



**Early Learning Coalition of Broward County, Inc.  
Board Meeting Agenda  
December 20, 2021 at 12:00PM**

**Via Zoom Meeting:**

**Meeting ID: 86478591930 Passcode: 522278**

<https://us06web.zoom.us/j/86478591930?pwd=WlFiV2dwaENjaTZGS25kZk05YU41Zz09>

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

PAGE			
<b>I.</b>	<b>Call to Order</b>		Laurie Sallarulo, Chair
<b>II.</b>	<b>Roll Call</b>		Melody Martinez, Executive Assistant
<b>III.</b>	<b>Chair Report</b>		Laurie Sallarulo, Chair
<b>IV.</b>	<b>CEO Report</b>	3	Renee Jaffe, CEO
<b>V.</b>	<b>Mission Moment – Workforce Initiative Above &amp; Beyond</b>		
<b>VI.</b>	<b>Consent Agenda</b> <ul style="list-style-type: none"> <li>• Approve November 15, 2021 Meeting minutes</li> <li>• B223CA1 Accept 2020 403B Audit Report and IRS Form 5500</li> </ul>	6 10	Laurie Sallarulo, Chair
<b>VII.</b>	<b>Finance Committee</b> <ul style="list-style-type: none"> <li>• B223FIN1 – Approve October Interim Financials</li> <li>• B223FIN2 – Approve Budget Amendment #3</li> </ul>	60 70	Cindy Arenberg Seltzer, Committee Chair Christine Klima, CAO
<b>VIII.</b>	<b>Regular Business</b> <ul style="list-style-type: none"> <li>• B223RB1 – Salary Survey</li> </ul>	77	Howard Bakalar – CEO Mary Rizzuti, CEO of CRI
<b>IX.</b>	<b>Program Review Committee</b>		Khalil Zeinieh, Committee Chair
<b>X.</b>	<b>Audit Committee</b>		Richard Campillo, Committee Chair
<b>XI.</b>	<b>Nominating Committee</b>		Michael Asseff, Committee Chair
<b>XII.</b>	<b>Governance Committee</b>		Dawn Liberta, Committee Chair
<b>XIII.</b>	<b>Provider Representative Update</b>		Cara Cerchione, Representative private for profit child care provider  Beverley Batson, Representative private faith based child care provider

XIV.	<b>FYI Items</b> <ul style="list-style-type: none"> <li>● FYI 1 Wait List Report</li> <li>● FYI 2 FY 20-21 ELC Contracts</li> <li>● FYI 3 Education and Quality Training Calendar</li> <li>● FYI 4 October Cash Disbursements</li> <li>● FYI 5 FYI 7 Match Report</li> <li>● FYI 6 FY 20-21 Committee Membership</li> <li>● FYI 7 FY 20-21 Board Meeting Attendance</li> <li>● FYI 8 Glossary of Terms</li> </ul>	<p style="text-align: right;">95 96 98 101 102 103 104 105</p>	
XIV.	<b>Unfinished Business</b> <b>New Business</b> <b>Matters from the Board</b> <b>Matters from the CEO</b> <b>Matters from our Partners</b> <b>Public Comment</b> <a href="#">Next ELC Board Meeting: February 14, 2022@ Noon</a> <b>Adjourn</b>		

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

**CEO Report**  
**Board Meeting – December 20, 2021**

**Racial Equity Update**

The ELC held a successful lunch and learn session around microaggression a couple of weeks ago as part of the commitment to promote racial equity through education and awareness. Dr. Sharetta Remikie, Chief Equity & Community Engagement Officer, at the Children’s Services Council hosted the session, the session was greatly appreciated by the staff who attended. As for the next café event, the ELC staff has secured special guest Sheriff Tony Gregory. The Sheriff will speak about justice reform and his thoughts/vision of the future. The event will take place virtually on Tuesday, February 1, 2022 and we hope to see you there. An email invitation will be sent as the date gets closer.

**School Readiness and VPK Enrollment/Attendance Update**

School Readiness attendance during October remained nearly level the prior month at 11,650 but showed an uptick in November; rising to 11,755. Staff continue to monitor utilization trends and the net impact of new enrollments, attrition during peak eligibility redetermination season, changes to usage for mandate care programs and other factors to project out the rest of the year. In response to the increase in SR Waitlist funding, staff is continuing to pull children off the waitlist at an aggressive pace. In November 1,086 children were called off the waitlist. We pulled more than 800 children from the waitlist December 15<sup>th</sup>. This will bring the waitlist to less than 1,350.

As explained previously, an additional and more accurate indicator of waitlist impact is lag time between the calendar date of waitlist sign-up and the date of names being pulled. As of December 15<sup>th</sup>, we are now pulling families off the waitlist that signed up as of October 9<sup>h</sup>. So, the current lag time is now down to 10 weeks.

As of December 14<sup>th</sup>, there were 15,711 processed and approved VPK applications for the 21/22 VPK school year and 13,372 children actually enrolled in a VPK program (and assigned a classroom). To keep this in context, last year, there were 11,813 school year VPK enrollments and in the 2019-2020 school year, there were 15,928 enrollments, a 16% decrease. We are still below the numbers we saw pre-pandemic. VPK classes tend to begin either at the end of August or the beginning of September. Because of the surge of Delta variant, future enrollment/attendance in VPK are currently very difficult numbers to predict. Staff will continue to engage in outreach efforts to increase the number of children enrolled and have sent messages to parents who hold, but are not using their VPK certificates, explaining that they can be used for new classes opening in January, or for summer VPK. Staff has also sent a survey to these parents to gain a better understanding about why they haven’t used their certificates.

**CRRSA COVID-19 Federal Relief Funding -  
Phase VI Provider Grants**

- *\$25,170,608 for Phase VI Infrastructure Supports Grants:*

The sixth and largest of the Federal stimulus support grants for providers to date. Providers are encouraged to use the funds for payroll supports, hiring & background screen costs and other on-going operating costs needed to support business continuity, quality care and ease the economic strain caused by the COVID-19 pandemic. As of 12/17/21 there were 592 applications received for this grant money, of which 575 providers received payment totaling 20,351,504. The remainder are being processed and will be paid out once approved. As of today there is no official closure date so we will continue to provide updates.

- *\$2,396,605 for Coalition Workforce Initiatives (subject to DEL approval)*

This funding presents a much needed opportunity to strengthen, support and build a more robust child care system that has the ability **to recruit, upskill, and retain** a competitively compensated and professional child care staff, which supports high-quality experiences that improve the school readiness of young children. A survey to gauge specific

provider needs in this area has been incorporated into the Phase VI online grant application process and analysis from the responses will be included in our application to access this award.

This allocation is well-timed, and fits directly into the workforce plan ELC staff previously created with help from its local partners. It also adds funding to the Above and Beyond Broward planning discussed at the first Workforce Workgroup meeting. As reported previously, at the initial meeting, ELC staff shared a draft of their new **Above and Beyond Broward** plan, that includes programming, incentives/stipends, and other supports to upskill, retain and elevate early learning staff. Following a robust discussion of the plan, workgroup members provided additional ideas to support the initiative. The group, which will now include the Program Review Committee members, met again December 6<sup>th</sup>, and reviewed the updated plan, as well as the results of the workforce survey conducted in the Phase 6 grant process. The plan which includes updates from the 12/6/21 Workforce workgroup meeting will be shared with the Board at the December 20<sup>th</sup> meeting.

- *\$337,479 for Coalition Program Outreach, Awareness and Family Supports*

This funding may be used at Coalition discretion for outreach to encourage families to sign up for subsidized services, promote early education as a profession and raise awareness with families and providers about all the services offered by ELC. Outreach campaigns will include expenditures for print, social media, television and other outlets to get the word out across Broward County.

ELC staff developed a two pronged outreach and awareness plan and timeline as follows:

1. Internal VPK/SR waitlist outreach marketing plan (already in motion) that includes but is not limited to:

- Email blasts to community partners, providers and parents
- Social Media (including paid Google and Facebook ads)
- Radio advertisements
- Broward Family Life Magazine (digital ads, email/web blasts, January and February Education Guide)
- The Sun Sentinel

2. External Marketing and Outreach plan that includes:

Procuring one or more vendors through an ITN for services and expertise that will include:

- A refresh of ELC Marketing materials for all ELC services and programming
- Assistance in developing and coordinating an overall (long term) outreach campaign that will best target the families, children and providers we serve using effective (and connecting with) communications tools and platforms.

The above plan is in addition to the workforce campaign CSC is partnering with us on and funding utilizing the M Network to build a campaign to recruit new early child care staff.

### **Phase V Provider Grants Return**

The Division of Early Learning (DEL) has decided to re-open the availability of Phase V Provider Grants for any eligible child care provider who may have missed applying for this phase. In the first week of January, staff will email providers who had applied for Phase VI or Summer Booster grants, but who had not applied for Phase V grants, letting them know of the opportunity. Additionally, we will send communications through our contracted provider list and through our friends at Child Care Licensing and Enforcement. We expect to be able to give just over \$1 million additional funds to Broward County child care providers. Providers who had already received Phase V funding are not eligible to apply for this grant opportunity.

### **The American Recovery Plan (ARP):**

We still await word on when, and how the American Recovery Plan (ARP) funds, which are due to be released beginning January 2022.

**Strategic Planning Process**

Reapproval for the ad hoc strategic planning committee occurred at the November Board meeting. Data and feedback from various sources is currently being gathered and will be shared with the Board along with the overall planning process and timeline at the upcoming ELC Board retreat scheduled for late January 2022. The first ad hoc committee meeting is scheduled to take place on December 17<sup>th</sup>. Staff will provide updates to the board throughout the process with an end goal of the final DRAFT being presented to the Board at the June 2022 Board meeting. This new Ad Hoc Strategic Planning Committee will be lead by Kirk Englehardt as the Chair, with the following Board members, Cindy Arenberg Seltzer, Laurie Sallarulo, Cara Cerchione, William Karp, Khalil Zeinieh, Ellie Schrot, Dawn Liberta and Renee Podolsky, along with the ELC Executive Team.

**Ad-Hoc Fundraising Committee**

The Ad Hoc Fundraising Committee will be holding its first meeting in January. If you wish to sign up to be on the committee please reach out to Judith Merritt.

**Virtual Child Care Townhall**

We have a save the date for Wednesday January 5, 2022 from 10:00am to 11:30am for an opportunity for providers and parents to share their challenges and early learning related experiences with a few local legislators who have agreed to attend. A flyer will be provided to Board members in the near future.



**Early Learning Coalition of Broward County, Inc.**  
**Board Meeting Minutes**  
**November 15, 2021 at 12:00 PM**  
 Virtual Meeting

Members in Attendance	Michael Asseff; Cindy Arenberg-Seltzer; Beverley Batson; Ellie Schrot; Cara Cerchione; Amoy Reid; Renee Podolsky; Khalil Zeinieh; Richard Campillo; Kirk Englehardt; William Karp; Monica King; Laurie Rich Levinson; Laurie Sallarulo; Carol Hylton; Sharonda Bailey
Members Absent	Twan Russell; Zachary Talbot; Dawn Liberta; Kristina West
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; Pablo Calvo, Director of Community Engagement; Reiner Potts, Financial Analyst; Keisha Dunn-Pettis, Senior Director of Family Services and Provider Relations; Beverly Hung, Human Resources Manager; Stephanie Landreville, Controller
Others in Attendance	Jacob Jackson, General Counsel

Item	Action/Discussion
Welcome & Call to Order	Nominating Committee Chair Michael Asseff called the meeting to order at 12:06PM. Board Chair was unable to chair due to a personal emergency. Roll was called and a quorum was established.
Chair Report	Nothing to report.
CEO Report	<p>CEO welcomed everyone and introduced new Board member Sharonda Bailey to the Board. She also introduced new Executive Assistant Lizbeth Juan to the Board. CEO is looking forward to meeting in person in the near future for Board meetings. CEO summarized the CEO report as follows:</p> <ul style="list-style-type: none"> <li>• The state has now released CRRSA federal stimulus dollars that had been expected in August/September and includes Phase VI Provider Grants. We received the approval a week ago and launched it on Friday. We already have 455 childcare small business that have applied, and hope to have payments in the childcare small businesses towards the end of the month.</li> <li>• ELC staff shared a draft of the new Above and Beyond Broward plan, that includes programming, incentives/stipends, and other supports to upskill, retain and elevate early learning staff. The Workforce Workgroup will be meeting again in about six weeks. ELC Staff are updating the plan and creating a timeline for all of the action items.</li> <li>• We still await word on when, and how the American Recovery Plan (ARP) funds, which are due to be released beginning January 2022.</li> <li>• We added a workforce survey that is required in order to complete the application for Phase VI. This was also done in Phase V but will get us more information on how our childcare small business are doing.</li> </ul>

<p><b>Consent Agenda</b></p> <ol style="list-style-type: none"> <li>1. Approve August 31, 2021 Meeting minutes</li> <li>2. B222CA1 – Approve City of Ft. Lauderdale Contract</li> <li>3. B222CA2 – Approve Children’s Forum Agreement the Chair to Sign Amendment before October 1, 2021</li> <li>4. B222CA3 – Approve NSU Agreement</li> <li>5. B222CA4 – Approve Legal Services</li> <li>6. B222CA5 – Approve CEO Goals</li> <li>7. B222CA6 – Approve Request to initiate procurements</li> <li>8. B222CA7 – ELC 2022 Advocacy Priorities</li> </ol>	<p>A <b>Motion</b> was made by Cindy Arenberg-Seltzer to approve items 1-8 on the Consent Agenda. <b>Seconded</b> by Carol Hylton. <b>Unanimously approved. Motion Passes.</b></p>
<p><b>Finance Committee</b></p> <ol style="list-style-type: none"> <li>1. B222FIN1 – Approve September Interim Financial</li> <li>2. B223FIN2 – Approve Budget Amendment #2</li> </ol>	<p><b>Approve September Interim Financials</b></p> <p>Cindy Arenberg-Seltzer shared and presented the September 2021 interim financial statements and summarized the following points:</p> <ul style="list-style-type: none"> <li>• Slot costs are currently averaging approximately 18% higher than they were during the last full year of open enrollment in FY 2020. Increase is primarily due to two provider rate increases implemented in January and July 2021</li> <li>• VPK expenditures were lower than expected for a normal year, but higher than they were at this time last year (which was the peak of the pandemic).</li> </ul> <p>A <b>Motion</b> was brought forth by the Finance Committee to approve September 2021 Interim Financial Statements, pending approval of an annual audit performed by a qualified independent certified public accountant. The <b>Motion was unanimously approved. Motion Passes.</b></p> <p><b>Approve FY 22 Budget Amendment #2</b></p> <p>The CAO reviewed the highlights of the FY21 Budget Amendment #2</p> <p>A <b>Motion</b> was brought forth by the Finance Committee to approve FY2022 Budget Amendment #2. The <b>Motion was unanimously approved. Motion Passes.</b></p>

<p><b>Regular Business</b></p> <p>1. B222RB1 – Ad Hoc Strategic Planning Committee</p>	<p>CEO spoke about how last fiscal year was the final year of a three-year Strategic Plan. As a result, the Ad Hoc Strategic Planning Committee was approved to reconvene and ELC staff met throughout the 20/21 Fiscal year. ELC staff presented a DRAFT Strategic Plan that was approved for one year at the May 10, 2021 Board meeting. As per our Bylaws, all Ad hoc Committee must be re-approved after the approval of project completion. In preparation for the planning of a new Strategic Plan, ELC staff are asking once again for approval of the Ad Hoc Strategic Planning Committee. The hope is the first meeting will be in December so that we can establish the guidelines for this committee, the timeline for the strategic plan and discuss committee members’ commitment requirements.</p> <p>CEO took this time and thanked Richard Campillo for his role as the chair of the Ad Hoc Strategic Plan committee over the past few years as he has now stepped down as chair. Laurie has appointed Kirk Englehardt as the new Chair of the committee and the CEO thanked Kirk for stepping into this role. Volunteers to be on the Committee were asked to contact Judith Merritt.</p> <p>A <b>Motion</b> was made by Cindy Arenberg-Seltzer to approve reconvening the Ad Hoc Strategic Planning Committee and members’ in preparation for the 2022-2027 plan. <b>Seconded</b> by Monica King. <b>Unanimously approved. Motion Passes</b></p>
<p>Program Review Committee – Khalil Zeinieh</p> <p>Audit Committee- Richard Campillo</p> <p>Nominating Committee - Michael Asseff</p> <p>Governance Committee – Dawn Liberta</p> <p>Provider Representative – Cara Cerchione, Representative</p>	<p>Program Review Committee Chair Khalil Zeinieh informed Board members on the main topics discussed at the last PRC meeting, those key points were:</p> <p>Federal grant dollars, enrollment and recruitment strategies, VPK where families are getting the certificate and not using it and trying to figure out why that’s happening, class observations and how our team is getting back into classrooms and evaluating quality in that way. Khalil took this time to acknowledge a great accomplishment and give Kudos to the coalition for now being an IACET Accredited Organization which means they can now administer CEU’s (Continuing Education Units) that are like gold for our providers.</p> <p>No Discussion.</p> <p>No Discussion.</p> <p>No Discussion.</p> <p>Cara Cerchione attended a conference and shared some struggles that small business owners are all facing and how COVID has affected them.</p>



private for profit child care provider  Beverley Batson, Representative private faith based child care provider	
<b>UNFINISHED BUSINESS</b>	None
<b>NEW BUSINESS</b>	None
<b>MATTERS FROM CHAIR</b>	There was no discussion.
<b>MATTERS FROM COMMITTEES</b>	<p>William Karp mentioned that child care licensing started a pilot program for providers that are in good standing, in business 2 years, no class 1 violations in a two-year period, with a qualified director and are not in an investigation. Those providers who meet that eligibility can have one remote desk inspection. This will help to congratulate compliant providers.</p> <p>Ellie Schrot gave a shout out to Allison and her team of inclusion specialist who have been doing a phenomenal job with the developmental screenings and referring children who have concerns. Last fiscal year we were averaging about 10 referrals a month and this year we are averaging 29 a month.</p>
<b>PUBLIC COMMENT</b>	There was no discussion.
<b>NEXT MEETING DATE</b>	December 20, 2021 at 12:00PM
<b>ADJOURN</b>	Meeting adjourned by Dawn Liberta at 12:50PM

*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.*



<b>ITEM/MEETING</b>	B223CA1 / Board
<b>DATE:</b>	December 20, 2021
<b>SUBJECT:</b>	1. 403B Retirement Plan Audit Report for Plan Year 2020 2. 403B Retirement Plan IRS Form 5500 Plan Year 2020
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTIONS:</b>	1. Approve Audit Report & Management Response for 403B Retirement Plan Year 2020 2. Approve IRS Form 5500 for 403B Retirement Plan Year 2020
<b>FINANCIAL IMPACT:</b>	None
<b>ELC STAFF LEAD</b>	C. Klima

**Background Information:**

As of December 31, 2020 the number of employee participants in ELCS’s 403B Retirement Plan exceeded the Department of Labor threshold that triggers an annual audit requirement for the Plan. In March 2021, ELC engaged CPA firm Keefe McCullough LLP, the firm which also conducts our annual Financial Audit, to conduct the first Retirement Plan Audit since the Plan was established in 2002. Prior to this engagement, staff identified a number of historical compliance problems with the Plan and immediately began working with Valic Financial, the custodian and administrative interface for the Plan, to issue an updated Plan document and help identify any another issues that needed to be addressed. ELC also engaged an attorney specializing in Retirement Plan law from Tripp Scott to review the Plan and assist with developing a remediation plan.

In February 2021, the Board approved Tripp Scott’s recommendation that ELC enter the IRS Voluntary Compliance Program to correct all of the historical issues found. The Board also agreed with the recommendation to procure a qualified Third Party Administrator with specialized expertise in Retirement Plan compliance and best practices to handle Plan administration/compliance on behalf of ELC going forward.

**Current Status:**

The Audit Report contains no findings.

However, in a Report to Management (attached below), the Auditors confirmed the compliance problems that ELC previously identified and highlighted areas where controls should be strengthened going forward. We agreed with all of the recommendations in our response to each issue, outlined the steps we have taken to correct the problems and affirmed our commitment to procure a qualified Third Party Administrator with specialized expertise in Retirement Plan compliance and best practices to handle Plan administration/compliance on our behalf going forward.

IRS Form 5500 was prepared by Keefe McCullough’s tax team. It reflects financial data tested during the 2020 Plan year audit process and has been reviewed and reconciled by staff.

**Recommendation:**

Staff and Audit Committee recommend the following motions:

1. Approve Audit Report & Management Response for 403B Retirement Plan Year 2020
2. Approve IRS Form 5500 for 403B Retirement Plan Year 2020

**Supporting Documentation:**

1. 2020 403B Report to Management with Draft Response
2. 2020 403B Retirement Plan Audit Report (separate link)
3. 2020 403B Retirement Plan IRS Form 5500 (separate link)

Early Learning Coalition of  
Broward County, Inc. Retirement Plan

Report to Management  
For the Year Ended December 31, 2020



To the Board of Directors  
Early Learning Coalition of Broward County, Inc. Retirement Plan

Except as discussed in the following paragraph, in planning and performing our audit of the financial statements of Early Learning Coalition of Broward County, Inc. Retirement Plan (the "Plan") as of and for the year ended December 31, 2020, in accordance with auditing standards generally accepted in the United States of America, we considered the Plan's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of issuing our report on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Plan's internal control. Accordingly, we do not express an opinion on the effectiveness of the Plan's internal control.

We were engaged to perform an audit of the Plan as permitted by ERISA Section 103(a)(3)(C) pursuant to 29 CFR 2520.103-8 of the Department of Labor's Rules and Regulations for Reporting and Disclosure under the ERISA Income Security Act of 1974 (ERISA). Our audit did not include all of the procedures required by auditing standards generally accepted in the United States of America and did not include a consideration of internal control relating to the information summarized in Notes 3, 4, and 5 to those financial statements.

Our consideration of internal control was for the limited purpose described in the preceding paragraphs and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as discussed below, we identified certain deficiencies in internal control that we consider to be material weaknesses.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the Plan's financial statements will not be prevented, or detected and corrected, on a timely basis. We consider the deficiencies in the Plan's internal control, discussed on the accompanying memorandum, to be material weaknesses.

A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

We will review the status of these comments during our next audit engagement. We have already discussed this comment and suggestion with various Plan personnel, and we will be pleased to discuss these comments in further detail at your convenience, to perform any additional study of these matters, or to assist you in implementing the recommendations.

CPA's + Trusted Advisors

Early Learning Coalition of Broward County, Inc. Retirement Plan

This communication is intended solely for the information and use of Plan management, the Plan Administrator, Trustees, and others within the management of the Plan Sponsor, and is not intended to be, and should not be, used by anyone other than these specified parties.

*Keefe McCullough*

KEEFE McCULLOUGH

Fort Lauderdale, Florida  
October 14, 2021

**Current Year Internal Control Comments and Recommendations:**

**2020-01: Plan Administration:** It was noted during our audit procedures, that the Plan is self-administered. Due to the complex and specialized nature of employee benefit plans subject to ERISA, certain required compliance tests were not performed timely. The Plan was also not operating under a fully adopted plan document. In addition, the Plan had several other compliance failures and is in the process of submitting a plan to the IRS's Voluntary Compliance Program (VCP) to correct compliance failures in the Plan.

**Management's Response:**

Management agrees. The decision to self-administer the Plan was made at the time the Coalition was formed in 2002 when the organization had less than 10 employees. However, no internal Plan Administration policies or procedures were developed for the Coalition until staff began making ERISA compliance inquiries with Plan Sponsor Valic in 2016. In 2017, when significant compliance failures dating back to 2009 came to light, staff began consulting with ELC's external auditors and Valic staff to identify the full scope of the problems and formulate a plan for corrective action. Staff also began a search for a Broward-based attorney that specialized in ERISA law to shepherd the agency through the necessary corrective action filings and procedures. In 2020, with the help ELC's newly procured audit firm, ELC engaged the law firm Tripp Scott to prepare the voluntary correction plan filing with the IRS that is now ready for submission. Once the IRS accepts and approves the Coalition's corrections, Tripp Scott will assist the Coalition in procuring a qualified, specialized third party administrator for the Plan to handle all administrative transactions and ensure ERISA compliance going forward.

**2020-02: Documentation Contained in Personnel Files:** During our testing of participant data, we noted that there were instances where employee personnel files did not contain adequate support for the employees' elective deferrals. We recommend that documentation be obtained and maintained in employee files to support plan operations.

**Management's Response:**

Management agrees. In 2019 ELC implemented new internal controls and documentation requirements for all new and updated employee deferral elections. By December 31, 2021 staff will also confirm all existing elective deferrals with updated forms signed by all participants. The Coalition also intends to procure a qualified, specialized third party administrator for the Plan to handle all administrative transactions and ensure ERISA compliance going forward.

**2020-03: Calculation of Employer Matching Contributions:** During our audit procedures, we noted the Plan Sponsor was contributing to participants from the date of participation in the Plan. Prior to the January 1, 2020 restatement, under the plan document, participants become eligible to receive employer contributions upon completion of 1 year of service.

**Management's Response:**

Management agrees. The practice of making contributions earlier than the eligibility date included in the Plan document began in 2002 when the Coalition was formed and the Plan was first established. The problem was corrected when the terms of the Plan and the practice of making contributions were brought into alignment in the restated Plan document that was effective January 1, 2020. Fortunately, no corrective action for this historical compliance error will be required by the IRS because the error did not harm any employees, and indeed it was more generous than the Plan document required. The Coalition intends to procure a qualified, specialized third party administrator for the Plan to handle all administrative transactions and ensure ERISA compliance going forward.

**Current Year Internal Control Comments and Recommendations (continued):**

**2020-04: Participant Loans:** During our audit, we noted that the Plan Sponsor was unable to locate the Participant Loan Program Document for the Plan. It is the Plan Sponsor's responsibility to ensure compliance with the Plan document and loan instructions in the administration of the Plan. Prior to the issuance of the audit, the Plan Sponsor was able to obtain a copy of the Participant Loan Program from the third-party service provider.

**Management's Response:**

Management agrees. Valic created the Participant Loan Program Document for the Plan when the Coalition's Plan was formed in 2002 and the Document is not listed or available with other Plan Documents on the Coalition's online account with Valic. The Loan Program Document has since been secured. All loans that have been issued to date are in compliance with its terms. The Coalition intends to procure a qualified, specialized third party administrator for the Plan to handle all administrative transactions and ensure ERISA compliance going forward.

October 14, 2021

To the Plan Administrator  
Early Learning Coalition of Broward County, Inc. Retirement Plan

We have conducted an ERISA Section 103(a)(3)(C) audit of the financial statements of Early Learning Coalition of Broward County, Inc. Retirement Plan (the "Plan") for the year ended December 31, 2020 and have issued our report thereon dated October 14, 2021. As permitted by 29 CFR 2520.103-8 of the Department of Labor's (DOL) Rules and Regulations for Reporting and Disclosure under the Employee Retirement Income Security Act of 1974 (ERISA), the plan administrator instructed us not to perform, and we did not perform, any auditing procedures with respect to the information summarized in Notes 3, 4, and 5 to those financial statements. We did, however, audit the form and content of the information included in the financial statements and supplemental schedule, other than that derived from the information certified by the custodian, in accordance with auditing standards generally accepted in the United States of America and found them to be presented in compliance with the DOL's Rules and Regulations for Reporting and Disclosure under ERISA. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our engagement letter to you dated April 19, 2021. Professional standards also require that we communicate to you the following information related to our audit:

### Significant Audit Matters

#### *Qualitative Aspects of Accounting Practices*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Plan are described in Note 2 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year ended December 31, 2020. We noted no transactions entered into by the Plan during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimate affecting the financial statements was:

- The determination of the fair value and contract value of the investments held by the Plan. All investment information was obtained or derived from the information supplied to the plan administrator and certified as complete and accurate by The Variable Annuity Life Insurance Company, the custodian of the Plan, at December 31, 2020. Additional information related to the investments held by the Plan is disclosed in Notes 4 and 5 to the financial statements.

CPA'S + Trusted Advisors



The financial statements disclosures are neutral, consistent, and clear.

*Difficulties Encountered in Performing the Audit*

We encountered no significant difficulties in dealing with management in performing and completing our audit.

*Corrected and Uncorrected Misstatements*

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. No material misstatements were identified during the audit. A list of adjusting journal entries has been provided to management and is available upon request.

*Disagreements with Management*

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

*Management Representations*

We have requested certain representations from management that are included in the management representation letter dated October 14, 2021.

*Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Plan's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

*Other Audit Findings or Issues*

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Plan's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

During our audit, we became aware of certain matters that represent opportunities for the Plan Sponsor to strengthen its internal controls and operating efficiencies. Such recommendations were made in a separate report to management dated October 14, 2021.

With respect to the supplementary information accompanying the financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with the DOL's Rules and Regulations for Reporting and Disclosure under ERISA, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

This information is intended solely for the use of management, the Plan Administrator, Trustees, and others within the management of the Plan Sponsor and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

KEEFE McCULLOUGH

Early Learning Coalition of  
Broward County, Inc. Retirement Plan

Financial Statements  
For the Year Ended December 31, 2020



Early Learning Coalition of  
Broward County, Inc. Retirement Plan  
Financial Statements  
For the Year Ended December 31, 2020

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## INDEPENDENT AUDITOR'S REPORT

To the Plan Administrator  
Early Learning Coalition of Broward County, Inc. Retirement Plan

### Scope and Nature of the ERISA Section 103(a)(3)(C) Audit

We have performed an audit of the financial statements of Early Learning Coalition of Broward County, Inc. Retirement Plan (the "Plan"), an employee benefit plan subject to the Employee Retirement Income Security Act of 1974 (ERISA), as permitted by ERISA Section 103(a)(3)(C) (ERISA Section 103(a)(3)(C) audit). The financial statements comprise the statement of net assets available for benefits as of December 31, 2020, and the related statement of changes in net assets available for benefits for the year ended, and the related notes to the financial statements.

Management, having determined it is permissible in the circumstances, has elected to have the audit of Plan's financial statements performed in accordance with ERISA Section 103(a)(3)(C) pursuant to 29 CFR 2520.103-8 of the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA. As permitted by ERISA Section 103(a)(3)(C), our audit need not extend to any statements or information related to assets held for investment of the plan (investment information) by a bank or similar institution or insurance carrier that is regulated, supervised, and subject to periodic examination by a state or federal agency, provided that the statements or information regarding assets so held are prepared and certified to by the bank or similar institution or insurance carrier in accordance with 29 CFR 2520.103-5 of the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA (qualified institution).

Management has obtained a certification from a qualified institution as of and for the year ended December 31, 2020, stating that the certified investment information, as described in Notes 3, 4 and 5 to the financial statements, is complete and accurate.

### Opinion

In our opinion, based on our audit and on the procedures performed as described in the Auditor's Responsibilities for the Audit of the Financial Statements section:

- the amounts and disclosures in the financial statements, other than those agreed to or derived from the certified investment information, are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America.
- the information in the financial statements related to assets held by and certified to by a qualified institution agrees to, or is derived from, in all material respects, the information prepared and certified by an institution that management determined meets the requirements of ERISA Section 103(a)(3)(C).

## **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Plan and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our ERISA Section 103(a)(3)(C) audit opinion.

## **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error. Management's election of the ERISA Section 103(a)(3)(C) audit does not affect management's responsibility for the financial statements.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Plan's ability to continue as a going concern for one year after the date the financial statements are available to be issued.

Management is also responsible for maintaining a current plan instrument, including all plan amendments; administering the plan; and determining that the plan's transactions that are presented and disclosed in the financial statements are in conformity with the plan's provisions, including maintaining sufficient records with respect to each of the participants, to determine the benefits due or which may become due to such participants.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

Except as described in the Scope and Nature of the ERISA Section 103(a)(3)(C) Audit section of our report, our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- exercise professional judgment and maintain professional skepticism throughout the audit.
- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Plan's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Plan's ability to continue as a going concern for a reasonable period of time.

Our audit did not extend to the certified investment information, except for obtaining and reading the certification, comparing the certified investment information with the related information presented and disclosed in the financial statements, and reading the disclosures relating to the certified investment information to assess whether they are in accordance with the presentation and disclosure requirements of accounting principles generally accepted in the United States of America.

Accordingly, the objective of an ERISA Section 103(a)(3)(C) audit is not to express an opinion about whether the financial statements as a whole are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### **Report on Compiled 2019 Financial Statement**

Plan management is responsible for the accompanying financial statement of the Plan, which comprises the statement of net assets available for benefits as of December 31, 2019. We have performed a compilation engagement in accordance with the Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statement nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by plan management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on the financial statement.

### **Other Matter—Supplemental Schedule Required by ERISA**

The supplemental schedule of Schedule of Assets (Held at End of Year) is presented for purposes of additional analysis and is not a required part of the financial statements but is supplementary information required by the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information included in the supplemental schedule, other than that agreed to or derived from the certified investment information, has been subjected to auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with GAAS. For information included in the supplemental schedule that agreed to or is derived from the certified investment information, we compared such information to the related certified investment information.

In forming our opinion on the supplemental schedule, we evaluated whether the supplemental schedule, other than the information agreed to or derived from the certified investment information, including their form and content, is presented in conformity with the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA.

In our opinion—

- the form and content of the supplemental schedule, other than the information in the supplemental schedule that agreed to or is derived from the certified investment information, are presented, in all material respects, in conformity with the Department of Labor’s Rules and Regulations for Reporting and Disclosure under ERISA.
- the information in the supplemental schedule related to assets held by and certified to by a qualified institution agrees to or is derived from, in all material respects, the information prepared and certified by an institution that management determined meets the requirements of ERISA Section 103(a)(3)(C).



KEEFE McCULLOUGH

Fort Lauderdale, Florida  
October 14, 2021



**Early Learning Coalition of Broward County, Inc. Retirement Plan  
 Statements of Net Assets Available for Benefits  
 December 31, 2020 and 2019**

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	<u>2020</u>	<u>(Compiled) 2019</u>
<b>Assets:</b>		
Investments at fair value:		
Variable annuity contracts - separate accounts	\$ 2,983,619	\$ 2,194,858
Investments at contract value:		
Fixed annuity contracts, fully benefit responsive	<u>326,242</u>	<u>376,391</u>
Total investments	<u>3,309,861</u>	<u>2,571,249</u>
Other assets:		
Notes receivable from participants	<u>68,691</u>	<u>69,219</u>
Total assets	<u>3,378,552</u>	<u>2,640,468</u>
<b>Liabilities:</b>		
Excess contributions payable	<u>13,360</u>	<u>-</u>
<b>Net Assets Available for Benefits</b>	<b>\$ <u><u>3,365,192</u></u></b>	<b>\$ <u><u>2,640,468</u></u></b>

The accompanying notes to financial statements are an integral part of these statements.

**Early Learning Coalition of Broward County, Inc. Retirement Plan  
Statement of Changes in Net Assets Available for Benefits  
For the Year Ended December 31, 2020**

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**Additions to Net Assets Attributed to:**

Investment income (loss):	
Net appreciation (depreciation) in fair value of investments	\$ 315,711
Dividend and interest income	<u>6,956</u>
Total investment income (loss)	<u>322,667</u>
Interest on notes receivable from participants	<u>2,298</u>
Contributions:	
Participant contributions	370,226
Employer contributions	240,259
Rollover contributions	<u>1,179</u>
Total contributions	<u>611,664</u>
Total additions	<u>936,629</u>

**Deductions from Net Assets Attributed to:**

Benefits paid to participants	206,354
Administrative expenses	<u>5,551</u>
Total deductions	<u>211,905</u>
Net increase (decrease) in net assets available for benefits	724,724

**Net Assets Available for Benefits, January 1, 2020** 2,640,468

**Net Assets Available for Benefits, December 31, 2020** \$ 3,365,192

The accompanying notes to financial statements are an integral part of these statements.

**Note 1 - Description of the Plan**

The following description of the Early Learning Coalition of Broward County, Inc Retirement Plan (the "Plan") provides only general information. A more complete description of the Plan's provisions may be found in the Summary Plan Description, which has been distributed to all participants, and also in the Plan document, which is available to all Plan participants upon request.

**General:** The Plan is a defined contribution plan established on September 1, 2002 by Early Learning of Broward County, Inc. (the "Sponsor/Organization") to provide benefits to eligible employees who are of age twenty-one or older and have scheduled service of 20 hours per week. The Plan is subject to the provisions of the Employee Retirement Income Security Act of 1974 (ERISA). The Plan was amended and restated in its entirety effective January 1, 2020.

Employees are eligible to make salary reduction contributions to the Plan and to receive employer contributions immediately upon employment.

**Plan administration:** The Plan's assets are held by The Variable Annuity Life Insurance Company ("VALIC"), custodian of the Plan. Contributions to the Plan are held and managed by the custodian who invests contributions and investment income and makes distributions to participants.

Certain uncompensated administrative functions are performed by employees of the Organization. Substantially all administrative expenses are paid by the Plan.

**Contributions:** Each year, eligible participants may contribute a portion of their annual compensation, subject to certain guidelines prescribed by the Internal Revenue Code and other limitations specified in the Plan. Contributions are pre-tax, which are deductible from gross income for federal income tax purposes. In addition, the Plan allows for rollover contributions from other plans under certain conditions.

As determined annually by the Organization's management, the Sponsor may make a discretionary contribution, which is allocated based on a percentage of Plan compensation, for the following allocation groups:

- Participants enrolled prior to October 1, 2017
- Participants enrolled on or after October 1, 2017

For the year ended December 31, 2020, employer contributions to the Plan totaled approximately \$ 240,000.

**Participant accounts (self-directed):** Each participant's account is credited with the participant's contributions, an allocation of the Organization's contribution, Plan earnings (losses), and charged with an allocation of administrative expenses. Allocations are based on participant earnings or account balances, as defined by the Plan. In addition, interest charged on individual participant loans is credited directly to the respective participant's account. The benefit to which a participant is entitled is the benefit that can be provided from the participant's vested account.

**Vesting:** Participants are immediately 100% vested in their contributions plus actual earnings thereon. Vesting in the Organizations discretionary contributions is based on years of service. Participants are fully vested in discretionary contributions after completion of one year of service.

**Notes receivable from participants:** Participants may borrow a minimum of \$ 1,000 up to a maximum equal to the lesser of \$ 50,000 or 50% of their vested account balance. The loans are secured by the balance in the participant's account and bear interest at the prevailing rate at the time of the request; ranging from 2.50% to 4.00% at December 31, 2020. At December 31, 2020 and 2019, notes receivable from participants totaled approximately \$ 69,000.

#### Note 1 - Description of the Plan (continued)

**Payment of benefits:** Benefit payments and distributions of a participant's account are made upon the normal retirement age of 65, termination from service with the Organization, death or disability. In service distributions can be made only if the participant has attained age 59½. In addition, the Plan allows for hardship distributions. Distributions may be made in lump-sum, partial payments, installment payments, or annuity contracts. In addition, the Plan allows for automatic distribution of participant account balances that do not exceed \$ 5,000.

**Forfeitures:** Any non-vested account balance after distribution of a terminated participant's vested account balance is forfeited. Forfeitures may be used to reduce future employer contributions, pay Plan expenses, or be allocated to participants.

#### Note 2 - Summary of Significant Accounting Policies

**Basis of accounting:** The accompanying financial statements have been prepared under the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Consequently, additions to net assets are recognized when earned and deductions from net assets are recognized when the obligation is incurred.

**Notes receivable from participants:** Notes receivable from participants are measured at their unpaid principal balance plus any accrued but unpaid interest. Interest income is recorded as earned. Related fees are charged directly to the borrowing participant's accounts and are included in administrative expenses when incurred. If a participant does not make loan repayments and the plan administrator considers the participant loan to be in default, the loan balance is reduced, and the delinquent participant note receivable is recorded as a benefit payment based on the terms of the Plan document.

**Investment valuation and income recognition:** The Plan investments are held in various non-fully benefit responsive variable annuity contracts. Investments are reported at estimated fair value. The net appreciation or depreciation in the fair value of investments includes realized and unrealized gains and losses on the fair value of investments held by the Plan. Loans to participants are valued at their outstanding balance which approximates fair value. Purchases and sales of investments are recorded on a settlement date basis. Interest income is accrued as it is earned and dividends are recorded as of the ex-dividend date.

**Payment of benefits:** Benefits are recorded when paid.

**Excess contributions:** Contributions in excess of amounts allowed by the IRS are recorded as an excess contribution payable with a corresponding reduction to contributions.

**Administrative expenses:** Certain administrative expenses are paid directly from Plan assets. These amounts, if any, are reflected as deductions from net assets in the accompanying statement of changes in net assets available for benefits. The Sponsor pays all other administrative expenses.

**Use of estimates:** The preparation of financial statements in conformity with generally accepted accounting principles requires the Plan Administrator to make estimates and assumptions that affect certain reported amounts and disclosures at the date of the financial statements and certain reported amounts of additions to and reductions from net assets during the reporting period. Actual results may differ from those estimates.

**Date of management's review:** Subsequent events have been evaluated by management through October 14, 2021, which is the date the financial statements were available to be issued.

**Note 3 - Information Certified by the Plan’s Custodians**

The Plan Administrator has elected the method of compliance permitted by 29 CFR 2520.103-8 of the Department of Labor’s Rules and Regulation for Reporting and Disclosure under ERISA.

Accordingly, The Variable Annuity Life Insurance Company (“VALIC”) the custodian of the Plan assets, has certified to the completeness and accuracy of all investments reflected on the accompanying statements of net assets available for benefits as of December 31, 2020 and 2019; the related investment activity reflected in the accompanying statement of changes in net assets available for benefits for the year ended December 31, 2020; and the information reflected on the accompanying supplemental Schedule of Assets (Held at End of Year) as of December 31, 2020.

**Note 4 - Fair Value Measurements**

In accordance with the Financial Accounting Standards Board in its Accounting Standards Codification, (ASC) No. 820, *Fair Value Measurements and Disclosures*, the Plan follows an established framework for measuring fair value and expanded disclosures about fair value measurements. Various inputs are used in determining the value of the Plan’s investments. These inputs are summarized in three levels listed below:

- Level 1 - inputs are quoted market prices (unadjusted) in active markets for identical investments that the reporting entity can access at the measurement date.
- Level 2 - inputs are other than quoted prices included within Level 1 that are observable for the investments, either directly or indirectly (e.g. quoted prices in active markets for similar securities, securities valuations based on commonly quoted benchmarks, interest rates and yield curves, and/or securities indices).
- Level 3 - inputs are significant unobservable inputs (e.g. information about assumptions, including risk, market participants would use in pricing a security).

The inputs or methodology used for valuing securities are not necessarily an indication of the risks associated with investing in those securities.

Non-fully benefit responsive variable annuity contracts - separate accounts are reported at fair value, as approximated by contract value. The contract value equals accumulated cash contributions and interest credited to the Plan’s contracts, less withdrawals. The variable annuity contracts - separate accounts include only mutual fund investments; investments in the funds are valued at the net asset value per share at the close of each business day as reported by each fund adjusted for dividends and certain fees.

Fair values of investments held by the Plan are classified at June 30, 2020, and 2019 as follows:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
At December 31, 2020:				
Variable annuity contracts - separate accounts	\$ <u>2,983,619</u>	\$ <u>-</u>	\$ <u>-</u>	\$ <u>2,983,619</u>
At December 31, 2019:				
Variable annuity contracts - separate accounts	\$ <u>2,194,858</u>	\$ <u>-</u>	\$ <u>-</u>	\$ <u>2,194,858</u>

**Note 5 - Guaranteed Return Accounts**

Previously, the Plan entered into fully benefit-responsive investment contracts with The Variable Annuity Life Insurance Company ("VALIC"). VALIC maintains the contributions as general accounts, which are credited with earnings (at an established rate) on the underlying investments, and charged for participant withdrawals and administrative expenses. The crediting interest rate is agreed upon with the issuer, on a portfolio basis. Such interest rate is reviewed periodically for resetting.

Because the investment contracts are fully benefit-responsive, contract value is the relevant measurement for that portion of the net assets available for benefits. This investment option is presented on the face of the statements of net assets available for benefits at contract value which approximates fair value in arriving at net assets available for benefits. Contract value, as reported to the Plan by VALIC, represents contributions made under the contract, plus guaranteed earnings, less participant withdrawals and administrative expenses. Participants may ordinarily direct the withdrawal or transfer of all or a portion of their investment at contract value. Certain transactions may be restricted for up to six months in the event of full and immediate surrender of the contract.

The Plan's ability to receive amounts due in accordance with fully benefit-responsive investment contracts is dependent on the third-party issuer's ability to meet its financial obligations. The issuer's ability to meet its contractual obligations may be affected by future economic and regulatory developments.

Certain events might limit the ability of the Plan to transact at contract value with the issuer. Such events may include (1) amendments to the Plan documents (including complete or partial Plan termination or merger with another plan), (2) changes to the Plan's prohibition on competing investment options or deletion of equity wash provisions, (3) bankruptcy of the Plan sponsor or other Plan sponsor events (for example, divestitures or spin-offs of a subsidiary) that cause a significant withdrawal from the Plan, or (4) the failure of the trust to qualify for exemption from federal income taxes or any required prohibited transaction exemption under ERISA, or (5) premature termination of the contract. Per management, no events are probable of occurring that might limit the ability of the Plan to transact at contract value with the contract issuers and that also would limit the ability of the Plan to transact at contract value with the participants.

In addition, certain events may allow the issuer to terminate the contract with the Plan and settle at an amount different from contract value. Such events may include (1) an uncured violation of the Plan's investment guidelines, (2) a breach of material obligation under the contract, (3) a material misrepresentation, or (4) a material amendment to the agreement without the consent of the issuers.

**Note 6 - Tax Status**

The Plan obtained its latest determination letter dated April 5, 2018, in which the IRS stated that the plan, a Prototype Standardized Profit-Sharing Plan with CODA, was designed in accordance with the applicable sections of the Internal Revenue Code (IRC). The Plan Administrator believes that the Plan is designed and is currently being operated in compliance with the applicable requirements of the IRC. The Trust is, therefore, exempt from federal income tax.

**Note 6 - Tax Status (continued)**

Accounting principles generally accepted in the United States of America require the Plan administrator to evaluate tax positions taken by the Plan and recognize a tax liability for any uncertain position that more likely than not would not be sustained upon examination by the IRS. The Plan is subject to routine audits by tax authorities; however, there are currently no audits for any tax periods in progress.

**Note 7 - Cash Receipts and Payments**

All contributions to the Plan have been placed with the custodian referred to in Note 3. In addition, there have been benefit and individual payments of approximately \$ 206,000 to Plan participants during the year ended December 31, 2020.

**Note 8 - Parties in Interest**

Transactions with investment funds managed and held by the custodian are considered party-in-interest transactions. As noted in Note 3, Plan investments are managed and held by The Variable Annuity Life Insurance Company. These parties-in-interest transactions are exempt from the prohibited transaction rules of ERISA.

**Note 9 - Plan Termination**

Although it has not expressed any intent to do so, the Organization has the right under the Plan to discontinue its contributions and/or to terminate the Plan at any time subject to the provisions of ERISA. In the event of Plan termination, participants will become one hundred percent (100%) vested in their accounts.

**Note 10 - Risks and Uncertainties**

The Plan's investment securities are exposed to various risks such as interest rate, market, and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the value of investment securities, will occur in the near term and that such changes could materially affect participant's account balances and the amounts reported on the statements of net assets available for benefits.

In addition, in March 2020, the *World Health Organization* declared the outbreak of a coronavirus (COVID-19) a pandemic. As a result, the local and global financial markets are experiencing a sensitive environment which is causing economic uncertainties. At this time, the Plan's management is not able to estimate the impact, if any, on the Plan's financial statements.

**Early Learning Coalition of Broward County, Inc. Retirement Plan  
Schedule of Assets (Held at End of Year)  
December 31, 2020**

Form 5500

EIN – 65-1060848

Schedule H, Part IV

Plan #002

Line 4i, Schedule of Assets (Held at End of Year)

(a) Party-in- Interest	(b) Identity of Issue, Borrower, Lessor, or Similar Party	(c) Description of Investment Including Maturity Date, Interest Rate, Collateral, Par, or Maturity Value	(d) Cost	(e) Current Value
*	VALIC	Aggressive Growth Lifestyle (Variable Annuity)	**	\$ 51,602
*	VALIC	Ariel Appreciation Fund (Variable Annuity)	**	1
*	VALIC	Ariel Fund (Variable Annuity)	**	14,217
*	VALIC	Blue Chip Growth Fund (Variable Annuity)	**	105,491
*	VALIC	Capital Appreciation Fund (Variable Annuity)	**	78,302
*	VALIC	Capital Conservation (Variable Annuity)	**	1,704
*	VALIC	Conservative Growth Lifestyle (Variable Annuity)	**	6,105
*	VALIC	Core Bond Fund (Variable Annuity)	**	44,452
*	VALIC	Dividend Value (Variable Annuity)	**	86,838
*	VALIC	Emerging Economies (Variable Annuity)	**	109,953
*	VALIC	Global Real Estate Fund (Variable Annuity)	**	30,251
*	VALIC	Global Strategy (Variable Annuity)	**	5,746
*	VALIC	Government Money Market I (Variable Annuity)	**	351,996
*	VALIC	Government Money Market II (Variable Annuity)	**	10,796
*	VALIC	Government Securities Fund (Variable Annuity)	**	8,777
*	VALIC	Health Sciences Fund (Variable Annuity)	**	47,639
*	VALIC	High Yield Bond Fund (Variable Annuity)	**	31,008
*	VALIC	Inflation Protected Fund (Variable Annuity)	**	30,830
*	VALIC	International Government Bond (Variable Annuity)	**	1,148
*	VALIC	International Growth Fund (Variable Annuity)	**	9,918
*	VALIC	International Value Fund (Variable Annuity)	**	93,168
*	VALIC	International Equities Index Fund (Variable Annuity)	**	149,887
*	VALIC	Intl Opportunities (Variable Annuity)	**	116,462
*	VALIC	Intl Socially Responsible Fund (Variable Annuity)	**	1,757
*	VALIC	Large Cap Core (Variable Annuity)	**	42,123
*	VALIC	Large Cap Value Fund (Variable Annuity)	**	72,222
*	VALIC	Mid Cap Growth Fund (Variable Annuity)	**	22,021
*	VALIC	Mid Cap Index Fund (Variable Annuity)	**	177,447
*	VALIC	Mid Cap Value Fund (Variable Annuity)	**	177,669
*	VALIC	Moderate Growth Lifestyle (Variable Annuity)	**	84,943
*	VALIC	Nasdaq-100(R) Index Fund (Variable Annuity)	**	70,470
*	VALIC	Science & Technology Fund (Variable Annuity)	**	5,285
*	VALIC	Small Cap Aggressive Growth (Variable Annuity)	**	21,272
*	VALIC	Small Cap Fund (Variable Annuity)	**	2,151
*	VALIC	Small Cap Growth Fund (Variable Annuity)	**	336
*	VALIC	Small Cap Index Fund (Variable Annuity)	**	65,884
*	VALIC	Small Cap Special Value Fund (Variable Annuity)	**	14,384
*	VALIC	Small Cap Value Fund (Variable Annuity)	**	63,560
*	VALIC	Small Mid Growth Fund (Variable Annuity)	**	17,393
*	VALIC	Stock Index Fund (Variable Annuity)	**	106,525



**Early Learning Coalition of Broward County, Inc. Retirement Plan**  
**Schedule of Assets (Held at End of Year)**  
**(Continued)**  
**December 31, 2020**

Form 5500

EIN – 65-1060848

Schedule H, Part IV

Plan #002

Line 4i, Schedule of Assets (Held at End of Year)

(a) Party-in-Interest	(b) Identity of Issue, Borrower, Lessor, or Similar Party	(c) Description of Investment Including Maturity Date, Interest Rate, Collateral, Par, or Maturity Value	(d) Cost	(e) Current Value
*	VALIC	Systematic Core Fund (Variable Annuity)	**	7,256
*	VALIC	Systematic Value (Variable Annuity)	**	3,913
*	VALIC	T Rowe Price Retirement 2020 Adv (Variable Annuity)	**	8,862
*	VALIC	T Rowe Price Retirement 2030 Adv (Variable Annuity)	**	73,261
*	VALIC	T Rowe Price Retirement 2035 Adv (Variable Annuity)	**	145,633
*	VALIC	T Rowe Price Retirement 2045 Adv (Variable Annuity)	**	418
*	VALIC	US Socially Responsible Fund (Variable Annuity)	**	99,232
*	VALIC	Value Fund (Variable Annuity)	**	8,948
*	VALIC	Vanguard Lifestrategy Growth (Variable Annuity)	**	1,636
*	VALIC	Vanguard Lt Inv-Grade Fund (Variable Annuity)	**	91
*	VALIC	Vanguard Wellington Fund Inc (Variable Annuity)	**	118,048
*	VALIC	Vanguard Windsor Ii (Variable Annuity)	**	184,588
*	VALIC	Fixed Account Plus***		282,788
*	VALIC	Short Term Fixed Account***		43,454
		Subtotal		3,309,861
*	Participant loans	Notes receivable with interest rates ranging from 2.50% to 4.00%.		68,691
				\$ 3,378,552

\* Represents party-in-interest.

\*\* Cost omitted for participant directed investments.

\*\*\* Presented at contract value.

Note: The information presented has been prepared and certified by The Variable Annuity Life Insurance Company as permitted by 29 CFR 2520.103-8 of the Department of Labor's Rules and Regulations for Reporting and Disclosure.

KEEFE, MCCULLOUGH & CO., LLP, C.P.A.'S  
6550 N FEDERAL HIGHWAY, SUITE 410  
FT. LAUDERDALE, FL 33308

EARLY LEARNING COALITION OF BROWARD  
COUNTY, INC.  
1475 W. CYPRESS CREEK RD. SUITE 301  
FORT LAUDERDALE, FL 33309-1931



**Caution:** Forms printed from within Adobe Acrobat may not meet IRS or state taxing agency specifications. When using Acrobat, select the "Actual Size" in the Adobe "Print" dialog.

CLIENT'S COPY

## Application for Extension of Time To File Certain Employee Plan Returns

OMB No. 1545-0212

▶ For Privacy Act and Paperwork Reduction Act Notice, see instructions.  
 ▶ Go to [www.irs.gov/Form5558](http://www.irs.gov/Form5558) for the latest information.

**File With IRS Only**

**Part I Identification**

<p><b>A</b> Name of filer, plan administrator, or plan sponsor (see instructions)  <b>EARLY LEARNING COALITION OF BROWARD COUNTY, INC.</b></p> <p>Number, street, and room or suite no. (If a P.O. box, see instructions)  <b>1475 W. CYPRESS CREEK RD. SUITE 301</b></p> <p>City or town, state, and ZIP code  <b>FORT LAUDERDALE, FL 33309-1931</b></p>	<p><b>B Filer's identifying number (see instructions)</b></p> <p>Employer identification number (EIN) (9 digits XX-XXXXXXX)  <b>65-1060848</b></p> <hr/> <p>Social security number (SSN) (9 digits XXX-XX-XXXX)</p>
---	---

C Plan name	Plan number	Plan year ending -		
		MM	DD	YYYY
EARLY LEARNING COALITION OF BROWARD COUNTY, I	002	12	31	2020

**Part II Extension of Time To File Form 5500 Series, and/or Form 8955-SSA**

- 1** Check this box if you are requesting an extension of time on line 2 to file the first Form 5500 series return/report for the plan listed in Part I, C above.
- 2** I request an extension of time until 10/15/2021 to file Form 5500 series. See instructions.  
**Note:** A signature IS NOT required if you are requesting an extension to file Form 5500 series.
- 3** I request an extension of time until \_\_\_\_\_ to file Form 8955-SSA. See instructions.  
**Note:** A signature IS NOT required if you are requesting an extension to file Form 8955-SSA.
- The application is **automatically approved** to the date shown on line 2 and/or line 3 (above) if **(a)** the Form 5558 is filed on or before the normal due date of Form 5500 series, and/or Form 8955-SSA for which this extension is requested; and **(b)** the date on line 2 and/or line 3 (above) is not later than the 15th day of the 3rd month after the normal due date.

**Part III Extension of Time To File Form 5330 (see instructions)**

- 4** I request an extension of time until \_\_\_\_\_ to file Form 5330.  
 You may be approved for up to a 6-month extension to file Form 5330, after the normal due date of Form 5330.
- |   |   |          |  |
|---|---|----------|--|
| <b>a</b> Enter the Code section(s) imposing the tax   | ▶ | <b>a</b> |  |
| <b>b</b> Enter the payment amount attached  | ▶ | <b>b</b> |  |
| <b>c</b> For excise taxes under section 4980 or 4980F of the Code, enter the reversion/amendment date | ▶ | <b>c</b> |  |
- 5 State in detail why you need the extension:**
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Under penalties of perjury, I declare that to the best of my knowledge and belief, the statements made on this form are true, correct, and complete, and that I am authorized to prepare this application.

**Signature** ▶ \_\_\_\_\_ **Date** ▶ \_\_\_\_\_

**Annual Registration Statement Identifying Separated  
Participants With Deferred Vested Benefits**

This form is required to be filed under section 6057 of the Internal Revenue Code.  
▶ Go to [www.irs.gov/Form8955SSA](http://www.irs.gov/Form8955SSA) for instructions and the latest information.

**PART I Annual Statement Identification Information**

For the plan year beginning 01/01/2020, and ending 12/31/2020

**A**  Check here if plan is a government, church, or other plan that elects to voluntarily file Form 8955-SSA. (See instructions.)

**B**  Check here if this is an amended registration statement.

**C** Check the appropriate box if filing under:  Form 5558  Automatic extension  
 Special extension (enter description)

**PART II Basic Plan Information - enter all requested information**

**1a** Name of plan EARLY LEARNING COALITION OF BROWARD COUNTY, INC. RETIREMENT PLA **1b** Plan Number (PN) 002

**Plan Sponsor Information**

**2a** Plan sponsor's name EARLY LEARNING COALITION OF BROWARD COUNTY, INC. **2b** Employer Identification Number (EIN) 65-1060848

**2c** Trade name (if different from plan sponsor name) **2d** Plan sponsor's phone number 954-377-2188

**2e** In care of name

**2f** Mailing address (room, apt., suite no. and street, or P.O. box) 1475 W. CYPRESS CREEK RD. SUITE 301 **2g** City FORT LAUDERDALE **2h** State FL **2i** ZIP code 33309-1931

**2j** Foreign province (or state) **2k** Foreign country **2l** Foreign postal code

**Plan Administrator Information**

**3a** Plan administrator's name (if other than plan sponsor) SAME **3b** Employer Identification Number (EIN)

**3c** In care of name **3d** Plan administrator's phone number

**3e** Mailing address (room, apt., suite no. and street, or P.O. box) **3f** City **3g** State **3h** ZIP code

**3i** Foreign province (or state) **3j** Foreign country **3k** Foreign postal code

**4** If the name or EIN of the **plan administrator** has changed since the last return filed for this plan, enter the name and EIN from the last filed return:  
Plan administrator's name EIN

**5** If the name or EIN of the **plan sponsor** has changed since the last return filed for this plan, enter the name, EIN, and plan number from that return:  
Plan sponsor's name EIN Plan Number (PN)

**6a** Participants who separated with a deferred vested benefit required to be reported on this Form 8955-SSA ..... **6a** 11

**b** Participants who separated with a deferred vested benefit voluntarily reported on this Form 8955-SSA  
in the same year as the separation occurred ..... **6b**

**7** Total number of participants reported on lines 6a and 6b ..... **7** 11

**8** Did the plan administrator provide an individual statement to each participant required to receive a statement? ..... Yes No

**Under penalties of perjury, I declare that I have examined this statement, and to the best of my knowledge and belief, it is true, correct, and complete.**

<b>Sign Here</b> ▶	Signature of plan sponsor	Date signed	Signature of plan administrator	Date signed
	<i>Renee Jaffe</i> Digitally signed by Renee Jaffe Date: 2021.10.15 10:29:32 -04'00'	<u>10/15/2021</u>		<u>10/15/2021</u>



Plan Number	EIN
002	65-1060848

**PART III Participant Information - enter all requested information**

9 Enter one of the following Entry Codes in column (a) for each separated participant with deferred vested benefits who:

- Code A** - has not previously been reported.
- Code B** - has previously been reported under the above plan number, but whose previously reported information requires revisions.
- Code C** - has previously been reported under another plan, but who will be receiving benefits from the plan listed above instead.
- Code D** - has previously been reported under the above plan number, but whose benefits have been paid out or who is no longer entitled to those deferred vested benefits.

(a) Entry Code	(b) Full Social Security Number (or "FOREIGN")	(c) Name of Participant			Use with entry code "A", "B", "C", or "D"			Use with entry code "A" or "B"		Entry code "C" only	
		First name	M.I.	Last name	(d) Type of annuity	(e) Payment frequency	Amount of vested benefit		(h) Previous sponsor's EIN	(i) Previous plan number	
							(f) Defined benefit plan - periodic payment	(g) Defined contribution plan - total value of account			
A	050-68-9852	ANNE-MARIE		DESIRE	A	A				1,604	
A	592-45-1012	STEPHANIE		JEAN BAPTISTE	A	A				3,416	
A	134-38-0581	DANIEL		LEBRETON	A	A				1,083	
A	314-47-4855	FABIENNE		ST LOUIS	A	A				3,480	
D	263-33-2678	ANDREA		BRAYON							
D	147-76-0433	JUDITH		CAVALLO							
A	229-29-9096	MICAH		MITCHELL	A	A				5,948	
A	771-88-7679	TERI		BRANKER	A	A				5,957	
A	149-84-2817	JESSICA		MONDRAGON	A	A				4,064	
A	229-80-8910	PERETZ		BORMAN	A	A				18,040	

Name of plan: EARLY LEARNING COALITION OF BROWARD COUNTY, INC. RETIREMENT PLAN  
 Plan Number: 002  
 EIN: 65-1060848

**PART III Participant Information - enter all requested information**

9 Enter one of the following Entry Codes in column (a) for each separated participant with deferred vested benefits who:

- Code A** - has not previously been reported.
- Code B** - has previously been reported under the above plan number, but whose previously reported information requires revisions.
- Code C** - has previously been reported under another plan, but who will be receiving benefits from the plan listed above instead.
- Code D** - has previously been reported under the above plan number, but whose benefits have been paid out or who is no longer entitled to those deferred vested benefits.

(a) Entry Code	(b) Full Social Security Number (or "FOREIGN")	(c) Name of Participant			Use with entry code "A" or "B"			Use with entry code "C" only		
		First name	M.I.	Last name	Enter code for nature and form of benefit		(g) Defined contribution plan - total value of account	(h) Previous sponsor's EIN	(i) Previous plan number	
					(d) Type of annuity	(e) Payment frequency				(f) Defined benefit plan - periodic payment
A	262-88-5683	PHILIP		GIOCO	A	A				
A	594-02-8603	PRISCILLA		JIRON	A	A				
A	041-88-8585	BRIAN		MITCHELL	A	A				

EARLY LEARNING COALITION OF BROWARD  
1475 W. CYPRESS CREEK RD. SUITE 301  
FORT LAUDERDALE, FL 33309-1931

EARLY LEARNING COALITION OF BROWARD,

Enclosed is your 2020 Employee Benefit Plan tax return as follows:

2020 FEDERAL FORM 5500

2020 SCHEDULE A

2020 SCHEDULE C

2020 SCHEDULE H

2020 SCHEDULE R

Federal Form 5500 should be signed, dated and kept as a part of the plan's records.

Very truly yours,

Martha Parker



## Filing Instructions

**Prepared for:**

EARLY LEARNING COALITION OF BROWARD  
1475 W. CYPRESS CREEK RD. SUITE 301  
FORT LAUDERDALE, FL 33309-1931

**Prepared by:**

KEEFE, MCCULLOUGH & CO., LLP, C.P.A.  
6550 N FEDERAL HIGHWAY, SUITE 410  
FT. LAUDERDALE, FL 33308

### 2020 ANNUAL RETURN/REPORT OF EMPLOYEE BENEFIT PLAN FILING INSTRUCTIONS

Federal Form 5500 should be signed and dated by the Plan Sponsor and kept with the plan's records.

Please notify each participant listed on Form 8955-SSA of his or her deferred vested benefit. Form 8955-SSA must be signed and dated by the plan sponsor and plan administrator. If the plan administrator and plan sponsor are the same person, include only the signature of the plan administrator on the form. Form 8955-SSA has been prepared for electronic filing. We will submit your form for electronic filing. Do NOT mail a copy of the paper form to the IRS.

This return has been prepared for electronic filing. Please sign, date, and retain an original of the return for the plan's records. We will submit your electronic return. Do NOT mail the paper copy of your return to EFAST2.

**Form 5500**

Department of the Treasury  
Internal Revenue Service

Department of Labor  
Employee Benefits Security  
Administration

Pension Benefit Guaranty Corporation

**Annual Return/Report of Employee Benefit Plan**

This form is required to be filed for employee benefit plans under sections 104 and 4065 of the Employee Retirement Income Security Act of 1974 (ERISA) and sections 6057(b) and 6058(a) of the Internal Revenue Code (the Code).

► **Complete all entries in accordance with the instructions to the Form 5500.**

OMB Nos. 1210 - 0110  
1210 - 0089

**2020**

**This Form is Open to Public Inspection**

**Part I Annual Report Identification Information**

For calendar plan year 2020 or fiscal plan year beginning **01/01/2020** and ending **12/31/2020**

- A** This return/report is for:  a multiemployer plan  a multiple-employer plan (Filers checking this box must attach a list of participating employer information in accordance with the form instr.)
- B** This return/report is:  a single-employer plan  a DFE (specify) \_\_\_\_\_  
 the first return/report  the final return/report  
 an amended return/report  a short plan year return/report (less than 12 months)
- C** If the plan is a collectively-bargained plan, check here
- D** Check box if filing under:  Form 5558  automatic extension  the DFVC program  
 special extension (enter description)

**Part II Basic Plan Information** - enter all requested information

<b>1a</b> Name of plan <b>EARLY LEARNING COALITION OF BROWARD COUNTY, INC. RETIREMENT PLAN</b>	<b>1b</b> Three-digit plan number (PN) ► <b>002</b>
	<b>1c</b> Effective date of plan <b>08/26/2002</b>
<b>2a</b> Plan sponsor's name (employer, if for a single-employer plan) Mailing address (include room, apt., suite no. and street, or P.O. Box) City or town, state or province, country, and ZIP or foreign postal code (if foreign, see instructions) <b>EARLY LEARNING COALITION OF BROWARD COUNTY, INC.</b>  <b>1475 W. CYPRESS CREEK RD. SUITE 301</b>  <b>FORT LAUDERDALE FL 33309-1931</b>	<b>2b</b> Employer Identification Number (EIN) <b>65-1060848</b>
	<b>2c</b> Plan Sponsor's telephone number <b>954-377-2188</b>
	<b>2d</b> Business code (see instructions) <b>813000</b>

**Caution: A penalty for the late or incomplete filing of this return/report will be assessed unless reasonable cause is established.**

Under penalties of perjury and other penalties set forth in the instructions, I declare that I have examined this return/report, including accompanying schedules, statements and attachments, as well as the electronic version of this return/report, and to the best of my knowledge and belief, it is true, correct, and complete.

<b>SIGN HERE</b>	<i>Renee Jaffe</i> Digitally signed by Renee Jaffe Date: 2021.10.15 10:30:02 -04'00'	<b>SIGN HERE</b>	<b>RENEE JAFFE</b>
	<b>Signature of plan administrator</b>		Date
<b>SIGN HERE</b>		<b>SIGN HERE</b>	
	<b>Signature of employer/plan sponsor</b>		Date
<b>SIGN HERE</b>		<b>SIGN HERE</b>	
	<b>Signature of DFE</b>		Date

For Paperwork Reduction Act Notice, see the Instructions for Form 5500.

Form 5500 (2020)  
v. 200204

<b>3a</b> Plan administrator's name and address <input checked="" type="checkbox"/> Same as Plan Sponsor	<b>3b</b> Administrator's EIN
	<b>3c</b> Administrator's telephone number

<b>4</b> If the name and/or EIN of the plan sponsor or the plan name has changed since the last return/report filed for this plan, enter the plan sponsor's name, EIN, the plan name and the plan number from the last return/report: <b>a</b> Sponsor's name <b>c</b> Plan Name	<b>4b</b> EIN <b>4d</b> PN
--	-------------------------------

<b>5</b> Total number of participants at the beginning of the plan year	<b>5</b>	143
<b>6</b> Number of participants as of the end of the plan year unless otherwise stated (welfare plans complete only lines <b>6a(1)</b> , <b>6a(2)</b> , <b>6b</b> , <b>6c</b> , and <b>6d</b> ). <b>a (1)</b> Total number of active participants at the beginning of the plan year ..... <b>a (2)</b> Total number of active participants at the end of the plan year ..... <b>b</b> Retired or separated participants receiving benefits ..... <b>c</b> Other retired or separated participants entitled to future benefits ..... <b>d</b> Subtotal. Add lines <b>6a(2)</b> , <b>6b</b> , and <b>6c</b> ..... <b>e</b> Deceased participants whose beneficiaries are receiving or are entitled to receive benefits ..... <b>f</b> Total. Add lines <b>6d</b> and <b>6e</b> ..... <b>g</b> Number of participants with account balances as of the end of the plan year (only defined contribution plans complete this item) ..... <b>h</b> Number of participants who terminated employment during the plan year with accrued benefits that were less than 100% vested .....	<b>6a(1)</b> <b>6a(2)</b> <b>6b</b> <b>6c</b> <b>6d</b> <b>6e</b> <b>6f</b> <b>6g</b> <b>6h</b>	143 117  33 150  150  150 3
<b>7</b> Enter the total number of employers obligated to contribute to the plan (only multiemployer plans complete this item) .....	<b>7</b>	

**8a** If the plan provides pension benefits, enter the applicable pension feature codes from the List of Plan Characteristics Codes in the instructions:  
**2F 2G 2L 2M 2T**

**b** If the plan provides welfare benefits, enter the applicable welfare feature codes from the List of Plan Characteristics Codes in the instructions:

<b>9a</b> Plan funding arrangement (check all that apply) <b>(1)</b> <input checked="" type="checkbox"/> Insurance <b>(2)</b> <input type="checkbox"/> Code section 412(e)(3) insurance contracts <b>(3)</b> <input checked="" type="checkbox"/> Trust <b>(4)</b> <input type="checkbox"/> General assets of the sponsor	<b>9b</b> Plan benefit arrangement (check all that apply) <b>(1)</b> <input checked="" type="checkbox"/> Insurance <b>(2)</b> <input type="checkbox"/> Code section 412(e)(3) insurance contracts <b>(3)</b> <input checked="" type="checkbox"/> Trust <b>(4)</b> <input type="checkbox"/> General assets of the sponsor
--	--

**10** Check all applicable boxes in 10a and 10b to indicate which schedules are attached, and, where indicated, enter the number attached. (See instructions)

<p><b>a Pension Schedules</b></p> <p><b>(1)</b> <input checked="" type="checkbox"/> <b>R</b> (Retirement Plan Information)</p> <p><b>(2)</b> <input type="checkbox"/> <b>MB</b> (Multiemployer Defined Benefit Plan and Certain Money Purchase Plan Actuarial Information) - signed by the plan actuary</p> <p><b>(3)</b> <input type="checkbox"/> <b>SB</b> (Single-Employer Defined Benefit Plan Actuarial Information) - signed by the plan actuary</p>	<p><b>b General Schedules</b></p> <p><b>(1)</b> <input checked="" type="checkbox"/> <b>H</b> (Financial Information)</p> <p><b>(2)</b> <input type="checkbox"/> <b>I</b> (Financial Information - Small Plan)</p> <p><b>(3)</b> <input checked="" type="checkbox"/> <u>1</u> <b>A</b> (Insurance Information)</p> <p><b>(4)</b> <input checked="" type="checkbox"/> <b>C</b> (Service Provider Information)</p> <p><b>(5)</b> <input type="checkbox"/> <b>D</b> (DFE/Participating Plan Information)</p> <p><b>(6)</b> <input type="checkbox"/> <b>G</b> (Financial Transaction Schedules)</p>
--	--

**Part III Form M-1 Compliance Information (to be completed by welfare benefit plans)**

**11a** If the plan provides welfare benefits, was the plan subject to the Form M-1 filing requirements during the plan year? (See instructions and 29 CFR 2520.101-2.) .....  Yes  No  
If "Yes" is checked, complete lines 11b and 11c.

**11b** Is the plan currently in compliance with the Form M-1 filing requirements? (See instructions and 29 CFR 2520.101-2.) ...  Yes  No

**11c** Enter the Receipt Confirmation Code for the 2020 Form M-1 annual report. If the plan was not required to file the 2020 Form M-1 annual report, enter the Receipt Confirmation Code for the most recent Form M-1 that was required to be filed under the Form M-1 filing requirements. (Failure to enter a valid Receipt Confirmation Code will subject the Form 5500 filing to rejection as incomplete.)

Receipt Confirmation Code \_\_\_\_\_

<b>SCHEDULE A</b> <b>(Form 5500)</b>  Department of the Treasury Internal Revenue Service  Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	<b>Insurance Information</b>  This schedule is required to be filed under section 104 of the Employee Retirement Income Security Act of 1974 (ERISA). <b>► File as an attachment to Form 5500.</b> <b>► Insurance companies are required to provide the information pursuant to ERISA section 103(a)(2).</b>	OMB No. 1210-0110  <b>2020</b>  <b>This Form is Open to Public Inspection</b>
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For calendar plan year 2020 or fiscal plan year beginning **01/01/2020** and ending **12/31/2020**

<b>A</b> Name of plan <b>EARLY LEARNING COALITION OF BROWARD</b>	<b>B</b> Three-digit plan number (PN) ►	<b>002</b>
<b>C</b> Plan sponsor's name as shown on line 2a of Form 5500 <b>EARLY LEARNING COALITION OF BROWARD COUNTY, INC.</b>	<b>D</b> Employer Identification Number (EIN) <b>65-1060848</b>	

**Part I Information Concerning Insurance Contract Coverage, Fees, and Commissions** Provide information for each contract on a separate Schedule A. Individual contracts grouped as a unit in Parts II and III can be reported on a single Schedule A.

**1 Coverage Information:**

**(a)** Name of insurance carrier  
**THE VARIABLE ANNUITY LIFE INSURANCE CO**

(b) EIN	(c) NAIC code	(d) Contract or identification number	(e) Approximate number of persons covered at end of policy or contract year	Policy or contract year	
				(f) From	(g) To
74-1625348	70238	64760	150	01/01/2020	12/31/2020

**2 Insurance fee and commission information.** Enter the total fees and total commissions paid. List in line 3 the agents, brokers, and other persons in descending order of the amount paid.

<b>(a)</b> Total amount of commissions paid	<b>(b)</b> Total amount of fees paid
13,024	0

**3 Persons receiving commissions and fees.** (Complete as many entries as needed to report all persons).

**(a)** Name and address of the agent, broker, or other person to whom commissions or fees were paid  
**MICHAEL J SMITH**  
**2929 ALLEN PARKWAY**  
**HOUSTON TX 77019**

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	
11,849		COMMISSIONS PAID TO AGENT/BROKER	3

**(a)** Name and address of the agent, broker, or other person to whom commissions or fees were paid

**DAVID ALLEN**  
**2929 ALLEN PARKWAY**  
**HOUSTON TX 77019**

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	
962		COMMISSIONS PAID TO AGENT/BROKER	3

(a) Name and address of the agent, broker, or other person to whom commissions or fees were paid

**MARC Z. KLEIMAN**  
**2929 ALLEN PARKWAY**  
**HOUSTON TX 77019**

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	
184		<b>COMMISSIONS PAID TO AGENT/BROKER</b>	3

(a) Name and address of the agent, broker, or other person to whom commissions or fees were paid

**GARRET GOWAN**  
**2929 ALLEN PARKWAY**  
**HOUSTON TX 77019**

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	
29		<b>COMMISSIONS PAID TO AGENT/BROKER</b>	3

(a) Name and address of the agent, broker, or other person to whom commissions or fees were paid

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	

(a) Name and address of the agent, broker, or other person to whom commissions or fees were paid

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	

(a) Name and address of the agent, broker, or other person to whom commissions or fees were paid

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	

**Part II Investment and Annuity Contract Information**  
 Where individual contracts are provided, the entire group of such individual contracts with each carrier may be treated as a unit for purposes of this report.

<b>4</b> Current value of plan's interest under this contract in the general account at year end .....	<b>4</b>	326,242
<b>5</b> Current value of plan's interest under this contract in separate accounts at year end .....	<b>5</b>	3,052,310

**6** Contracts With Allocated Funds:

**a** State the basis of premium rates ▶

**b** Premiums paid to carrier .....

**c** Premiums due but unpaid at the end of the year .....

**d** If the carrier, service, or other organization incurred any specific costs in connection with the acquisition or retention of the contract or policy, enter amount .....

Specify nature of costs ▶

**e** Type of contract: (1)  individual policies (2)  group deferred annuity (3)  other (specify) ▶

**f** If contract purchased, in whole or in part, to distribute benefits from a terminating plan, check here .....

**7** Contracts With Unallocated Funds (Do not include portions of these contracts maintained in separate accounts)

**a** Type of contract: (1)  deposit administration (2)  immediate participation guarantee (3)  guaranteed investment (4)  other ▶

<b>b</b> Balance at the end of the previous year .....	<b>7b</b>	376,391
<b>c</b> Additions: (1) Contributions deposited during the year .....	<b>7c(1)</b>	35,033
(2) Dividends and credits .....	<b>7c(2)</b>	
(3) Interest credited during the year .....	<b>7c(3)</b>	6,948
(4) Transferred from separate account .....	<b>7c(4)</b>	50,736
(5) Other (specify below) .....	<b>7c(5)</b>	
▶		
(6) Total additions .....	<b>7c(6)</b>	92,717
<b>d</b> Total of balance and additions (add lines <b>7b</b> and <b>7c(6)</b> ) .....	<b>7d</b>	469,108
<b>e</b> Deductions:		
(1) Disbursed from fund to pay benefits or purchase annuities during year .....	<b>7e(1)</b>	115,656
(2) Administration charge made by carrier .....	<b>7e(2)</b>	
(3) Transferred to separate account .....	<b>7e(3)</b>	26,454
(4) Other (specify below) .....	<b>7e(4)</b>	756
▶ <b>CONTRACT SURRENDER CHARGES</b>		
(5) Total deductions .....	<b>7e(5)</b>	142,866
<b>f</b> Balance at the end of the current year (subtract line <b>7e(5)</b> from line <b>7d</b> ) .....	<b>7f</b>	326,242

**Part III Welfare Benefit Contract Information**  
 If more than one contract covers the same group of employees of the same employer(s) or members of the same employee organization(s), the information may be combined for reporting purposes if such contracts are experience-rated as a unit. Where contracts cover individual employees, the entire group of such individual contracts with each carrier may be treated as a unit for purposes of this report.

- 8** Benefit and contract type (check all applicable boxes)
- |  |  |   |  |
|--|--|---|--|
| <b>a</b> <input type="checkbox"/> Health (other than dental or vision)         | <b>b</b> <input type="checkbox"/> Dental               | <b>c</b> <input type="checkbox"/> Vision                    | <b>d</b> <input type="checkbox"/> Life insurance     |
| <b>e</b> <input type="checkbox"/> Temporary disability (accident and sickness) | <b>f</b> <input type="checkbox"/> Long-term disability | <b>g</b> <input type="checkbox"/> Supplemental unemployment | <b>h</b> <input type="checkbox"/> Prescription drug  |
| <b>i</b> <input type="checkbox"/> Stop loss (large deductible)                 | <b>j</b> <input type="checkbox"/> HMO contract         | <b>k</b> <input type="checkbox"/> PPO contract              | <b>l</b> <input type="checkbox"/> Indemnity contract |
| <b>m</b> <input type="checkbox"/> Other (specify) ▶                            |  |   |  |

**9** Experience-rated contracts:

<b>a</b> Premiums: (1) Amount received .....	<b>9a(1)</b>		
	<b>9a(2)</b>		
	<b>9a(3)</b>		
	<b>9a(4)</b>		
<b>b</b> Benefit charges (1) Claims paid .....	<b>9b(1)</b>		
	<b>9b(2)</b>		
	<b>9b(3)</b>		
	<b>9b(4)</b>		
<b>c</b> Remainder of premium: (1) Retention charges (on an accrual basis) --	<b>9c(1)(A)</b>		
	<b>9c(1)(B)</b>		
	<b>9c(1)(C)</b>		
	<b>9c(1)(D)</b>		
	<b>9c(1)(E)</b>		
	<b>9c(1)(F)</b>		
	<b>9c(1)(G)</b>		
	<b>9c(1)(H)</b>		
	<b>9c(2)</b>		
	<b>9c(2)</b>		
<b>d</b> Status of policyholder reserves at end of year: (1) Amount held to provide benefits after retirement	<b>9d(1)</b>		
	<b>9d(2)</b>		
	<b>9d(3)</b>		
<b>e</b> Dividends or retroactive rate refunds due. (Do not include amount entered in line 9c(2).)	<b>9e</b>		

**10** Nonexperience-rated contracts:

<b>a</b> Total premiums or subscription charges paid to carrier .....	<b>10a</b>	
<b>b</b> If the carrier, service, or other organization incurred any specific costs in connection with the acquisition or retention of the contract or policy, other than reported in Part I, line 2 above, report amount .....	<b>10b</b>	

Specify nature of costs.

**Part IV Provision of Information**

- 11** Did the insurance company fail to provide any information necessary to complete Schedule A?  Yes  No
- 12** If the answer to line 11 is "Yes," specify the information not provided. ▶



<b>SCHEDULE C (Form 5500)</b> Department of the Treasury Internal Revenue Service <hr/> Department of Labor Employee Benefits Security Administration <hr/> Pension Benefit Guaranty Corporation	<b>Service Provider Information</b> This schedule is required to be filed under section 104 of the Employee Retirement Income Security Act of 1974 (ERISA). <b>► File as an attachment to Form 5500.</b>	OMB No. 1210-0110 <hr/> <b>2020</b> <b>This Form is Open to Public Inspection.</b>
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For calendar plan year 2020 or fiscal plan year beginning <b>01/01/2020</b> and ending <b>12/31/2020</b>	
<b>A</b> Name of plan <b>EARLY LEARNING COALITION OF BROWARD</b>	<b>B</b> Three-digit plan number (PN) ► <b>002</b>
<b>C</b> Plan sponsor's name as shown on line 2a of Form 5500 <b>EARLY LEARNING COALITION OF BROWARD COUNTY, INC.</b>	<b>D</b> Employer Identification Number (EIN) <b>65-1060848</b>

**Part I Service Provider Information (see instructions)**

You must complete this Part, in accordance with the instructions, to report the information required for **each person** who received, directly or indirectly, \$5,000 or more in total compensation (i.e., money or anything else of monetary value) in connection with services rendered to the plan or the person's position with the plan during the plan year. If a person received **only** eligible indirect compensation for which the plan received the required disclosures, you are required to answer line 1 but are not required to include that person when completing the remainder of this Part.

**1 Information on Persons Receiving Only Eligible Indirect Compensation**

- a** Check "Yes" or "No" to indicate whether you are excluding a person from the remainder of this Part because they received only eligible indirect compensation for which the plan received the required disclosures (see instructions for definitions and conditions) ...  Yes  No
- b** If you answered line 1a "Yes," enter the name and EIN or address of each person providing the required disclosures for the service providers who received only eligible indirect compensation. Complete as many entries as needed (see instructions).

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

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(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

For Paperwork Reduction Act Notice, see the Instructions for Form 5500.

Schedule C (Form 5500) 2020  
v. 200204

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

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(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

**2. Information on Other Service Providers Receiving Direct or Indirect Compensation.** Except for those persons for whom you answered "Yes" to line 1a on page 1, complete as many entries as needed to list each person receiving, directly or indirectly, \$5,000 or more in total compensation (i.e., money or anything else of value) in connection with services rendered to the plan or their position with the plan during the plan year. (See instructions).

(a) Enter name and EIN or address (see instructions)

THE VARIABLE ANNUITY LIFE INSURANCE 74-1625348  
 2929 ALLEN PARKWAY  
 HOUSTON TX 77019

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
22 33	SECURITIES	BROKER 5,551.	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	0.	Yes <input type="checkbox"/> No <input type="checkbox"/>

(a) Enter name and EIN or address (see instructions)

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>

(a) Enter name and EIN or address (see instructions)

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>

<b>SCHEDULE H (Form 5500)</b>  Department of the Treasury Internal Revenue Service  Department of Labor Employee Benefits Security Administration  Pension Benefit Guaranty Corporation	<b>Financial Information</b>  This schedule is required to be filed under section 104 of the Employee Retirement Income Security Act of 1974 (ERISA), and section 6058(a) of the Internal Revenue Code (the Code).  <b>► File as an attachment to Form 5500.</b>	OMB No. 1210-0110  <b>2020</b>  <b>This Form is Open to Public Inspection</b>
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For calendar plan year 2020 or fiscal plan year beginning <b>01/01/2020</b> and ending <b>12/31/2020</b>	
<b>A</b> Name of plan	<b>B</b> Three-digit plan number (PN) ► <b>002</b>
<b>EARLY LEARNING COALITION OF BROWARD</b>	
<b>C</b> Plan sponsor's name as shown on line 2a of Form 5500	<b>D</b> Employer Identification Number (EIN)
<b>EARLY LEARNING COALITION OF BROWARD COUNTY, INC.</b>	<b>65-1060848</b>

**Part I Asset and Liability Statement**

**1** Current value of plan assets and liabilities at the beginning and end of the plan year. Combine the value of plan assets held in more than one trust. Report the value of the plan's interest in a commingled fund containing the assets of more than one plan on a line-by-line basis unless the value is reportable on lines 1c(9) through 1c(14). Do not enter the value of that portion of an insurance contract which guarantees, during this plan year, to pay a specific dollar benefit at a future date. **Round off amounts to the nearest dollar.** MTIAs, CCTs, PSAs, and 103-12 IEs do not complete lines 1b(1), 1b(2), 1c(8), 1g, 1h, and 1i. CCTs, PSAs, and 103-12 IEs also do not complete lines 1d and 1e. See instructions.

<b>Assets</b>	<b>(a)</b> Beginning of Year	<b>(b)</b> End of Year
<b>a</b> Total noninterest-bearing cash	<b>1a</b>	
<b>b</b> Receivables (less allowance for doubtful accounts):		
<b>(1)</b> Employer contributions	<b>1b(1)</b>	
<b>(2)</b> Participant contributions	<b>1b(2)</b>	
<b>(3)</b> Other	<b>1b(3)</b>	
<b>c</b> General investments:		
<b>(1)</b> Interest-bearing cash (incl. money market accounts & certificates of deposit)	<b>1c(1)</b>	
<b>(2)</b> U.S. Government securities	<b>1c(2)</b>	
<b>(3)</b> Corporate debt instruments (other than employer securities):		
<b>(A)</b> Preferred	<b>1c(3)(A)</b>	
<b>(B)</b> All other	<b>1c(3)(B)</b>	
<b>(4)</b> Corporate stocks (other than employer securities):		
<b>(A)</b> Preferred	<b>1c(4)(A)</b>	
<b>(B)</b> Common	<b>1c(4)(B)</b>	
<b>(5)</b> Partnership/joint venture interests	<b>1c(5)</b>	
<b>(6)</b> Real estate (other than employer real property)	<b>1c(6)</b>	
<b>(7)</b> Loans (other than to participants)	<b>1c(7)</b>	
<b>(8)</b> Participant loans	<b>1c(8)</b>	68,949
<b>(9)</b> Value of interest in common/collective trusts	<b>1c(9)</b>	68,691
<b>(10)</b> Value of interest in pooled separate accounts	<b>1c(10)</b>	
<b>(11)</b> Value of interest in master trust investment accounts	<b>1c(11)</b>	
<b>(12)</b> Value of interest in 103-12 investment entities	<b>1c(12)</b>	
<b>(13)</b> Value of interest in registered investment companies (e.g., mutual funds)	<b>1c(13)</b>	2,195,128
<b>(14)</b> Value of funds held in insurance co. general account (unallocated contracts)	<b>1c(14)</b>	2,983,619
<b>(15)</b> Other	<b>1c(15)</b>	376,391

		(a) Beginning of Year	(b) End of Year
<b>1 d</b>	Employer-related investments:		
	(1) Employer securities .....	<b>1d(1)</b>	
	(2) Employer real property .....	<b>1d(2)</b>	
<b>e</b>	Buildings and other property used in plan operation .....	<b>1e</b>	
<b>f</b>	Total assets (add all amounts in lines 1a through 1e) .....	<b>1f</b>	2,640,468      3,378,552
<b>Liabilities</b>			
<b>g</b>	Benefit claims payable .....	<b>1g</b>	13,360
<b>h</b>	Operating payables .....	<b>1h</b>	
<b>i</b>	Acquisition indebtedness .....	<b>1i</b>	
<b>j</b>	Other liabilities .....	<b>1j</b>	
<b>k</b>	Total liabilities (add all amounts in lines 1g through 1j) .....	<b>1k</b>	13,360
<b>Net Assets</b>			
<b>l</b>	Net assets (subtract line 1k from line 1f) .....	<b>1l</b>	2,640,468      3,365,192

**Part II Income and Expense Statement**

**2** Plan income, expenses, and changes in net assets for the year. Include all income and expenses of the plan, including any trust(s) or separately maintained fund(s) and any payments/receipts to/from insurance carriers. Round off amounts to the nearest dollar. MTIAs, CCTs, PSAs, and 103-12 IEs do not complete lines 2a, 2b(1)(E), 2e, 2f, and 2g.

		(a) Amount	(b) Total
<b>Income</b>			
<b>a</b>	<b>Contributions:</b>		
	(1) Received or receivable in cash from: <b>(A)</b> Employers .....	<b>2a(1)(A)</b>	240,259
	<b>(B)</b> Participants .....	<b>2a(1)(B)</b>	370,226
	<b>(C)</b> Others (including rollovers) .....	<b>2a(1)(C)</b>	1,179
	(2) Noncash contributions .....	<b>2a(2)</b>	
	(3) Total contributions. Add lines <b>2a(1)(A), (B), (C),</b> and line <b>2a(2)</b> .....	<b>2a(3)</b>	611,664
<b>b</b>	<b>Earnings on investments:</b>		
	(1) Interest:		
	<b>(A)</b> Interest-bearing cash (including money market accounts and certificates of deposit) .....	<b>2b(1)(A)</b>	
	<b>(B)</b> U.S. Government securities .....	<b>2b(1)(B)</b>	
	<b>(C)</b> Corporate debt instruments .....	<b>2b(1)(C)</b>	
	<b>(D)</b> Loans (other than to participants) .....	<b>2b(1)(D)</b>	
	<b>(E)</b> Participant loans .....	<b>2b(1)(E)</b>	2,298
	<b>(F)</b> Other .....	<b>2b(1)(F)</b>	
	<b>(G)</b> Total interest. Add lines <b>2b(1)(A)</b> through <b>(F)</b> .....	<b>2b(1)(G)</b>	2,298
	(2) Dividends: <b>(A)</b> Preferred stock .....	<b>2b(2)(A)</b>	
	<b>(B)</b> Common stock .....	<b>2b(2)(B)</b>	
	<b>(C)</b> Registered investment company shares (e.g. mutual funds) .....	<b>2b(2)(C)</b>	6,956
	<b>(D)</b> Total dividends. Add lines <b>2b(2)(A), (B),</b> and <b>(C)</b> .....	<b>2b(2)(D)</b>	6,956
	(3) Rents .....	<b>2b(3)</b>	
	(4) Net gain (loss) on sale of assets: <b>(A)</b> Aggregate proceeds ...	<b>2b(4)(A)</b>	
	<b>(B)</b> Aggregate carrying amount (see instructions) .....	<b>2b(4)(B)</b>	
	<b>(C)</b> Subtract line <b>2b(4)(B)</b> from line <b>2b(4)(A)</b> and enter result ...	<b>2b(4)(C)</b>	
	(5) Unrealized appreciation (depreciation) of assets: <b>(A)</b> Real estate ...	<b>2b(5)(A)</b>	
	<b>(B)</b> Other .....	<b>2b(5)(B)</b>	
	<b>(C)</b> Total unrealized appreciation of assets. Add lines <b>2b(5)(A)</b> and <b>(B)</b> .....	<b>2b(5)(C)</b>	

		(a) Amount	(b) Total
(6) Net investment gain (loss) from common/collective trusts .....	<b>2b(6)</b>		
(7) Net investment gain (loss) from pooled separate accounts .....	<b>2b(7)</b>		
(8) Net investment gain (loss) from master trust investment accounts .....	<b>2b(8)</b>		
(9) Net investment gain (loss) from 103-12 investment entities .....	<b>2b(9)</b>		
(10) Net investment gain (loss) from registered investment companies (e.g., mutual funds) .....	<b>2b(10)</b>		315,711
<b>c</b> Other income .....	<b>2c</b>		
<b>d</b> Total income. Add all <b>income</b> amounts in column (b) and enter total .....	<b>2d</b>		936,629

**Expenses**

<b>e</b> Benefit payment and payments to provide benefits:			
(1) Directly to participants or beneficiaries, including direct rollovers .....	<b>2e(1)</b>	206,354	
(2) To insurance carriers for the provision of benefits .....	<b>2e(2)</b>		
(3) Other .....	<b>2e(3)</b>		
(4) Total benefit payments. Add lines <b>2e(1)</b> through <b>(3)</b> .....	<b>2e(4)</b>		206,354
<b>f</b> Corrective distributions (see instructions) .....	<b>2f</b>		
<b>g</b> Certain deemed distributions of participant loans (see instructions) .....	<b>2g</b>		
<b>h</b> Interest expense .....	<b>2h</b>		
<b>i</b> Administrative expenses: (1) Professional fees .....	<b>2i(1)</b>		
(2) Contract administrator fees .....	<b>2i(2)</b>		
(3) Investment advisory and management fees .....	<b>2i(3)</b>		
(4) Other <b>SEE STATEMENT 1</b> .....	<b>2i(4)</b>	5,551	
(5) Total administrative expenses. Add lines <b>2i(1)</b> through <b>(4)</b> .....	<b>2i(5)</b>		5,551
<b>j</b> Total expenses. Add all <b>expense</b> amounts in column (b) and enter total .....	<b>2j</b>		211,905

**Net Income and Reconciliation**

<b>k</b> Net income (loss). Subtract line <b>2j</b> from line <b>2d</b> .....	<b>2k</b>		724,724
<b>l</b> Transfers of assets:			
(1) To this plan .....	<b>2l(1)</b>		
(2) From this plan .....	<b>2l(2)</b>		

**Part III Accountant's Opinion**

**3** Complete lines 3a through 3c if the opinion of an independent qualified public accountant is attached to this Form 5500. Complete line 3d if an opinion is not attached.

**a** The attached opinion of an independent qualified public accountant for this plan is (see instructions):  
 (1)  Unmodified (2)  Qualified (3)  Disclaimer (4)  Adverse

**b** Check the appropriate box(es) to indicate whether the IQPA performed an ERISA section 103(a)(3)(C) audit. Check both boxes (1) and (2) if the audit was performed pursuant to both 29 CFR 2520.103-8 and 29 CFR 2520.103-12(d). Check box (3) if pursuant to neither.  
 (1)  DOL Regulation 2520.103-8 (2)  DOL Regulation 2520.103-12(d) (3)  neither DOL Regulation 2520.103-8 nor DOL Regulation 2520.103-12(d).

**c** Enter the name and EIN of the accountant (or accounting firm) below:  
 (1) Name: **KEEFE MCCULLOUGH & CO., LLP, C.P.A.** (2) EIN: **59-1363792**

**d** The opinion of an independent qualified public accountant is **not attached** because:  
 (1)  This form is filed for a CCT, PSA, or MTIA. (2)  It will be attached to the next Form 5500 pursuant to 29 CFR 2520.104-50.

**Part IV Compliance Questions**

**4** CCTs and PSAs do not complete Part IV. MTIAs, 103-12 IEs, and GIAs do not complete lines 4a, 4e, 4f, 4g, 4h, 4k, 4m, 4n, or 5. 103-12 IEs also do not complete lines 4j and 4l. MTIAs also do not complete line 4l. During the plan year:

	Yes	No	Amount
<b>a</b> Was there a failure to transmit to the plan any participant contributions within the time period described in 29 CFR 2510.3-102? Continue to answer "Yes" for any prior year failures until fully corrected. (See instructions and DOL's Voluntary Fiduciary Correction Program.) ...		X	
<b>4a</b>		X	

	Yes	No	Amount
<b>b</b> Were any loans by the plan or fixed income obligations due the plan in default as of the close of the plan year or classified during the year as uncollectible? Disregard participant loans secured by participant's account balance. (Attach Schedule G (Form 5500) Part I if "Yes" is checked.)		X	
<b>c</b> Were any leases to which the plan was a party in default or classified during the year as uncollectible? (Attach Schedule G (Form 5500) Part II if "Yes" is checked.)		X	
<b>d</b> Were there any nonexempt transactions with any party-in-interest? (Do not include transactions reported on line 4a. Attach Schedule G (Form 5500) Part III if "Yes" is checked.)		X	
<b>e</b> Was this plan covered by a fidelity bond?	X		264,047
<b>f</b> Did the plan have a loss, whether or not reimbursed by the plan's fidelity bond, that was caused by fraud or dishonesty?		X	
<b>g</b> Did the plan hold any assets whose current value was neither readily determinable on an established market nor set by an independent third party appraiser?		X	
<b>h</b> Did the plan receive any noncash contributions whose value was neither readily determinable on an established market nor set by an independent third party appraiser?		X	
<b>i</b> Did the plan have assets held for investment? (Attach schedule(s) of assets if "Yes" is checked, and see instructions for format requirements.)	X		
<b>j</b> Were any plan transactions or series of transactions in excess of 5% of the current value of plan assets? (Attach schedule of transactions if "Yes" is checked, and see instructions for format requirements.)		X	
<b>k</b> Were all the plan assets either distributed to participants or beneficiaries, transferred to another plan, or brought under the control of the PBGC?		X	
<b>l</b> Has the plan failed to provide any benefit when due under the plan?		X	
<b>m</b> If this is an individual account plan, was there a blackout period? (See instructions and 29 CFR 2520.101-3.)		X	
<b>n</b> If 4m was answered "Yes," check the "Yes" box if you either provided the required notice or one of the exceptions to providing the notice applied under 29 CFR 2520.101-3		X	

**5a** Has a resolution to terminate the plan been adopted during the plan year or any prior plan year?  Yes  No  
 If "Yes," enter the amount of any plan assets that reverted to the employer this year \_\_\_\_\_.

**5b** If, during this plan year, any assets or liabilities were transferred from this plan to another plan(s), identify the plan(s) to which assets or liabilities were transferred. (See instructions.)

5b(1) Name of plan(s)	5b(2) EIN(s)	5b(3) PN(s)

**5c** Was the plan a defined benefit plan covered under the PBGC insurance program at any time during this plan year? (See ERISA section 4021 and instructions.)  Yes  No  Not determined  
 If "Yes" is checked, enter the My PAA confirmation number from the PBGC premium filing for this plan year \_\_\_\_\_.

<b>SCHEDULE R (Form 5500)</b> Department of the Treasury Internal Revenue Service  Department of Labor Employee Benefits Security Administration  Pension Benefit Guaranty Corporation	<b>Retirement Plan Information</b>  This schedule is required to be filed under sections 104 and 4065 of the Employee Retirement Income Security Act of 1974 (ERISA) and section 6058(a) of the Internal Revenue Code (the Code).  <b>► File as an attachment to Form 5500.</b>	OMB No. 1210-0110  <b>2020</b>  <b>This Form is Open to Public Inspection.</b>
--	---	--

For calendar plan year 2020 or fiscal plan year beginning **01/01/2020** and ending **12/31/2020**

<b>A</b> Name of plan <b>EARLY LEARNING COALITION OF BROWARD</b>	<b>B</b> Three-digit plan number (PN) ►	<b>002</b>
<b>C</b> Plan sponsor's name as shown on line 2a of Form 5500 <b>EARLY LEARNING COALITION OF BROWARD COUNTY, INC.</b>	<b>D</b> Employer Identification Number (EIN) <b>65-1060848</b>	

**Part I Distributions**

**All references to distributions relate only to payments of benefits during the plan year.**

**1** Total value of distributions paid in property other than in cash or the forms of property specified in the instructions ..... **1**

**2** Enter the EIN(s) of payor(s) who paid benefits on behalf of the plan to participants or beneficiaries during the year (if more than two, enter EINs of the two payors who paid the greatest dollar amounts of benefits):  
 EIN(s): \_\_\_\_\_  
**Profit-sharing plans, ESOPs, and stock bonus plans, skip line 3.**

**3** Number of participants (living or deceased) whose benefits were distributed in a single sum, during the plan year ..... **3**

**Part II Funding Information** (If the plan is not subject to the minimum funding requirements of section 412 of the Internal Revenue Code or ERISA section 302, skip this Part.)

**4** Is the plan administrator making an election under Code section 412(d)(2) or ERISA section 302(d)(2)? .....  Yes  No  N/A  
**If the plan is a defined benefit plan, go to line 8.**

**5** If a waiver of the minimum funding standard for a prior year is being amortized in this plan year, see instructions and enter the date of the ruling letter granting the waiver. **Date:** Month \_\_\_ Day \_\_\_ Year \_\_\_  
**If you completed line 5, complete lines 3, 9, and 10 of Schedule MB and do not complete the remainder of this schedule.**

<b>6 a</b> Enter the minimum required contribution for this plan year (include any prior year accumulated funding deficiency not waived) .....	<b>6a</b>	
<b>b</b> Enter the amount contributed by the employer to the plan for this plan year .....	<b>6b</b>	
<b>c</b> Subtract the amount in line 6b from the amount in line 6a. Enter the result (enter a minus sign to the left of a negative amount) .....	<b>6c</b>	

**If you completed line 6c, skip lines 8 and 9.**

**7** Will the minimum funding amount reported on line 6c be met by the funding deadline? .....  Yes  No  N/A

**8** If a change in actuarial cost method was made for this plan year pursuant to a revenue procedure or other authority providing automatic approval for the change or a class ruling letter, does the plan sponsor or plan administrator agree with the change? .....  Yes  No  N/A

**Part III Amendments**

**9** If this is a defined benefit pension plan, were any amendments adopted during this plan year that increased or decreased the value of benefits? If yes, check the appropriate box. If no, check the "No" box .....  Increase  Decrease  Both  No

**Part IV ESOPs** (see instructions). If this is not a plan described under section 409(a) or 4975(e)(7) of the Internal Revenue Code, skip this Part.

**10** Were unallocated employer securities or proceeds from the sale of unallocated securities used to repay any exempt loan?...  Yes  No

**11 a** Does the ESOP hold any preferred stock? .....  Yes  No

**b** If the ESOP has an outstanding exempt loan with the employer as lender, is such loan part of a "back-to-back" loan? (See instructions for definition of "back-to-back" loan.) .....  Yes  No

**12** Does the ESOP hold any stock that is not readily tradable on an established securities market? .....  Yes  No



**Part V Additional Information for Multiemployer Defined Benefit Pension Plans**

**13** Enter the following information for each employer that contributed more than 5% of total contributions to the plan during the plan year (measured in dollars). See instructions. Complete as many entries as needed to report all applicable employers.

**a** Name of contributing employer \_\_\_\_\_

**b** EIN \_\_\_\_\_ **c** Dollar amount contributed by employer \_\_\_\_\_

**d** Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box  and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month \_\_\_\_\_ Day \_\_\_\_\_ Year \_\_\_\_\_

**e** Contribution rate information (If more than one rate applies, check this box  and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) \_\_\_\_\_

(2) Base unit measure:  Hourly  Weekly  Unit of production  Other (specify): \_\_\_\_\_

**a** Name of contributing employer \_\_\_\_\_

**b** EIN \_\_\_\_\_ **c** Dollar amount contributed by employer \_\_\_\_\_

**d** Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box  and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month \_\_\_\_\_ Day \_\_\_\_\_ Year \_\_\_\_\_

**e** Contribution rate information (If more than one rate applies, check this box  and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) \_\_\_\_\_

(2) Base unit measure:  Hourly  Weekly  Unit of production  Other (specify): \_\_\_\_\_

**a** Name of contributing employer \_\_\_\_\_

**b** EIN \_\_\_\_\_ **c** Dollar amount contributed by employer \_\_\_\_\_

**d** Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box  and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month \_\_\_\_\_ Day \_\_\_\_\_ Year \_\_\_\_\_

**e** Contribution rate information (If more than one rate applies, check this box  and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) \_\_\_\_\_

(2) Base unit measure:  Hourly  Weekly  Unit of production  Other (specify): \_\_\_\_\_

**a** Name of contributing employer \_\_\_\_\_

**b** EIN \_\_\_\_\_ **c** Dollar amount contributed by employer \_\_\_\_\_

**d** Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box  and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month \_\_\_\_\_ Day \_\_\_\_\_ Year \_\_\_\_\_

**e** Contribution rate information (If more than one rate applies, check this box  and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) \_\_\_\_\_

(2) Base unit measure:  Hourly  Weekly  Unit of production  Other (specify): \_\_\_\_\_

**a** Name of contributing employer \_\_\_\_\_

**b** EIN \_\_\_\_\_ **c** Dollar amount contributed by employer \_\_\_\_\_

**d** Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box  and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month \_\_\_\_\_ Day \_\_\_\_\_ Year \_\_\_\_\_

**e** Contribution rate information (If more than one rate applies, check this box  and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) \_\_\_\_\_

(2) Base unit measure:  Hourly  Weekly  Unit of production  Other (specify): \_\_\_\_\_

**a** Name of contributing employer \_\_\_\_\_

**b** EIN \_\_\_\_\_ **c** Dollar amount contributed by employer \_\_\_\_\_

**d** Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box  and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month \_\_\_\_\_ Day \_\_\_\_\_ Year \_\_\_\_\_

**e** Contribution rate information (If more than one rate applies, check this box  and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) \_\_\_\_\_

(2) Base unit measure:  Hourly  Weekly  Unit of production  Other (specify): \_\_\_\_\_

**14** Enter the number of deferred vested and retired participants (inactive participants), as of the beginning of the plan year, whose contributing employer is no longer making contributions to the plan for:

<b>a</b> The current plan year. Check the box to indicate the counting method used to determine the number of inactive participants: <input type="checkbox"/> last contributing employer <input type="checkbox"/> alternative <input type="checkbox"/> reasonable approximation (see instructions for required attachment) .....	<b>14a</b>	
<b>b</b> The plan year immediately preceding the current plan year. <input type="checkbox"/> Check the box if the number reported is a change from what was previously reported (see instructions for required attachment) .....	<b>14b</b>	
<b>c</b> The second preceding plan year <input type="checkbox"/> Check the box if the number reported is a change from what was previously reported (see instructions for required attachment) .....	<b>14c</b>	

**15** Enter the ratio of the number of participants under the plan on whose behalf no employer had an obligation to make an employer contribution during the current plan year to:

<b>a</b> The corresponding number for the plan year immediately preceding the current plan year .....	<b>15a</b>	
<b>b</b> The corresponding number for the second preceding plan year .....	<b>15b</b>	

**16** Information with respect to any employers who withdrew from the plan during the preceding plan year:

<b>a</b> Enter the number of employers who withdrew during the preceding plan year .....	<b>16a</b>	
<b>b</b> If line 16a is greater than 0, enter the aggregate amount of withdrawal liability assessed or estimated to be assessed against such withdrawn employers .....	<b>16b</b>	

**17** If assets and liabilities from another plan have been transferred to or merged with this plan during the plan year, check box and see instructions regarding supplemental information to be included as an attachment.

**Part VI Additional Information for Single-Employer and Multiemployer Defined Benefit Pension Plans**

**18** If any liabilities to participants or their beneficiaries under the plan as of the end of the plan year consist (in whole or in part) of liabilities to such participants and beneficiaries under two or more pension plans as of immediately before such plan year, check box and see instructions regarding supplemental information to be included as an attachment

**19** If the total number of participants is 1,000 or more, complete lines (a) through (c)

**a** Enter the percentage of plan assets held as:  
 Stock: \_\_\_\_\_ % Investment-Grade Debt: \_\_\_\_\_ % High-Yield Debt: \_\_\_\_\_ % Real Estate: \_\_\_\_\_ % Other: \_\_\_\_\_ %

**b** Provide the average duration of the combined investment-grade and high-yield debt:  
 0-3 years  3-6 years  6-9 years  9-12 years  12-15 years  15-18 years  18-21 years  21 years or more

**c** What duration measure was used to calculate line 19(b)?  
 Effective duration  Macaulay duration  Modified duration  Other (specify): \_\_\_\_\_

**20 PBGC missed contribution reporting requirements.** If this is a multiemployer plan or a single-employer plan that is not covered by PBGC, skip line 20.

**a** Is the amount of unpaid minimum required contributions for all years from Schedule SB (Form 5500) line 40 greater than zero?  Yes  No

**b** If line 20a is "Yes," has PBGC been notified as required by ERISA sections 4043(c)(5) and/or 303(k)(4)? Check the applicable box:

Yes.

No. Reporting was waived under 29 CFR 4043.25(c)(2) because contributions equal to or exceeding the unpaid minimum required contribution were made by the 30th day after the due date.

No. The 30-day period referenced in 29 CFR 4043.25(c)(2) has not yet ended, and the sponsor intends to make a contribution equal to or exceeding the unpaid minimum required contribution by the 30th day after the due date.

No. Other. Provide explanation \_\_\_\_\_

SCHEDULE H	OTHER ADMINISTRATIVE EXPENSES	STATEMENT	1
DESCRIPTION			AMOUNT
ADMIN. SERVICE PROVIDERS (SALARIES, FEES AND COMMISSIONS)			5,551.
TOTAL TO SCHEDULE H, LINE 2I(4)			5,551.

ITEM#/MEETING	B223FIN1/ Board
MEETING DATE:	December 20, 2021
SUBJECT:	October 2021 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve October 2021 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant</b>
FINANCIAL IMPACT:	None
AS RECOMMENDED	Finance Committee

The Interim Financial Statements for the four-month period ending October 31, 2021 are attached for review. Financial Highlights are as follows:

**Overall**

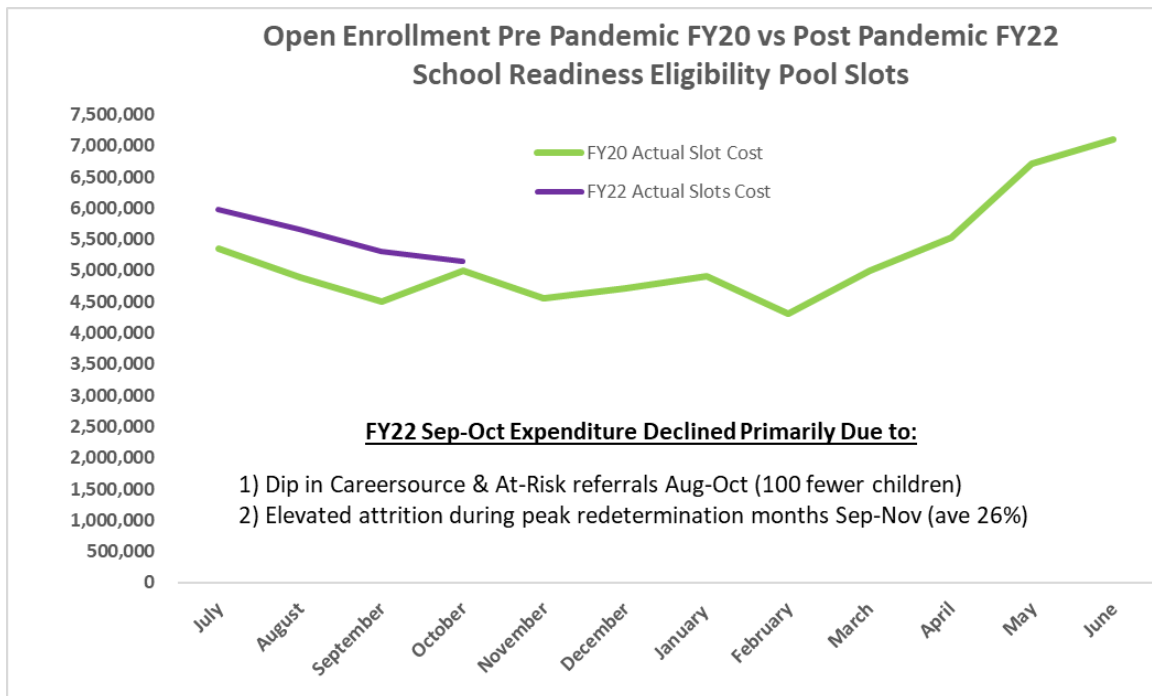
Total expenditures were 10% below the 33% target during October because of large new funding allocations received at the end of the month that would not begin to be tapped until November and December. Slot utilization and waitlist enrollment continued to dominate ELC’s financial picture during the period.

**School Readiness**

School Readiness slot expenditures continued to reflect high enrollment as a vigorous effort to call families from the waitlist shifted into higher gear after DEL issued a larger-than-expected allocation for waitlist enrollment in late October. Child Care slots accounted for 83% of all School Readiness year-to-date costs, which was 1% higher than the 82% budget target.

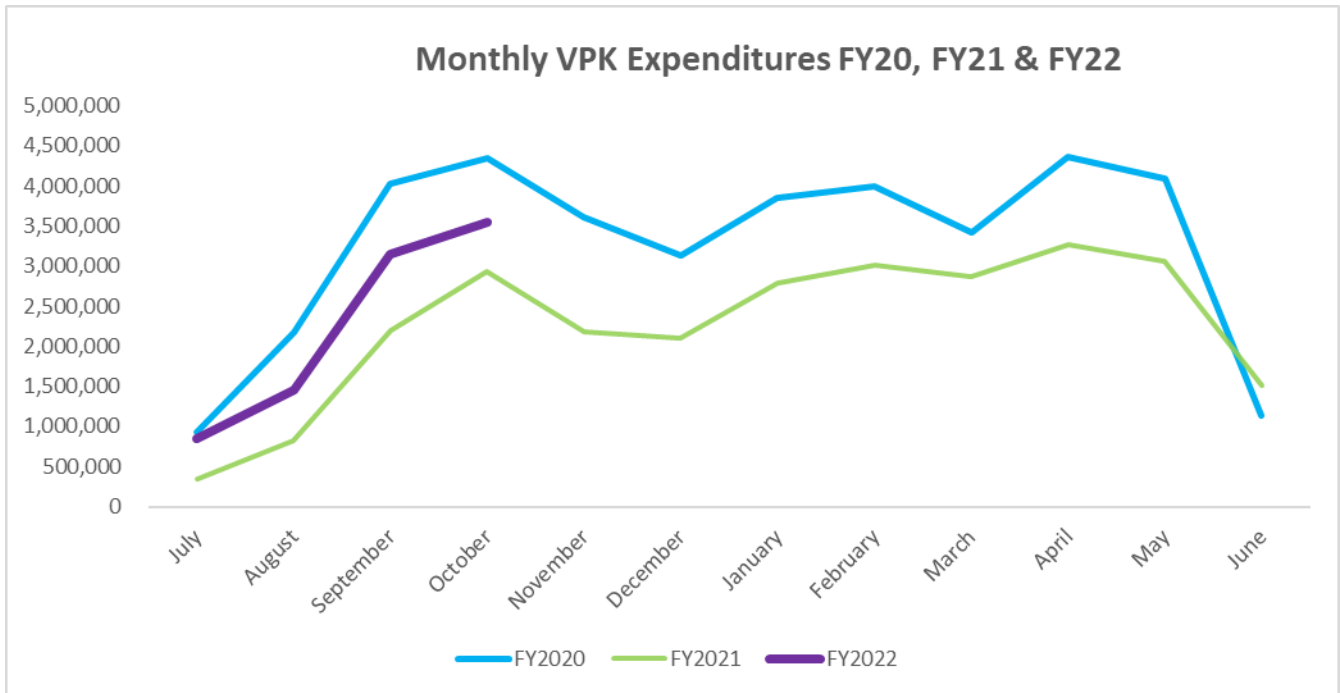
However, the combined effect of temporarily elevated attrition during peak re-determination season (26% on average); and a three-month dip in the number of children enrolled in mandated child care programs (100 fewer children) dampened the financial impact of new enrollments for the period compared to previous years. Because of these combined factors, School Readiness enrollments showed a net decline of 28 for October. Staff nevertheless anticipate that new enrollments could begin to overcome this buffeting effect when the pace of re-determinations, and the associated rate of attrition falls back to normal starting in December. Over the course of the fiscal year, we need an average net gain of approximately 420 children to fully utilize 82% of Broward’s FY22 allocation for slots.

Staff currently project a year end surplus of approximately \$1.7 million, or 2% of the total School Readiness eligibility pool. See attached utilization projection for more information. If the surplus projection persists after mid-year analysis in January, staff will submit a proposal for the highest sustainable rate increase to DEL as appropriate.



**VPK**

VPK Program expenditures continue to ramp up for the year but remain approximately 6% below the 29% target that would be expected at this stage during a normal year due to the lingering parental health concerns from the pandemic and potential labor shortages at some centers. VPK programs begin in August and expenditures typically increase during the school year. 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.



**Summary:**

Staff and Finance Committee recommend that the Board approve the October 2021 interim financial statements.

**Supporting Documents:**

- October 2021 Interim Financial Statements
- October 2021 Utilization Projection



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

### **INTERIM FINANCIAL STATEMENTS**

### **FISCAL YEAR 2021-2022**

### **For The Four Months Ended October 31, 2021**

Submitted to the Board on December 20, 2021

As Recommended by the Finance Committee on December 7, 2021

**Early Learning Coalition of Broward County, Inc.**  
**FY 2021-2022 Statement of Financial Position**  
**As of October 31, 2021**

	<b>October 31, 2021</b>	<b>October 31, 2020</b>
<b>Assets:</b>		
Cash	\$ 2,139,154	\$ 12,382,147
Grants Receivable	19,624,846	15,264,372
Accounts Receivable	893,086	776,415
Due From Providers	1,132,157	2,573,944
Prepaid Expense	308,251	236,049
Fixed Assets	13,262	17,178
<b>Total Assets</b>	<b>\$ 24,110,757</b>	<b>\$ 31,250,106</b>
 <b>Liabilities:</b>		
Accounts Payable	\$ 345,182	\$ 1,468,140
Salary & Benefits Payable	349,986	298,532
Compensated Absences	394,749	303,467
Rent Abatement	187,710	145,990
Due to Providers	8,516,824	9,411,808
Due to Other Agencies	1,413,555	2,569,696
Deferred Revenue	12,612,378	16,589,286
<b>Total Liabilities</b>	<b>\$ 23,820,383</b>	<b>\$ 30,786,918</b>
 <b>Net Assets</b>		
Unrestricted	290,374	463,187
<b>Total Net Assets</b>	<b>290,374</b>	<b>463,187</b>
 <b>Total Liabilities and Net Assets</b>	 <b>\$ 24,110,757</b>	 <b>\$ 31,250,106</b>

**Early Learning Coalition of Broward County, Inc.**  
**FY 2021-2022 Statement of Activities**  
**For The Month Ending October 31, 2021**

	<u>Oct 2021</u> <u>Actual</u>	<u>FY 2022</u> <u>YTD Actual</u>	<u>FY 2021</u> <u>YTD Actual</u>
<b>Revenue</b>			
DEL School Readiness	\$ 5,506,606	\$ 22,228,892	\$ 22,936,439
DEL School Readiness Match Pool	436,026	1,797,640	891,627
DEL Preschool Development Grant	6,966	25,316	-
DEL-CARES/CRRSA Pandemic Relief	-	-	12,571,751
DEL - Voluntary Pre-K	3,754,029	9,199,752	6,294,199
DEL - VPK Monitoring & Outreach	-	-	2,423
CSC - Income Eligible	255,832	1,406,190	1,204,427
CSC - Vulnerable Populations	181,860	721,324	837,080
Broward County- Match	139,596	777,672	672,402
Broward County - Special Needs	16,997	77,157	138,275
DCF Entrant	-	-	-
Univ of Florida Lastinger Ctr	-	-	335
Local Match: United Way & Cities	83,223	142,573	246,162
BECE & Misc	10	819	286,017
<b>Total Revenue</b>	<b><u>\$ 10,381,145</u></b>	<b><u>\$ 36,377,336</u></b>	<b><u>\$ 46,081,135</u></b>
<b>Expenses</b>			
<b>Child Care Slots and Incentives:</b>			
DEL School Readiness	\$ 4,313,871	\$ 18,164,480	\$ 19,580,787
DEL School Readiness Match Pool	436,026	1,797,640	891,627
DEL-CARES/CRRSA Pandemic Relief	-	-	6,897,619
DEL - Voluntary Pre-K	3,549,562	8,861,915	5,958,638
CSC - Income Eligible	191,023	1,301,218	1,102,493
CSC - Vulnerable Populations	169,104	663,941	718,929
Broward County- Income Eligible	123,701	690,879	597,690
Broward County - Special Needs	15,108	68,584	122,911
Local Match: United Way & Cities	83,223	142,573	260,150
Learning Pods Collaborative	-	-	105,603
Stipends and Grants to Providers	39,130	137,621	4,587,166
<b>Total Child Care Slots and Incentives</b>	<b><u>\$ 8,920,747</u></b>	<b><u>\$ 31,828,852</u></b>	<b><u>\$ 40,823,614</u></b>
<b>Sub Recipient Expense</b>			
School Board of Broward County	\$ -	\$ -	\$ 1,192,800
Children's Forum	5,757	19,939	22,313
211 Broward	34,185	138,317	141,203
<b>Total Sub Recipient Expense</b>	<b><u>\$ 39,942</u></b>	<b><u>\$ 158,255</u></b>	<b><u>\$ 1,356,316</u></b>
<b>ELC Expense</b>			
Salaries & Benefits	\$ 1,268,312	\$ 3,792,285	\$ 3,315,127
Attorneys	2,071	19,323	18,601
Auditors	-	-	17,000
Temporary Staff	-	17,560	-
Consultants	59,402	106,952	29,756
Staff & Board Travel	393	10,140	1,525
Insurance	3,740	14,961	11,256
Office Rent & Maintenance	44,774	168,134	135,377
Office Machines & Storage	501	2,158	3,265
Software Licenses	16,813	76,627	67,865
Internet, Email, Website, Phones	16,273	56,154	37,864
Cell Phones	4,373	17,521	19,997
Sponsorships & Memberships	1,846	9,475	4,980
Books for Kids	14,020	14,760	-
Other Operating Costs	16,199	87,323	83,384
Computer Equipment & Software	-	23,572	7,645
Furniture & Fixtures	-	675	-
Depreciation	-	-	-
<b>Total ELC Expense</b>	<b><u>\$ 1,448,717</u></b>	<b><u>\$ 4,417,619</u></b>	<b><u>\$ 3,753,642</u></b>
<b>Total Expenses</b>	<b><u>\$ 10,409,407</u></b>	<b><u>\$ 36,404,727</u></b>	<b><u>\$ 45,933,572</u></b>
<b>Change in net assets</b>	<b><u>\$ (28,261)</u></b>	<b><u>\$ (27,391)</u></b>	<b><u>\$ 147,563</u></b>
Net assets, beginning of year		322,649	321,556
<b>Net assets, end of the period</b>		<b><u>\$ 295,258</u></b>	<b><u>\$ 469,118</u></b>



**Early Learning Coalition of Broward County, Inc.**  
**FY 2021-2022 Annual Budget to Actual by Month**  
**For The Period Ending October 31, 2021**  
**Detail**

	<b>FY 2022 Budget</b>	<b>YTD Actual</b>	<b>Balance</b>	<b>% of Budget</b>	<b>Notes</b>
<b>Revenue:</b>					
DEL School Readiness	\$ 74,791,942	\$ 22,228,892	\$ 52,563,050	30%	Enrolling from the waitlist
DEL School Readiness Match Pool	5,380,330	1,797,640	3,582,690	33%	
DEL Preschool Development Grant	583,513	25,316	558,197	4%	Recent allocation, program ramping up
DEL-CARES/CRRSA Pandemic Relief	28,032,779	-	28,032,779	0%	Expenditures Pending Nov/Dec
DEL - Voluntary Pre-K	40,113,923	9,199,752	30,914,170	23%	4% Lower than Normal due to Pandemic
CSC - Income Eligible	4,594,530	1,406,190	3,188,340	31%	
CSC - Vulnerable Populations	2,968,621	721,324	2,247,297	24%	Enrolling, funder of last resort
Broward County- SR Match	1,896,249	777,672	1,118,577	41%	Higher exp in 1st Qtr-Contract Year Close
Broward County - Special Needs	559,084	77,157	481,927	14%	Enrolling, funder of last resort
Univ of Florida Lastinger Ctr	35,000	-	35,000	0%	Intermittent Expenditures
SR Local Match: United Way & Cities	500,000	142,573	357,427	29%	
BECE & Miscellaneous	50,000	819	49,181	2%	Intermittent Expenditures
<b>Total Revenue</b>	<b>\$ 159,505,971</b>	<b>\$ 36,377,336</b>	<b>\$ 123,128,635</b>	<b>23%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
DEL School Readiness	\$ 60,770,917	\$ 18,164,480	\$ 42,606,437	30%	SR + Match 83% of Total Expenditures
DEL School Readiness Match	5,380,330	1,797,640	3,582,690	33%	(78% Required)
DEL-CARES/CRRSA Pandemic Relief	128,086	-	128,086	0%	Restricted to VPK Covid closures as needed
DEL - Voluntary Pre-K	38,571,079	8,861,915	29,709,164	23%	
CSC - Income Eligible	4,135,077	1,301,218	2,833,859	31%	
CSC - Vulnerable Populations	2,671,759	663,941	2,007,818	25%	Enrolling
Broward County- SR Match	1,685,555	690,879	994,675	41%	Higher exp in 1st Qtr-Contract Year Close
Broward County - Special Needs	496,963	68,584	428,379	14%	Enrolling
Municipalities-SR Local Match	500,000	142,573	357,427	29%	Intermittent expenditures
Grants & Stipends to Providers	28,464,693	137,621	28,327,072	0%	CRRSA grants to be issued Nov/Dec
<b>Total Child Care Slots and Incentives</b>	<b>\$ 142,804,460</b>	<b>\$ 31,828,852</b>	<b>\$ 110,975,608</b>	<b>22%</b>	
<b>Sub Recipient Expense</b>					
Children's Forum	139,212	19,939	119,273	14%	Invoices Lag 1-2 months behind
Nova Southeastern University	175,000	-	175,000	0%	Contract in process
211 Broward	462,000	138,317	323,683	30%	
<b>Total Sub Recipient Expense</b>	<b>\$ 776,212</b>	<b>\$ 158,255</b>	<b>\$ 617,956</b>	<b>20%</b>	
<b>ELC Expense</b>					
Salaries & Benefits	\$ 11,976,252	\$ 3,792,285	\$ 8,183,967	32%	
Attorneys	99,000	19,323	79,677	20%	Intermittent Expenditures
Auditors	42,500	-	42,500	0%	Audit in progress
Temporary Staff	50,000	17,560	32,440	35%	
Consultants	634,000	106,952	527,048	17%	CLASS & outreach exp pending
Staff & Board Travel & Training	75,000	10,140	64,860	14%	Intermittent Expenditures
Insurance	42,418	14,961	27,458	35%	
Office Rent & Maintenance	468,769	168,134	300,636	36%	
Office Machines & Storage	10,085	2,158	7,927	21%	Storage cost declining
Software Licenses	230,154	76,627	153,527	33%	
Internet, Email, Website, Phones	119,954	56,154	63,800	47%	Phone, Email Server Vendor Transitions
Cell Phones	50,000	17,521	32,479	35%	
Sponsorships & Memberships	59,314	9,475	49,840	16%	Intermittent Expenditures
Books for Kids	250,000	14,760	235,240	6%	Bookworms II to launch in January
Other Operating Costs	275,037	87,323	187,714	32%	
Computer Equipment & Software	58,916	23,572	35,344	40%	Intermittent Expenditures
Furniture & Fixtures	11,542	675	10,867	6%	Intermittent Expenditures
Unallocated (Budget Only)	1,472,359	-	1,472,359	0%	
<b>Total ELC Expense</b>	<b>\$ 15,925,299</b>	<b>\$ 4,417,619</b>	<b>\$ 11,507,680</b>	<b>28%</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 16,701,511</b>	<b>\$ 4,575,874</b>	<b>\$ 12,125,637</b>	<b>27%</b>	
<b>Total Expense</b>	<b>\$ 159,505,971</b>	<b>\$ 36,404,727</b>	<b>\$ 123,101,245</b>	<b>23%</b>	

**Early Learning Coalition of Broward County, Inc.**  
**FY 2021-2022 Annual Budget to Actual YTD**  
**For The Period Ending October 31, 2021**  
**Summary**

	FY 2022 Budget	YTD Actual	Balance	% of Budget	Notes
<b>Revenue:</b>					
DEL School Readiness	\$ 74,791,942	\$ 22,228,892	\$ 52,563,050	30%	Enrolling
DEL School Readiness Match Pool	5,380,330	1,797,640	3,582,690	33%	
DEL Preschool Development Grant	583,513	25,316	558,197	4%	Recent allocation, program ramping up
DEL-CARES/CRRSA Pandemic Relief	28,032,779	-	28,032,779	0%	Expenditures Pending Nov/Dec
DEL - Voluntary Pre-K	40,113,923	9,199,752	30,914,170	23%	4% Lower than Normal due to Pandemic
CSC - Income Eligible	4,594,530	1,406,190	3,188,340	31%	
CSC - Vulnerable Populations	2,968,621	721,324	2,247,297	24%	Enrolling
Broward County- SR Match	1,896,249	777,672	1,118,577	41%	Higher exp in 1st Qtr-Contract Year Close
Broward County - Special Needs	559,084	77,157	481,927	14%	Enrolling
Univ of Florida Lastinger Ctr	35,000	-	35,000	0%	Intermittent Expenditures
SR Local Match: United Way & Cities	500,000	142,573	357,427	29%	
BECE & Miscellaneous	50,000	819	49,181	2%	Intermittent Expenditures
<b>Total Revenue</b>	<b>\$ 159,505,971</b>	<b>\$ 36,377,336</b>	<b>\$ 123,128,635</b>	<b>23%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 60,770,917	\$ 18,164,480	\$ 42,606,437	30%	SR + Match 83% of Total Expenditures (78% Required)
OEL School Readiness Match	5,380,330	1,797,640	3,582,690	33%	
DEL-CARES/CRRSA Pandemic Relief	128,086	-	128,086	0%	Restricted to VPK Covid closures as needed
OEL - Voluntary Pre-K	38,571,079	8,861,915	29,709,164	23%	
CSC - Income Eligible	4,135,077	1,301,218	2,833,859	31%	
CSC - Vulnerable Populations	2,671,759	663,941	2,007,818	25%	Enrolling
Broward County- SR Match	1,685,555	690,879	994,675	41%	Higher exp in 1st Qtr-Contract Year Close
Broward County - Special Needs	496,963	68,584	428,379	14%	Enrolling
Municipalities-SR Local Match	500,000	142,573	357,427	29%	Intermittent expenditures
Grants & Stipends to Providers	28,464,693	137,621	28,327,072	0%	CRRSA grants to be issued Nov/Dec
<b>Total Child Care Slots and Incentives</b>	<b>\$ 142,804,460</b>	<b>\$ 31,828,852</b>	<b>\$ 110,975,608</b>	<b>22%</b>	
<b>Program Expense</b>					
Children's Forum	107,712	15,291	92,421	14%	Invoices Lag 1-2 months behind
Nova Southeastern University	175,000	-	175,000	0%	Contract in process
211 Broward	337,000	97,553	239,447	29%	
Eligibility, Payments & CCR&R	7,127,980	2,168,986	4,958,994	30%	
Quality & Education	4,248,036	1,064,902	3,183,135	25%	New initiatives ramping up
<b>Total Program Expense</b>	<b>\$ 11,995,728</b>	<b>\$ 3,346,732</b>	<b>\$ 8,648,996</b>	<b>28%</b>	
<b>Administrative Expense</b>					
Children's Forum	31,500	4,647	26,853	15%	Invoices Lag 1-2 months behind
211 Broward	125,000	40,764	84,236	33%	
ELC Administration	4,549,283	1,183,731	3,365,552	26%	3.3% of Revenues (ELC Only)
<b>Total Administrative Expense</b>	<b>\$ 4,705,783</b>	<b>\$ 1,229,142</b>	<b>\$ 3,476,641</b>	<b>26%</b>	<b>3.4% of Revenues (All Admin)</b>
<b>Total Expenses</b>	<b>\$ 159,505,971</b>	<b>\$ 36,404,727</b>	<b>\$ 123,101,245</b>	<b>23%</b>	

# SCHOOL READINESS 2 YEAR UTILIZATION FY 2021 -2022

**New Enrollments from Waitlist:**  
Enrollment based on 1,000 invitations per month

**Funding Changes:**  
SR Waitlist Allocation: + \$16M  
SR Rate Incr. Allocation: + \$6.6M

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



## 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
										<b>Surplus(Deficit)</b>	<b>\$ -</b>
Increase to baseline FY21 over FY17				1,378	(FY17 Baseline= 9,396)					<b>CSC Carry-Over</b>	<b>\$ -</b>
										<b>Surplus(Deficit)</b>	<b>\$ -</b>

## 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	\$23.94	5,807,913	230,544	6,038,457	(43,029)	5,995,428
A	Aug-21	23	80%	11,806	+339	21.16	5,510,734	233,987	5,744,722	(35,188)	5,709,534
A	Sep-21	22	86%	11,680	-126	20.79	4,698,415	644,212	5,342,627	(35,198)	5,307,429
P	Oct-21	21	91%	11,652	-28	20.61	4,852,998	189,932	5,042,930	(39,627)	5,003,303
P	Nov-21	21	90%	11,794	+142	21.75	5,198,583	189,000	5,387,583	(35,185)	5,352,398
P	Dec-21	23	94%	11,950	+156	21.64	5,758,816	189,000	5,947,816	(38,536)	5,909,280
P	Jan-22	21	94%	12,101	+151	21.72	5,330,100	189,000	5,519,100	(35,185)	5,483,915
P	Feb-22	20	94%	12,329	+228	21.75	5,173,287	189,000	5,362,287	(33,509)	5,328,778
P	Mar-22	23	94%	12,536	+207	21.58	6,033,312	189,000	6,222,312	(38,536)	6,183,776
P	Apr-22	21	94%	12,824	+288	21.64	5,638,896	189,000	5,827,896	(35,185)	5,792,711
P	May-22	22	94%	13,067	+243	22.27	6,213,819	189,000	6,402,819	(39,319)	6,363,501
P	Jun-22	22	94%	13,332	+265	24.13	6,889,580	189,000	7,078,580	(40,322)	7,038,257
Average Enrollments (Baseline)				12,212						Projected Total	\$ 69,468,310
Increase to baseline FY21 over FY20				1,437						Budget	71,147,478
										<b>Surplus(Deficit)</b>	<b>\$ 1,679,168</b>
Increase to baseline FY21 over FY17				2,816	(FY17 Baseline= 9,396)					<b>CSC Carry-Over</b>	<b>\$ -</b>
										<b>Surplus(Deficit)</b>	<b>\$ 1,679,168</b>

## 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%	12,533	-799	\$23.54	5,754,794	441,467	6,196,261	(35,237)	6,161,024
P	Aug-21	23	94%	12,541	+8	21.33	5,709,557	441,467	6,151,024	(38,593)	6,112,432
P	Sep-21	22	94%	12,548	+8	21.33	5,447,659	441,467	5,889,126	(36,915)	5,852,212
P	Oct-21	21	94%	12,556	+8	21.50	5,110,064	559,263	5,669,326	(35,237)	5,634,090
P	Nov-21	22	94%	12,563	+8	21.46	5,372,886	559,263	5,932,149	(36,915)	5,895,234
P	Dec-21	22	94%	12,571	+8	21.46	5,376,207	559,263	5,935,470	(36,915)	5,898,556
P	Jan-22	22	94%	12,578	+8	21.46	5,379,529	559,263	5,938,792	(36,915)	5,901,877
P	Feb-22	20	94%	12,586	+8	21.54	4,863,440	559,263	5,422,703	(33,559)	5,389,144
P	Mar-22	23	94%	12,593	+8	21.42	5,645,585	559,263	6,204,848	(38,593)	6,166,256
P	Apr-22	20	94%	12,601	+8	21.54	4,869,479	559,263	5,428,742	(33,559)	5,395,183
P	May-22	23	94%	12,608	+8	22.23	5,886,112	559,263	6,445,375	(39,449)	6,405,926
P	Jun-22	22	94%	12,616	+8	23.76	6,035,420	559,263	6,594,683	(40,193)	6,554,490
Average Enrollments (Baseline)				12,575						Projected Total	\$ 71,366,422
Increase to baseline FY21 over FY20				363						Budget	71,367,725
										<b>Surplus(Deficit)</b>	<b>\$ 1,302</b>
Increase to baseline FY21 over FY17				3,179	(FY17 Baseline= 9,396)					<b>CSC Carry-Over</b>	<b>\$ -</b>
										<b>Surplus(Deficit)</b>	<b>\$ 1,302</b>

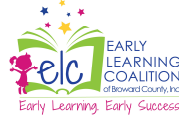
# SCHOOL READINESS UTILIZATION FY 2021-2022

## Children Services Council Vulnerable Population Contracts

**New Enrollments from Waitlist:**

Enroll per Mo: 25  
 Transfer to Sr/ Mo. 5 Avg  
 Age Out/Exit Care: 7 Avg  
 Rate Incr Effective 7/1/21

**Funding Changes:**



**Assumptions:**

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
							<b>Surplus(Deficit) End of ELC FY21</b>		<b>\$ 1,781,170</b>
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		<b>904,016</b>
							<b>Surplus(Deficit) ELC FY22 Quarter 1</b>		<b>\$ 391,754</b>
							<b>Total Surplus(Deficit) Life of Contract</b>		<b>\$ 2,172,925</b>
<del>P</del>	<del>Oct-21</del>	<del>22</del>	<del>276</del>	<del>-5</del>	<del>27.74</del>		<del>168,431</del>		<del>168,431</del>
<del>P</del>	<del>Nov-21</del>	<del>22</del>	<del>288</del>	<del>+12</del>	<del>31.22</del>		<del>197,797</del>		<del>197,797</del>
<del>P</del>	<del>Dec-21</del>	<del>21</del>	<del>301</del>	<del>+13</del>	<del>31.22</del>		<del>197,328</del>		<del>197,328</del>
<del>P</del>	<del>Jan-22</del>	<del>23</del>	<del>315</del>	<del>+14</del>	<del>32.22</del>		<del>233,419</del>		<del>233,419</del>
<del>P</del>	<del>Feb-22</del>	<del>20</del>	<del>326</del>	<del>+11</del>	<del>31.22</del>		<del>203,541</del>		<del>203,541</del>
<del>P</del>	<del>Mar-22</del>	<del>22</del>	<del>338</del>	<del>+12</del>	<del>31.22</del>		<del>232,136</del>		<del>232,136</del>
<del>P</del>	<del>Apr-22</del>	<del>21</del>	<del>353</del>	<del>+15</del>	<del>31.22</del>		<del>231,418</del>		<del>231,418</del>
<del>P</del>	<del>May-22</del>	<del>23</del>	<del>366</del>	<del>+13</del>	<del>31.97</del>		<del>269,106</del>		<del>269,106</del>
<del>P</del>	<del>Jun-22</del>	<del>21</del>	<del>382</del>	<del>+16</del>	<del>32.22</del>		<del>258,452</del>		<del>258,452</del>
							Projected Total		\$ 1,991,628
							FY22 CSC Contract Year Bud		<b>\$ 2,172,925</b>
							<b>Surplus(Deficit) End of ELC FY22</b>		<b>\$ 181,297</b>

# SCHOOL READINESS UTILIZATION FY 2021-2022

## Broward County Children Services Board Special Need Contract (COSPN)

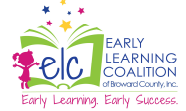
**New Enrollments from Waitlist:**

Rate Incr Effective 7/1/21

**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
							FY20 SPN Contract Year Bud	\$	206,455
							<b>Surplus(Deficit) End of ELC FY20</b>	\$	<b>35,050</b>
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
							FY20 SPN Contract Year Bud	\$	68,818
							<b>Surplus(Deficit) ELC Quarter 1 FY21</b>	\$	<b>15,938</b>
							<b>Total Surplus(Deficit) Life of Contract</b>	\$	<b>50,988</b>
P	Oct-21	22	21	-5	32.70		15,108		15,108
P	Nov-21	22	23	+2	36.23		18,334		18,334
P	Dec-21	21	25	+2	36.23		19,022		19,022
P	Jan-22	23	27	+2	36.23		22,501		22,501
P	Feb-22	20	29	+2	36.23		21,015		21,015
P	Mar-22	22	31	+2	36.23		24,711		24,711
P	Apr-22	21	33	+2	36.23		25,109		25,109
P	May-22	23	35	+2	36.23		29,167		29,167
P	Jun-22	21	37	+2	36.23		28,153		28,153
							Projected Total	\$	203,120
							FY20 SPN Contract Year Bud	\$	203,120
							<b>Surplus(Deficit) End of ELC FY20</b>	\$	<b>-</b>
P	Jul-22	0	39	+2	#DIV/0!		31,088		31,088
P	Aug-22	0	41	+2	#DIV/0!		32,682		32,682
P	Sep-22	0	43	+2	#DIV/0!		31,160		31,160
							Projected Total	\$	94,930
							FY20 SPN Contract Year Bud	\$	462,110.96
							<b>Surplus(Deficit) ELC Quarter 1 FY21</b>	\$	<b>367,181</b>
							<b>Total Surplus(Deficit) Life of Contract</b>	\$	<b>367,181</b>



ITEM#/MEETING	B223FIN2 / Board
MEETING DATE:	December 20, 2021
SUBJECT:	FY 2022 Budget Amendment #3
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve FY2022 Budget Amendment #3</b>
AS RECOMMENDED BY:	Finance Committee
FINANCIAL IMPACT:	None, reallocations only

**Background Information:**

In June 2021, the Board approved a preliminary annual budget that reflected estimated revenues and expenditures pending receipt of actual grant award letters from funders. In September, the Board approved amendment #1 after the Division of Early Learning (DEL) issued some, but not all of the expected notices of award for FY2022. In November, the Board approved Amendment #2 after DEL issued 4 more of the expected notices of award for FY2022

**Current Status:**

In accordance with terms of the newly awarded funds, staff developed implementation plans to successfully deliver the expanded services. Through budget amendment #3, staff have requested budget authority for line item changes required to move forward.

Key changes and updates included in FY2022 Budget Amendment #3 are as follows (See Attached Budget Charts for details):

- *Allocate \$396,605 of restricted CRRSA Coalition Workforce Initiative funds from placeholder for staffing costs to support the new provider workforce initiative called “Broward Above and Beyond.” (See attachment for more information) The proposed team would include:*
  - 2 Career Counselors
  - 5 Provider Support Coaches
  - 1 Team Manager
  
- *Allocate \$377,479 of restricted CRRSA Outreach funds from placeholder to consultant costs:*
  - Procure one or more vendors through an ITN for services related to a comprehensive outreach campaign highlighting Coalition services, workforce supports and initiatives and supports to parents in coordination with the appropriate Board Committee
  
- *Allocate \$621,703 from unallocated for 13 new staff to support waitlist enrollment and subsidy program expansion including:*
  - 5 Additional Eligibility Specialists
  - 3 Provider Relations Staff
  - 1 Provider Reimbursement Specialist
  - 3 Operations Specialists Supporting HR, Quality Assurance and Communications
  - 1 IT EFS Mod Help Desk Specialist
  
- *Allocate up to \$10,961 from unallocated for budget authority to bring the CEO salary within the market target range of her grade and/or up to the estimated maximum allowable HHS salary cap for 2022 effective January 1, 2022 (pending discussion and action by the Board on December 20, 2021)*

## FY 2022 Proposed Amended Staffing Plan

Business Unit	FY 2022 Approved June 2021	FY 2022 Proposed	Proposed FTE Change	Notes
CEO & Support	2.0	2.0	0.0	1 QA, 1 HR , 1 Comms Specialist 1 EFS Mod Help Desk Specialist
Finance & Contracts	10.0	10.0	0.0	
Operations	12.0	15.0	3.0	
IT	6.0	7.0	1.0	
CPO	1.0	1.0	0.0	
<b>Total Admin FTE</b>	<b>31.0</b>	<b>35.0</b>	<b>4.0</b>	
Provider Payments	14.0	15.0	1.0	1 Reimbursement Specialist (Grants) 2 Provider Rel Specialist, 1 Supervisor  5 Eligibility Specialists 5 Coach, 2 Career Counselor, 1 Mgr**
Provider Rel	10.0	13.0	3.0	
Customer Service	22.0	22.0	0.0	
Eligibility	67.0	72.0	5.0	
Quality & Education	31.0	39.0	8.0	
<b>Total Program FTE</b>	<b>144.0</b>	<b>161.0</b>	<b>17.0</b>	
<b>Total Budget FTE</b>	<b>175.0</b>	<b>196.0</b>	<b>21.0</b>	<i>**CRRSA Funded Positions</i>

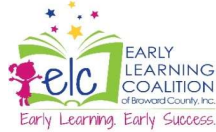
### Recommendations:

Staff and Finance Committee recommend the approval of Budget Amendment #3.

### Supporting Documents:

- Draft FY2021 Budget Amendment #3 with comparison to last three years and current year actuals
- Revised Organizational Chart Highlighting New Positions
- About Broward Above and Beyond

# FY2022 Budget by Business Activity As Amended (Proposed)



**Revenue:**

	FY 2022	FY 2022	FY 2022	FY 2022	FY 2022
	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Quality and Education Activities	Administration	Total Budget
DEL School Readiness	\$ 60,770,917	\$ 5,825,000	\$ 4,162,411	\$ 4,033,614	\$ 74,791,942
DEL School Readiness Match	5,380,330	-	-	-	5,380,330
DEL Preschool Development Grant	-	-	554,337	29,176	583,513
DEL-CARES	128,086	-	27,904,693	-	28,032,779
DEL - Voluntary Pre-K	38,571,079	1,157,132	-	385,711	40,113,923
DEL - VPK Monitoring & Outreach	-	-	-	-	-
CSC - Income Eligible	4,135,077	344,590	-	114,863	4,594,530
CSC - Vulnerable Populations	2,671,759	222,647	-	74,216	2,968,621
Broward County- Income Eligible	1,685,555	158,021	-	52,674	1,896,249
Broward County - Special Needs	496,963	46,590	-	15,530	559,084
DCF Entrant	-	-	-	-	-
Univ of Florida Lastinger Ctr	-	-	35,000	-	35,000
Local Match: United Way & Cities	500,000	-	-	-	500,000
Learning Pods, 3 Ts, BECE & Misc	-	-	50,000	(0)	50,000
<b>Total Revenue</b>	<b>\$ 114,339,767</b>	<b>\$ 7,753,980</b>	<b>\$ 32,706,442</b>	<b>\$ 4,705,783</b>	<b>\$ 159,505,971</b>

**Expense:**

<b>Child Care Slots &amp; Incentives</b>					
DEL - School Readiness	\$ 60,770,917	-	-	-	\$ 60,770,917
DEL - School Readiness Match	5,380,330	-	-	-	5,380,330
DEL - CARES First Responders	128,086	-	-	-	128,086
DEL - Voluntary Pre-K	38,571,079	-	-	-	38,571,079
CSC - Income Eligible	4,135,077	-	-	-	4,135,077
CSC - Vulnerable Populations	2,671,759	-	-	-	2,671,759
Broward County-Income	1,685,555	-	-	-	1,685,555
Broward County - Special Needs	496,963	-	-	-	496,963
Local Match: United Way & Cities	500,000	-	-	-	500,000
Stipends & Grants to Providers	-	-	27,730,609	-	27,730,609
Placeholder: Restricted Allocations	-	-	-	-	-
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 114,339,767</b>	<b>\$ -</b>	<b>\$ 27,730,609</b>	<b>\$ -</b>	<b>\$ 142,070,376</b>

**Sub Recipient Operating Expenses**

Nova Southeastern University	-	-	\$ 175,000	-	\$ 175,000
Children's Forum	-	-	107,712	\$ 31,500	139,212
211 Broward	-	\$ 337,000	-	125,000	462,000
<b>Total Sub Recipient Operating</b>	<b>\$ -</b>	<b>\$ 337,000</b>	<b>\$ 282,712</b>	<b>\$ 156,500</b>	<b>\$ 776,212</b>

**ELC Operating Expenses**

Staff Costs	-	\$ 6,964,412	\$ 2,839,055	\$ 3,199,096	\$ 13,002,563
Attorneys	-	-	-	99,000	99,000
Auditors	-	-	-	42,500	42,500
Temporary Staff	-	9,344	-	40,656	50,000
Consultants	-	23,300	796,419	151,760	971,479
Staff & Board Travel	-	-	18,720	56,280	75,000
Insurance	-	25,356	8,826	8,235	42,418
Office Rent & Utilities	-	272,821	95,339	100,609	468,769
Office Machines & Storage	-	0	-	10,085	10,085
Software Licenses	-	34,381	48,183	147,591	230,154
Phones/Internet/Web Page	-	71,445	25,304	23,205	119,954
Cell Phones	-	0	1,051	48,949	50,000
Sponsorships & Memberships	-	-	-	59,115	59,115
Books for Kids	-	-	250,000	-	250,000
Instructional Materials	-	-	47,505	-	47,505
Fees, Supplies & Other Costs	-	11	5,939	227,853	233,803
Computers & Software	-	(0)	-	58,916	58,916
Furniture & Fixtures	-	-	-	11,542	11,542
Unallocated Budget Only	-	15,910	556,779	263,891	836,580
<b>Total ELC Operating</b>	<b>\$ -</b>	<b>\$ 7,416,980</b>	<b>\$ 4,693,121</b>	<b>\$ 4,549,283</b>	<b>\$ 16,659,383</b>

<b>Total ELC &amp; Sub Recipient</b>	<b>\$ -</b>	<b>\$ 7,753,980</b>	<b>\$ 4,975,833</b>	<b>\$ 4,705,783</b>	<b>\$ 17,435,595</b>
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<b>Total Expense</b>	<b>\$ 114,339,767</b>	<b>\$ 7,753,980</b>	<b>\$ 32,706,442</b>	<b>\$ 4,705,783</b>	<b>\$ 159,505,971</b>
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<b>Revenue Over Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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<b>Percent Total Expenses</b>	<b>71.68%</b>	<b>4.86%</b>	<b>20.50%</b>	<b>2.95%</b>	<b>100.00%</b>
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# Proposed FY2022 Budget Amendment #3 Three Year Comparison



	FY2020	FY21	FY22	FY22	FY22	+/-
	FY2020 Actual	FY2021 Actual Pending Audit	FY22 Preliminary Approved June 2021	FY22 Amendment #2 Approved November 2021	FY22 Proposed Amendment #3	Change Amendment 3 over Amendment 2
<b>Revenue:</b>						
DEL School Readiness	\$ 60,326,862	\$ 64,093,701	\$ 66,273,494	\$ 74,791,942	\$ 74,791,942	\$ -
DEL School Readiness Match Pool	5,185,466	5,489,725	5,489,738	5,380,330	5,380,330	-
DEL Preschool Development Grant	265,519	872,970	160,000	583,513	583,513	-
DEL-CARES Pandemic Relief	2,954,519	27,543,012	-	28,032,779	28,032,779	-
DEL - Voluntary Pre-K	39,044,851	27,089,027	40,290,903	40,113,923	40,113,923	-
DEL - VPK Monitoring & Outreach	72,455	50,388	50,388	-	-	-
CSC - Income Eligible	5,725,342	4,502,338	5,592,850	4,594,530	4,594,530	-
CSC - Vulnerable Populations	3,951,231	1,725,958	4,242,850	2,968,621	2,968,621	-
Broward County- Income Eligible	2,141,397	1,902,157	2,198,564	1,896,249	1,896,249	-
Broward County - Special Needs	495,025	303,639	665,231	559,084	559,084	-
DCF Entrant	184,057	-	-	-	-	-
Univ of Florida Lastinger Ctr	38,530	49,900	35,000	35,000	35,000	-
Local Match: United Way & Cities	523,313	371,301	500,000	500,000	500,000	-
BECE & Misc	73,671	291,208	100,000	50,000	50,000	-
<b>Total Revenue</b>	<b>\$ 120,982,237</b>	<b>\$ 134,285,324</b>	<b>\$ 125,599,018</b>	<b>\$ 159,505,971</b>	<b>\$ 159,505,971</b>	<b>\$ -</b>
<b>Expense:</b>						
<b>Child Care Slots &amp; Incentives</b>						
DEL School Readiness	\$ 49,831,906	\$ 49,029,070	\$ 53,766,096	\$ 60,770,917	\$ 60,770,917	\$ -
DEL School Readiness Match Pool	5,185,466	5,489,725	5,489,738	5,380,330	5,380,330	-
DEL-CARES Pandemic Relief	2,562,400	12,861,548	-	128,086	128,086	-
DEL - Voluntary Pre-K	37,543,126	26,047,263	38,741,253	38,571,079	38,571,079	-
CSC - Income Eligible	5,103,427	3,981,297	5,033,565	4,135,077	4,135,077	-
CSC - Vulnerable Populations	3,610,433	1,552,987	4,157,993	2,671,759	2,671,759	-
Broward County- Income Eligible	1,925,666	1,690,800	1,954,279	1,685,555	1,685,555	-
Broward County - Special Needs	469,544	269,901	591,316	496,963	496,963	-
DCF Entrant Refugee Program	162,911	-	-	-	-	-
Local Match: United Way & Cities	523,312	371,341	500,000	500,000	500,000	-
Learning Pods Collaborative	-	206,000	-	-	-	-
Stipends and Grants to Providers	2,576,747	19,009,243	420,000	27,730,609	27,730,609	-
Placeholder: Restricted Allocations				734,084	-	(734,084)
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 109,494,938</b>	<b>\$ 120,509,176</b>	<b>\$ 110,654,241</b>	<b>\$ 142,804,460</b>	<b>\$ 142,070,376</b>	<b>\$ (734,084)</b>
<b>Sub Recipient Expense</b>						
School Board of Broward County	-	1,192,800	-	-	-	\$ -
Nova Southeastern University	-	-	-	175,000	175,000	-
Children's Forum	\$ 88,903	72,739	100,900	139,212	139,212	-
211-Broward	427,750	455,193	462,000	462,000	462,000	-
<b>Total Sub Recipient Expense</b>	<b>\$ 516,653</b>	<b>\$ 1,720,732</b>	<b>\$ 562,900</b>	<b>\$ 776,212</b>	<b>\$ 776,212</b>	<b>\$ -</b>
<b>ELC Expense</b>						
Salaries & Benefits	\$ 9,335,956	\$ 10,279,570	\$ 11,976,253	\$ 11,976,255	\$ 13,002,563	\$ 1,026,308
Attorneys	68,400	62,127	90,000	99,000	99,000	-
Auditors	33,480	37,500	42,500	42,500	42,500	-
Temporary Staff	12,085	2,697	-	50,000	50,000	-
Consultants	155,781	185,427	399,888	634,000	971,479	337,479
Staff & Board Travel	64,739	10,465	75,000	75,000	75,000	-
Insurance	19,833	33,492	31,693	42,418	42,418	-
Office Rent & Utilities	428,257	432,396	445,680	468,769	468,769	-
Office Machines & Storage	12,152	8,545	10,085	10,085	10,085	-
Software Licenses	142,271	194,325	230,154	230,154	230,154	-
Internet & Phones	88,514	101,141	103,954	119,954	119,954	-
Cell Phones	63,104	55,444	50,000	50,000	50,000	-
Sponsorships & Memberships	49,680	46,984	47,950	59,115	59,115	-
Books for Kids	44,117	280,982	250,000	250,000	250,000	-
Intructional Materials	75,978	27,436	-	41,434	47,505	6,071
Other Operating Costs	260,489	254,987	233,803	233,803	233,803	-
Computer Equipment & Software	75,952	35,013	58,916	58,916	58,916	-
Furniture & Fixtures	19,525	6,773	11,542	11,542	11,542	-
Depreciation	3,916	3,916	-	-	-	-
Unallocated (Budget Only)			324,459	1,472,354	836,580	(635,774)
<b>Total ELC Expense</b>	<b>\$ 10,954,227</b>	<b>\$ 12,059,221</b>	<b>\$ 14,381,877</b>	<b>\$ 15,925,299</b>	<b>\$ 16,659,383</b>	<b>\$ 734,084</b>
<b>Total Non-Slot Expense</b>	<b>\$ 11,470,880</b>	<b>\$ 13,779,953</b>	<b>\$ 14,944,777</b>	<b>\$ 16,701,511</b>	<b>\$ 17,435,595</b>	<b>\$ 734,084</b>
<b>Total Expense</b>	<b>\$ 120,965,818</b>	<b>\$ 134,289,129</b>	<b>\$ 125,599,018</b>	<b>\$ 159,505,971</b>	<b>\$ 159,505,971</b>	<b>\$ -</b>
<b>Revenue over Expense</b>	<b>\$ 16,419</b>	<b>\$ (3,804)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Allocate Restricted CRRSA \$\$ (734,084) (to Staff/Consultants)

21 New Staff, \$396K fm CRRSA

CRRSA Outreach Campaign

CLASS Dimension Guides

Allocated: new staff/CLASS items

# Proposed FY22 Amendment #3 vs Year to Date Actual

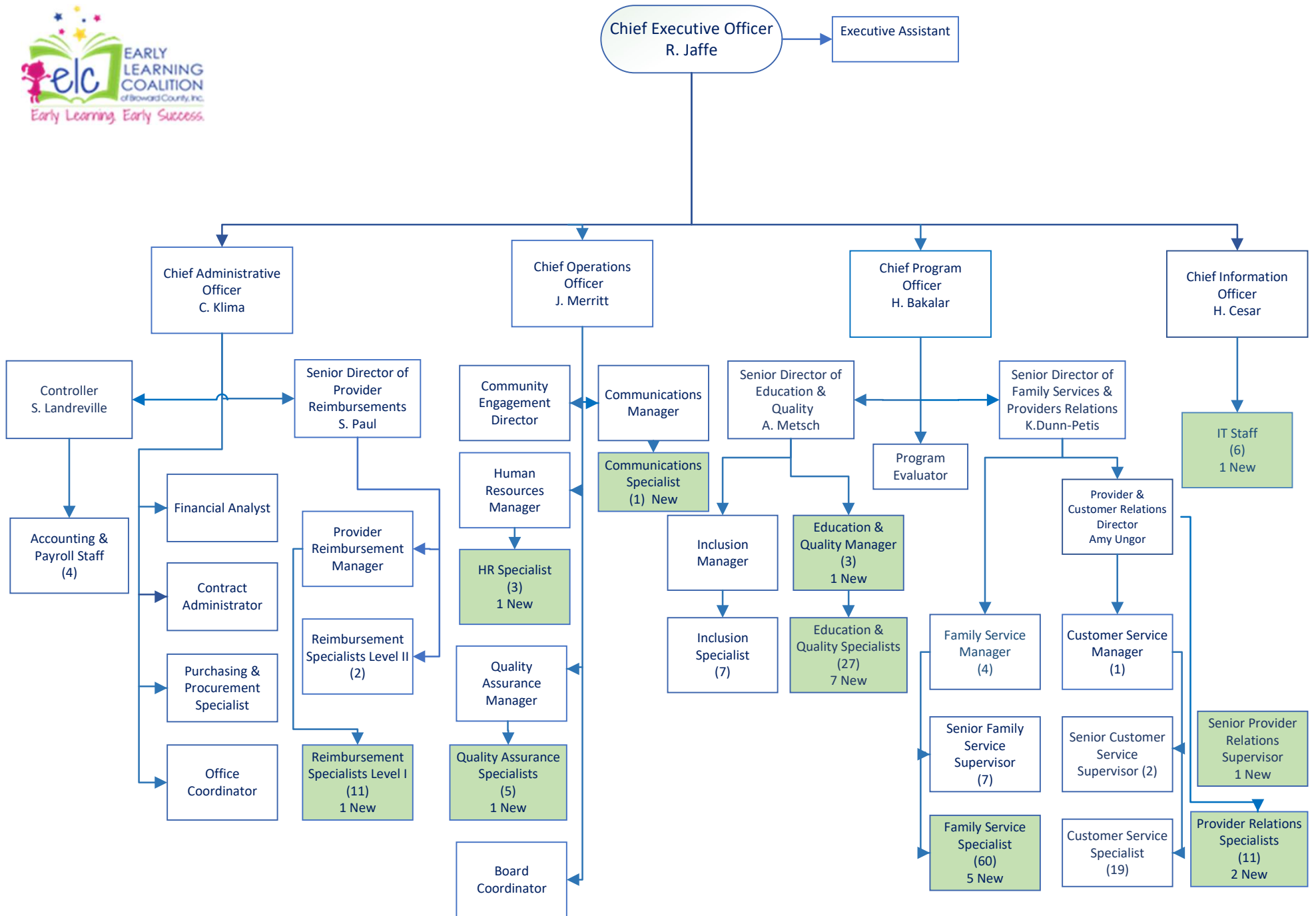


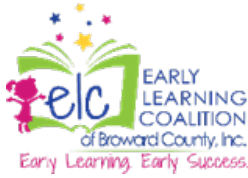
**Revenue:**

	FY22	October	Balance	%	
	<b>FY22 Proposed Amendment #3</b>	YTD Actual	Remaining Balance	% YTD Expenditures	Notes
DEL School Readiness	\$ 74,791,942	\$ 22,228,892	\$ 52,563,050	30%	Enrolling from the waitlist
DEL School Readiness Match Pool	5,380,330	1,797,640	3,582,691	33%	
DEL Preschool Development Grant	583,513	25,316	558,197	4%	Recent allocation, program ramping up
DEL-CARES Pandemic Relief	28,032,779	-	28,032,779	0%	Grants to be issued Nov/DEC
DEL - Voluntary Pre-K	40,113,923	9,199,752	30,914,170	23%	
CSC - Income Eligible	4,594,530	1,406,190	3,188,340	31%	
CSC - Vulnerable Populations	2,968,621	721,324	2,247,297	24%	Enrolling, funder of last resort
Broward County- Income Eligible	1,896,249	777,672	1,118,577	41%	Higher exp in 1st Qtr-Contract Year Close
Broward County - Special Needs	559,084	77,157	481,926	14%	Enrolling, funder of last resort
Univ of Florida Lastinger Ctr	35,000	-	35,000	0%	Intermittent expenditures
Local Match: United Way & Cities	500,000	142,573	357,427	29%	
BECE & Misc	50,000	819	49,181	2%	Intermittent expenditures
<b>Total Revenue</b>	<b>\$ 159,505,971</b>	<b>\$ 36,377,336</b>	<b>\$ 123,128,635</b>	<b>23%</b>	

**Expense:**

	FY22	October	Balance	%	
	<b>FY22 Proposed Amendment #3</b>	YTD Actual	Remaining Balance	% YTD Expenditures	Notes
<b>Child Care Slots &amp; Incentives</b>					
DEL School Readiness	\$ 60,770,917	\$ 18,164,480	42,606,437	30%	SR + Match 83% of total expenditures
DEL School Readiness Match Pool	5,380,330	1,797,640	3,582,691	33%	(78% Required)
DEL-CARES Pandemic Relief	128,086	-	128,086	0%	Restricted to VPK Covid closures as needed
DEL - Voluntary Pre-K	38,571,079	8,861,915	29,709,164	23%	
CSC - Income Eligible	4,135,077	1,301,218	2,833,859	31%	
CSC - Vulnerable Populations	2,671,759	663,941	2,007,818	25%	Enrolling, funder of last resort
Broward County- Income Eligible	1,685,555	690,879	994,675	41%	Higher exp in 1st qtr-contract year close
Broward County - Special Needs	496,963	68,584	428,379	14%	Enrolling, funder of last resort
Local Match: United Way & Cities	500,000	142,573	357,427	29%	Intermittent expenditures
Stipends & Grants to Providers	27,730,609	137,621	27,592,988	0%	CRRSA grants to be issued Nov/Dec
Placeholder: Restricted Allocations	-	-	-		
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 142,070,376</b>	<b>\$ 31,828,852</b>	<b>\$ 110,241,524</b>	<b>22%</b>	
<b>Sub Recipient Expense</b>					
Nova Southeastern University	175,000	-	175,000	0%	Invoices Lag 1-2 months behind
Children's Forum	139,212	19,939	119,273	14%	Contract in process
211-Broward	462,000	138,317	323,683	30%	
<b>Total Sub Recipient Expense</b>	<b>\$ 776,212</b>	<b>\$ 158,255</b>	<b>\$ 617,957</b>	<b>20%</b>	
<b>ELC Expense</b>					
Salaries & Benefits	\$ 13,002,563	\$ 3,792,285	\$ 9,210,277	29%	
Attorneys	99,000	19,323	79,677	20%	Intermittent Expenditures
Auditors	42,500	-	42,500	0%	Audit in progress
Temporary Staff	50,000	17,560	32,440	35%	
Consultants	971,479	106,952	864,527	11%	CLASS & outreach exp pending
Staff & Board Travel	75,000	10,140	64,860	14%	Intermittent Expenditures
Insurance	42,418	14,961	27,457	35%	
Office Rent & Utilities	468,769	168,134	300,636	36%	
Office Machines & Storage	10,085	2,158	7,927	21%	Storage cost declining
Software Licenses	230,154	76,627	153,527	33%	
Internet & Phones	119,954	56,154	63,800	47%	Phone, Email Server Vendor Transitions
Cell Phones	50,000	17,521	32,480	35%	
Sponsorships & Memberships	59,115	9,475	49,640	16%	Intermittent Expenditures
Books for Kids	250,000	14,760	235,240	6%	Bookworms II to launch in January
Instructional Materials	47,505	31,979	15,526	67%	Intermittent Expenditures
Other Operating Costs	233,803	55,344	178,459	24%	
Computer Equipment & Software	58,916	23,572	35,344	40%	Intermittent Expenditures
Furniture & Fixtures	11,542	675	10,867	6%	Intermittent Expenditures
Unallocated (Budget Only)	836,580	-	836,580	0%	
<b>Total ELC Expense</b>	<b>\$ 16,659,383</b>	<b>\$ 4,417,619</b>	<b>\$ 12,241,764</b>	<b>27%</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 17,435,595</b>	<b>\$ 4,575,874</b>	<b>\$ 12,859,721</b>	<b>26%</b>	
<b>Total Expense</b>	<b>\$ 159,505,971</b>	<b>\$ 36,404,727</b>	<b>\$ 123,101,245</b>	<b>23%</b>	





## Broward Above and Beyond

In concert with local partners, including the Children's Services Council, ELC Broward will be helping to relieve the hiring burdens being experienced by local child care providers through:

- Free tuition for DCF 45 Hours Training Requirement
- Reduced CPR fee for Educators
- Targeted Trainings and Support
- Career Counseling and Guidance
- Additional Funds to Incentive\$
- Countywide Media Campaign to Recruit Educators
- ELC Job Board
- New Educator Info Webpage

**Broward Above and Beyond**, an initiative created through the State's allocation of CRRSA dollars for recruiting, upskilling, and retaining staff, combines intensive coaching, career counseling, and skills and retention-based incentives, will reach approximately 50 child care centers that have experienced high levels of turnover.

Approximately 25 percent of the 575 child care providers responding to a survey administered by the ELC Broward two weeks ago indicated they were experiencing high turnover. In analyzing survey data, there did not seem to be significant correlation between level of staff compensation and turnover.

While conducting the workforce survey, ELC's Education team conducted another survey for child care educator staff. Of the 133 child care educators responding to that survey, the respondents were asked, "Beside pay, what do you need to feel satisfied in your job? The results below show that Positive Workplace Culture and Coaching/Mentoring were ranked as most important.

With the combined survey results in mind, Above and Beyond staff will provide bi-weekly on-site consultation, teacher coaching & modeling, on-site, individualized training, support with curriculum implementation and lesson planning, assistance with assessment tools (i.e. CLASS). Additionally, directors will attend monthly Director in Action (DIA) Leadership training series on topics including program leadership and program administration. Participants will receive retention bonuses and materials for their classroom to support the growth and development of the children.

Broward Above and Beyond includes benefits and responsibilities for child care providers and staff who participate in the initiative and data related to all components of the program will be collected and tracked.

ITEM/MEETING	B223RB1 / Board
DATE:	December 20, 2021
SUBJECT:	2021 Salary Survey Results
FOR ACTION:	Yes
RECOMMENDED ACTIONS:	<b>Adjust the CEO Cash Compensation to \$194,100 total effective January 1, 2022 (\$184,100 annual base pay plus potential performance pay up to \$10,000)</b>
AS RECOMMENDED BY	Executive Committee
FINANCIAL IMPACT:	\$6,368 FY22 (\$12,736 annualized)
ELC STAFF LEAD	C. Klima

**Background/History**

In August 2021 ELC engaged Compensation Resources (CR) to conduct an update to the salary survey they conducted three years ago in 2018. The Society for Human Resource Management (SHRM) recommends that employers review their salary structure at least once every 3 to 5 years, particularly when the marketplace becomes more competitive the way it has over the past year.

CR has over 30 years of experience providing expert guidance on executive compensation, salary administration, incentive compensation and performance management programs. Nonprofits comprise approximately 35% of their client base. The 2021 engagement for ELC Broward includes:

- Peer group market studies of compensation for all executive positions
- Updated salary benchmarks for other staff positions through CRI’s extensive research library of published surveys
- Evaluation, alignment and updates to ELC’s overall salary grade structure
- Presentation and analysis of findings for ELC Board members and staff

**Current Status**

CR completed the survey in November 2021 and will present their findings to the Board on December 20, 2021.

Highlights include:

- **Board Approved Strategy Targeting the 30<sup>th</sup> Percentile or Above is Working:** Compensation for 99% of ELC staff has kept pace with the marketplace overall (averaging at or above the 30th percentile of each grade) since the salary structure was first implemented in 2018.
- **Performance Based Salary Increases on July 1 will Correct Staff Pay Anomalies:** ELC’s current performance-based salary increase policies that are implemented each year on July 1 will be sufficient to keep 99% of staff at or above the 30<sup>th</sup> percentile of their grades without the need for interim adjustments. The average place in range is projected to be the 39<sup>th</sup> percentile when the FY22 Salary Scale goes into effect.
- **CEO Salary Alone Lags Behind Board Approved Minimum 30<sup>th</sup> Percentile Target:** The CEO’s compensation (base + bonus), which has remained un-adjusted since the 2018 survey, is the only ELC salary that has not kept pace with shifts in the marketplace and is now significantly below the market range: falling from the 25th percentile in 2018 down to the 16th percentile with the 2022 market range updates. The CEO salary is set by the Board through a process that is separate from the staff annual merit increases.

**Recommended Action:**

The Executive Committee moved to recommend that the CEO salary plus bonus be adjusted to \$194,100, which is at the 27<sup>th</sup> percentile of CEO grade on the FY22 structure. Base salary would be adjusted to \$184,100 and total potential bonus would remain at up to \$10,000. The change would be effective on January 1, 2021. Please see the attached charts showing:

- The proposed adjustment on the pay structure compared to all other staff
- The proposed adjustment compared to other key benchmarks

**Supporting Documentation**

1. Proposed CEO Adjustment vs All Staff Salary Distribution Map FY 2022 Scale
2. Proposed CEO Adjustment vs Other Benchmarks FY2022 Scale
3. CEO Salary Study Report

# Proposed Adjustment vs All Staff Salary Distribution Map FY 2022 Scale

162 of 163 (99%) Staff Projected At or Above 30th Percentile Target\*

30th Percentile Target  
All New Hires

	Grade	Low Band Percentiles						Middle Band Percentiles							High Percentiles		Range	Mid to Mid		
		MIN	5th	10th	15th	20th	25th	30th	35th	40th	45th	Midpoint	55th	60th	65th	70th			75th	MAX
C-Level	50						CEO												0.75	0.18
	49							CAO											0.75	0.18
	48								COO, CPO, CIO										0.60	0.18
Exempt	47																		0.60	0.15
	46										1								0.55	0.15
	45							3											0.55	0.15
	44							2											0.55	0.15
	43							4	2	1	5	1							0.50	0.13
	42							2	1	1									0.50	0.13
	41							12	5	6	4							2	0.45	0.10
Hourly Staff	40							2		1									0.45	0.10
	39							4	6	3									0.45	0.10
	38							3	1	1	2				1				0.45	0.10
	37							32	8	17	5		1		1				0.45	0.10
	36							11	3	4									0.45	0.10
	35																		0.50	0.10

\*CEO Salary Set by Board, Bonus May Be Awarded Annually

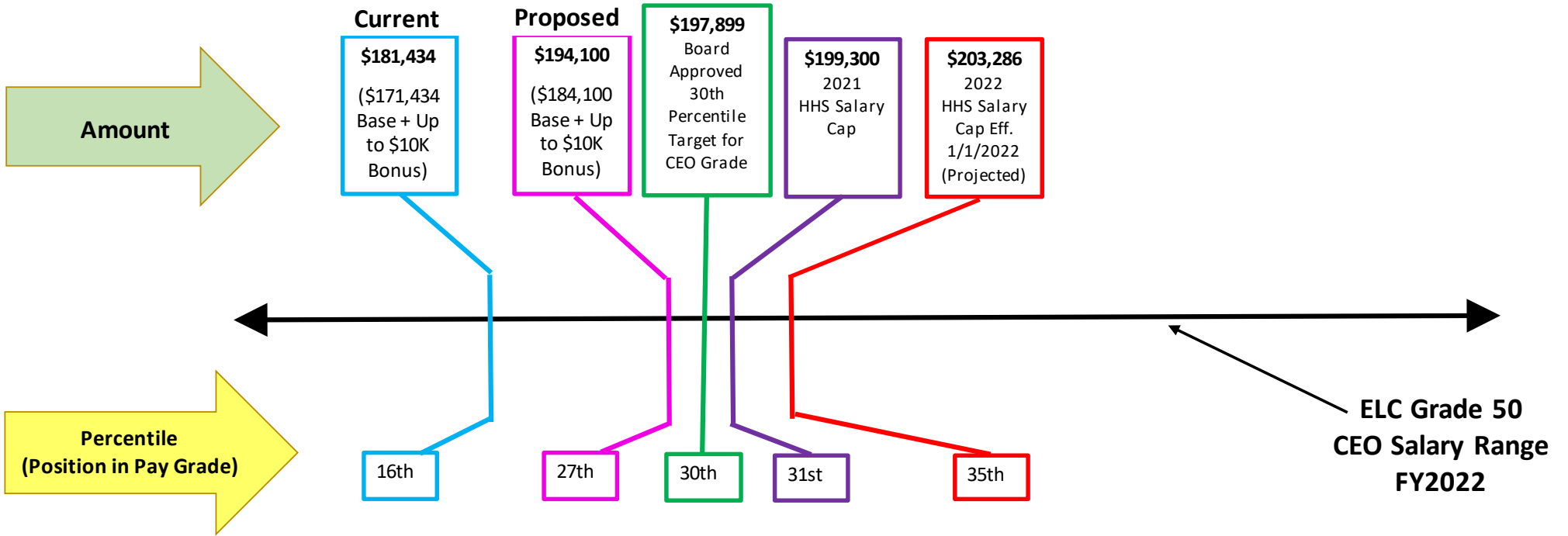
\*Merit Increases Estimated at 3.5%, Actuals Determined by Performance Up to 5%

CEO Percentile  
Proposed  
Adjustment:  
**27th Percentile**  
(Includes \$10K Bonus)

Average Projected  
Percentile  
All Staff Except CEO:  
**39th Percentile**

# Proposed CEO Salary Adjustment vs Other Benchmarks

FY 2022 Grade Range



Grade	Low Band Percentiles						Middle Band Percentiles								High Percentiles		
	MIN	5th	10th	15th	20th	25th	30th	35th	40th	45th	Midpoint	55th	60th	65th	70th	75th	MAX
50	\$161,550	\$167,608	\$173,667	\$179,725	\$185,783	\$191,841	\$197,899	\$203,957	\$210,015	\$216,074	\$222,132	\$228,190	\$234,248	\$240,306	\$246,364	\$252,422	\$282,713





**2022 CEO Compensation Study  
Report of Findings  
Discussion Draft**

**November 19, 2021**



310 Route 17 North  
Upper Saddle River, NJ 07458  
(201) 934-0505

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## 2022 CEO Compensation Study Report of Findings – Discussion Draft

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## 2022 CEO Compensation Study Report of Findings – Discussion Draft

### Introduction and Purpose

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EA Compensation Resources LLC (hereinafter "Compensation Resources") was engaged by the Early Learning Coalition of Broward County (hereinafter "ELC" or the "Coalition") to conduct a competitive compensation study of the Coalition's Chief Executive Officer ("CEO") in order to evaluate the pay levels of this position against the current competitive marketplace. This study represents an update to the compensation study conducted in 2018 (the "2018 Study").

This report presents Compensation Resources' findings with respect to the competitive levels of each component of the compensation package for the position, representing comparable organizations. In addition, this report will include a comparison of the incumbent's actual compensation against the competitive Market Ranges of pay.

This study is part of a larger study covering the entire Coalition, findings of which are contained in separate reports for the Executive Team and staff.

*The information contained herein is provided for informational purposes and is not intended to provide legal, accounting, tax or investment advice and/or services. For further information or clarification, please contact:*

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**Executive Summary**

Based on the foregoing analysis represented herein, the results of the competitive market assessment for the CEO at ELC indicate the following relative relationship of pay to the marketplace:

**Table I**  
**Market Findings Summary**

Position Title	Base Salary	TCC	TCP
Chief Executive Officer	Below	Below	Below

The following report provides the specific results of the competitive market assessment for the aforementioned position, covering the components of Base Salary, Total Cash Compensation (TCC), and the Total Compensation Package (TCP), where applicable. Definitions of these components, as well as other terms contained within this report, are included in the *Glossary*.

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### Organizational Overview

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According to its website,<sup>1</sup> ELC describes itself as follows:

Since 2000, ELC Broward has been responsible for quality early care and education services for our children. We are accountable for helping families find local child care and developing plans to address Broward County's early learning needs. That requires a lot of listening and learning on our end. With so much at stake, we strive to be our absolute best in everything we do.

Our further role is to develop and oversee a comprehensive school readiness program as described in the Local School Readiness Coalition Plan approved by Florida's Division of Early Learning (formerly known as the Office of Early Learning). This is an ongoing process that builds on existing services, works in cooperation with other programs for young children, and coordinates funding and services to achieve efficiency, accountability and effectiveness.

ELC's mission is to lead and support the early learning community to deliver high quality early learning experiences to young children and their families. At the time this study was conducted, ELC's revenue was approximately \$124,000,000.

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<sup>1</sup> [www.elcbroward.org](http://www.elcbroward.org)

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## 2022 CEO Compensation Study

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#### Methodology

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As a 501(c)(3) tax exempt organization, ELC must comply with the Intermediate Sanctions regulations (IRC Section 4958) when establishing its Total Compensation Package (TCP) for executive positions. Therefore, compensation arrangements must be established as reasonable through adherence to the principles required by the "Rebuttable Presumption" provisions. This requires that three (3) conditions be met:

- "The compensation arrangement must be approved in advance by an authorized body of the applicable tax-exempt organization, which is composed of individuals who do not have a conflict of interest concerning the transaction;
- Prior to making its determination, the authorized body obtained and relied upon appropriate data as to comparability;
- The authorized body adequately and timely documented the basis for its determination concurrently with making that determination."

#### **General**

It is important to note that the methodology used to conduct the competitive market analysis contained in this report is based on the duties and responsibilities associated with the position, and does not take into consideration the incumbent or any factors relating to the incumbent (i.e., skills, education, experience, etc.). This is the standard and accepted procedure used to identify the market value of a position and to determine what the organization would have to provide in order to recruit and hire a fully qualified candidate for the position.

Compensation Resources' market analysis of competitive compensation levels undertakes a systematic and consistent methodology that looks at a number of factors in order to provide the most applicable data for the job being evaluated. These factors include, but are not limited to, job content, organizational revenue and profile, industry, and geographic region (where applicable). The following identifies the steps undertaken during the analysis.

- Compensation Resources collected various documents and materials from ELC relevant to this study, including but not limited to, various documents related to the compensation of its CEO, information pertaining to the duties and responsibilities of the position, and current financial information of the Coalition.
- Fact-finding discussions were held with the CEO and Chief Administrative Officer in order to learn about changes and growth that have taken place at ELC since the 2018 Study.
- CR reviewed the CEO's job description in order to understand the duties, responsibilities, and complexity of the position, to be used as the baseline for extracting compensation data from the competitive marketplace. The position was matched to top executive roles within the competitive marketplace.

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## 2022 CEO Compensation Study

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- Compensation Resources undertook the evaluation of competitive compensation by utilizing, as appropriate, a combination of both peer data and published survey information, closely matched by job content, industry, organizational profile, revenue, and geography, where appropriate.

#### ***IRS Form 990 Analysis***

- Compensation Resources reviewed the following two (2) peers groups developed for the 2018 Study to determine which peers were still appropriate. Thereafter, utilizing Guidestar,<sup>2</sup> research was conducted to determine additional organizations to be incorporated into the peer groups, as appropriate. **Attachment A** provides a list of the peers utilized in this analysis, divided into the following two (2) groups:

##### ***Peer Group A - Early Learning Coalitions***

- Eight (8) Early Learning Coalitions, selected based on organizational profile, which are similar in mission and scope to ELC, with revenues ranging from approximately one-half (1/2x) to double (2x) the revenue of ELC (approximately \$124 million), and located in Florida. No changes were made to this peer group.

##### ***Peer Group B - Other Child Services Organizations/Government Funded Organizations***

- A secondary peer group of seventeen (17) organizations comprised of child services organizations which are similar in mission and scope to ELC, and located in Florida, North Carolina, South Carolina, and Georgia, as well as other not-for-profit organizations in FL that are predominantly government funded/support a service (not necessarily for children). These organizations have revenues ranging from approximately one-half (1/2x) to double (2x) the revenue of ELC (approximately \$124 million). Three (3) organizations were eliminated from the original peer group, and eleven (11) new peers were added.
- Compensation data was extracted from each peer's Form 990 to the matching position. Job matching was based on the job titles provided in the Form 990s, since job summaries were not provided. Although Compensation Resources' methodology is to compare jobs against criteria contained in job descriptions and/or summaries, job summaries were not provided in the Form 990s. However, job matching was based on the assumption that job titles shown were indicative of the core duties performed by the individual, and that these duties were generally comparable to the role assumed by the matching position at ELC.
- Peer data was geographically adjusted to reflect the average geographic differential between each peer and Fort Lauderdale, FL.<sup>3</sup>

#### ***Published Survey Analysis***

- Position matches were based on the comparability of the job criteria (duties, responsibilities, and reporting relationships) to published job summaries in the salary surveys representing not-for-profit data.

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<sup>2</sup> Guidestar is an online research database of not-for-profit organizations ([www.guidestar.org](http://www.guidestar.org)).

<sup>3</sup> Geographic Assessor; Economic Research Institute (2021).

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- Data specific to Fort Lauderdale, FL was collected. Compensation Resources conducted a comprehensive competitive market analysis of comparable positions by utilizing multiple published surveys and one (1) salary planning survey to obtain market data. A list of these surveys is included in **Attachment B**.

**Market Consensus Calculations**

- All published survey and peer data were aged to July 1, 2022, using a 2.7% appropriate aging factor, which is the projected merit increase percent for 2022 for executives in related organizations within the Southern Region. The common date was selected to coincide with the beginning of the ELC's fiscal year.
- To determine the market value of Base Salary, TCC, and TCP, CR calculated the Mean, Median, Trimmed Mean, Regression, and Market Consensus of all Form 990 and published survey data points, respectively. The definitions of these measures of central tendency are as follows:
  - **Mean:** Simple average of each data array.
  - **Median:** The middle number of each data array.
  - **Trimmed Mean:** Average that eliminates the high and low data elements in each data array.
  - **Regression:** A mathematical computation used to model a presumed linear relationship between two variables: a dependent variable (compensation element) and an independent variable (revenue) [Form 990 analysis only].
  - **Market Consensus (MC):** The average of the Mean, Median, Trimmed Mean, and Regression (Form 990 analysis only); represents our best estimate of the market value (consensus) for the position.
- To arrive at a Total Compensation Package value for the published survey data, Compensation Resources applied a factor to the published survey Total Cash Compensation market consensus for the position, which represents the average amount of additional compensation value (i.e., benefits, perquisites, etc., as reported in the Form 990s within the peer groups).
- Data was weighted accordingly as follows:

**Table II**  
**Data Source Weightings**

Data Source	Weighting
Peer Group A (ELCs)	3x
Peer Group B (Other Child Service Organizations/Government Funded Organizations)	2x
Not-For-Profit Published Surveys	1x

- Since various elements can influence the compensation levels within an organization (e.g., Compensation Philosophy, performance, market positioning, etc.), it is our practice to develop a statistical sample range from the data; therefore, data was collected at the 25<sup>th</sup>, weighted average, and 75<sup>th</sup> percentile (hereinafter referred to as the "Market Range"). Actual pay levels within the 25<sup>th</sup>



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to 75<sup>th</sup> percentile levels (which represent one-half (50%) of the sampled population) would be considered "within market".

- Subsequent to developing a Market Range, Compensation Resources determined the relative positioning of the incumbent's compensation in the Market Range. Relative market positioning is defined below:

**Table III**  
**Relative Market Position Definitions**

Market Positioning	Definition
<b>Below</b>	Incumbent's compensation falls below the minimum of the Market Range (below the 50 <sup>th</sup> percentile).
<b>Within</b>	Incumbent's compensation falls within the parameters of the Market Range. Typically represents that the incumbent's compensation is competitive with the marketplace for similar positions (between the 50 <sup>th</sup> and 90 <sup>th</sup> percentile).
<b>Above</b>	Incumbent's compensation is above the Market Range (above the 90 <sup>th</sup> percentile).

- The Actual Market Percentile was calculated so that ELC can examine the degree of alignment of the incumbent to the Market Range.

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**Findings**

**Table IV** represents Compensation Resources' findings regarding the competitive marketplace for ELC's CEO, as well as the market positioning of the incumbent relative to the Market Range.

**Table IV**  
**CEO Market Findings and Comparative Analysis**

Component	Actual	25th %ile MC	Market Average MC	75th %ile MC	Relative Position	Actual Percentile
Base Salary	\$171,364	\$184,100	\$226,500	\$276,700	-6.9% Below	19.0%
Total Cash Compensation	\$181,364	\$203,200	\$266,000	\$332,600	-10.7% Below	18.1%
Total Compensation Package	\$205,355	\$218,400	\$290,300	\$367,900	-6.0% Below	21.3%

When considering the Total Compensation Package among the peers and published surveys examined herein, Base Salary comprises the majority of TCP, and annual bonuses/incentives and deferred compensation/nontaxable benefits comprise the smallest portion, as illustrated below:

**Table V**  
**Total Compensation Package Composition (CEO)**

Position	Base Salary	Annual Incentive/ Bonus	Deferred Compensation & Nontaxable Benefits	TCP
Market Data	78.0%	13.6%	8.4%	100.0%
<b>Incumbent Data</b>	<b>83.4%</b>	<b>4.9%</b>	<b>11.7%</b>	<b>100.0%</b>

The foregoing findings indicate a below market finding for each component of the compensation package for the CEO. We have presented data at the 25th percentile, the average, and the 75th percentile, in order to provide context around the market positioning of the CEO's compensation package.

As a baseline, the competitive market analysis contained in this report identifies the market value of the CEO in order to determine what ELC would have to provide to recruit and hire a fully-qualified candidate for the position.

In light of Intermediate Sanctions Regulations, the Board should continue to authorize a thorough evaluation of the TCP provided to the CEO at least every two (2) years, to ensure that they maintain alignment with the marketplace, while recognizing changes in ELC's operations, its revenue, and scope of the incumbent's responsibilities. Furthermore, with the requirements imposed by the Regulations, the Board should examine the level of documentation of its executive compensation programs and plans, as well as the decision-making process and required documentation, in order to fulfill the spirit of all disclosure requirements of the regulations.

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**Attachment A: Peer Listing**

**Peer Group A (Early Learning Coalitions)**

Organization	Location	FY Ending	Revenue
Early Learning Coalition of Duval Inc.	Jacksonville, FL	6/30/2020	\$70,547,972
Early Learning Coalition of Miami Dade Monroe Inc	Coral Gables, FL	6/30/2020	\$206,335,393
Early Learning Coalition of Palm Beach County Inc.	Boynton Beach, FL	6/30/2020	\$127,668,509
Early Learning Coalition of Pinellas County Inc.	Clearwater, FL	6/30/2020	\$59,577,536
Hillsborough County School Readiness Coalition Inc.	Tampa, FL	6/30/2020	\$98,959,370
Orange County School Readiness Coalition Inc.	Orlando, FL	6/30/2020	\$85,544,289
Redlands Christian Migrant Association Inc.	Immokalee, FL	6/30/2020	\$78,400,640
The Early Learning Coalition of Southwest Florida Inc.	Fort Myers, FL	6/30/2020	\$49,406,696

**Peer Group B (Child Service Organizations/Government Funded Organizations)**

Organization	Location	FY Ending	Revenue
<b>Broward Behavioral Health Coalition Inc.</b>	Lauderhill, FL	6/30/2020	\$68,446,698
<b>Broward Regional Health Planning Council</b>	Hollywood, FL	6/30/2020	\$71,202,122
<b>Central Florida Behavioral Health Network Inc.</b>	Tampa, FL	6/30/2020	\$210,820,066
<b>Central Florida Cares Health System Inc.</b>	Orlando, FL	6/30/2020	\$80,755,264
ChildNet Inc.	Fort Lauderdale, FL	6/30/2020	\$131,931,898
<b>Children's Home Society of Florida</b>	Orlando, FL	6/30/2020	\$103,473,059
Community Coordinated Care for Children Inc.	Orlando, FL	12/31/2019	\$109,518,194
<b>Embrace Families Community Based Care Inc.</b>	Orlando, FL	6/30/2020	\$80,958,401
Episcopal Children's Services Inc.	Jacksonville, FL	6/30/2020	\$70,567,154
<b>Family Support Services of North Florida Inc.</b>	Jacksonville, FL	6/30/2020	\$62,875,085
<b>Lutheran Services Florida Inc.</b>	Tampa, FL	6/30/2020	\$248,542,813
<b>NWF Health Network (formerly Big Bend Community Based Care Inc.)</b>	Tallahassee, FL	6/30/2019	\$110,000,704
<b>Southeast Florida Behavioral Health Network Inc.</b>	Jupiter, FL	6/30/2020	\$69,700,843
<b>Thriving Mind   South Florida (Contracting as South Florida Behavioral Health Network Inc.)</b>	Miami, FL	6/30/2020	\$103,764,180
YMCA of Greater Charlotte	Charlotte, NC	12/31/2019	\$100,116,573
YMCA of Metropolitan Atlanta	Atlanta, GA	12/31/2019	\$112,068,232
YMCA of the Triangle Area Inc.	Raleigh, NC	9/30/2020	\$73,439,927

**Note: New peers noted in bold.**

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**Attachment B: Published Survey Listing**

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Compensation Resources conducted the competitive market analysis of comparable positions utilizing the following published surveys:

Survey Title	Publisher	Effective Date
CompAnalyst	Salary.com Subscription Service	2021
Executive Salary Assessor	Economic Research Institute (ERI)	2021
World at Work	Salary Budget Survey	2021-22

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### Glossary

**Base Salary:** The fixed component of the compensation package that tends to be relatively constant by position and hierarchy across the organization's industry. Base Salary is the value that the organization attributes to a position. Base Salary is typically determined by competitive levels within the relevant labor market, and may vary within a set range. It is a major component of the Total Compensation Package in the not-for-profit industry and is typically used as the basis for calculating bonus amounts and benefits.

**Bonus/Incentive:** Bonuses and/or incentives make up a variable element of the Total Compensation Package. Annual bonuses/incentives are typically awarded based on the employee's contributions, in conjunction with the organization's financial and operational performance. Bonuses tend to be discretionary, whereas incentive awards are determined by a formula. Annual bonuses/incentives tend to be a relatively modest portion of the Total Compensation Package within not-for-profit organizations, when compared to for-profit companies.

**Deferred Compensation:** Deferred compensation includes base salary/wages/fees deferred (nontaxable in current year), bonus deferred (not taxable in current year), incentive compensation deferred (not taxable in current year), other compensation amounts deferred (not taxable in current year), employer contributions to qualified retirement plan, qualified or nonqualified retirement plan defined benefit accruals, amounts deferred by employer or employee under 457(b) or 457(f) plans (not substantially vested), and amounts deferred under nonqualified defined contribution plans (not substantially vested).

**Market Consensus (MC):** The best estimate of the value of the position within the competitive marketplace that takes into account published surveys and peer data (where applicable), matched by job content, organizational profile, and geography. The Market Consensus is calculated based on an examination of both not-for-profit and for-profit compensation data (to the extent that sufficient data is available), which recognizes the realities of the marketplace and is consistent with Intermediate Sanctions.

**Market Positioning:** The relative position of an incumbent's compensation as compared to the Market Range, defined below.

#### Relative Market Position Definitions

Market Positioning	Definition
<b>Below</b>	Incumbent's compensation falls below the minimum of the Market Range.
<b>Within</b>	Incumbent's compensation falls within the parameters of the Market Range. Typically represents that the incumbent's compensation is competitive with the marketplace for similar positions.
<b>Above</b>	Incumbent's compensation is above the Market Range.

**Market Range:** The range of compensation around the value of the position within the competitive market that addresses variances such as Compensation Philosophy, financial performance, competitive positioning, etc. For purposes of this analysis, actual pay levels within the 25<sup>th</sup> to 75<sup>th</sup> percentile levels (which represent one-half (50%) of the sampled population) would be considered "within market".

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## 2022 CEO Compensation Study

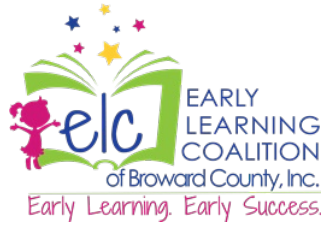
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**Non-Taxable Benefits:** Non-taxable benefits include health benefit plan premiums, medical reimbursement and flexible spending programs (nontaxable), other health benefits (nontaxable), life/disability/long-term care insurance (nontaxable), housing provided by employer or ministerial housing allowance (nontaxable), personal legal service (nontaxable), personal financial services (nontaxable), dependent care assistance (nontaxable), adoption assistance (nontaxable), tuition assistance for family (nontaxable), and cafeteria plans.

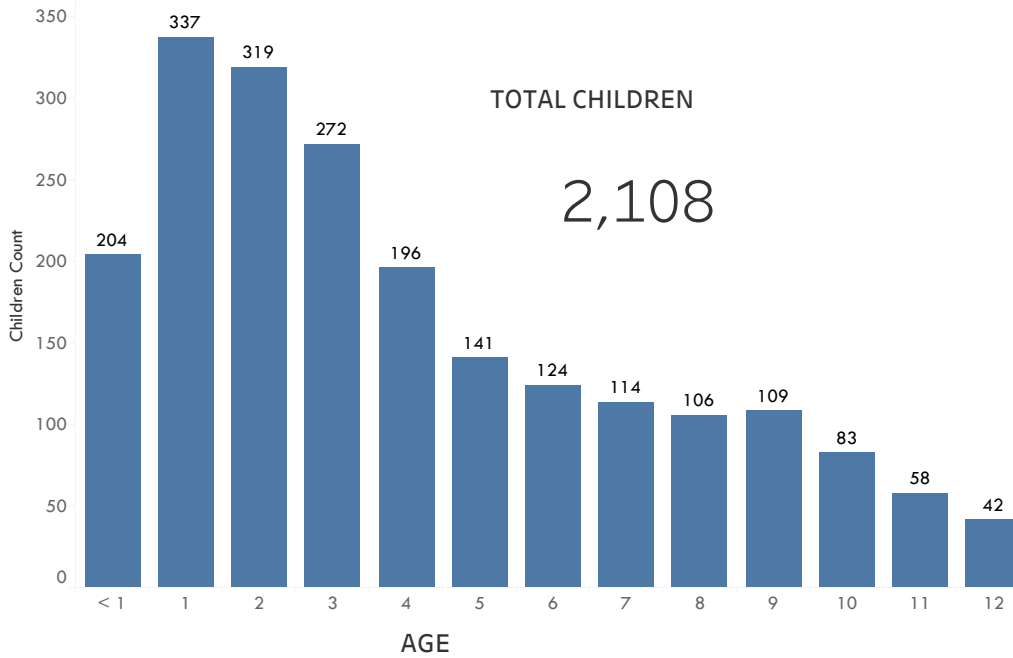
**Total Cash Compensation (TCC):** The value of Base Salary plus annual bonus/incentives.

**Total Compensation Package (TCP):** The cumulative amount of Total Cash Compensation, plus both taxable and nontaxable benefits, perquisites, deferred compensation, and any other compensation. This is the amount contained in the Intermediate Sanctions regulations for comparison purposes and includes both taxable and non-taxable income.

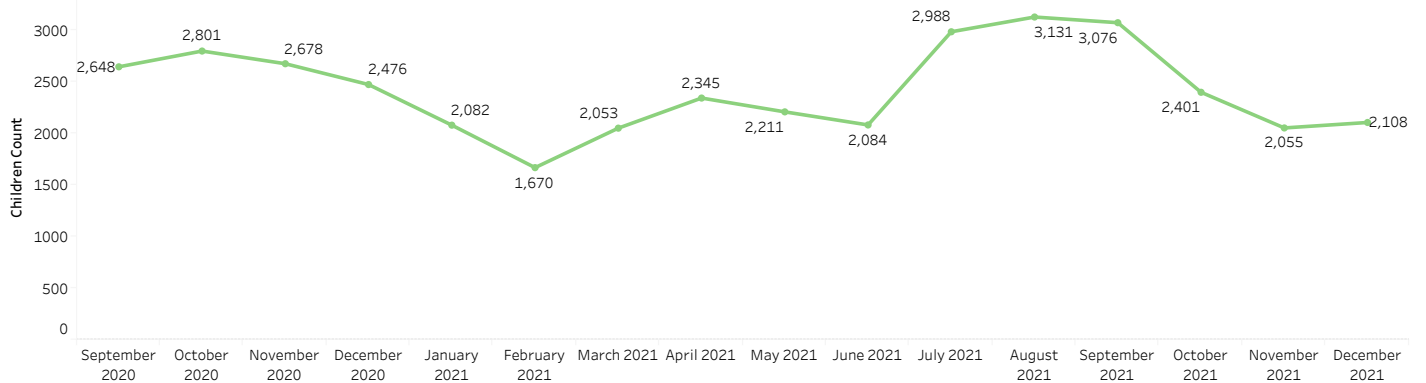
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**Waiting List Children by Age as of 12/14/2021**



Prior Month	Children ..	+/-	%
Sep 2020	2,648	-760	-29%
Oct 2020	2,801	153	5%
Nov 2020	2,678	-123	-5%
Dec 2020	2,476	-202	-8%
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%



# ELC Broward Contract 2021-2022 List

<b>Funder or Vendor Name</b>	<b>Amount</b>	<b>Purpose</b>	<b>Type</b>	<b>Term</b>	<b>Status</b>
Division of Early Learning	\$149,035,486	<i>School Readiness, VPK &amp; PDG</i>	Revenue	7/1/21-6/30/22	Active
Broward County	\$2,342,795	<i>SR Match &amp; 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	10/1/20-12/30/21	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
United Way	\$130,000	<i>SR Match Funds</i>	Revenue	7/1/21-6/30/22	Active
Children's Forum, Inc.	\$225,450	<i>INCENTIVE\$® Program</i>	Sub-recipient	7/1/21-12/31/21	Extended
First Call for Help/211	\$461,092	<i>Community Referral Services</i>	Sub-recipient	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	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	Active
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
Causetech DBA Achieve	\$7,988	<i>Website Hosting &amp; Support/Maintenance</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
FL Dept of Law Enforcement	\$1,863	<i>LiveScan Service (annual cost)</i>	Vendor	10/29/18-Ongoing	Active
Hillspoint Resources (1 <sup>st</sup> Day)	\$28,800	<i>Mental Health Support Training</i>	Vendor	10/23/21-12/31/21	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	\$42,500	<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	Active
Nova Southeastern University	\$34,500	<i>Child Care Providers State mandated training &amp; competency exams</i>	Vendor	12/1/21-6/30/22	Active
One Beat	\$7,200	<i>CPR/First Aid Training for Providers</i>	Vendor	9/1/21-12/31/21	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>Voice Over Internet Phone Services</i>	Vendor	9/15/21-9/30/24	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
The Journey Institute	\$25,500	<i>Mental Health Support Training</i>	Vendor	8/4/21-12/18/21	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 &amp; Support</i>	MOU	11/18/20-11/17/25	Active
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	Pending



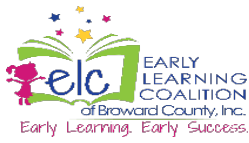
## December 2021 Training Calendar (ELC Staff and External Trainers)

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Wednesday 12/1/2021	6pm – 7:30pm	Dr. Harleen Hutchinson, IMH-E	Trauma Informed Reflective Practice with Teams Session A	Webinar
Tuesday 12/7/2021	4pm – 7pm	One Beat Medical	First Aid and CPR	ELC
Thursday 12/2/2021	6pm – 7:30pm	Dr. Harleen Hutchinson, IMH-E	Trauma Informed Reflective Practice with Teams Session B	Webinar
Saturday 12/4/2021	9pm – 3:30pm	FirstDay	Creación de aulas receptivas: módulos de capacitación conductual (Building Responsive Classrooms - Behavioral Training Modules)	ELC
Saturday 12/4/2021	9:30pm – 1:30pm	Dr. Allison Golden, Psy.D.	Be the Difference: Trauma- Informed Care in the Classroom	Webinar
Monday 12/6/2021	7pm – 9pm	Dr. Allison Golden, Psy.D.	The A's of Addressing Behavior – Part 1	Webinar
Tuesday 12/7/2021	7pm – 8:30pm	Agnieszka Boddie & Jasmine Rhinehart, Q&E Coaches, ELC	Encouraging, Responding, and Expanding: Language Modeling in Pre-K	Webinar
Wednesday 12/8/2021	6pm – 7:30pm	Dr. Harleen Hutchinson, IMH-E	Trauma Informed Reflective Practice with Teams Session A	Webinar



## December 2021 Training Calendar (ELC Staff and External Trainers)

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Thursday 12/9/2021	7pm – 9pm	Dr. Allison Golden, Psy.D.	The A's of Addressing Behavior – Part 2	Webinar
Saturday 12/4/2021	9pm – 3:30pm	FirstDay	Building Responsive Classrooms - Behavioral Training Modules	ELC
Saturday 12/11/2021	11:30am – 2:30pm	Dr. Harleen Hutchinson, IMH-E	Observation/Screening of Young Children in the Classroom	Webinar
Tuesday 12/14/2021	7pm – 8:30pm	Ana Avalos-Atkinson, Q&E Coach, ELC	Desarrollo de conceptos en prekinder: conexiones con el mundo real (Concept Development in Pre-K: Connections to the Real World)	Webinar
Tuesday 12/14/2021	7pm – 9pm	Dr. Allison Golden, Psy.D.	Be the Difference: Trauma- Informed Care in the Classroom – Part 1	Webinar
Wednesday 12/15/2021	6pm – 7:30pm	Dr. Harleen Hutchinson, IMH-E	Trauma Informed Reflective Practice with Teams Session A	Webinar
Thursday 12/16/2021	6pm – 7:30pm	Dr. Harleen Hutchinson, IMH-E	Trauma Informed Reflective Practice with Teams Session B	Webinar
Thursday 12/16/2021	7pm – 9pm	Dr. Allison Golden, Psy.D.	Be the Difference: Trauma- Informed Care in the Classroom – Part 2	Webinar



## December 2021 Training Calendar (ELC Staff and External Trainers)

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Saturday 12/18/2021	11:30am – 2:30pm	Dr. Harleen Hutchinson, IMH-E	Vicarious Trauma & Self-Care	Webinar

All trainings appear on the ELC website on the calendar.  
<https://www.elcbroward.org/events>

## 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 October 2021

Vendor Name	Amount	Purpose
ADP, Inc.	3,061.82	Processing Charges for 9/18/21,9/24/21 & 10/4/21
Ann Marie Calderon	2,450.00	Class Observer September 2021
AT&T Mobility	4,373.00	Cell Phone and Data Charges October 2021
Bluejean Software, Inc.	1,000.00	Cloud Hosting for Sept 2021
Business Card	7,749.89	Bank of America Ops purchases C. Klima (No Individual Items > \$1,000)
Business Leadership Institute	6,250.00	Sept 2021 Professional Development Training Services
Colonial Life & Accident Insurance Co.	4,841.04	September 2021 Employees Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 9/01/21 -09/30/21
EA Compensation Resources, LLC.	11,550.00	Staff & Executive Market Study , Structure & Admin Expense
Trusaic	3,000.00	2019 Compliance Tracking Service & 50% Installment for W2's monthly fee
Fort Lauderdale Crown Center, LLC.	33,767.84	October 2021 Rent Ste. 301
Guardian	11,463.95	November 2021 Employees Health Benefits
The Journey Institute, Inc.	4,550.00	September 2021 Trainings
Humana Insurance Co.	1,098.88	November 2021 Employees Health Benefits
Indeed	1,881.77	September 2021 Job Postings
Jacob C. Jackson, P.A.	7,961.00	Legal Services for September 2021
Jumpstart for Young Children, Inc.	14,020.00	Purchase of books for Read for the Record English & Spanish
Lianne Betancourt	3,850.00	Class Observer September 2021
Maria Caro	3,150.00	Class Observer September 2021
Maria Lopez	1,400.00	Class Observer September 2021
Mitel Cloud Services	5,343.96	Telephone Services for October 2021
Teachstone Training LLC	23,797.42	Kits for Toddler Observer & Assessments Training for ECE
Teachstone Training LLC	6,071.07	Pre-K & Toddler Observer Affiliate Package & MMCI Kit(Spanish)
The Lincoln National Ins.	8,114.19	November 2021 Employees Health Benefits
Webauthor.com LLC	5,000.00	CRM Software License & Hosting October 2021



## Match YTD Match Fundraising Report

Funder	Requested FY21/22	Status as of 12/01/21
Coconut Creek	\$25,684	Recommended for Funding
Cooper City	-	No Funding Available
Coral Springs (Community Chest)	5,000	Pending Response
Dania Beach	-	Recommended for Funding
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	-	Pending Response
Lauderhill	-	Not Funded
Margate	1,000	Recommended for Funding
Miramar	5,000	Recommended for Funding
North Lauderdale	5,000	Recommended for Funding
Oakland Park	10,000	Pending Response
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	10,000	Pending Response
Sunrise	55,890	Recommended for Funding
Southwest Ranches	-	No Funding Available
West Park	-	No Funding Available
Weston	6,850	Pending Response
Wilton Manors	10,000	Pending Response
<b>Total Municipalities (SR)</b>	<b>\$ 320,035</b>	<b>Total Requested FY21</b>
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
<b>Total All Match</b>	<b>\$ 5,380,330</b>	<b>Total SR Match</b>

ELC of Broward County

Committee Membership 2021-2022

COMMITTEE	Member Name	Seat	By Laws
<b>EXECUTIVE</b>	<i>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)</i>		
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
<b>FINANCE</b>	<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members. No Term Limits</i>		
	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
<b>PROGRAM REVIEW</b>	<i>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</i>		
	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	
	Cara Cerchione	Member	effective 10/2019
<b>AUDIT</b>	<i>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</i>		
	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
<b>GOVERNANCE</b>	<i>Members Elected by Board. Consists of at least (5) five Members. First Vice Chair shall serve as chair of the Governance Committee. No</i>		
	Dawn Liberta	Chair	effective 6/30/20
	Cara Cerchione	Member	effective 6/2019
	Michael Asseff	Member	effective 6/2020
	Carol Hylton	Member	effective 2/2021
	Laurie Salarullo	Member	
	Kirk Englehardt	Member	effective 9/13/21
<b>NOMINATING</b>	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition. No Term Limits</i>		
	Michael Asseff	Chair	effective 6/2020
	William Karp	Member	effective 6/2019
	Twan Russell	Member	
	Dr. Amoy Reid	Member	effective 12/19/19
	Kristina West	Member	effective 9/13/21
	Laurie Salarullo	Member	
<b>AD HOC FUNDRAISING</b>	Michael Asseff	Chair	established 2/13/20
	Amoy Reid	Member	effective 2/13/20
	Cara Cerchione	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
<b>AD HOC STRAT PLANNING</b>	Kirk Englehardt	Chair	effective 11/2021
	Laurie Salarullo	Member	effective 11/2021
	Cara Cerchione	Member	effective 11/2021
	Cindy Arenberg-Seltzer	Member	effective 11/2021
	Khalil Zeinieh	Member	effective 11/2021
	Ellie Schrot	Member	effective 11/2021
	William Karp	Member	effective 11/2021
	Dawn Liberta	Member	effective 11/2021
	Renee Podolsky	Member	effective 11/2021
<b>Workforce Workgroup</b>	William Karp	Member	effective 10/2021
	Laurie Rich Levinson	Member	effective 10/2021
	Cara Cerchione	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**

	<b>Member</b>	<b>1st Term Started</b>	<b>1st Term Exp</b>	<b>Sept 23</b>	<b>Nov 15</b>	<b>Dec 20</b>	<b>Feb 14</b>	<b>Apr 11</b>	<b>May 9</b>	<b>Jun 13</b>	<b>TOTAL FY ABSENCES</b>
1	Cara Cerchione	4.4.19	N/A	V	V						0
2	Cindy Arenberg Seltzer	1999	N/A	V	V						0
3	Dawn Liberta	6.2018	N/A	V	ABS						1
4	William Karp	4.2019	N/A	V	V						0
5	Ellie Schrot	6.2014	N/A	V	V						0
6	Khalil Zeinieh	5.12.17	6.30.25	V	V						0
7	Monica King	5.12.17	6.30.25	V	V						0
8	Laurie Rich Levinson	11.2014	N/A	V	V						0
9	Laurie Sallarulo	4.2014	4.2018	V	V						0
10	Michael Asseff	5.7.2013	5.7.2018	V	V						0
11	Renee Podolsky	6.2014	N/A	P	V						0
12	Richard Campillo	5.12.17	6.30.25	V	V						0
13	Twan Russell	2.2016	N/A	ABS	ABS						2
14	Dr. Amoy Reid	9.2019	N/A	V	V						0
15	Beverly Batson	9.2019	N/A	V	V						0
16	Zachary Talbot	2.2020	N/A	ABS	ABS						2
17	Carol Hylton	9.2020	N/A	V	V						0
18	Kristina West	4.2021	N/A	V	V						0
19	Kirk J. Englehardt	4.2021	N/A	ABS	V						1
20	Sharonda Bailey	10.1.21		N/A	V						0
	Angela Iudica	9.7.17	N/A	V							0
	VACANT - Gub. private sector										
	<b>MEMBERS WHO LEFT DURING FY 21-22</b>										
	Angela Iudica	9/30/2021									
	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><b>BG1 – At Risk Populations:</b> School readiness services for a child in a family that is: referred for investigation by the Broward Sheriff's Office (BSO); under the supervision of ChildNet (in home, foster care or relative/no relative placement); in the custody of a parent who is homeless, as verified in law; in the custody of a parent who is the victim of domestic violence, residing in a certified DCF shelter or; actively participating in a diversion program as required by law.</p> <p><b>BG3 – Temporary Assistance for Needy Families (TANF), also referred to as Temporary Cash Assistance (TCA)</b> Families who are receiving TCA, and subject to the federal work requirements.</p> <p><b>BG3R – Relative Caregiver</b> Child who is in receipt of the Relative Caregiver (RCG) payment, who is adjudicated by a Florida court and placed in the home of a relative through ChildNet.</p> <p><b>BG5 – Transitional Child Care (TCC)</b> Family that is transitioning from the receipt of TCA (from a workforce program) into employment, as defined by law.</p> <p><b>BG8 – Income Eligible</b> Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability.</p> <p><b>CSC – Children's Services Council Vulnerable Populations Program</b> Eligibility mirrors the Income Eligible (BG8) criteria. Other conditions may be set by CSC, on an as needed (case-by-case) basis.</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	The Early Childhood Environment Rating Scales are designed to assess process quality in an early childhood or school age care group. Process quality consists of the various interactions that go on in a classroom between staff and children, staff, parents, and other adults, among the children themselves, and the interactions children have with the many materials and activities in the environment, as well as those features, such as space, schedule and materials that support these interactions. Process quality is assessed primarily through observation and has been found to be more predictive of child outcomes than structural indicators such as staff to child ratio, group size, cost of care, and even type of care, for example child care center or family child care home (Whitebook, Howes & Phillips, 1995).  There are four environment rating scales, each designed for a different segment of the early childhood field: <a href="#">(ECERS-R) The Early Childhood Environment Rating Scale-Revised</a> <a href="#">(ITERS-R) The Infant/Toddler Environment Rating Scale-Revised</a> <a href="#">(FCCERS-R) The Family Child Care Environment Rating Scale-Revised</a> <a href="#">(SACERS) The School-Age Care Environment Rating Scale</a>
Federal Poverty Guidelines	FPL	The set minimum amount of gross income that a family needs for food, clothing, transportation, shelter and other necessities. In the United States, this level is determined by the Department of Health and Human Services. FPL varies according to family size. The number is adjusted for inflation and reported annually in the form of poverty guidelines. Public assistance programs, such as Medicaid in the U.S., define eligibility income limits as some percentage of FPL. The poverty guidelines are typically issued every February and correspond to the year in which they are issued.
Florida Child Care Professional Credential	FCCPC	Florida Child Care Professional Credential (FCCPC)," pursuant to Section 402.305(3)(b), F.S., is a department approved training program that consists of a minimum of 120 hours of early childhood instruction, 480 contact hours with children ages birth through eight (8) and at least two (2) methods of formal assessment that offers two (2) areas of certification; "Birth Through Five (formerly the department approved CDA Equivalency training programs)" and "School-Age (formerly the Florida School-Age Certification)."
Florida Kindergarten Readiness Screener	FLKRS	The Florida Kindergarten Readiness Screener (FLKRS) is administered to assess the readiness of each child for kindergarten. The FLKRS assessment is the Star Early Literacy®, which is an online, adaptive instrument that students complete independently in approximately 15-20 minutes. The assessment covers 3 main domains: Word Knowledge and Skills, Comprehension Strategies and Constructing meaning, and Numbers and Operations.

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

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

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