers every two years, not allowing an officer the opportunity to serve a second term *prevents* ELC from leveraging the experience an Officer has just gained following the learning curve. In our current policy, Officers are just getting familiar with their roles just as it’s time for them to rotate out. Amending the bylaws to allow Officers the opportunity to serve for one more additional term, would increase the strength of the ELC Officers. This change would also align with the Committee Chairs, who are allowed to serve two (2) consecutive terms in their role as Chair. Finally, while ELC staff recommend this change, they are committed to increasing their efforts to encourage and/or empower new Board members and non-Officer members to apply for Officer positions when they become available, allowing for more Board members to be involved and have a voice on the Executive Committee and/or overseeing committees.

Recommendation

Governance Committee recommend the following updated language in Section 4.2 of the ELC Bylaws:

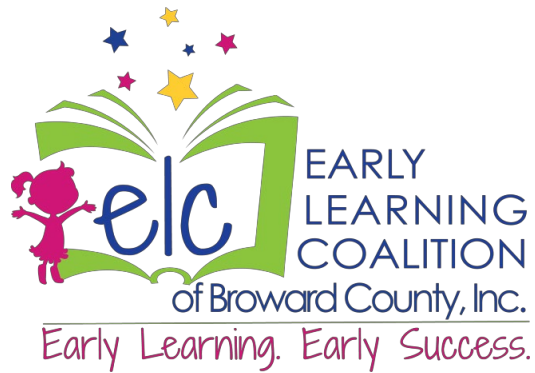
- 1) Changing the sentence “No Officer may hold the same elected position for more than one (1) term of office but may be elected to same position after a one (1) term absence from position.” To: ***“Officers may hold the same elected position for up to two (2) consecutive terms of office”***

This promotes the consistency of officers as well as allowing those interested in applying to be an Officer the opportunity to do so at the end of each term of office.

Supporting Documents

- Current Bylaws – Board Approved December 19, 2019
- DRAFT bylaws – Governance Review April 6, 2022

Early Learning Coalition of Broward County, Inc.



Bylaws

Board Approved 12/19/19

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”. 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 or a Gubernatorial Appointee unless specifically excepted within the Coalition Bylaws.

Section 3.2 Term

Except for a Gubernatorial Appointee 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 re-appoint 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.

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.

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 non-gubernatorial and non ex-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.

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"). No Officer may hold the same elected position for more than one (1) term of office but may be elected to the same position after a one (1) term absence from position. 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 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/or 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.

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'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 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/or 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

relevant
of at least

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 program experience. The Program Review Committee shall consist 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.

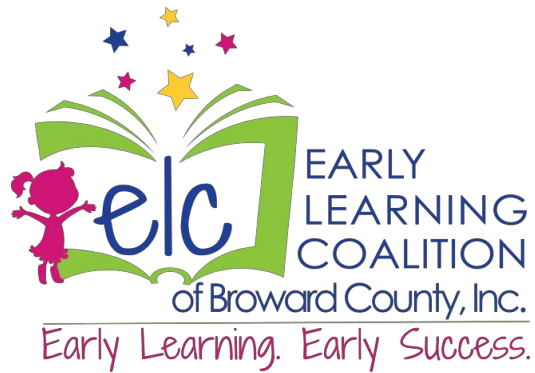
ARTICLE XII: POLICIES AND PROCEDURES

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.

Early Learning Coalition of Broward County, Inc.



Bylaws

DRAFT Governance Committee April 6, 2022

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”. 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 or a Gubernatorial Appointee unless specifically excepted within the Coalition Bylaws.

Section 3.2 Term

Except for a Gubernatorial Appointee 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 re-appoint 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.

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.

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 non-gubernatorial and non ex-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.

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 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/or 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.

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'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 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/or 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

relevant
of at least

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 program experience. The Program Review Committee shall consist 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

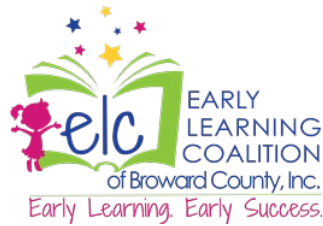
In the event there is an unallowable conflict between applicable federal law, Florida law, the Coalition's Plan, the most current funding between the applicable governing state agency and the Coalition, and the Coalition Bylaws, said applicable federal law, Florida law, Coalition's Plan, and/or the most 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

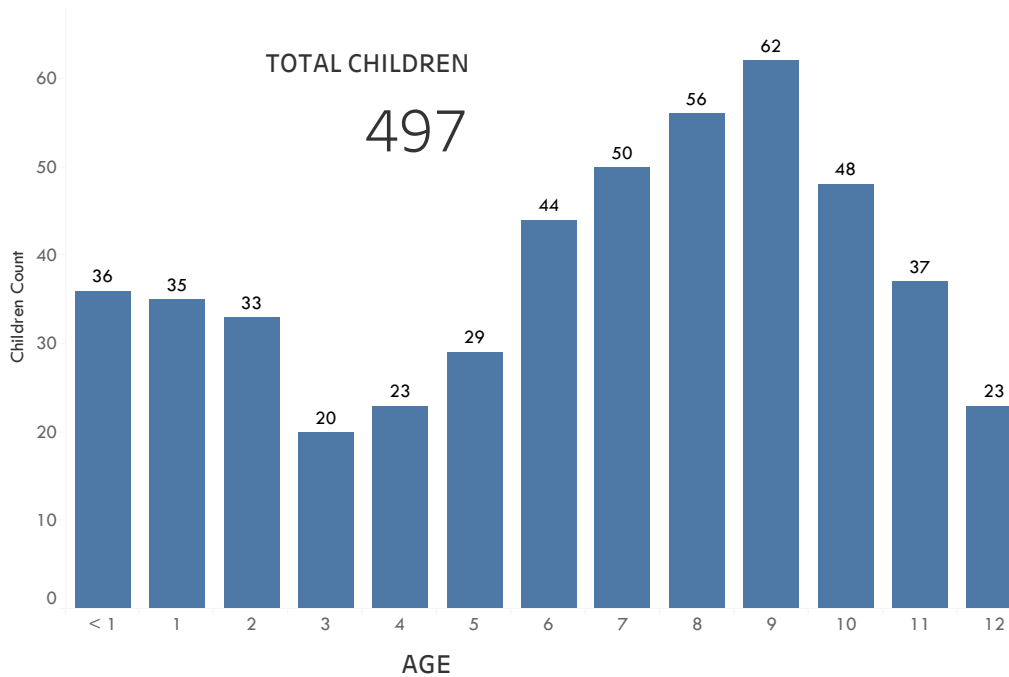
The Board may develop policies and procedures to supplement the Coalition Bylaws. In the event the Board approves policies and procedures to supplement the Coalition Bylaws, said policies and procedures shall be binding on the Coalition so long as said policies and procedures do not conflict with applicable 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

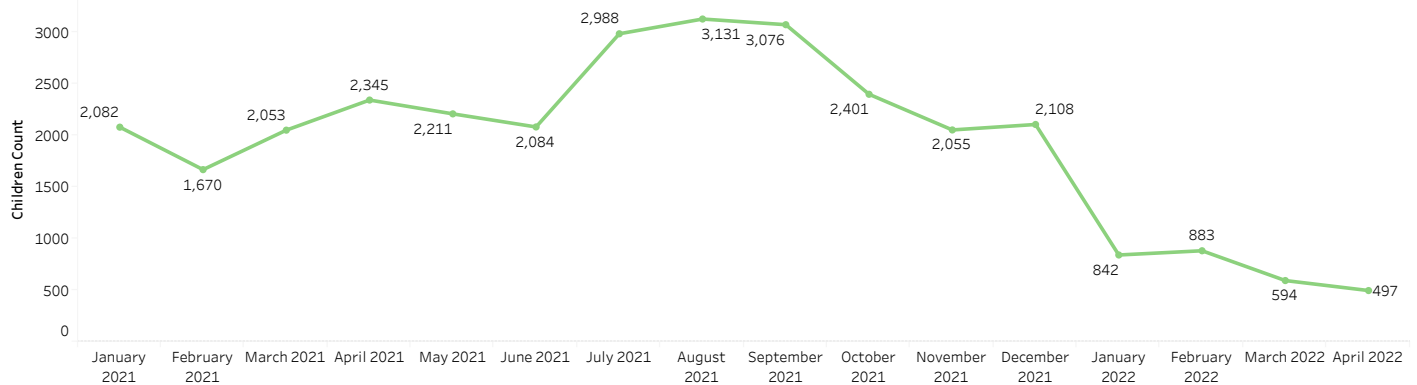
These Coalition Bylaws and any amendments thereto shall become effective immediately upon adoption by the Board.



Waiting List Children by Age as of 4/1/2022



Prior Month	Children ..	+/-	%
Jan 2021	2,082	-394	-19%
Feb 2021	1,670	-412	-25%
Mar 2021	2,053	383	19%
Apr 2021	2,345	292	12%
May 2021	2,211	-134	-6%
Jun 2021	2,084	-127	-6%
Jul 2021	2,988	904	30%
Aug 2021	3,131	143	5%
Sep 2021	3,076	-55	-2%
Oct 2021	2,401	-675	-28%
Nov 2021	2,055	-346	-17%
Dec 2021	2,108	53	3%
Jan 2022	842	-1,266	-150%
Feb 2022	883	41	5%
Mar 2022	594	-289	-49%
Apr 2022	497	-97	-20%



Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Division of Early Learning	\$214,250,809	<i>School Readiness, VPK & PDG</i>	Revenue	7/1/21-6/30/22	Active
Broward County	\$2,342,795	<i>SR Match & Special Needs</i>	Revenue	10/1/21- 9/30/22	Active
Children's Services Council	\$4,592,850	<i>Financially Assisted Child Care</i>	Revenue	10/1/21-9/30/22	Active
Children's Services Council	\$4,017,850	<i>Vulnerable Populations</i>	Revenue	10/1/20-6/30/22	Active
City of Fort Lauderdale	\$50,000	<i>SR Match Funds</i>	Revenue	10/1/21-9/30/22	Active
City of Hollywood	\$7,611	<i>SR Match Funds</i>	Revenue	10/1/21-9/30/22	Active
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/21-9/30/22	Active
City of Deerfield Beach	\$15,000	<i>SR Match Funds</i>	Revenue	2/15/22-9/30/22	Active
United Way	\$130,000	<i>SR Match Funds</i>	Revenue	7/1/21-6/30/22	Active
Children's Forum	\$225,450	<i>INCENTIVES® Program</i>	Subrecipient	7/1/21-12/31/21	Extended
Children's Forum	\$312,174	<i>INCENTIVES® Program</i>	Subrecipient	1/1/22-6/30/22	Active
First Call for Help/211	\$461,092	<i>Community Referral Services</i>	Subrecipient	7/1/21-6/30/22	Active
Abila	\$6,200.10	<i>MIP Accounting Software</i>	Vendor	6/20/21-6/19/22	Active
Allison Golden	\$10,000	<i>Mental Health Support Training</i>	Vendor	10/1/21-12/31/21	Expired
Chris Becerra	\$10,000	<i>Mental Health Support Training</i>	Vendor	7/1/21-6/30/22	Active
Accessible Comm for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
AT&T	\$50,000	<i>Cell Phones and Hot Spots</i>	Vendor	7/1/21-12/19/21	Ongoing
Biometrics4All, INC.	\$840	<i>Live Scan Software Support</i>	Vendor	7/1/21-6/30/22	Active
BlueJean Software, Inc.	\$33,000	<i>Hosting and Support Services</i>	Vendor	7/1/21-6/30/22	Active
Business Leadership Institute	\$50,000	<i>Business Development</i>	Vendor	7/1/21-6/30/22	Active
Causestech DBA Achieve	\$7,988	<i>Website Hosting</i>	Vendor	7/1/21/-6/30/22	Active
CLASS Observers (9)	\$33,500ea	<i>Independent CLASS Observers</i>	Vendor	7/1/21-6/30/22	Active
Comcast	\$4,368	<i>Internet</i>	Vendor	7/1/21-6/30/22	Active
Compensation Resources	\$34,650	<i>Competitive Market Study</i>	Vendor	8/6/21-6/30/22	Active
Crown Center	\$416,078	<i>Office Lease (est. annual cost)</i>	Lease	2/1/19-1/31/29	Active
Devereux Foundation	\$1,525	<i>Prof. Development Provider Training</i>	Vendor	1/25/22-6/30/22	Active
FL Dept of Law Enforcement	\$1,863	<i>LiveScan Service (annual cost)</i>	Vendor	10/29/18-Ongoing	Active
Hillspoint Resources (1 st Day)	\$28,800	<i>Mental Health Support Training</i>	Vendor	10/23/21-12/31/21	Expired
Hillspoint Resources (1 st Day)	\$12,000	<i>Mental Health Support Training</i>	Vendor	3/8/22-6/30/22	Active
Intermedia.net, Inc.	\$21,540	<i>Office 365</i>	Vendor	7/12/21-7/12/22	Active
Jacob Jackson	\$90,000	<i>Legal Services</i>	Vendor	4/1/21-3/31/22	Active
Keefe McCullough, LLP	\$41,800	<i>External Audit Preparation</i>	Vendor	7/1/21-6/30/22	Active
LeBoffe & Associates LLC	\$8,000	<i>Senior Team Retreat/Follow up</i>	Vendor	7/1/21-12/31/21	Expired
NSU	\$34,500	<i>Providers State mandated training</i>	Vendor	12/1/21-6/30/22	Active
One Beat	\$7,200	<i>CPR Training for Providers</i>	Vendor	9/1/21-6/30/22	Active
Piccolo Picasso LLC	\$25,000	<i>Online Learning Platform</i>	Vendor	7/1/21-6/30/22	Active
Racial Equity Institute	\$60,000	<i>Racial Equity Training</i>	Vendor	10/1/21-6/30/22	Active
Revation Systems, Inc.	\$18,000	<i>Telecommunications Services</i>	Vendor	9/15/21-9/30/24	Active
Tripp Scott Attorneys at Law	\$14,000	<i>ERISA Legal Services</i>	Vendor	7/1/2021-6/30/22	Active
Scholastic	\$600,000	<i>Book Worms Reading Packets</i>	Vendor	2/15/22-6/30/22	Active
School Board Broward County	\$10,210.60/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/19-9/5/22	Active
Sharp (State Term Contract)	\$14,353.12	<i>Copier and Printer Rental</i>	Vendor	11/1/20-9/1/25	Active
Teaching Strategies Gold	\$19,425	<i>Child Assessment Software</i>	Vendor	7/1/21-6/30/22	Active
Teaching Strategies Gold	\$8,120	<i>Teaching Strategies materials</i>	Vendor	2/17/22-6/30/22	Active
The Journey Institute	\$25,500	<i>Mental Health Support Training</i>	Vendor	8/4/21-12/18/21	Expired
Tripp Scott	\$14,000	<i>Legal Services</i>	Vendor	9/20/20-6/30/22	Active
Trusaic	\$6,500	<i>Monthly Fee for up to 500 W2's</i>	Vendor	6/1/21-6/30/22	Active
Webauthor	\$65,000	<i>CRM Software</i>	Vendor	7/1/21-6/30/22	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

Funder or Vendor Name	Amount	<i>Purpose</i>	Type	Term	Status
Child Abuse Prevention -CAPTA	\$0	<i>Interagency Referrals</i>	MOU	9/1/21-8/31/26	Active
School Board Broward County	\$0	<i>Community Partnership</i>	MOU	TBD-6/1/2045	Pending
Seventeenth Circuit Court	\$0	<i>Cooperation Agreement</i>	MOU	6/23/20-Ongoing	Active
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active
Women in Distress	\$0	<i>Community Partnership</i>	MOU	10/1/21-9/30/22	Active

Training Calendar

April 2022

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Monday 4/4/2022	7pm – 8:30pm	Ana Avalos-Atkinson, Q&E Coach, ELC	(Serie de Capacitación para Nuevos Educadores) Práctica Apropiada para el Desarrollo (DAP) Parte 3: Tiempo de Círculo y Áreas en Pre-K	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=63287B56-9C3F-458F-B703-B80DD72D6E16
Thursday 4/7/2022	5pm – 8pm	Debra Cruz & Jasmine Rhinehart, Q&E Coaches, ELC	Phonological Awareness Development for Preschools (Component 1)	Webinar - Zoom Course Reference # 9750
Saturday 4/9/2022	9am – 12pm	Rosemary Abreu, FirstDay Learning	Influyendo al Comportamiento: Ambientes del Aula (Influencing Behavior: Classroom Environments)	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=A3F240C6-499E-4A34-AFA0-1110E1C5ED53
Tuesday 4/12/2022	7pm – 8:30pm	Ana Avalos-Atkinson, Q&E Coach, ELC	(Serie de Capacitación para Nuevos Educadores) Práctica Apropiada para el Desarrollo (DAP) Parte 3: Tiempo en círculo y áreas de juego y aprendizaje con bebés y niños pequeños	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=FD17FB3B-4753-42A8-B94D-6461F47094D7
Wednesday 4/13/2022	7pm – 8:30pm	Agnieszka Boddie & Aida Brar, Q&E Coaches, ELC	CLASS with Toddlers: Behavior Guidance	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=A3009A2A-AB9C-41F1-9D16-1B0EEFE4AF8E
Saturday 4/16/2022	9am – 12pm	Rosemary Abreu, FirstDay Learning	Comprender y Documentar el Comportamiento (Understanding and Documenting Behavior)	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=C8AEABF8-E119-40B1-9B57-359A22CD107F
Tuesday 4/19/2022	7pm – 8:30pm	Jasmine Rhinehart & Debra Cruz, Q&E Coaches, ELC	(New Educator Series) Developmentally Appropriate Practice (DAP) Part 4: Transitions and Classroom Management in Pre-K	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=0251A10E-8999-4C98-9D4F-D35B8A5252AF
Thursday 4/21/2022	7pm – 8:30pm	Ana Avalos-Atkinson, Q&E Coach, ELC	How to Maximize Learning: Productivity in Pre-K	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=2252F364-1FE4-418E-A30C-38DC026D8C23

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Wednesday 4/27/2022	7pm – 8:30pm	Agnieszka Boddie & Aida Brar, Q&E Coaches, ELC	(New Educator Series) Developmentally Appropriate Practice (DAP) Part 4: Transitions and Classroom Management for Infants and Toddlers	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=50ABB62E-B82A-415D-842F-EF7831DADAA3
Thursday 4/28/2022	6:30pm – 8pm	Dr. Sohani Char, Unicorn Children's Foundation Clinics, Nova Southeastern University	Identificación de señales de alerta para el Trastorno del Espectro Autista (Autism Spectrum Disorder - ASD)	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=EC3E2CFB-D4A1-46B1-86A0-A0E10805926C

All trainings appear on the ELC website on the calendar <https://www.elcbroward.org/events>
If you have questions or need assistance contact elcbtraining@elcbroward.org

FYI 4 – Cash Disbursements

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

Cash disbursement for January 2022

Vendor Name	Amount	Purpose
Adobe Systems Inc.	5,000.00	Adobe Sign Enterprise Annual License 1/11/22 - 1/10/23
ADP, Inc.	2,085.75	December 2021 Processing Charges for 12/11/21 & 12/25/21
Allison Golden	5,001.00	Mental Health Trainings (PDG) December 2021
Ann Marie Maceda-Calderon	2,450.00	CLASS Observations for December 2021
Bluejean Software, Inc.	2,650.00	Cloud Hosting & Maintenance & Support for Dec 2021
Business Card	1,019.82	PCard Ops purchases C. Klima (No Individual Items > \$1,000)
Carmen Nicholas	2,800.00	CLASS Observations for December 2021
Colonial Life & Accident Ins. Comp.	7,141.86	December 2021 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Services for 1/01/22 - 2/28/22
EA Comp. Resources, LLC.	11,550.00	Salary Survey Progressive Billing (2 of 3)
EA Comp. Resources, LLC.	11,550.00	Salary Survey Progressive Billing (3 of 3)
Evelyn Puerto	2,100.00	CLASS Observation for December 2021
Fort Laud. Crown Center, LLC.	33,801.63	January 2022 Rent Ste. 301
Guardian	11,457.76	February 2022 Employee Health Benefits
Guzide Aygun Yeakey	2,100.00	CLASS Observations for December 2021
The Journey Institute, Inc.	2,837.50	Mental Heal Trainings (PDG) December 2021
FirstDay Learning	28,800.00	Mental Health Trainings (PDG) December 2021
Humana Insurance Co.	1,154.59	February 2022 Employee Health Benefits
Indeed	3,961.88	December 2021 Job Postings
Jacob C. Jackson, P.A.	3,895.00	December 2021 Legal Services
Kimesha House	4,200.00	CLASS Observations for December 2021
Lianne Betancourt	3,850.00	CLASS Observations for December 2021
Malwarebytes	7,857.62	Malware Endpoint Protection 1/18/22 - 1/17/23
Maria Caro	2,800.00	CLASS Observations for December 2021
Maria Lopez	2,450.00	CLASS Observations for December 2021
Revation Systems, Inc.	7,253.14	December 2021 Phone Services
Revation Systems, Inc.	7,253.14	November 2021 Phone Services
The Children's Forum	8,948.70	November 2021 Phone Services
Lincoln National Life Ins. Co.	8,098.05	February 2022 Employee Health Benefits
Webauthor.com LLC	5,000.00	CRM Software License & Hosting January 2022
Yvette Veras	2,800.00	Class Observations for December 2021
Zoom Video Communications, Inc.	<u>4,899.00</u>	Webinar 1000 Annual & Standard Pro Annual 12/10/21-12/09/22

FYI 5 – 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 February 2022

Vendor Name	Amount	Purpose
Abila	10,639.00	MIP Database Training for Fiscal Team
ADP, Inc.	1,395.15	2021/Q4 Y/E INFO-TAX REPORTING, W-2'S
ADP, Inc.	2,055.51	January 2022 Processing Charges for 1/8/22 & 1/22/22
Ann Marie Maceda-Calderon	2,100.00	CLASS Observations for January 2022
Bluejean Software, Inc.	1,275.00	Cloud Hosting & Maintenance & Support for January 2022
Business Card	2,403.11	PCard Ops purchases C. Klima (No Individual Items > \$1K)
Business Card - Intermedia	4,081.15	Office 365 & Ancillary E-Services for January 2022
Business Card - Intermedia	7,404.00	Office 365 & Ancillary E-Services for February 2022
Business Card - Aatrix Software	1,716.78	1099 EFILE SERVICES (PROCESS, MAIL, & FILE) FOR 2021
Business Card - AT&T	4,361.08	Cell phone and data charges January 2022
Business Card - Intermedia	3,378.68	Office 365 & Ancillary E-Services for February 2022
Business Card - ONLC Training	1,495.00	OFFICE 365 ADMINISTRATOR CLASS for IT Staff
Colonial Life & Accident Insurance	4,761.24	January 2022 Employee Health Benefits
Colonial Life & Accident Insurance	4,761.24	February 2022 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Service for 2/01/22 -2/28/22
Evelyn Puerto	3,850.00	CLASS Observations for January 2022
Fort Lauderdale Crown Center, LLC.	33,801.63	February 2022 Rent Ste. 301
Guardian	11,675.08	March 2022 Employee Health Benefits
Guzide Aygun Yeakey	4,200.00	CLASS Observation for January 2022
Humana Insurance Co.	1,154.11	March 2022 Employee Health Benefits
Jacob C. Jackson, P.A.	3,363.00	January 2022 Legal Services
Keefe McCullough	9,000.00	FY21 Audit Progressive Billing January 2022
Kimesha House	5,950.00	CLASS Observations for January 2022
Museum of Discovery and Science	10,000.00	Sponsorship of Early Education STEM Mobile
Leboffe & Associates	8,000.00	Senior Team Retreat & Follow Up Coaching
Revation Systems, Inc.	7,253.14	January 2022 Phone Services
The Hartford	6,930.00	Worker's Comp Post Audit Premium Adjustment
The Lincoln National Life Insurance	7,982.86	March 2022 Employee Health Benefits
Webauthor.com LLC	5,000.00	CRM Software Licenses February 2022
Yvette Veras	2,800.00	CLASS Observations for January 2022



Match YTD Match Fundraising Report

Funder	Requested FY21/22	Status as of 3/24/2022
Coconut Creek	25,690	Recommended for Funding
Cooper City	-	No Funding Available
Coral Springs (Community Chest)	2,500	Recommended for Funding
Dania Beach	-	Not Funded
Davie	-	No Funding Available
Deerfield Beach	15,000	Recommended for Funding
Ft. Lauderdale	50,000	Recommended for Funding
Hallandale	10,000	Recommended for Funding
Hollywood	7,611	Recommended for Funding
Lauderdale By The Sea	2,000	Recommended for Funding
Lighthouse Point	1,000	Recommended for Funding
Lauderdale Lakes	-	No Funding Available
Lauderhill	-	Not Funded
Margate	1,000	Recommended for Funding
Miramar	5,000	Recommended for Funding
North Lauderdale	5,000	Recommended for Funding
Oakland Park	-	Not Funded
Parkland	3,000	Recommended for Funding
Pembroke Park (Town)	-	No Funding Available
Pembroke Pines	35,000	Recommended for Funding
Plantation	22,000	Recommended for Funding
Pompano Beach	40,000	Recommended for Funding
Tamarac	-	Not Funded
Sunrise	55,890	Recommended for Funding
Southwest Ranches	-	No Funding Available
West Park	-	No Funding Available
Weston	6,850	Recommended for Funding
Wilton Manors	-	No Funding Available
Total Municipalities (SR)	\$ 287,541	Total Requested FY21
United Way	130,000	Committed as of July 1, 2021
Child Care Providers	500,000	Committed as of July 1, 2021
Broward County	1,490,872	Committed as of July 1, 2021
CSC	2,939,423	Committed as of July 1, 2021
Total All Match	\$ 5,347,836	Total SR Match

ELC of Broward County		Committee Membership 2021-2022	
COMMITTEE	Member Name	Seat	By Laws
EXECUTIVE	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 Laurie Sallarulo	Chair	effective 4/2014 - Governor appointment
	Officer Dawn Liberta	First Vice Chair	effective June 2020
	Officer Twan Russell	Second Vice Chair	effective June 2020
	Officer Monica King	Secretary	effective June 2020
	Officer Cindy Arenberg Seltzer	Treasurer	effective June 2020
	Khalil Zeinieh	Program Review Chair	effective June 2020
	Michael Asseff	Nominating Com. Chair	effective June 2020
	Richard Campillo	Audit Com. Chair	effective June 2020
FINANCE	Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members. No Term Limits		
	Cindy Arenberg Seltzer	Chair	
	Renee Podolsky	Member	
	Laurie Sallarulo	Member	
	Zachary Talbot	Member	effective June, 2020
	Twan Russell	Member	
	Khalil Zeinieh	Member	effective 9/13/21
	Dawn Liberta	Member	effective 9/13/21
PROGRAM REVIEW	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. No Term Limits		
	Khalil Zeinieh	Chair	effective 6/2020
	Laurie Rich Levinson	Member	
	Dawn Liberta	Member	
	Laurie Salarullo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	
	Cindy Arenberg-Seltzer	Member	
AUDIT	Members elected by Board. Consists of at least (5) five Members. 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		
	Richard Campillo	Chair	effective 7/1/18
	Michael Asseff	Member	
	Twan Russell	Member	effective 12/9/16
	Monica King	Member	effective 4/7/17
	Beverley Batson	Member	effective 12/19/19
GOVERNANCE	Members Elected by Board. Consists of at least (5) five Members. First Vice Chair shall serve as chair of the Governance Committee. No		
	Dawn Liberta	Chair	effective 6/30/20
	Michael Asseff	Member	effective 6/2020
	Carol Hylton	Member	effective 2/2021
	Laurie Salarullo	Member	
	Kirk Englehardt	Member	effective 9/13/21
NOMINATING	Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition. No Term Limits		
	Michael Asseff	Chair	effective 6/2020
	Twan Russell	Member	
	Dr. Amoy Reid	Member	effective 12/19/19
	Kristina West	Member	effective 9/13/21
	Laurie Salarullo	Member	
AD HOC FUNDRAISING established 2/13/20	Michael Asseff	Chair	effective 2/13/20
	Amoy Reid	Member	effective 2/13/20
	Richard Campillo	Member	effective 2/13/20
	Twan Russell	Member	effective 2/13/20
	Kristina West	Member	effective 9/13/21
	Michael Asseff	Member	effective 2/13/20
AD HOC STRAT PLANNING	Kirk Englehardt	Chair	effective 11/2021
	Laurie Salarullo	Member	effective 11/2021
	Cindy Arenberg-Seltzer	Member	effective 11/2021
	Khalil Zeinieh	Member	effective 11/2021
	Ellie Schrot	Member	effective 11/2021
	Dawn Liberta	Member	effective 11/2021
	Renee Podolsky	Member	effective 11/2021
	Monica King	Member	effective 12/2021
Workforce Workgroup established 10/2021	Laurie Rich Levinson	Member	effective 10/2021
	Dawn Liberta	Member	effective 10/2021
	Laurie Salarullo	Member	effective 10/2021
	Carol Hylton	Member	effective 10/2021
	Cindy Arenberg-Seltzer	Member	effective 10/2021



Early Learning Coalition of Broward County
Board Attendance Chart FY 21-22

QUORUM # NEEDED: 11

	Member	1st Term Started	1st Term Exp	Sept 23	Nov 15	Dec 20	Feb 14	Apr 11	May 9	Jun 13	TOTAL FY ABSENCES
1	Cindy Arenberg Seltzer	1999	N/A	V	V	V	V				0
2	Dawn Liberta	6.2018	N/A	V	ABS	V	V				1
3	Ellie Schrot	6.2014	N/A	V	V	V	V				0
4	Khalil Zeinieh	5.12.17	6.30.25	V	V	V	ABS				1
5	Monica King	5.12.17	6.30.25	V	V	V	V				0
6	Laurie Rich Levinson	11.2014	N/A	V	V	V	V				0
7	Laurie Sallarulo	4.2014	4.2018	V	V	V	V				0
8	Michael Asseff	5.7.2013	5.7.2018	V	V	V	V				0
9	Renee Podolsky	6.2014	N/A	P	V	V	V				0
10	Richard Campillo	5.12.17	6.30.25	V	V	V	V				0
11	Twan Russell	2.2016	N/A	ABS	ABS	ABS	V				3
12	Dr. Amoy Reid	9.2019	N/A	V	V	ABS	V				1
13	Beverly Batson	9.2019	N/A	V	V	V	V				0
14	Zachary Talbot	2.2020	N/A	ABS	ABS	V	ABS				3
15	Carol Hylton	9.2020	N/A	V	V	V	ABS				1
16	Kristina West	4.2021	N/A	V	V	ABS	V				1
17	Kirk J. Englehardt	4.2021	N/A	ABS	V	ABS	V				2
18	Sharonda Bailey	10.1.21		N/A	FM/V	V	V				0
19	Julie Winburn	4.1.22		N/A	N/A	N/A	N/A				0
	VACANT - Gub. private sector										
	MEMBERS WHO LEFT DURING FY 21-22	1st Term Started	Last Day								
	Angela Iudica	9.7.17	9/30/2021	LM							0
	Cara Cerchione	4.4.19	1/7/2022	V	V	LM					0
	William Karp	4.2019	3/31/2022	V	V	V	LM				0
	V = Virtual Meeting										
	X = Present at meeting										
	ABS = Absent from Meeting										
	P = phone attendance										
	FM First Meeting LM Last Meeting										
	Shaded areas - no meeting scheduled										

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><u>BG1 – At Risk Populations:</u> 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><u>BG3 – Temporary Assistance for Needy Families (TANF), also referred to as Temporary Cash Assistance (TCA)</u> Families who are receiving TCA, and subject to the federal work requirements.</p> <p><u>BG3R – Relative Caregiver</u> 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><u>BG5 – Transitional Child Care (TCC)</u> Family that is transitioning from the receipt of TCA (from a workforce program) into employment, as defined by law.</p> <p><u>BG8 – Income Eligible</u> Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability.</p> <p><u>CSC – Children's Services Council Vulnerable Populations Program</u> 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.