



**Early Learning Coalition of Broward County, Inc.
Board Meeting Agenda
June 13, 2022, at 12:00 PM**

In-Person and Via Zoom Meeting:

Meeting ID: 848 1623 3655 Passcode: 488502

<https://us06web.zoom.us/j/84816233655?pwd=enFZeXlJcTJlNm1Oelc4VFI3Y1BSUT09>

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.

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I.	Call to Order		Laurie Sallarulo, Chair
II.	Roll Call		Melody Martinez, Board Liaison
III.	Chair Report		Laurie Sallarulo, Chair
IV.	CEO Report	3	Renee Jaffe, CEO
	Mission Moment – Provider Appreciation Recap		Howard Bakalar & Allison Metsch
V.	Consent Agenda		Laurie Sallarulo, Chair
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	• B227CA1 – Approve FY 2023 DEL Grant Agreement	7	
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	• B227CA5 – Approve FY 2023 Scholastic Vendor Agreement Renewal	13	
	• B227CA6 – Approve FY 2023 BLI Vendor Agreement Renewal	14	
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	• B227CA12 – Approve FY 2022-2023 Board Calendar	20	
	• B227CA13 – Approve FY 2022-2023 COOP	22	

VI.	Finance Committee <ul style="list-style-type: none"> • B227FIN1 – Approve April 2022 Interim Financial Statements • B227FIN2 – Approve FY 2023 Preliminary Budget Framework • B227FIN3 – Approve One-Time 3% COLA for All Staff • B227FIN4 – Approve FY 2023 Individual Purchases over \$35K • B227FIN5 – Approve FY 2023 Related Party Estimated Contracts and Expenditures 	43 54 62 67 69	Cindy Arenberg Seltzer, Committee Chair Christine Klima, CAO
VII.	Regular Business		
VIII.	Nominating Committee <ul style="list-style-type: none"> • B227NOM1 – Approve Provider Representative • B227NOM2 – Approve Officer Nominations 	71 86	Michael Asseff, Committee Chair
IX.	Governance Committee		Dawn Liberta, Committee Chair
X.	Ad Hoc Strategic Planning Committee		Kirk Englehardt, Committee Chair
XI.	Program Review Committee		Khalil Zeinieh, Committee Chair
XII.	Audit Committee		Richard Campillo, Committee Chair
XIII.	Provider Representative Update		Beverly Batson, Representative private faith based child care provider
XIV.	FYI Items <ul style="list-style-type: none"> • FYI 1 Wait List Report • FYI 2 FY 21-22 ELC Contracts • FYI 3 Education and Quality Training Calendar • FYI 4 April Cash Disbursements • FYI 5 Match Report • FYI 6 FY 21-22 Committee Membership • FYI 7 FY 21-22 Board Meeting Attendance • FYI 8 FY 22-23 Board Calendar • FYI 9 Glossary of Terms 	88 89 91 93 94 95 96 97 98	
XV.	Unfinished Business New Business Matters from the Board Matters from the CEO Matters from our Partners Public Comment Next ELC Board Meeting: TBD Adjourn		

Please Note: Agenda is subject to revisions and additions per the discretion of the Chair of the Coalition. Notification will be sent of any such 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 – June 13, 2022

VPK Update

VPK applications for the 2022/2023 school year began in January. To date, 9,946 applications are now approved for next school year. We continue to do outreach and between our outreach campaign and decrease in Covid-19 cases, believe VPK application/enrollment numbers will continue to increase for the FY 22/23 VPK year.

VPK Legislative Changes Effective July 1, 2022

Legislation passed during both this legislative session and last year's legislative session that will have a large impact on the State's Voluntary Pre-K (VPK) system beginning July 1, 2022. Here is an overview:

- **All** VPK classrooms will be CLASS assessed (different than School Readiness where only providers with schools that have more than 20 percent School Readiness children or providers with Class 1 licensing violations are CLASS assessed and CLASS assessments are only conducted on a random sample of 50 percent of the program's classrooms).
- VPK providers receiving scores under 4.0 will not be able to renew their VPK contracts.
- Pending the Governor's signature, the base student allocation (BSA) for school year VPK will be increased by \$317 per child, from \$2,486 to \$2,803. The rate for Summer VPK will increase from \$2,122 to \$2,393, which is an increase of \$271 (which is the largest increase, and the most funding the State's VPK program has ever received).
- Pending the Governor's signature, the State allocated \$100 million of non-recurring dollars to support per-child supplements for any VPK provider that agrees to pay wages of at least \$15 per hour to its VPK instructors (Broward has received an allocation of approximately \$10 million from this \$100 million).

The American Recovery Plan (ARP):

As previously reported, the Division of Early Learning (DEL) opened its American Recovery Plan (ARP) grant applications February 28th. The ARP award amount for ELC Broward is \$62.9 million (of which \$59,864,965 is for provider grants) for the first round of grants, with additional ARP funding awards expected thereafter over the next seven quarters. Individual provider grant amounts range from \$12,000 to more than \$360,000.

Broward leads the State in the number of applications approved and installments paid. As of June 6, 2022, ELC staff had approved a total of 621 ARP provider grant applications totaling more than \$43 million in grant awards. Approved awards will be paid in three installments issued in 90 day intervals.

Broward Bookworms

We are busily promoting Broward Bookworms. It is prominently featured in the current edition of Family Life Magazine, has been promoted through social media and radio ads, and has been distributed through our partner agencies. This FY we have had requests for more approximately 10,000 book packets to date, and we expect that number to grow a bit more as we conduct outreach through other media opportunities, and through other local partners, like Museum of Discovery and Science (MODS), which has been actively distributing Bookworms fliers to museum visitors.

Provider Appreciation Event

ELC Broward hosted "*M&M's- Thank You for Being Marvelous and Magnificent,*" its provider appreciation event, on May 12th. A light dinner was served, along with, you guessed it, M&M's, for the room full of child care educators, directors, and owners in attendance. Fabulous raffle prizes were distributed, along with lots of appreciation for our wonderful child care provider community. Special thank you to board members Dawn Liberta and Rich Campillo, who joined us for the evening festivities!

DEL Accountability Monitoring Review

ELC was notified May 2, 2022 that DEL will commence an Accountability Monitoring for fiscal year 2021-2022 beginning June 13, 2022, the morning of the ELC Board meeting.

DEL will conduct an eligibility and programmatic review that will consist of Voluntary Prekindergarten (VPK) and School Readiness (SR) child eligibility and payment validation, VPK provider eligibility, data accuracy (DA), educational services delivery (ESD), coalition governance (CG), operations and program management (OPM) and child care resource and referral (CCR&R). The eligibility review sample period will be June 2021 and Jan. – Feb. 2022. The programmatic review period will be July 1, 2020 – June 30, 2022.

Board Orientation Part II

This Orientation will be offered to all Board Members, but especially those that commenced over the past 2 years. It will take a deeper dive into the workings of ELC. Judith will be sending out a meeting request for late June early July.



Early Learning Coalition of Broward County, Inc.
Board Meeting Minutes
May 9, 2022, at 12:00 PM
 Virtual Meeting

Members in Attendance	Laurie Sallarulo; Cindy Arenberg-Seltzer; Carol Hylton; Dawn; Liberta; Monica King; Michael Asseff; Kristina West; Kirk Englehardt; Ellie Schrot; Laurie Rich Levinson; Renee Podolsky; Richard Campillo; Twan Russell; Amoy Reid; Beverly Batson; Sharonda Bailey; Julie Winburn
Members Absent	Zachary Talbot; Khalil Zeinieh
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Judith Merritt, COO, Allison Metsch, Sr. Director of Education & Quality; Melody Martinez, Board Liaison; Lizbeth Juan, Executive Assistant; Elsy Silvestre, Contract Administrator; Stephanie Landreville, Controller; Amy Moore, Senior Director of Family Services and Provider Relations; Ancel Pratt III, Senior Director of Communications
Others in Attendance	Julie Klahr, General Counsel

Item	Action/Discussion
Welcome & Call to Order	Dawn Liberta called the meeting to order at 12:02 PM as we waited for Chair, Laurie Sallarulo. The roll was called, and a quorum was established.
Chair Report	Laurie Sallarulo welcomed everyone and explained that the meeting was moved to Zoom as only 2 Board members were available to go in person and not a lot of items on the agenda.
CEO Report	The CEO welcomed everyone and introduced Ancel Pratt III, the new Senior Director of Communications and Outreach.
Consent Agenda 1. Approve April 11, 2022, Meeting minutes 2. B226CA1 – Approve Board Calendar FY 22-23	<p>Chair Laurie Sallarulo pulled item #2, the Board Calendar FY 22-23</p> <p>A Motion was made by Cindy Arenberg-Seltzer to approve item #1, April 11, 2022, Meeting minutes. Seconded by Renee Podolsky. Unanimously approved. Motion Passes.</p> <p>Chair Laurie Sallarulo questioned the number of times the Board is meeting. Suggested removing the “as needed”</p> <p>Cindy Arenberg Seltzer added that the Bylaws allow the cancelation of meetings. She also expressed concern for the December 19 meeting and suggested it be changed.</p> <p>Laurie Sallarulo asked if everyone was happy with the Finance and Executive Committee commencing at 1:30 pm, Board Members said it worked for them.</p> <p>COO agreed to work on the Calendar to ensure it meets the reporting and Board’s needs.</p>

<p>Finance Committee</p> <p>1. B226FIN1 – Approve Related Party Transaction for Junior Achievement Books, Bucks & Backpacks Event Sponsorship Approve February Interim Financials</p>	<p>Approve Related Party Transaction for Junior Achievement</p> <p>Cindy Arenberg Seltzer presented the Related Party Transaction for Junior Achievement Event Sponsorship and since Chair Laurie Sallarulo is the CEO of Junior Achievement Cindy would be making this motion from the Finance Committee.</p> <p>A Motion was brought forth by the Finance Committee to Approve FY22 Related Party Purchase for Junior Achievement Event Sponsorship. The Motion was approved by a 2/3 of the Board vote. Chair Laurie Sallarulo abstained from the vote and completed the required conflict of interest documentation. Motion Passes.</p>
<p>Regular Business</p>	<p>No Discussion.</p>
<p>UNFINISHED BUSINESS</p>	<p>None</p>
<p>NEW BUSINESS</p>	<p>None</p>
<p>MATTERS FROM CHAIR</p>	<p>There was no discussion.</p>
<p>MATTERS FROM COMMITTEES</p>	<p>None</p>
<p>PUBLIC COMMENT</p>	<p>There was no discussion.</p>
<p>NEXT MEETING DATE</p>	<p>June 13, 2022, at 12:00 PM</p>
<p>ADJOURN</p>	<p>Dawn Liberta Motioned to Adjourn meeting at 12:30 PM</p>

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



ITEM/MEETING	B227CA1 / BOARD
DATE:	6/13/2022
SUBJECT:	FY 2023 DEL Grant Agreement
FOR ACTION:	Yes
RECOMMENDED ACTIONS:	Approve FY 2023 DEL Grant Agreement, Pending Legal Review
AS RECOMMENDED BY	N/A
FINANCIAL IMPACT:	TBD Pending Issuance of Notice of Award
ELC STAFF LEAD	C Klima

Background/History

The Florida Department of Education, Division of Early Learning (DEL) has not yet issued revised terms and conditions of the annual Grant Agreement that supplies the majority of the funding and operating guidelines for Early Learning Coalitions throughout Florida. Each year DEL meets with the Coalitions to go over the updated Agreement during the month of June. They are required by law to issue the final terms and conditions for execution on or before June 30, 2022.

Current Status

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

Recommended Action

Approve the FY 2023 DEL Grant Agreement, Pending Legal Review

Supporting Documentation

None



ITEM/MEETING	B227CA2 / BOARD
DATE:	6/13/2022
SUBJECT:	FY 2023 United Way School Readiness Match Contract
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2023 United Way School Readiness Match Revenue Agreement Pending Legal Review
FINANCIAL IMPACT:	\$130,000
ELC STAFF LEAD	C. Klima

Background Information:

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

Current Status:

The draft agreement is currently pending legal review.

Recommendation:

Approve FY 2023 United Way School Readiness Match Revenue Agreement Pending Legal Review.

Supporting Documentation:

None

ITEM/MEETING	B227CA3 / BOARD
DATE:	6/13/2022
SUBJECT:	Children’s Forum INCENTIVE\$ Sub Recipient Agreement FY 2023
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2023 Children’s Forum Sub Recipient Agreement Renewal for Administering the INCENTIVE\$ Program Pending Legal Review
FINANCIAL IMPACT:	\$676,348 FY 2023
ELC STAFF LEAD	C. Klima

Background

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

For 20 years ELC has partnered with the Children’s Forum, the sole licensee in Florida for the North Carolina-Based Child Care INCENTIVE\$® Program as a sole-sourced vendor to administer the program in Broward County. In FY22 the INCENTIVE\$ program rolled out a new, higher stipend scale and changed program participation rules to encourage more Directors to support their staff in applying to the program. The Forum currently projects it rewarded approximately 400 educators with wage supplements this year. FY 2023 will be the first full year of implementation using the new scale.

Current Status

Finance Committee recommend the members Approve FY 2023 Children’s Forum Sub Recipient Agreement for Administering the INCENTIVE\$ Program Pending Legal Review.

Supporting Documentation

Sub Recipient Agreement Fact Sheet



CHILDREN'S FORUM INCENTIVE\$ SUB RECIPIENT AGREEMENT FACT SHEET

SUB RECIPIENT NAME: Children's Forum, Inc.

PROCUREMENT: Single Source

BUDGET AMOUNT: \$676,348

PARTICIPANT

ELIGIBILITY:

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

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

SCOPE OF WORK:

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

DELIVERABLES:

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

PERFORMANCE MEASURE:

The turnover rate of Broward County teachers participating in the Child Care INCENTIVE\$® project will be at least 10% lower than the average turnover rate of all states reported in the National Annual Child Care INCENTIVE\$® report produced by Child Care Services Association of North Carolina. The INCENTIVE\$® program is promoted and made available to 100% of Broward Child Care Providers that have a School Readiness Contract. INCENTIVE\$® representatives will conduct onsite outreach at least two ELC events for providers such as ELC's PLAN meeting or the Broward Early Care and Education Conference.

ITEM/MEETING	B227CA4 / BOARD
DATE:	6/13/2022
SUBJECT:	211 Broward FY23 Sub Recipient Services for Community Service Referrals
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2023 211-Broward Sub Recipient Agreement for Community Service Referrals pending Legal Review
FINANCIAL IMPACT:	\$462,000 FY23 Budget
ELC STAFF LEAD	C. Klima

Background Information:

Since July 2019, Community Resource Referral Services First Call for Help d/b/a 211 Broward has been a sole-sourced sub recipient vendor providing community resource referral, call center back up, and customer service training services to the Coalition. 211 also promotes the availability of School Readiness, VPK and other ELC services at all Community Resource events they attend. In FY 2023, ELC will be establishing a new agreement cycle with 211-Broward including up to 4 one-year renewal options.

- 211 Broward is the sole FCC-designated 211 resource for community services in Broward County
- 211 Broward holds the exclusive license to operate in Broward County using the three-digit FCC designated dialing number.
- 211 Broward is the only 24/7 comprehensive agency that provides support services for individuals seeking crisis intervention assistance and/or information and referral services.

Current Status/Recommendation

Finance Committee recommend that the Board Approve FY 2023 211-Broward Sub Recipient Agreement for Community Service Referrals pending Legal Review

Supporting Documentation:

- Sub Recipient Fact Sheet



211- BROWARD COMMUNITY SERVICE REFERRALS SUB RECIPIENT FACT SHEET

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

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

PROCUREMENT: Sole Source Determination February 2022

BUDGET AMOUNT: \$462,000

TERM: July 1, 2022 through June 30, 2023

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

DELIVERABLES:

- (1) Updated and Accessible Community Resource Directory for ELC Clients
- (2) Documented Results of at least 36 Outreach Events
- (3) All CCR&R and ELC Service Related Calls Directed to ELC Certified Counselors
- (4) Seamless Outage and Overflow Coverage for ELC Client Inquiries
- (5) High Quality Customer Service Training for ELC Staff.

PERFORMANCE MEASURES:

- (1) ELC CCR&R Counselors will have access to a continuously updated Directory of Community Services in Broward tailored to comply with OEL CCR&R Grant Agreement standards.
- (2) One hundred percent (100%) of callers seeking CCR&R or Other ELC Services shall be referred to ELC for follow up [Measured by Call Traffic Reports and Secret Shopper Inquiries].
- (3) Call overflow transfers of calls from ELC to 211 Broward are handled seamless with minimal disruption to ELC clients. [Measured by Call Traffic Reports and Secret Shopper Inquiries]
- (4) Ninety-five percent (95%) of ELC staff participating in 211's Customer Service training series will demonstrate knowledge of new skills and techniques [Measured by pre and post training knowledge tests]
- (5) First Call for Help, Inc. spending forecasts and analyses, and budget management shall result in balanced fiscal year budgets, with no deficit spending and with no significant surplus of funds that have been contracted for services. [Measured by ELC records.]

REPORTS:

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



ITEM/MEETING	B227CA5 / BOARD
DATE:	6/13/2022
SUBJECT:	Scholastic FY 2023 Vendor Agreement for Supplying Bookworms Program Books
FOR ACTION:	Yes
RECOMMENDED ACTIONS:	Approve FY 2023 Scholastic Vendor Agreement Renewal for supplying Books for the Broward Bookworms Program pending legal review
AS RECOMMENDED BY	N/A
FINANCIAL IMPACT:	Up to \$500,000
ELC STAFF LEAD	C Klima

Background:

In FY 2021 the ELC created the Broward Bookworms program to promote literacy by encouraging reading at home for families with young children in Broward County. Scholastic Inc. was selected to provide book sets for the program through a public procurement. Broward families with children ages birth to 5 received packets of books from Scholastic as well as accompanying activities based on the book themes mailed directly to them after registering on the ELC website. After the FY 2021 pilot successfully reached over 10,000 families, many of whom have stayed in touch with the ELC ever since, staff renewed the program for a second year in FY2 2022 which is now in process with similar results expected. In FY 2023, staff plan to continue the program throughout the year, and expand its reach even further by working with hospitals to put books into the hands (and homes) of families with newborns on day one of a child’s life.

Current Status:

Finance Committee recommends that the Board Approve FY 2023 Scholastic Vendor Agreement Renewal for supplying books for the Broward Bookworms Program pending legal review.

Supporting Documentation

- None

ITEM/MEETING	B227CA6 / BOARD
DATE:	6/13/2022
SUBJECT:	Business Leadership Institute (BLI) Agreement
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2023 Agreement with Business Leadership Institute for Business Development Training for Child Care Operators
FINANCIAL IMPACT:	\$50,000
ELC STAFF LEAD	C. Klima

Background Information:

In FY 2020, ELC selected the Business Leadership Institute to provide a range of training programs designed to improve child care center operation and help directors to grow their capacity to deliver high quality educational services to young children. After an initial planning period, BLI launched its first successful annual workshop series in FY 2021 with 21 graduates completing the program. In FY 2022, BLI adapted its training content to address the new challenges and businesses stress of the ongoing pandemic and advised Center Directors on how best to deploy Federal stimulus grants to ensure stability and long term success. 23 Directors completed the program. In FY 2023 BLI will continue to adapt its content to address current workforce turnover mitigation and other economic challenges as the post-pandemic child care marketplace continues to evolve.

Current Status:

Finance Committee recommends that the members Approve FY 2023 Agreement with Business Leadership Institute for Business Development Training for Child Care Operators.

Supporting Documentation:

- None

ITEM/MEETING	B227CA7 / BOARD
DATE:	6/13/2022
SUBJECT:	M Network FY 2023 Agreement for Outreach Services
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve the M Network FY 2023 Agreement for Outreach Services pending Legal Review
FINANCIAL IMPACT:	Not to exceed \$300,000 FY 2023 Budget CRRSA funds
ELC STAFF LEAD	C. Klima

Background:

In FY 2022 M Network, a Miami-based communications firm, was selected through a public procurement to provide outreach services. Under a short term initial planning agreement, staff are currently developing a detailed scope of work for a one-year agreement to deliver the following starting July 1, 2022:

- Campaign to expand awareness of and enrollment in the Coalition’s flagship School Readiness Program.
- Campaign to promote the benefits of Florida’s free Voluntary Prekindergarten Services and expand the number of children enrolled for the upcoming program year.
- Attract participation in Coalition’s literacy and education services for Broward County children and families.
- Promote participation in the Coalition’s quality supports and services for childcare center staff.
- Promote the value of early care and education for positive child outcomes and promote the social and economic value of the early care and education profession in Broward County.
- Assist the Coalition in developing in-house communication and outreach expertise and infrastructure for the long term.

Current Status:

Finance Committee recommend that the members approve the FY 2023 M Network Agreement for Outreach Services pending Legal Review.

Supporting Documentation:

None

ITEM/MEETING	B227CA8 / BOARD
DATE:	6/13/2022
SUBJECT:	Goren Cherof FY 2023 Contract Legal Services
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2023 Goren Cherof Doody & Ezrol AP Agreement for Legal Services Pending Outside Counsel Legal Review
FINANCIAL IMPACT:	\$100,000 FY 2023 Budget
ELC STAFF LEAD	C. Klima

Background:

In FY 2022, ELC selected Goren, Cherof, Doody & Ezrol PA, a Broward-based law firm specializing in not for profits and local governments, through a public procurement to provide General Counsel legal services to ELC’s Board and staff. A preliminary initial agreement was issued following selection of the vendor through June 30, 2022 in order to align the annual agreement with the ELC’s financial year and begin the full five-year agreement cycle described in the solicitation on July 1, 2022.

Current Status:

Finance Committee recommend that the members Approve FY 2023 Goren Cherof Doody & Ezrol PA Agreement for Legal Services Pending Outside Counsel Legal Review

Supporting Documentation:

None

ITEM/MEETING	B227CA9 / BOARD
DATE:	6/13/2022
SUBJECT:	Use of ATT Florida State Term Contract for Cellular Services
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2023 the Use of AT&T Florida State Term Contract for ELC Cellular Services pending Legal Review
FINANCIAL IMPACT:	\$91,200 FY 2023 Budget
ELC STAFF LEAD	C. Klima

Background:

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

Current Status:

Finance Committee recommend that the members Approve FY 2023 use of AT&T’s Florida State Term Contract for Cellular Services pending Legal Review

Supporting Documentation:

None

ITEM/MEETING	B227CA10 / BOARD
DATE:	6/13/2022
SUBJECT:	Webauthor FY 2023 Contract Renewal for Flex System Software as a Service
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2023 Renewal of Webauthor Flex System Software as a Service Renewal
FINANCIAL IMPACT:	\$75,000 FY 2023 Budget
ELC STAFF LEAD	C. Klima

Background:

In FY 2020 ELC selected Webauthor, a Florida-based software development firm, through a public procurement for a vendor to provide CRM software licenses and customization services for ELC staff and clients. Flex system software allows ELC to easily create customized, paperless workflows, public-facing forms for providers, partner agencies and the public and specialized data tracking modules. The “Flex System” CRM has allowed ELC to automate and manage sign-up for provider grants, family book packs and provider match participation. It has created seamless links for child care referrals from Career Source and CSC-funded family support agencies. Internally, it is being used to track waitlist enrollment mailings, family services task assignments, customer inquiries, VPK assessment kits and ELC equipment to name but a few.

Current Status:

Finance Committee recommends that the members Approve FY 2023 Renewal of Webauthor Flex System Software as a Service Renewal

Supporting Documentation:

None

ITEM/MEETING	B227CA11 / BOARD
DATE:	6/13/2022
SUBJECT:	Keefe McCullough Single Audit and Support Contract
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2023 Renewal of Keefe McCullough Single Audit & Support Services Contract
FINANCIAL IMPACT:	\$42,500 FY 23 Budget
ELC STAFF LEAD	C. Klima

Background:

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

The Scope of Services for the Agreement includes:

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

Current Status:

Finance Committee recommends exercising the second renewal option for an additional fiscal year from July 1, 2022 to June 30, 2023. The contract will be amended in the first quarter of FY 2023 when the Audit Committee approves engagement letters with specific parameters for the upcoming Audit of FY 2022.

Supporting Documentation:

None

ITEM/MEETING	B22CA12 / BOARD
DATE:	6/13/2022
SUBJECT:	Approve FY 22-23 Board Calendar
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 22-23 Board Calendar
FINANCIAL IMPACT:	None
ELC STAFF LEAD	J Merritt

Background:

In preparation for the FY 22-23 ELC Board Calendar, the ELC’s COO did extensive prep work including reaching out to members regarding their availability of meeting date options provided. In addition, per the Board Chairs request an additional survey was conducted to see if the Board would prefer to move the full Board meeting to 8:30am instead of 12:00pm, now that we are back to conducting in person meetings. Survey results confirmed moving the Board meetings to 9:00am was preferable.

The updated FY 22-23 calendar was presented at the May 9, 2022 Board meeting where the Board Chair asked that it be pulled from the Consent Agenda. Board members discussed the frequency and number of meetings required and requested ELC staff update the calendar to reflect less gaps between some of the meeting dates and removal of “as needed” designations that appeared along with two of the meeting dates (to ensure a sufficient number of meetings for the fiscal year). The Board directed staff to present the new version at the June 13, 2022 Board meeting.

Current Status

Based on feedback from the May 9th Board meeting, ELC staff made adjustments to the FY 22-23 Board Calendar.

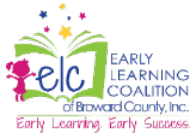
Once the FY 22/23 slate of Officers and Committee Chairs have been approved/designated at the June 13th Board meeting, ELC staff will reach out to respective Chairs to establish the frequency of meetings and develop the meeting calendar for the year. From the feedback at the recent Board Retreat, there was an appetite to explore whether we need the current frequency of committee meetings moving forward as the information is duplicative in many cases. ELC will share the committee schedule with the full Board once devised.

Recommendation

ELC staff recommend the FY 22-23 Board meeting calendar be approved.

Supporting Documents

- FY22-23 Board Meeting Calendar



ELC of Broward County

FY 2022-2023 Board/Committee Meeting Calendar

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

August 2022						
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September 2022						
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October 2022						
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30	31					

November 2022						
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December 2022						
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25	26	27	28	29	30	31

January 2023						
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29	30	31				

February 2023						
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26	27	28				

March 2023						
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April 2023						
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30						

May 2023						
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28	29	30	31			

June 2023						
Su	Mo	Tu	We	Th	Fr	Sa
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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Finance/Executive - Tuesdays/1:30 pm

- August 30, 2022
- November 1, 2022
- December 6, 2022
- January 31, 2023
- March 28, 2023
- May 2, 2023
- June 6, 2023

Full Board – Monday/9:00 am

- September 12, 2022
- November 14, 2022
- December 12, 2022
- February 13, 2023
- April 10, 2023
- May 15, 2023
- June 19, 2023

Program Review:

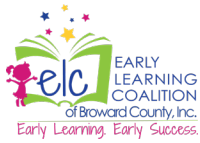
Nominating:

Governance:

Audit:

ELC Offices closed for holidays on:

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



ITEM #:	B227CA13 / BOARD
MEETING DATE:	6/13/2022
SUBJECT:	2022-2023 COOP Plan
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve 2022-2023 COOP Plan
FINANCIAL IMPACT:	None
ELC STAFF LEADS	J. Merritt

Background

The ELC is required by the Division of Early Learning (DEL) to maintain a Continuation of Operations Plan (COOP) in the circumstance that a disaster, manmade or natural, disrupts the ELC’s daily business operations. The COOP is updated annually, as necessary, and is sent to DEL. Specifically, the COOP is designed to:

1. Ensure the ELC of Broward County is prepared to respond to emergencies, recover from them, and mitigate their impact.
2. Ensure that the ELC is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.

Current Status

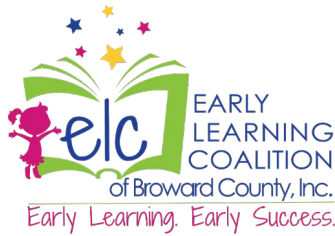
The COOP was last approved by the Board at the September 23rd 2020 meeting and has been reviewed and updated to reflect language regarding Communicable Disease events, in order to comply with recent events during COVID 19. Additionally, language surrounding Sub Recipients has been removed along with Sub Contractors providing CCR&R Operations. Section 5 Telework policy and Attachment 9, Delegation of Authority were added to comply with current practices.

Summary

The COOP is recommended for Board approval by the ELC staff. An updated approved copy is due to DEL by the end of October.

Supporting Documentation:

- 2022-2023 COOP Plan



CONTINUATION OF OPERATIONS PLAN (COOP)

Pending Board Approval June 13, 2022

**Early Learning Coalition of Broward County, Inc.
1475 W. Cypress Creek Rd., Suite 301
Ft. Lauderdale, FL 33309**

**Renee Jaffe, Chief Executive Officer
(954) 377-2188
FAX (954) 377-2192
rjaffe@elcbroward.org**

Notice: This document contains information pertaining to the deployment, mobilization, and tactical operations of the Division of Early Learning and the local early learning coalition in response to emergencies and is exempt from public disclosure under the provisions of section 281.301, Florida Statutes.

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SECTION I: INTRODUCTION

I-1 Purpose

Pursuant to Section 252.365, Florida Statutes, *Emergency Coordination Officers; disaster-preparedness plans*, this Continuity of Operations Plan (“COOP”) establishes policy and guidance to ensure the continued execution of the mission-essential functions for the Division of Early Learning and the local early learning coalitions in the event that an emergency threatens or incapacitates operations, and requiring the relocation of selected personnel and functions of the Early Learning Coalition of Broward County, Inc. 1475 W. Cypress Creek Rd., Suite 301, Ft. Lauderdale, FL 33309. Specifically, this plan is designed to:

1. Ensure the Early Learning Coalition of Broward County, Inc. (“ELC”) is prepared to respond to emergencies, recover from them, and mitigate their impact.
2. Ensure that the ELC is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.

I-2 Applicability and Scope

The COOP is intended as a flexible framework to guide ELC in managing all safety-security threats, emergencies and disasters. The COOP defines the role and responsibilities of ELC staff in the event of adverse safety conditions and/or natural or man-made emergencies. The Chief Executive Officer (“CEO”) is designated the ELC Safety Officer and Emergency Coordinating Officer (“ECO”) (**Attachment 3**). The ECO is the primary contact and is referenced throughout the rest of this COOP.

1. Primary phone number: (954) 377-2194
Contact Name: Renee Jaffe, Chief Executive Officer
Alternate phone number: (cell) 954-870-0813
E-mail address: rjaffe@elcbroward.org
County: Broward
2. Administrative and fiscal:
Phone number: (954) 377-2190
Contact Name: Christine Klima, Chief Administrative Officer
Alternate phone number: (cell) 954-295-2821
E-mail address: cklima@elcbroward.org
County: Broward

SECTION II: CONCEPT OF OPERATIONS (COO)

II-1 Objectives

The objective of this COOP is to ensure that the capability exists to continue essential functions across a wide range of potential emergencies, specifically when the ELC's administrative and fiscal offices and/or subcontractor offices are either threatened or inaccessible. The objectives of this plan include:

1. Ensuring the continuous performance of ELC's essential functions/operations during an emergency;
2. Protecting essential facilities, equipment, records, and other assets;
3. Reducing or mitigating disruptions to operations;
4. Providing for the safety of staff and visitors to facilities, reducing loss of life, minimizing damage and losses;
5. Identifying and designating principals and support staff to be relocated;
6. Facilitating decision-making for execution of the plan and the subsequent operations; and
7. Achieving a timely and orderly recovery from the emergency and resumption of full service to all customers.

II-2 Planning Considerations

In accordance with the state of Florida's guidance and emergency management principles, the ELC's COOP:

- Will be maintained at a high-level of readiness;
- Will be capable of implementation both with and without warning;
- Will be operational no later than 12 hours after activation, if at all possible;
- Will be capable of maintaining sustained operations for up to 30 days;
- Will take maximum advantage of existing State or Federal and local government infrastructures; and
- Addresses protection of equipment and other coalition assets.

II-3 Assumptions

The following assumptions form the basis for emergency planning and response for the ELC and are intended to be the context within which this plan is implemented.

1. It is assumed that the magnitude of the emergency will be such that effective response and recovery will be beyond the capability of operating units.
2. It is assumed that sufficient state resources will be dedicated to implement and operate the plan.
3. It is assumed that the Governor will request federal disaster assistance and that such federal disaster assistance programs will be implemented to meet the needs of the affected operating unit.
4. It is assumed that in the event the Governor will or has issued an executive order related to a statewide or regional emergency, that said executive order will be implemented by the ELC and any governing agencies to meet the needs of the affected operating units and the clients of the ELC.
5. All mission-essential functions provided by other state agencies in support of the ELC will continue in accordance with their respective continuity of operations plans. This includes, but is not limited to, services provided by the Division of Early Learning.

6. It will be determined (taking into consideration staffing and technical resources) if the mission-essential functions of the affected primary facility can feasibly be temporarily transferred to an established unaffected state or community-based facility as an alternative to physically relocating staff.

This COOP further assumes that with the existing and continuing possibility of the occurrence of large-scale natural and man-made emergencies, the ELC must be adequately prepared to deal with, reduce vulnerability to, and recover from such emergencies. Therefore, ELC emergency management functions must be coordinated to the maximum extent with other state/county agencies to ensure the most effective preparation and use of manpower, resources and facilities in response to emergencies/disasters.

II-4 COOP Execution

Emergencies or potential emergencies may affect the ability of the ELC to perform its mission-essential functions from any or all of its primary facilities. The following are scenarios that could mandate the activation of the ELC COOP:

- ELC's administrative/fiscal/enrollment/payment offices are closed to normal business activities as a result of an event or credible threats of an event that would preclude access or use of the facility and the surrounding area.
 - Local municipalities and government agencies are closed to normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, pandemic, or terrorist or military attacks.
1. In an event so severe that normal operations are interrupted, or if such an incident appears imminent and it would be prudent to evacuate the facilities or the local municipalities and government agencies, as a precaution, the ECO, or his/her designated employee, may activate ELC's COOP. The designated alternate facility will be activated, if necessary, and at the discretion of the ECO, or his/her designated employee of ELC.
 2. The Core Team for the ELC as identified and defined in Attachment 1 of the COOP will ensure the mission essential functions of ELC are maintained and capable of being performed using the designated alternate facility until full operations are re-established at the administrative/fiscal entity and/or sub-recipient offices.
 3. Selected secondary response staff from ELC, Broward County, or other local municipalities or agencies may supplement the ELC's Core Team. The Core Team will either relocate temporarily to the designated alternate facility, if necessary, or operate remotely. The Core Team will be responsible for continuing mission essential functions of the ELC within 12 hours, if possible, and for a period up to 30 days pending regaining access to the administrative/fiscal or the full occupation of the designated alternate facility.
 4. All Core staff necessary to perform the mission-essential functions of the ELC will be contacted and advised to report to either the alternate facility, a predetermined secure location, or other location as determined by ELC's ECO or their designee, or to operate remotely as instructed by the CEO. Secondary staff will be given instructions based on the need to have them supporting the core staff, or supporting others, including subcontractors, in the community.

5. Incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the COOP will be executed in response to a full-range of disasters and emergencies, to include natural disasters, terrorist threats and incidents, and technological disruptions and failures.
6. A list of names that composes the Core Team is listed in Attachment 1. The Core Team will also be the Emergency Response Team.
7. Alternate site locations for facilities to ensure services continue are listed in Attachment 2.
8. The CEO will be the responsible party for the activation of the ELC's COOP. In the CEO's absence, the COO will be the responsible party for the activation of the ELC's COOP.
9. The CEO or their designee shall inform all essential parties, including its Board Chair, any subcontracted providers of services of the activation of the COOP

II-5 Scope of COOP

This plan covers the following events when there is an impending disaster (natural or otherwise):

Approaching Disaster

- Core Team Meeting
- Evaluation of severity and immediacy
- Financial Preparations
- Communication with Key Contacts
- Printing of Departmental Employee Contact lists/phone trees

Decision Time

- Communication of situation to support staff
- Securing office equipment
- Division of rendezvous points
- Individual divisions' disaster continuation and recovery plans in effect

Post Disaster

- Evaluation and damage assessment of ELC Offices
- Determination of return or alternate site establishment
- IT System relocation, if necessary

De-Activation of COOP

- Review of Activation, with Recommendations

Business disasters can occur as the result of many types of events, originating with forces both external and internal to the business. Many hazards come from sources that can be described as "natural hazards", such as

hurricanes, tornadoes, floods, pandemics, etc. Other hazards can be “technological”, such as fire, spills of dangerous chemicals, or prolonged utility outages. Others can be categorized as “civil unrest”. These hazards would include terrorism/bomb threats, violence in the workplace or civil disorder.

II-6 Decision Timelines

Because the most common historical threat involving a predictable timeline is an impending hurricane, this section is written based on that threat.

II-7 Approaching Disaster

Core Team Meetings

Upon notification of a potential disaster (hurricane watch issued), ELC’s CEO calls a meeting of the Core Team.

The Core Team consists of:

- Chief Executive Officer
- Chief Administrative Officer
- Chief Operations Officer
- Chief Program Officer
- Chief Information Officer
- Communications Lead
- Human Resources Lead

The purpose of the meeting is to assess the potential situation and plan the ELC’s immediate course of action in response to the event or threat. Included will be an evaluation of the severity or immediacy of the event, timetables (securing equipment, financial record storage, website, and other social media postings, etc.) telephone number distribution, communication/to key contacts, and staff. The Core Team will meet as a group twice each day, either in person, online or telephonically, including weekends if necessary, to continue to assess the potential for imminent interruption of operations and implementation of the next step of the COOP.

All staff will receive twice daily emails updating them on potential COOP activation status.

For impending hurricanes/tropical storms, the ELC will generally follow the lead of the Broward County School District. Upon notification of the closing of Broward schools, the ELC will also close for business until the threat has passed.

Financial Preparation

1. Review Calendar of Fiscal Events and Listing of Online Access and Authority Matrix on file with IT (updated quarterly)
2. Distribute Policy, Coverage and Contact information for insurance carriers to the Core Team.
3. Conduct a status assessment of all upcoming financial events & obligations including, but not limited to:
 - a. Payroll
 - b. Mandatory employee benefits cash transfers (403B and FSA)
 - c. Employee benefits invoices
 - d. Employee reimbursements

- e. Child care provider reimbursements
 - f. Sub recipient payments
 - g. Other vendor payments
 - h. Credit card bill payments due
 - i. Scheduled vendor activities that trigger expenditures such as temps and consultants
 - j. Invoice submissions
 - k. Cash receipts
4. Assign fiscal staff and at least one backup to prepare and set up required transactions. Identify and conduct a run-through with approving authority and backup for transactions under dual custody.
 5. Identify all preparatory steps and inputs required to complete transactions either early or as scheduled using online access only.
 6. Identify alternative payment methods for critical service vendors that are typically paid by check (Online ACH Debit or Credit Card) if check printing will not be available.
 7. Create an emergency payment plan and schedule with required task checklists and staff assignments.
 8. Communicate with Key Vendors about special arrangements that may affect payments or services
 9. Communicate with Child Care providers about the process and schedule for issuing upcoming reimbursements.
 10. Communicate with Funders about the status of operations and arrangements for invoicing

Child Care School Readiness (SR) and VPK Slot Payment

Upon imminent announcement of the probability of imminent disaster by the ELC CEO, the Finance Department will secure and ensure the availability of the following data:

1. Active Enrollment Reports
2. Extract of all provider payments (5045) from previous month and the latest financial reimbursement data report by providers prior to the hurricane.
3. A backup of provider and payment information from the accounting system.

When possible and practical, ELC will endeavor to process and issue either actual or estimated provider reimbursements on time or ahead of schedule prior to the onset of an impending disaster event.

Communication with Key Contacts

During the preparation for possible disaster phase, the ELC CEO will maintain daily telephone, online and/or email contact with DEL, and with the ELC's board chair to keep them updated as to possible plans, and to share any other pertinent information.

The COO will work with the Communication Lead to post daily updates on the ELC's website, provider and parent portals, and social media venues to keep each party informed of possible actions. Robocalls, texts, and emails may also be utilized to inform parents and/or child care providers of any developments.

Contact Lists

The Human Resources Lead will be responsible for maintaining/updating all staff contact lists/communication trees. The HR Lead will send a copy of the most recent list to each manager/supervisor, and will email all staff that this list has been distributed. Department-specific instructions will be generated through this list. The staff list will be utilized by supervisors to check on the health and well-being of staff and to inform staff of any

developments before, during, and after any disaster event. This information will include when/which staff should report to work following the event.

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SECTION III: ACTIVATION PROCEDURES

III-1 Activation of COOP

If/when the CEO declares a disaster, the individual members of the Core Team will enact their specific plans for their areas of responsibility. The major items to be addressed immediately include:

- Calls/emails to key contacts, including DEL and ELC board chair
- Notification to staff, providers, parents, and partners
- Activation of internal/external call-in number for updated information
- Securing of computers, telephones, and other electronic equipment
- Back-up of computer system and notification of remote server host

Key Contact Notification

The Communications Lead will notify all interested parties (Attachment 8) via email of the ELC's decision to suspend operations, and when this suspension will take effect. The CEO will also inform the Board Chair via email and/or phone call of the impending action.

The Human Resources Lead will send an email to all ELC staff, including closure plans and directions for securing their workspace, files, equipment, etc., before leaving. The Human Resources Lead will direct all staff to remain in contact with their direct supervisor during and/or immediately after the reason for closure, if possible, to ensure staff welfare and remain updated concerning timeframes returning to work.

Additionally, the Communications Lead will post related notifications on the ELC's website, including a call-in number and email address for child care providers and for parents to obtain information updates or ask questions. The Communications Lead will update the message(s) as needed, and as information becomes available. It is anticipated that it will take ELC less than two hours to notify all interested parties of activation of the COOP Plan.

When the COOP must be implemented during non-duty hours (weekend, holiday, etc.) depending on the amount of notification prior to the imminent disaster, members of the Response Team closest to the main office will secure records, property and equipment. All fiscal, contract and human resource records not otherwise stored electronically in secured cloud-based storage, are secured in locked files.

Information Technology and Network Security

The Chief Information Officer will ensure that all computers and printers are secured prior to leaving for a natural hazard and that a backup copy of the server is completed and secured. The CIO will be responsible for implementing all aspects of the Disaster Plan IT Checklist. In the event the COOP is activated during non-duty hours (weekend or holiday) the CIO and will be responsible for coordination of securing office machinery/technology, and will designate a team to assist in securing property.

Administrative and Fiscal Data

ELC's administrative and fiscal data will be backed-up and stored off-site daily to a secure location. Storage of data at a secure off-site location may include the utilization of an online cloud storage system provided to the ELC via a third party vendor or governing state agency. The EFS Mod application is located in the North West

Regional Data Center in Tallahassee in a secure location and it is managed by the Division of Early Learning. When an emergency situation occurs, system backups including fiscal data will be obtained and will be accessible via the internet at the alternate location for use of processing sub-recipient payments and payroll. Alternate locations may include cloud services or location(s) in which ELC employees are operating remotely.

Child Care Resource and Referral Operations

As soon as practicable, ELC CCR&R staff will establish/maintain contact with Broward County's Child Care Licensing and Enforcement Division to ensure an accurate list of facilities that are both safe and open to the public is available. This list will be updated daily, or as frequently as possible, given the circumstances for the emergency. If necessary, incoming calls to ELC will be temporarily routed to 211-Broward pending resumption of call-center operations by ELC staff following relocation to alternative facilities or remote operation by employees.

III-2 Disaster Warning Conditions

1. With Warning. It is expected that, in most cases, the ELC will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP with a complete and orderly alert, notification, and deployment of the Relocation Team to an assembly site or a pre-identified alternate relocation point.
2. Without Warning. The ability to execute the COOP following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel that survives. If the deployment of staff to an alternate relocation point is not feasible because of the loss of personnel, temporary leadership of the ELC will be passed to the Division of Early Learning which shall implement the ELC's COOP at the local level.
 - (a) Non-Duty Hours. Affected staff should be able to be alerted and the Relocation Team activated to support operations for the duration of the emergency.
 - (b) Duty Hours. If possible, the COOP will be activated immediately to support operations for the duration of the emergency.

The nature and severity of the emergency will also dictate the level of activity necessary for ELC to respond and recover. Activities include activation of physical resources for the Operations Centers and the Emergency Response Team as identified in **Attachment 4** of the COOP.

- Determine the level of involvement required
- Route resource requests that exceed ELC's capabilities
- Coordinate ELC's efforts during the emergency situation

The involvement will be based on the nature and scope of the events and the level of ELC resources required.

III-3 Direction and Control

1. In the event that the Chief Executive Officer and Chair are incapacitated or unavailable to make decisions regarding ELC's COOP, authorized successors to the Chief Executive Officer are as follows:

- Chief Operating Officer
- Chief Administrative Officer
- Chief Program Officer
- Chief Information Officer

2. In the event the CEO is unavailable or incapacitated and a successor officer for the ELC as indicated above assumes leadership in the CEO's absence in accordance with Attachment 9 of this COOP, the successor officer will temporarily be considered the "CEO" as identified throughout the COOP in order to carry out the CEO duties as specified in this COOP until such time the CEO is available or no longer incapacitated.
3. Pursuant to Sections 20.05 (1) (b) and 20.50 (3), Florida Statutes, the Coalition must have an official established memorandum for Delegation of Authority for managers and officers within the local coalition (Attachment 9).

III-4 Post Disaster

As soon as practical or possible after a disaster, the CEO shall contact the Core Team members to determine a time to conduct a damage assessment. The Core Team (or any subgroup thereof with the ability to gain access to the offices) shall assess the condition of the ELC offices and equipment. Status of power, internet capabilities, etc., as well as an assessment as to when the building can be re-occupied will be determined. If the ELC office is determined to be unsafe or unsuitable for occupancy within 3 days, the CEO shall determine which alternate site the Core Team will use to re-establish operations, or if remote operation of ELC employees is an option. This decision will be based on the geographic magnitude of the disaster and accessibility factors for essential staff. The list of alternate sites is listed in Attachment 2. COOP activation will not, in most circumstances, affect the pay and benefits of either Relocation Team members or other personnel. Staff that is required to temporarily relocate to another geographical area of the State will be compensated for travel expenses in accordance with Florida Statutes, Chapter 112.061.

The CEO or designee will contact the Division of Early Learning to report initial status, to report on alternate location if one is necessary, to request aid/receive any pertinent guidance/instruction, and to establish the next time for sharing new information/guidance. The CEO or designee will also direct the core team to implement the next level of calling/texting tree to instruct secondary staff on whether to return to work. This instruction will be based on a number of factors, including staff safety risk, personal damage assessments, importance of role immediately following a disaster, and/or reassignment of role immediately following a disaster.

If it is determined that an alternate site or remote operations of ELC employees is necessary to reestablish operations, the CEO or designee:

- Will contact the lead person designated at the alternate site to facilitate entry;
- Direct the CIO to begin establishing the ability to remotely connect to the ELC server and regain IT functionality;
- As appropriate, notify the press, news media, outside customers (parents, providers), sub-recipients, and other service providers of the temporary relocation (including any changes to ELC contact information) or the ELC's remote operation status.

III-5 Continuation of Mission-Essential Functions

In the event of an emergency, the following **primary functions** are considered mission-essential for the Division of Early Learning:

1. Administration of School Readiness services at the local-level

- Coordinating responses to child care providers and parents regarding activities and services which may be affected
- Ensuring contact points are maintained and communication is intact

As soon as communications methods become available, the Communications Lead will begin updating all key parties (child care providers, parents, staff, community partners) concerning the operational status of the ELC, and any other necessary information received from DEL. Communication methods will include any combination of website updates, incoming call phone message updates, robocalls, texts, and emails, depending on which communication methods are available. These updates will occur as new information is received, and a minimum of daily. Additionally, the ELC website will be monitored for incoming questions from the public, and the Communications Lead will route questions to the appropriate ELC staff member(s).

2. Distribution of Programmatic Funds

To ensure reliable infrastructure support for the ELC, the following **support functions** are also considered to be mission-essential:

- Executive Direction
- Information Technology Support & Maintenance
- Finance & Accounting Services
- Communications
- Facilities/Property Management
- Human Resource Management

The ELC has standard daily backup procedures for all critical information systems. Daily and weekly external back-ups are made for ELC's central file systems, by the CIO. Automated online daily backup of the central filing system ensures accessibility of critical data at an off-site location.

To ensure adequate reproduction of records and databases, ELC maintains off-site and cloud records storage. The Division of Early Learning's Information Technology Services Unit has standard daily backup procedures for all critical information systems at the state level, including prior month data for enrollment of children and payment of providers in Broward County.

III-6 Augmentation of Staff and Other Resources

1. If it becomes evident that ELC staff cannot ensure the continuous performance of mission-essential functions, ELC, in coordination with the Division of Early Learning, will determine the additional positions necessary to ensure the continuous performance of mission-essential functions.
2. ELC, with assistance from DEL if needed, will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
3. ELC in cooperation with DEL will ensure that all resources needed to sustain operations for at least 30 days are acquired.

III-7 Development of Plans and Schedules for Reconstitution and Termination

1. ELC will develop reconstitution and termination plans and schedules to ensure an orderly transition of all ELC functions, personnel, equipment, and records from the temporary alternate location to a new or restored facility.
2. ELC will approve the plans and schedules prior to the cessation of operations, and will submit the plan to DEL in writing, as soon as is feasibly possible.
3. ELC will take the lead role in overseeing the reconstitution and termination process.

III-8 Weather Related Emergency Events

Office Closure:

- ELC office will close within two hours of the National Hurricane Center issuing a hurricane warning and/or
- ELC office will be closed when Broward County Schools are closed to normal business activities as a result of a declared emergency; and/or
- ELC office will be closed when the building at Crown Center – 1475 W. Cypress Creek Rd., Ft. Lauderdale, FL 33309 closes. and/or
- ELC office will be closed when there is damage to the office space or an incident impacting the ability to work in the office.

Requests for assistance from the State of Florida:

- Mobile Communications Van – request will be made early for hard hit areas
- A generator will be requested as needed for essential functions to be used at an alternate site for ELC operations and/or subcontract sites as needed
- FEMA will be contacted for necessary supplies: diapers, wipes, water, food, etc. as needed

III.9 Communicable Disease Emergency Event

“Communicable Disease Emergencies” are circumstances caused by biological agents, including organisms such as bacteria, viruses or toxins with the potential for significant illness or death in the population in which state and/or federal authorities have provided emergency notice, recommendations and/or orders in response to said biological agents and urgent and possibly extensive public health and medical interventions are needed to respond to and contain a Communicable Disease. A “Communicable Disease” may include, but is not limited to naturally occurring outbreaks for established diseases (e.g., measles, mumps, etc.), outbreaks for emerging novel diseases (e.g., COVID-19, SARS, avian influenza), and bioterrorism. The circumstances of Communicable Disease emergencies may vary by multiple factors, including type of biological agent, scale of exposure, mode of transmission, etc. The ELC will follow all protocol as directed by the State of Florida the CDC and any other applicable state or federal agency.

Communicable Disease Emergency Planning has been added into the COOP to add additional guidance in the case of outbreaks of diseases caused by a Communicable Disease, or respond to other Communicable

Disease Emergencies as defined above. Activities that may be implemented during a Communicable Disease Emergency include:

- Coordination with other city, regional, state and federal agencies and other organizations responding to a large public health emergency.
- Development and dissemination of information and guidance for our employees to ensure proper protocols with the community we serve.
- Public health disease containment measures such as infection control, isolation and quarantine, or restriction and clearance.
- Coordination of internal work processes and management of alternate work when necessary.

The ELC's Communicable Disease control and prevention efforts will include routinely receiving reports of cases of Communicable Disease and will update staff as a result of these reports and the State of Florida's plan for containment measures. This plan is intended to be used for any Communicable Disease emergency that requires a response that may require changing normal ELC business operations in order to maintain the health and safety of our employees, the clients we serve, and the public at large.

Office and Out-posted site closure

In the need to prevent illness, related to a Communicable Disease, the closure of the ELC main office may become necessary (in addition to relocating ELC employees who are currently out-posted at community partner sites) to comply with the recommendations or orders of state and federal officials or agencies as well as to protect the public and ELC employees.

In this case, all employees will need to be prepared to work remotely to ensure the continuity of our operations. This will be completed in the following manner:

- Employees previously approved to work from home may continue to do so. Check in calls with his or her supervisor for accountability of the work to be performed is recommended.
- The scope of the ELC Telework Policy will be temporarily expanded in the event of an emergency until such time the emergency has been declared over by a state or federal authority or agency. Employees not yet approved to work from home but whose positions allow for work from home may do so with supervisory check in's and a list of approved daily duties communicated with their immediate supervisor.
 - Logistics related to phones and computer access are coordinated by IT. For assistance or questions related to VPN accessibility or other issues, please send a ticket to helpdesk@elcbroward.org.
- All other employees whose positions normally do not allow for work from home, where possible and based on ELC agency needs may be assigned alternative duties, which can be completed from home. These positions will also be required to participate in daily check in's and be willing to work with alternative duties during the emergency closure period or use available vacation leave to cover the period of time the ELC offices are closed.

When Illness Strikes due to Communicable Disease Emergencies

- Follow guidelines posted by the Centers for Disease Control and Prevention ("CDC").
- Use wellness CDC based programs to instruct all employees about hygiene and disease prevention.
- Instruct employees to stay home and seek care from a medical doctor or provider if they are experiencing a Communicable Disease Emergency, such as a fever and cough and/or severe

respiratory distress. All employees who are sick during emergency closures, or who report in as sick, during these times, should not work.

- Once offices re-open employees who are sick or show symptoms of illness related to a Communicable Disease Emergency should remain home until such fever and/or other symptoms are gone for the period of time recommended by the CDC and be evaluated by a physician before returning to work.
- If employees need to be off work for a long period of time for issues related to a Communicable Disease Emergency the employee's leave issues will be address on a case-by-case basis by contacting Human Resources.

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SECTION IV: DE-ACTIVATION PROCEDURES

Upon a decision by the ELC CEO that the main facility can be reoccupied or that a different facility will be secured for ELC for an extended term (original facility uninhabitable for more than 30 days) or that ELC employees will work remotely, the ELC shall do the following:

1. ELC will oversee the orderly transition of all functions, personnel, equipment, and records from the alternate relocation point to a new or restored facility.
2. Prior to relocating back to the main facility or another building, ELC will ensure appropriate security, safety, and health assessments for suitability.
3. The staff remaining at the alternate relocation point will transfer mission essential functions and resume normal operations when the equipment and documents are in place at the new or restored facility.
4. The staff who are not at an alternate relocation point may work remotely as determined by the CEO.

In the event the capacity of ELC is such that it cannot respond to the needs of customers or deliver crucial services, ELC's functions will need to revert to alternative providers. Alternative providers are listed on **Attachment 5**.

IV-1 After-Action Review and Remedial Action Plan

1. An After-Action Review (information collection process) will be initiated prior to the cessation of operations at the alternate relocation point. The information to be collected will, at a minimum, include information from any employee working during the COOP activation and a review of the strengths and weaknesses at the conclusion of the operations.
2. The information is incorporated into a COOP remedial action plan. Recommendations for changes to the COOP and any accompanying documents will be developed and incorporated into the COOP annual review process.

IV-2 Emergency Response Team Review

The Emergency Response Team will review the COOP and all attachments annually to identify necessary resources to support COOP activities, to ensure that the plan remains viable and compatible with Florida's Comprehensive Emergency Management Plan and that it is maintained at a high level of readiness. The resources necessary to ensure adequate maintenance and operation of the COOP will be considered in ELC's planning process. The Emergency Response Team will ensure that rosters for their respective staff are kept current and that staff members are informed and provided reporting instructions.

IV-3 Ongoing Testing and Training

1. Testing, training and exercise programs have been developed to include the following components:
 - a. Staff awareness
 - b. Leadership responsibilities
 - c. Alert and notification procedures

- d. Validation of and access to equipment and communications at selected alternate facilities.
2. Exercise programs to test staff awareness and response capabilities (COOP Drills) shall be initiated and performed by June of each year. Training sessions are presented at staff meetings where the COOP is reviewed and community emergency operations personnel present information employees need to know to prepare for an emergency both personally and professionally. Employee orientation plan includes information on the COOP.

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SECTION V: TELEWORK POLICY

In the event there is a conflict between the COOP and the ELC's Telework Policy, the COOP will prevail.

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Profile:
Early Learning Coalition of Broward County, Inc.
1475 W. Cypress Creek Rd., Suite 301, Ft. Lauderdale, FL 33309

Building Key Contact: Renee Jaffe
Cell: 954 870-0813 Office: 954 377-2194

Mission-Essential Functions performed in facility:

- Chief Executive Officer
- Programmatic and Administrative Funds Distribution, Receipt and Banking
- Information Technology Support/Maintenance
- Communications
- Finance & Accounting Services
- Facilities/Property Management Services
- Program Technical Assistance and Support
- Program oversight and direction for ELC, including:
 - Client Eligibility and Redetermination of Eligibility process
 - Waitlist Maintenance
 - Financial Management Tracking through Enhanced Field System (EFS)
 - Child care center/home quality improvement
 - Child Care Resource & Referral services



ITEM#/MEETING	B227FIN1 / BOARD
MEETING DATE:	6/13/2022
SUBJECT:	April 2022 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve April 2022 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant
FINANCIAL IMPACT:	None
AS RECOMMENDED	N/A

The Interim Financial Statements for the ten-month period ending April 30, 2022 are attached for review. Financial Highlights are as follows:

Overall

Total expenditures were 60% overall, 23% below the 83% target during April due to the combined impact of the expenditure rates in the following key categories:

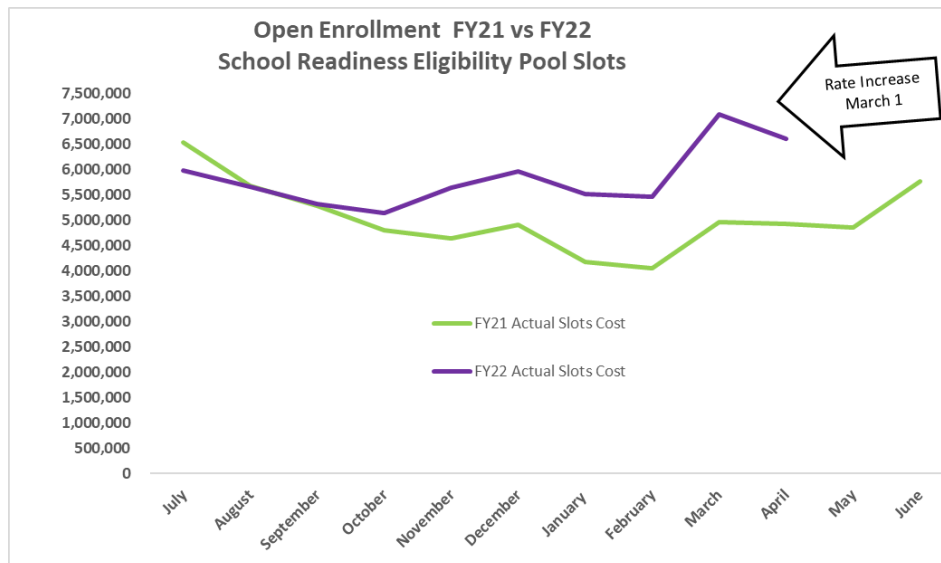
- 82% DEL School Readiness
- 67% Local School Readiness
- 72% VPK
- 76% CRRSA Federal Stimulus
- 17% ARPA Federal Stimulus
- 54% Other Funds

School Readiness

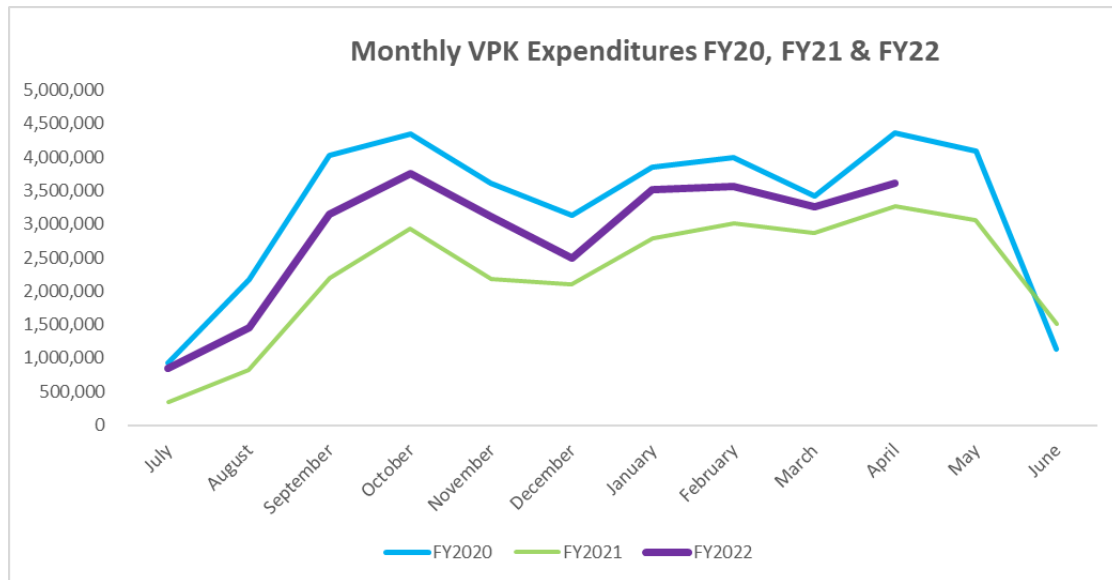
School Readiness slot expenditures, at 82%, are on target to fully utilize the allocation by year end. The pace of expenditures has increased markedly throughout the year, particularly since March, reflecting the combined impact of ELC reaching two key School Readiness Program goals for non-school aged children in March, 2022:

- No waiting time for all eligible families that apply (which means that enrollments are high and that all eligible waiting families formerly on the waiting list are now enrolled)
- Provider reimbursement rates are at the Federal target effective March 1, 2022. (the 75th percentile of the most recent market rate study)

Local School Readiness program expenditures are at a lower rate because staff prioritize consuming the DEL School Readiness funding first, before it expires on June 30, 2022. Local School Readiness Program funds from the Children’s Services Council and Broward County run on a fiscal year that ends September 30, rather than June 30, which allows unused FY22 funds to be carried forward to the first quarter of the next ELC fiscal year. Staff will fully utilize all local funds that are carried forward by prioritizing the expiring local funds between July 1 and September 30.



VPK Program expenditures remain approximately 11% below the 83% target that would be expected at this stage during a normal year due to the lingering impact of the pandemic which led to lower than normal actual enrollments at the start of the school year. The pace of applications for next school year indicates that enrollments for FY 2023 are likely to return to normal. VPK is funded by DEL to match actual usage each year and allocations are determined for each county by the State based on demographic analysis at an annual Statewide estimating conference.



Federal Stimulus Expenditures

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

As of April 30, 2022 staff also issued approximately \$10.6 million in ARPA Federal Provider Stabilization Grants to Providers from a \$60 million allocation received at the end of March 2022. DEL directed the Coalitions to pay out ARPA grants in three installments at 90 day intervals. First installments are being processed on a rolling basis as applications are received. By June 30, 2022 staff estimate that we will have issued \$11.5 million in first installments and \$8.2 million in second installments for an approximate total of \$20 million. Individual grant amounts range from \$12,000 to more than \$360,000, depending on a variety of factors including program size, School Readiness Program participation, participation in workforce incentive activities, and CLASS scores, among other things. The program is open to all providers in Broward County that meet DEL’s eligibility criteria, whether or not they have a contract with ELC.

Federal Stimulus Funds are restricted by DEL to specific expenditures and approved activities. Any funds remaining at year end will revert to the State. However, DEL has indicated that reverted funds will be re-allocated to the Coalitions in the upcoming fiscal year to continue program activities until the funds are fully expended State wide. See the chart below for a summary of all Pandemic Relief Pass through Initiatives for providers and families since March 2020.

Pandemic Relief Special Pass Through Initiatives	FY20	FY21	FY22 (in process)	Total to Date
Stipends & Grants (CARES, CRRSA, ARPA) Statewide Initiatives	\$ 462,645	\$ 12,981,868	\$ 41,277,806	\$ 54,722,319
First Responders Slots & Other Support (CARES) Statewide Initiative	2,562,400	12,794,220		15,356,620
Stipends & Grants (CCDF) Local Broward Initiatives	1,784,103	6,177,835		7,961,938
Books for Kids (Bookworms & others) Local Broward Initiatives	3,917	280,982	650,000	934,899
Total	\$ 4,813,065	\$ 32,234,905	\$41,927,806	\$ 78,975,776

Summary:

Finance Committee recommend that the Board approve April 2022 Interim Financial Statements, pending approval of an annual audit performed by a qualified independent certified public accountant

Supporting Documents:

- April 2022 Interim Financial Statements
- April 2022 School Readiness Utilization Projection



Early Learning Coalition of Broward County, Inc.

INTERIM FINANCIAL STATEMENTS FISCAL YEAR 2021-2022 For The Ten Months Ended April 30, 2022

Submitted to the Board Meeting June 13, 2022
As Recommended by the Finance Committee at the
May 24, 2022 Meeting

Early Learning Coalition of Broward County, Inc.
FY 2021-2022 Statement of Financial Position
As of April 30, 2022

	April 30, 2022	April 30, 2021
Assets:		
Cash	\$ 32,368,037	\$ 1,773,763
Grants Receivable	12,249,125	24,682,572
Accounts Receivable	720,922	1,164,476
Due From Providers	387,187	2,854,888
Prepaid Expense	216,266	204,169
Fixed Assets	13,262	17,178
Total Assets	\$ 45,954,799	\$ 30,697,046
 Liabilities:		
Accounts Payable	\$ 330,014	\$ 799,150
Salary & Benefits Payable	366,673	(13,730)
Compensated Absences	394,749	303,467
Rent Abatement	206,298	166,350
Due to Providers	9,729,556	7,805,865
Due to Other Agencies	1,332,642	3,015,708
Deferred Revenue	33,268,011	18,357,733
Total Liabilities	\$ 45,627,942	\$ 30,434,543
 Net Assets		
Unrestricted	326,857	262,503
Total Net Assets	326,857	262,503
 Total Liabilities and Net Assets	 \$ 45,954,799	 \$ 30,697,046

Early Learning Coalition of Broward County, Inc.
FY 2021-2022 Statement of Activities
For The Month Ending April 30, 2022

	Apr 2022 Actual	FY 2022 YTD Actual	FY 2021 YTD Actual
Revenue			
DEL School Readiness	\$ 7,068,873	\$ 59,926,415	\$ 47,950,974
DEL School Readiness Match Pool	444,120	4,491,876	4,565,061
DEL Preschool Development Grant	39,821	204,218	757,373
DEL Special Funding (Tablets for Providers)	-	-	
DEL-CARES/CRRSA Pandemic Relief	74,925	21,773,259	18,564,814
DEL-ARPA Pandemic Relief	2,438,624	10,599,595	-
DEL - Voluntary Pre-K	3,604,818	28,775,561	22,533,976
CSC - Income Eligible	217,022	2,712,751	3,028,068
CSC - Vulnerable Populations	220,700	1,877,325	1,595,708
Broward County- Match	139,853	1,616,534	1,462,069
Broward County - Special Needs	5,477	134,460	256,001
Univ of Florida Lastinger Ctr	-	31,690	43,150
Local Match: United Way & Cities	20,839	377,204	343,321
BECE & Misc	6,190	12,297	290,193
Total Revenue	\$ 14,281,262	\$ 132,533,186	\$ 101,390,708
Expenses			
Child Care Slots and Incentives:			
DEL School Readiness	\$ 5,834,118	\$ 49,620,004	\$ 40,964,868
DEL School Readiness Match Pool	444,120	4,491,876	4,565,061
DEL-CARES/CRRSA Pandemic Relief	-	13,230	11,438,047
DEL - Voluntary Pre-K	3,449,708	27,535,575	21,560,590
CSC - Income Eligible	188,895	2,434,301	2,742,333
CSC - Vulnerable Populations	194,251	1,702,683	1,295,300
Broward County- Income Eligible	124,314	1,436,919	1,299,616
Broward County - Special Needs	4,868	119,520	227,557
Local Match: United Way & Cities	20,419	376,788	351,338
BECE & Misc	-	250	206,000
Stipends and Grants to Providers	2,461,974	32,575,924	5,846,944
Total Child Care Slots and Incentives	\$ 12,722,668	\$ 120,307,069	\$ 90,497,654
Sub Recipient Expense			
School Board of Broward County	\$ -	\$ -	\$ 1,192,800
Nova Southeastern University			-
Children's Forum	-	65,695	68,514
211 Broward	33,005	359,497	373,355
Total Sub Recipient Expense	\$ 33,005	\$ 425,192	\$ 1,634,669
ELC Expense			
Salaries & Benefits	\$ 1,349,907	\$ 9,917,407	\$ 8,062,298
Attorneys	1,890	37,212	44,726
Auditors	-	36,500	31,000
Temporary Staff	6,150	32,287	-
Consultants	26,606	418,010	94,988
Staff & Board Travel	3,366	56,198	4,339
Insurance	3,740	37,628	27,614
Office Rent & Maintenance	56,324	461,046	430,105
Office Machines & Storage	1,309	6,504	8,984
Software Licenses	18,757	190,018	169,333
Internet, Email, Website, Phones	10,536	188,028	95,535
Cell Phones	-	39,367	46,665
Sponsorships & Memberships	-	60,242	12,426
Books for Kids	-	14,760	1,946
Other Operating Costs	46,325	227,654	119,270
Computer Equipment & Software	691	68,298	53,171
Furniture & Fixtures	-	675	11,542
Total ELC Expense	\$ 1,525,601	\$ 11,791,832	\$ 9,213,943
Total Expenses	\$ 14,281,275	\$ 132,524,093	\$ 101,346,266
Change in net assets	\$ (13)	\$ 9,093	\$ 44,442
Net assets, beginning of year		317,763	321,556
Net assets, end of the period		\$ 326,856	\$ 365,998

Early Learning Coalition of Broward County, Inc.
FY 2021-2022 Annual Budget to Actual by Month
For The Period Ending April 30, 2022
Detail

	FY 2022 Budget Amendment 4	YTD Actual	Balance	% of Budget	Notes
Revenue:					
DEL School Readiness	\$ 74,791,942	\$ 59,926,415	\$ 14,865,527	80%	Rate Increase eff Mar 1 will fully utilize
DEL School Readiness Match Funds	5,380,330	4,491,876	888,454	83%	
DEL Preschool Development Grant	583,513	204,218	379,295	35%	No cost extension expected to Dec 2022
DEL Special Funding (Tablets for Providers)	356,870	-	356,870	0%	Tablets expected June 2022
DEL-CARES/CRRSA Pandemic Relief	28,032,779	21,773,259	6,259,520	78%	Extension to FY23 expected
DEL-ARPA Pandemic Relief	62,858,213	10,599,595	52,258,618	17%	Extension to FY23 expected
DEL - Voluntary Pre-K	40,113,923	28,775,561	11,338,362	72%	Lower than Normal due to Pandemic
CSC - Income Eligible	4,594,530	2,712,751	1,881,779	59%	Balance will be deferred to FY23 1st Qtr
CSC - Vulnerable Populations	2,968,621	1,877,325	1,091,296	63%	Balance will be deferred to FY23 1st Qtr
Broward County- SR Match	1,896,249	1,616,534	279,715	85%	
Broward County - Special Needs	559,084	134,460	424,624	24%	Balance will be shifted to BC Match
Univ of Florida Lastinger Ctr	35,000	31,690	3,310	91%	Intermittent Expenditures
SR Local Match: United Way & Cities	500,000	377,204	122,796	75%	Target to be revised in FY23
BECE & Miscellaneous	50,000	12,297	37,703	25%	Lower fees charged for Virtual BECE
Total Revenue	\$ 222,721,054	\$ 132,533,186	\$ 90,187,868	60%	
Expense					
Child Care Slots and Incentives					
DEL School Readiness	\$ 60,770,917	\$ 49,620,254	\$ 11,150,664	82%	SR + Match 84% of Total Expenditures (78% Required)
DEL School Readiness Match	5,380,330	4,491,876	888,454	83%	
DEL-CARES/CRRSA Pandemic Relief	128,086	13,230	114,856	10%	Restricted to VPK Closure Costs
DEL - Voluntary Pre-K	38,571,079	27,535,575	11,035,505	71%	Lower than normal due to Pandemic
CSC - Income Eligible	4,135,077	2,434,301	1,700,776	59%	Balance will be deferred to FY23 1st Qtr
CSC - Vulnerable Populations	2,671,759	1,702,683	969,076	64%	Balance will be deferred to FY23 1st Qtr
Broward County- SR Match	1,685,555	1,436,919	248,636	85%	
Broward County - Special Needs	496,963	119,520	377,443	24%	Balance will be shifted to BC Match
Municipalities-SR Local Match	500,000	376,788	123,212	75%	Targets to be revised FY23
Grants and Stipends	87,595,574	32,575,924	55,019,650	37%	ARPA/CRRSA grants, ext to FY23 Expected
Placeholder: Restricted Allocations	3,350,118	-	3,350,118	0%	ARPA prgm support, ext to FY23 Expected
Total Child Care Slots and Incentives	\$ 205,285,459	\$ 120,307,069	\$ 84,978,389	59%	
Sub Recipient Expense					
Children's Forum	139,212	65,695	73,517	47%	Invoices Pending/ Staff Turnover
Nova Southeastern University	175,000	-	175,000	0%	Invoices Pending
211 Broward	462,000	359,497	102,503	78%	
Total Sub Recipient Expense	\$ 776,212	\$ 425,192	\$ 351,020	55%	
ELC Expense					
Salaries & Benefits	\$ 13,002,564	\$ 9,917,407	\$ 3,085,157	76%	
Attorneys	99,000	37,212	61,788	38%	Intermittent Expenditures
Auditors	42,500	36,500	6,000	86%	Intermittent Expenditures
Temporary Staff	50,000	32,287	17,713	65%	Intermittent Expenditures
Consultants	971,479	418,010	553,469	43%	Outreach campaign ramping up
Staff & Board Travel & Training	75,000	56,198	18,802	75%	Intermittent Expenditures
Insurance	42,418	37,628	4,790	89%	Workers' Comp Audit Premium Change
Office Rent & Maintenance	468,769	461,046	7,723	98%	Shared Bldg Costs Pro Rata Adjustment
Office Machines & Storage	10,085	6,504	3,581	64%	Storage cost declining
Software Licenses	230,154	190,018	40,136	83%	
Internet, Email, Website, Phones	119,954	188,028	(68,074)	157%	Phone, Email Server Vendor Transitions
Cell Phones	50,000	39,367	10,633	79%	
Sponsorships & Memberships	59,115	60,242	(1,127)	102%	Add'l Sponsorship Added 4th Qtr (JA)
Books for Kids	650,000	14,760	635,240	2%	Bookworms Expenditures in 4th Qtr
Other Operating Costs	281,308	227,654	53,654	81%	
Computer Equipment & Software	58,916	68,298	(9,382)	116%	AV equipment for Hybrid Meetings
Furniture & Fixtures	11,542	675	10,867	6%	Intermittent Expenditures
Unallocated (Budget Only)	436,580	-	436,580	0%	
Total ELC Expense	\$ 16,659,383	\$ 11,791,832	\$ 4,867,552	71%	
Total Non-Slot Expense	\$ 17,435,595	\$ 12,217,024	\$ 5,218,572	70%	
Total Expense	\$ 222,721,054	\$ 132,524,093	\$ 90,196,961	60%	

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

	FY 2022 Budget Amendment 4	YTD Actual	Balance	% of Budget	Notes
Revenue:					
DEL School Readiness	\$ 74,791,942	\$ 59,926,415	\$ 14,865,527	80%	Rate Increase eff Mar 1 will fully utilize
DEL School Readiness Match Funds	5,380,330	4,491,876	888,454	83%	
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DEL Special Funding (Tablets for Providers)	356,870	-	356,870	0%	Tablets expected June 2022
DEL-CARES/CRRSA Pandemic Relief	28,032,779	21,773,259	6,259,520	78%	Extension to FY23 expected
DEL-ARPA Pandemic Relief	62,858,213	10,599,595	52,258,618	17%	Extension to FY23 expected
DEL - Voluntary Pre-K	40,113,923	28,775,561	11,338,362	72%	Lower than Normal due to Pandemic
CSC - Income Eligible	4,594,530	2,712,751	1,881,779	59%	Balance will be deferred to FY23 1st Qtr
CSC - Vulnerable Populations	2,968,621	1,877,325	1,091,296	63%	Balance will be deferred to FY23 1st Qtr
Broward County- SR Match	1,896,249	1,616,534	279,715	85%	
Broward County - Special Needs	559,084	134,460	424,624	24%	Balance will be shifted to BC Match
Univ of Florida Lastinger Ctr	35,000	31,690	3,310	91%	Intermittent Expenditures
SR Local Match: United Way & Cities	500,000	377,204	122,796	75%	Target to be revised in FY23
BECE & Miscellaneous	50,000	12,297	37,703	25%	Lower fees charged for Virtual BECE
Total Revenue	\$ 222,721,054	\$ 132,533,186	\$ 90,187,868	60%	
Expense					
Child Care Slots and Incentives					
DEL School Readiness	\$ 60,770,917	\$ 49,620,254	\$ 11,150,664	82%	SR + Match 84% of Total Expenditures (78% Required)
DEL School Readiness Match	5,380,330	4,491,876	888,454	83%	
DEL-CARES/CRRSA Pandemic Relief	128,086	13,230	114,856	10%	Restricted to VPK Closure Costs
DEL - Voluntary Pre-K	38,571,079	27,535,575	11,035,505	71%	Lower than normal due to Pandemic
CSC - Income Eligible	4,135,077	2,434,301	1,700,776	59%	Balance will be deferred to FY23 1st Qtr
CSC - Vulnerable Populations	2,671,759	1,702,683	969,076	64%	Balance will be deferred to FY23 1st Qtr
Broward County- SR Match	1,685,555	1,436,919	248,636	85%	
Broward County - Special Needs	496,963	119,520	377,443	24%	Balance will be shifted to BC Match
Municipalities-SR Local Match	500,000	376,788	123,212	75%	Targets to be revised FY23
Grants and Stipends	87,595,574	32,575,924	55,019,650	37%	ARPA/CRRSA grants, ext to FY23 Expected
Placeholder: Restricted Allocations	3,350,118	-	3,350,118	0%	ARPA prgm support, ext to FY23 Expected
Total Child Care Slots and Incentives	\$ 205,285,459	\$ 120,307,069	\$ 84,978,389	59%	
Program Expense					
Children's Forum	107,712	55,388	52,324	51%	Invoices Pending/ Staff Turnover
Nova Southeastern University	175,000		175,000	0%	Invoices Pending
211 Broward	337,000	266,022	70,978	79%	
Eligibility, Payments & CCR&R	7,416,980	6,092,740	1,324,240	82%	
Quality & Education	4,693,120	2,433,388	2,259,732	52%	CRRSA & PDG funds, ext to FY23 Expected
Total Program Expense	\$ 12,729,812	\$ 8,847,538	\$ 3,882,274	70%	
Administrative Expense					
Children's Forum	31,500	10,307	21,193	33%	Invoices Pending/ Staff Turnover
211 Broward	125,000	93,476	31,524	75%	
ELC Administration	4,549,283	3,265,703	1,283,580	72%	2.5% of Revenues (ELC Only)
Total Administrative Expense	\$ 4,705,783	\$ 3,369,486	\$ 1,336,297	72%	2.5% of Revenues (All Admin)
Total Expenses	\$ 222,721,054	\$ 132,524,093	\$ 90,196,961	60%	

SCHOOL READINESS 2 YEAR UTILIZATION FY 2021 -2022

New Enrollments from Waitlist:

Enrollment based on zero waiting time eff
April 1, 2022

Funding Changes:

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

Assumptions:

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



Fiscal Year 2020-21

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

Fiscal Year 2021-22

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
A	Jul-21	22	88%	11,467	-186	\$24.60	5,974,922	230,544	6,205,466	(43,029)	6,162,438
A	Aug-21	23	80%	11,806	+339	20.96	5,457,251	233,987	5,691,238	(35,188)	5,656,051
A	Sep-21	22	87%	11,680	-126	20.91	4,729,423	644,212	5,373,636	(35,198)	5,338,437
A	Oct-21	21	88%	11,652	-28	20.91	4,926,156	189,932	5,116,088	(39,627)	5,076,460
A	Nov-21	22	89%	11,755	+103	21.63	5,404,636	189,000	5,593,636	(35,185)	5,558,451
A	Dec-21	23	87%	11,895	+140	21.86	5,792,112	189,000	5,981,112	(40,269)	5,940,843
A	Jan-22	21	88%	12,153	+258	21.35	5,258,094	189,660	5,447,754	(35,712)	5,412,042
A	Feb-22	20	87%	12,465	+312	21.59	5,193,302	189,000	5,382,302	(34,964)	5,347,338
A	Mar-22	23	89%	12,682	+217	24.34	6,909,852	189,000	7,098,852	(43,558)	7,055,294
A	Apr-22	21	89%	12,768	+86	24.77	6,452,153	189,000	6,641,153	(44,772)	6,596,381
P	May-22	22	89%	12,775	+7	25.33	6,930,416	189,000	7,119,416	(47,562)	7,071,854
P	Jun-22	21	94%	12,776	+1	25.61	6,682,071	189,000	6,871,071	(45,400)	6,825,671
Average Enrollments (Baseline)				12,156						Projected Total	\$ 72,041,260
Increase to baseline FY22 over FY21				1,382						Available Budget	72,041,260
										Surplus(Deficit)	\$ (0)
Increase to baseline FY22 over FY17				2,760	(FY17 Baseline= 9,396)					CSC Carry-Over	\$ -
										Surplus(Deficit)	\$ (0)

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%	12,128	-648	\$24.48	5,793,311	441,467	6,234,778	(41,422)	6,193,356
P	Aug-21	23	94%	12,143	+15	24.29	6,343,813	441,467	6,785,280	(45,367)	6,739,914
P	Sep-21	22	94%	12,158	+15	24.31	6,061,145	441,467	6,502,612	(43,394)	6,459,218
P	Oct-21	21	94%	12,173	+15	24.66	5,745,297	559,263	6,304,559	(41,422)	6,263,138
P	Nov-21	22	94%	12,188	+15	24.59	6,034,595	559,263	6,593,858	(43,394)	6,550,463
P	Dec-21	22	94%	12,203	+15	24.59	6,042,057	559,263	6,601,320	(43,394)	6,557,926
P	Jan-22	22	94%	12,218	+15	24.59	6,049,519	559,263	6,608,782	(43,394)	6,565,388
P	Feb-22	20	94%	12,233	+15	24.73	5,490,777	559,263	6,050,039	(39,449)	6,010,590
P	Mar-22	23	94%	12,248	+15	24.52	6,348,066	559,263	6,907,329	(45,367)	6,861,962
P	Apr-22	20	94%	12,263	+15	24.72	5,504,344	559,263	6,063,607	(39,449)	6,024,158
P	May-22	23	94%	12,278	+15	24.96	6,490,428	559,263	7,049,691	(46,143)	7,003,548
P	Jun-22	22	94%	12,293	+15	25.99	6,470,986	558,603	7,029,589	(46,364)	6,983,224
Average Enrollments (Baseline)				12,211						Projected Total	\$ 78,212,884
Increase to baseline FY23 over FY22				54						Budget	78,212,884
										Surplus(Deficit)	\$ (0)
Increase to baseline FY22 over FY17				2,815	(FY17 Baseline= 9,396)					CSC Carry-Over	\$ -
										Surplus(Deficit)	\$ (0)

SCHOOL READINESS UTILIZATION FY 2021-2022

Children Services Council Vulnerable Population Contract

Enroll per Mo: 39
 Transfer to Sr/ Mo. 25 Avg
 Age Out/Exit Care: 5 Avg
 Rate Incr Effective 7/1/21 & 3/1/22



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

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day		Total Slots	Adjustments	Net Billable
A	Oct-20	22	197	-57	25.33		109,761		109,761
A	Nov-20	22	205	+8	21.85		98,552		98,552
A	Dec-20	21	185	-20	25.31		98,332		98,332
A	Jan-21	23	148	-37	22.93		78,062		78,062
A	Feb-21	20	162	+14	27.90		90,404		90,404
A	Mar-21	22	157	-5	27.62		95,413		95,413
A	Apr-21	21	168	+11	28.82		101,673		101,673
A	May-21	23	203	+35	25.12		117,272		117,272
A	Jun-21	21	231	+28	29.15		141,411		141,411
							Projected Total		\$ 930,879
							FY21 CSC Contract Year Bud		\$ 2,712,049
							Surplus(Deficit) End of ELC FY21		\$ 1,781,170
A	Jul-21	22	251	+20	28.88		159,452		159,452
A	Aug-21	21	275	+24	30.71		177,365		177,365
A	Sep-21	20	281	+6	31.22		175,445		175,445
							Projected Total		\$ 512,262
							FY21 CSC Contract Year Bud		\$ 904,016
							Surplus(Deficit) ELC FY22 Quarter 1		\$ 391,754
							Total Surplus(Deficit) Life of Contract		\$ 2,172,925
A	Oct-21	22	276	-5	27.74		168,431		168,431
A	Nov-21	22	274	-2	26.44		159,352		159,352
A	Dec-21	21	255	-19	30.62		163,954		163,954
							Projected Total		\$ 491,737
							FY21 CSC Contract Extension		\$ 2,172,925
							Surplus(Deficit) ELC FY22 Quarter 2		\$ 1,681,188
							Total Surplus(Deficit) Life of Contract		\$ 1,681,188
A	Jan-22	23	250	-5	26.18		150,542		150,542
A	Feb-22	20	263	+13	29.93		157,427		157,427
A	Mar-22	22	276	+13	34.78		211,165		211,165
A	Apr-22	21	278	+2	33.18		193,695		193,695
P	May-22	23	287	+9	33.18		219,010		219,010
P	Jun-22	21	296	+9	34.18		212,452		212,452
							Projected Total		\$ 1,144,290
							FY22 CSC Contract Year Bud		\$ 1,681,188
							Surplus(Deficit) End of ELC FY22		\$ 536,897
P	Jul-22	22	305	+9	34.18		229,336		229,336
P	Aug-22	21	314	+9	34.76		229,196		229,196
P	Sep-22	20	323	+9	33.18		214,332		214,332
							Projected Total		\$ 672,864
							FY2022 CSC Contract Extension		\$ 536,897
							Surplus(Deficit) ELC FY23 Quarter 1		\$ (135,966)
P	Oct-22	22	330	+7	33.18		240,874		240,874
P	Nov-22	22	337	+7	33.18		245,984		245,984
P	Dec-22	21	344	+7	33.18		239,680		239,680
P	Jan-23	23	351	+7	34.18		275,921		275,921
P	Feb-23	20	358	+7	33.18		237,556		237,556
P	Mar-23	22	365	+7	33.18		266,422		266,422
P	Apr-23	21	372	+7	33.18		259,189		259,189
P	May-23	23	379	+7	33.18		289,215		289,215
P	Jun-23	21	386	+7	33.18		268,943		268,943
							Projected Total		\$ 2,323,784
							FY23 CSC Contract Year Bud		\$ 2,284,388
							Surplus(Deficit) End of ELC FY22		\$ (39,397)
P	Jul-23	22	396	+10	33.18		289,049		289,049
P	Aug-23	21	406	+10	36.34		309,819		309,819
P	Sep-23	20	416	+10	33.18		276,043		276,043
							Projected Total		\$ 874,911
							FY23 CSC Contract Year Bud		\$ 761,463
							Surplus(Deficit) ELC FY23 Quarter 1		\$ (113,449)
							Total Surplus(Deficit) Life of Contract		\$ (152,846)

SCHOOL READINESS UTILIZATION FY 2021-2022

Broward County Children Services Board Special Need Contract (COSP)

New Enrollments from Waitlist:

Rate Incr Effective 7/1/21

Funding Changes:

FY21- \$350K Transferred to
Subsidized 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
Surplus(Deficit) End of ELC FY21								\$ 35,050
A	Jul-21	22	28	+3	36.21	22,305		22,305
A	Aug-21	21	26	-2	29.26	15,978		15,978
A	Sep-21	20	20	-6	36.49	14,597		14,597
Projected Total								\$ 52,880
FY20 SPN Contract Year Bud								\$ 68,818
Surplus(Deficit) ELC Quarter 1 FY22								\$ 15,938
Total Surplus(Deficit) Life of Contract								\$ 50,988
A	Oct-21	22	21	-5	32.70	15,108		15,108
A	Nov-21	22	20	-1	31.12	13,695		13,695
A	Dec-21	21	15	-5	33.30	10,489		10,489
A	Jan-22	23	12	-3	24.92	6,879		6,879
A	Feb-22	20	11	-1	33.10	7,281		7,281
A	Mar-22	22	8	-3	43.88	7,723		7,723
A	Apr-22	21	6	-2	38.64	4,868		4,868
P	May-22	23	8	+2	38.64	7,109		7,109
P	Jun-22	21	10	+2	38.64	8,113		8,113
Projected Total								\$ 81,266
FY20 SPN Contract Year Bud								\$ 141,245
Surplus(Deficit) End of ELC FY22								\$ 59,979
P	Jul-22	22	12	+2	38.64	10,200		10,200
P	Aug-22	21	16	+4	40.48	13,600		13,600
P	Sep-22	20	21	+5	38.64	16,227		16,227
Projected Total								\$ 40,026
FY20 SPN Contract Year Bud								\$ 47,082
Surplus(Deficit) ELC Quarter 1 FY23								\$ 7,056
Total Surplus(Deficit) Life of Contract								\$ 67,035

ITEM#/MEETING	B227FIN2 / BOARD
MEETING DATE:	6/13/2022
SUBJECT:	Preliminary FY 2023 Budget Framework
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Preliminary FY 2023 Budget Framework
FINANCIAL IMPACT:	\$188,828,140 FY 2023 Revenue and Expense
ELC STAFF LEAD	C. Klima

Background Information:

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

At the first FY 2023 Finance Committee and Board meetings currently scheduled for August/September 2022, staff will update the budget as appropriate with the actual amounts of the awards received.

Current Status:

The overall Framework of the FY 2023 Budget is as follows:

Category	Expenditure Type	Expenditure Type Amount	Total Category Amount	Percent of Revenue
	Payments for Child Care Services to Providers	\$126,701,795		
	Provider Rate Increase Additional Cost	\$6,375,243		
	Stimulus Grants, Wage Supports & Stipends	37,645,551		
Direct Payments to Child Care Providers			\$170,722,589	90%
	ELC Program Service Staff	\$11,174,878		
	Sub Recipients Program Services	451,979		
	Consulting & Supply Vendors (Including Outreach)	<u>1,657,453</u>		
Quality, Provider & Family Services Staff & Vendors			\$13,284,310	7%
Total Expenditures for Program Services			\$184,006,899	97%
Administration			4,821,241	3%
Grand Total			\$188,828,140	100%

1. Key Assumptions for Payments to Providers: Slots, Grants & Stipends. \$170,722,589

- **Unprecedented Opportunity to Expand the Reach of School Readiness in Broward County.**

ELC will begin FY 2023 fully enrolled in the School Readiness Program after more than 5,000 children were called from the waiting list since DEL began allocating funds for this purpose in FY 2021. With waiting times for children 5 years of age and under now eliminated for the first time since ELC was founded, staff will enroll new applicants as quickly as possible in real time to keep enrollment levels as high as possible. At the same time, staff will step up efforts to keep children enrolled longer by providing enhanced services to parents completing the sometimes arduous State process of renewing services every year. Staff will also launch an intensive, targeted outreach campaign to encourage more families to apply for School Readiness with the assistance of the Miami-based communications firm M Network.

ELC currently serves only a fraction of the children age 5 or younger that are thought to be living in poverty in Broward County and staff are optimistic that the absence of waiting time for services and increase awareness will inspire more families to apply. The attrition rate for children enrolled is 20-25% per month, so a steady flow of new enrollments is needed to replace them. If the number of children served each month increases significantly, DEL has indicated that additional funding would be allocated to meet the needs of every eligible family that applies and encouraged all of the Coalitions to continue enrolling full speed ahead.

- **SR Slots @ 84% of Total School Readiness Allocation Including Quality Differentials**

ELC's current policy is to budget at least 82% of the total annual School Readiness allocation to direct payments to providers for child care reimbursements (DEL requires at least 78% of base funding). This year, however, ELC has allocated 84% in order to cover the cost of a recently approved rate increase and also align Broward's budget with the rules of DEL's new funding formula. Gold Seal differentials for quality care will no longer be limited or capped by the base funding allocation. Rather, they will be drawn down by each coalition to meet actual need, ensuring availability of funds for parents to choose higher quality centers for their children going forward. Additionally, if there are unexpended funds available in the ELC Budget at the end of the fiscal year, ELC will sweep all remaining dollars into slot expenses that would otherwise be covered by local funds to avoid leaving OEL funding unspent.

- **VPK Expenditures Return to Normal Utilization Patterns, But at Higher Reimbursement Rates**

VPK enrollment and utilization are expected to return to normal levels in FY 2023 following two years of pandemic-related challenges. Staff will also launch an intensive outreach campaign with M Network to encourage families to enroll children for the upcoming school year. Pending the Governor's signature, the base student allocation (BSA) for school year VPK will be increased by \$317 per child, from \$2,486 to \$2,803. The rate for Summer VPK will increase from \$2,122 to \$2,393, which is an increase of \$271 (which is the largest increase, and the most funding the State's VPK program has ever received). Also pending the Governor's signature, the State allocated \$100 million of non-recurring dollars to support per-child supplements for any VPK provider that agrees to pay wages of at least \$15 per hour to its VPK instructors (Broward has received an allocation of approximately \$10 million from this \$100 million).

- **Vulnerable Populations Program Funding will be \$2.4 million in FY 2023 to Match Current Level of Need.**

The Vulnerable Populations program is a funder of last resort for vulnerable children ages birth to 5 in Broward County that are urgently in need of child care when School Readiness funding is not an option or not immediately available. Now that ELC has successfully eliminated waiting time for School Readiness, enrollments in the Vulnerable Populations program have been reduced as many of the enrolled children are very quickly transferred into long term services through School Readiness. With this new, lower level of need, CSC has adjusted the annual funding award down to \$2.4 million annually, a 40% decrease from the \$4 million FY 2021 contract that had to be extended through FY 2022 to be fully utilized.

- **Broward County Funding may become more flexible and possibly receive a one-time \$500K increase in FY 2023**

As ELC negotiates the first five-year contract cycle renewal with Broward County since services were brought in house, the County is considering combining the funding allocations for Special Needs and School Readiness Match into a single pool to permit the ELC more flexibility to reassign funding between the two programs according to

need and to ensure full utilization each year. Special Needs children would still receive top priority for services. Now that ELC has successfully eliminated waiting time for School Readiness, enrollments in the Special Needs program have been reduced as many of the enrolled children are very quickly transferred into long term services through School Readiness. The County Commission will also consider an additional, one-time allocation of \$500k to the School Readiness Program in June, 2022. ELC can easily utilize one-time match allocations using DEL annual match funding awards.

- **Wage Supports and Stipends for Individual Educators:**

- \$1,725,000 for Broward Above and Beyond Program Incentives with Federal Stimulus CRRSA Funding

- 525,000 for INCENTIVE\$ program wage supplements with CCDF Funding through the Children’s Forum

- 78,000 for stipends for Mental Health Training attendees with Preschool Development Grant Funding

- 70,000 for stipends for educators who complete online trainings with University of Florida Grant Funding

- \$2,398,000 Total**

- **ARPA Stabilization Grants Rounds 1 and 2**

Staff estimate that \$35 million for the second and third installments of ARPA Round 1 stimulus grants will be paid out in FY 2023. DEL has indicated that allocations for Round 2 stimulus grants will be forthcoming in September. Individual Round 1 grant amounts range from \$12,000 to over \$360,000, depending on a variety of factors including program size, school readiness participation, participation in workforce incentive activities, and CLASS scores, among other things. The program is open for applications from all providers in Broward County that meet DEL’s eligibility criteria, whether or not they have a contract with ELC.

2. Key Assumptions Expenditures for Quality, Provider and Family Support Services \$13,284,310

- **Nine (9) new staff positions to support enrollment expansion and State-mandated CLASS Program Expansion**

Staff propose adding two (2) eligibility managers, six (6) CLASS Observers, and one (1) Quality Program manager to support vigorous eligibility enrollment, client retention, and new State requirements to expand CLASS observations to include VPK classrooms. Some CLASS observer roles will be filled by FY 2022 Consultants that are being converted into full time employees. See staffing plan below.

- **No Change to School Readiness-Funded Sub Recipient Expenditures**

Sub-recipient arrangements with 211 Broward for Community Referral Services and Customer Service Support and the Children’s Forum for INCENTIVE\$ Program Support will remain unchanged

- **Consulting & other program vendor expense**

- a. Eliminate CLASS Observer Consultants (savings of \$355,200, see staffing assumptions in item 4 below)**

- b. All other consultant and supply vendor expenses unchanged:**

- i. Bookworms Program Scholastic Books for Kids
 - ii. BLI Provider Business Training
 - iii. Teachstone CLASS Certification Trainers
 - iv. Contracted Mental Health Supports Trainers for Providers
 - v. Contracted CPR Trainers
 - vi. Contracted BECE Conference Professional Development Trainers
 - vii. Contracted Interpreter Services
 - viii. BlueJeanware Application and Service
 - ix. TS Gold Child Assessment Licensed Seats from Providers
 - x. Client Appointment Software
 - xi. Tableau Licensed Seats for EFS Mod Reporting
 - xii. Computers, Cell Phones
 - xiii. Shared Occupancy Expenses

3. Key Assumptions Expenditures for Administration \$4,821,241

- **One additional staff position**
Add one (1) staff member to support contract, purchasing and procurement activities on the fiscal team.
- **No Change to School Readiness-Funded Sub-Recipient Admin Arrangements**
Sub-recipient administrative cost arrangements will remain as follows:

<u>Sub Recipient Name & Service</u>	<u>Admin % of Total Expenditures</u>
211 Broward for Community Referral Services	25%
Children’s Forum for INCENTIVE\$ Program	5%

- **No Change to Consulting & other administrative vendor expenses including:**
 - a. Staff Management and Human Resource Related Professional Development
 - b. Flex System CRM
 - c. Financial, Payroll, Benefits and Banking Software
 - d. Cloud Storage and Hosting Software
 - e. Communications Software, including online platforms
 - f. Network Security and System Support Software
 - g. Human Resource Applications for Background Screens and Employee Management
 - h. Supplies, Fees, Memberships and other Miscellaneous Operation Costs
 - i. Computers, Cell Phones
 - j. Shared Occupancy Expenses

4. FY22 Staff Cost Assumptions (See attached Organizational Chart) \$1,557,281 Increase over prior year

- \$550,000 Add ten (10) additional staff as shown below to support on-going enrollment and new State requirements to expand CLASS Observations to VPK classrooms. This cost is partially off-set by \$355,200 in savings that will be realized when FY 2022 CLASS Observer consultants are hired on as full time employees.
- \$270,000 One-time salary administration policy exception for 3% Cost of Living Increase for all staff to adjust for extraordinary inflation and updated FY 2022 salary scale provided by ELC’s Compensation Consultants (see separate action item)
- \$330,000 Merit increase pool calculation based on 3.5% average increase in accordance with existing salary administration policy
- \$497,281 Estimated increase in benefits cost primarily due to an expected 15% increase in premiums for health coverage beginning 8/1. The increase is due to high utilization of health care by staff during the pandemic, including several long stays in hospital ICUs for serious illness. Staff benefits, including health benefits, retirement, workman’s comp and FICA average 37% of salaries.

FY 2023 Proposed Amended Staffing Plan

Business Unit	FY 2022 Approved Dec 2021	FY 2023 Proposed	Proposed FTE Change	Notes
CEO & Support	2.0	2.0	0.0	Contract Administration Specialist Re-structuring Communications Staff Re-structuring Communications Staff 2 Eligibility Manager 6 CLASS Observer/Coaches, 1 Manager
Finance & Contracts	10.0	11.0	1.0	
Operations	15.0	12.0	(3.0)	
IT	7.0	7.0	0.0	
CPO	1.0	4.0	3.0	
Total Admin FTE	35.0	36.0	1.0	
Provider Payments	15.0	15.0	0.0	
Provider Rel	13.0	13.0	0.0	
Customer Service	22.0	22.0	0.0	
Eligibility	72.0	74.0	2.0	
Quality & Education	39.0	46.0	7.0	
Total Program FTE	161.0	170.0	9.0	
Total Budget FTE	196.0	206.0	10.0	

Supporting Documentation:

- Preliminary FY 2023 Budget Detail and Comparative Chart
- ELC Organizational Chart

FY2023 Preliminary Budget by Business Activity (Proposed)



Revenue:

	FY 2023	FY 2023	FY 2023	FY 2023	FY 2023
	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Quality and Education Activities	Administration	Total Budget
DEL School Readiness	\$ 67,917,249	\$ 5,825,000	\$ 3,373,511	\$ 4,362,952	\$ 81,478,712
DEL School Readiness Match	5,380,330	-	-	-	5,380,330
DEL Preschool Development Grant	-	-	332,500	17,500	350,000
OEL-Special Funding SRPAS, ESSER II	-	-	256,870	-	256,870
DEL-CRRSA	128,086	-	3,521,914	-	3,650,000
DEL-ARPA	-	-	35,000,000	-	35,000,000
DEL - Voluntary Pre-K	51,607,673	1,548,230	-	516,077	53,671,980
CSC - Income Eligible	3,460,077	288,340	-	96,113	3,844,530
CSC - Vulnerable Populations	2,221,759	185,147	-	61,716	2,468,621
Broward County- Income Eligible	1,518,376	142,348	-	47,449	1,708,173
Broward County - Special Needs	443,487	41,577	-	13,859	498,923
Univ of Florida Lasting Ctr	-	-	70,000	-	70,000
Local Match: United Way & Cities	400,000	-	-	-	400,000
BECE & Misc	-	-	50,000	-	50,000
Total Revenue	\$ 133,077,038	\$ 8,030,641	\$ 42,604,795	\$ 5,115,666	\$ 188,828,140

Expense:

Child Care Slots & Incentives					
DEL - School Readiness	\$ 67,917,249				\$ 67,917,249
DEL - School Readiness Match	5,380,330				5,380,330
DEL - CARES First Responders	128,086				128,086
DEL - Voluntary Pre-K	51,607,673				51,607,673
CSC - Income Eligible	3,460,077				3,460,077
CSC - Vulnerable Populations	2,221,759				2,221,759
Broward County-Income	1,518,376				1,518,376
Broward County - Special Needs	443,487				443,487
Local Match: United Way & Cities	400,000				400,000
Stipends & Grants to Providers	-		37,398,000		37,398,000
Placeholder: Restricted Allocations	-		247,551		247,551
Total Child Care Slots & Incentives	\$ 133,077,038	\$ -	\$ 37,645,551	\$ -	\$ 170,722,589

Sub Recipient Operating Expenses

Nova Southeastern University				\$ -	\$ -
Children's Forum	-	114,979	\$ 33,817		148,797
211 Broward	337,000	-	\$ 125,000		462,000
Total Sub Recipient Operating	\$ -	\$ 337,000	\$ 114,979	\$ 158,817	\$ 610,797

ELC Operating Expenses

Staff Costs	\$ 7,435,530	\$ 3,739,348	\$ 3,384,966	\$ 14,559,844
Attorneys	-	-	109,000	109,000
Auditors	-	-	42,500	42,500
Temporary Staff	-	-	50,000	50,000
Consultants	23,300	435,479	157,500	616,279
Staff & Board Travel	-	15,000	60,000	75,000
Insurance	34,071	8,755	9,591	52,418
Office Rent & Utilities	310,155	75,693	82,921	468,769
Office Machines & Storage	-	-	10,085	10,085
Software Licenses	34,381	20,925	174,848	230,154
Phones/Internet/Web Page	77,527	19,922	22,505	119,954
Cell Phones	-	-	91,200	91,200
Sponsorships & Memberships	-	-	59,115	59,115
Books for Kids	-	550,000	-	550,000
Instructional Materiels	-	47,505	-	47,505
Fees, Supplies & Other Costs	-	4,740	229,063	233,803
Computers & Software	-	-	58,916	58,916
Furniture & Fixtures	-	-	11,542	11,542
Unallocated Budget Only	-	(221,322)	(73,103)	403,095
Total ELC Operating	\$ -	\$ 7,693,641	\$ 4,844,264	\$ 17,494,754

Total ELC & Sub Recipient	\$ -	\$ 8,030,641	\$ 4,959,243	\$ 5,115,666	\$ 18,105,550
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Total Expense	\$ 133,077,038	\$ 8,030,641	\$ 42,604,795	\$ 5,115,666	\$ 188,828,140
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Revenue Over Expense	\$ -	\$ -	\$ -	\$ -	\$ -
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Percent Total Expenses	70.48%	4.25%	22.56%	2.71%	100.00%
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Proposed FY2023 Preliminary Budget Three Year Comparison

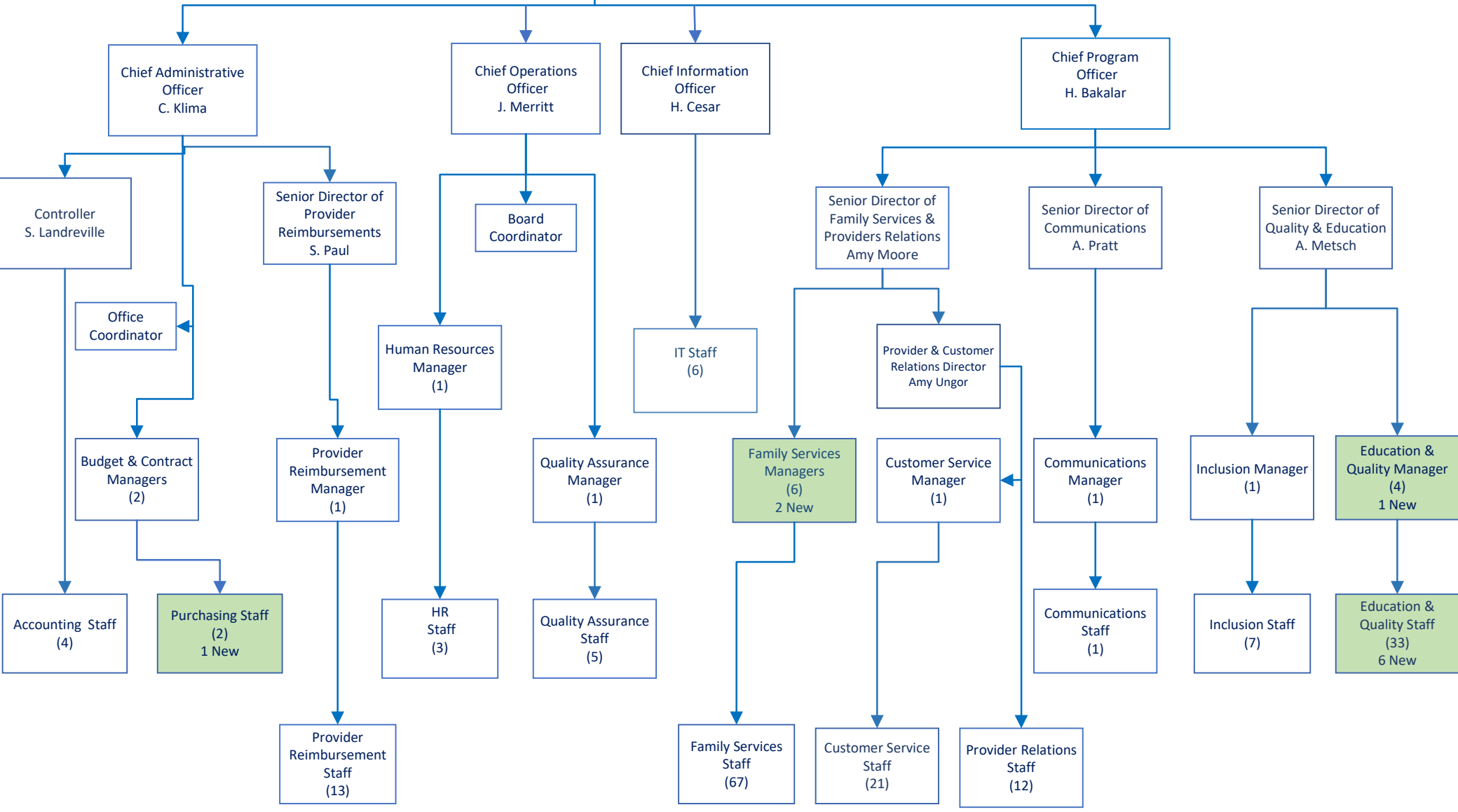


	FY2020	FY21	FY22	FY22	FY22	+/-	
	FY2020 Actual	FY2021 Actual	FY22 Preliminary Approved June 2021	FY22 Amendment #4 Approved February 2022	Preliminary FY23 (Proposed)	Change Preliminary FY23 over FY22	
Revenue:							
DEL School Readiness	\$ 60,326,862	\$ 64,093,701	\$ 66,273,494	\$ 74,791,942	\$ 81,478,712	\$ 6,686,770	New funding formula estimate
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	350,000	(233,513)	One-time funding carry fwd
DEL Special Funding				356,870	256,870	(100,000)	One-time funding carry fwd
DEL-CRRSA Pandemic Relief	2,954,519	27,543,012	-	28,032,779	3,650,000	(24,382,779)	One-time funding carry fwd
DEL - ARPA				62,858,213	35,000,000	(27,858,213)	One-time funding carry fwd
DEL - Voluntary Pre-K	39,117,306	27,139,415	40,341,291	40,113,923	53,671,980	13,558,057	Increase rates, differentials
CSC - Income Eligible	5,725,342	4,502,338	5,592,850	4,594,530	3,844,530	(750,000)	Funding decrease Oct-June 2023
CSC - Vulnerable Populations	3,951,231	1,725,958	4,242,850	2,968,621	2,468,621	(500,000)	Funding decrease Oct-June 2024
Broward County- Income Eligible	2,141,397	1,902,157	2,198,564	1,896,249	1,708,173	(188,076)	Additional Allocation Pending
Broward County - Special Needs	495,025	303,639	665,231	559,084	498,923	(60,161)	Allocation Adjustments Pending
DCF Entrant	184,057	-	-	-	-	-	
Univ of Florida Lastinger Ctr	38,530	49,900	35,000	35,000	70,000	35,000	Additional Allocation Pending
Local Match: United Way & Cities	523,313	371,301	500,000	500,000	400,000	(100,000)	Adjust to reflect actuals expected
BECE & Misc	73,671	291,221	100,000	50,000	50,000	-	
Total Revenue	\$ 120,982,237	\$ 134,285,337	\$ 125,599,018	\$ 222,721,054	\$ 188,828,140	\$ (33,892,915)	
Expense:							
Child Care Slots & Incentives							
DEL School Readiness	\$ 49,831,906	\$ 49,029,070	\$ 53,766,096	\$ 60,770,917	\$ 67,917,249	\$ 7,146,332	Projected Actual
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	51,607,673	13,036,594	Higher Rates Expected
CSC - Income Eligible	5,103,427	3,981,297	5,033,565	4,135,077	3,460,077	(675,000)	Funding decrease Oct-June 2023
CSC - Vulnerable Populations	3,610,433	1,552,987	4,157,993	2,671,759	2,221,759	(450,000)	Funding decrease Oct-June 2024
Broward County- Income Eligible	1,925,666	1,690,800	1,954,279	1,685,555	1,518,376	(167,179)	Additional Allocation Pending
Broward County - Special Needs	469,544	269,901	591,316	496,963	443,487	(53,476)	Allocation Adjustments Pending
DCF Entrant Refugee Program	162,911	-	-	-	-	-	
Local Match: United Way & Cities	523,312	371,341	500,000	500,000	400,000	(100,000)	Adjust to reflect actuals expected
Learning Pods Collaborative	-	206,000	-	-	-	-	
Stipends and Grants to Providers	2,576,747	19,009,243	420,000	87,595,574	37,398,000	(50,197,574)	One-time funding carry fwd
Placeholder: Restricted Allocations				3,350,118	247,551	(3,102,567)	One-time funding carry fwd
Total Child Care Slots & Incentives	\$ 109,494,938	\$ 120,509,176	\$ 110,654,241	\$ 205,285,459	\$ 170,722,589	\$ (34,562,870)	
Sub Recipient Expense							
School Board of Broward County	-	1,192,800	-	-	-	-	
Nova Southeastern University	-	-	-	175,000	-	(175,000)	Moved to Consultants, lower amt
Children's Forum	\$ 88,903	72,739	100,900	139,212	148,797	9,585	Higher stipend scale in place
211-Broward	427,750	455,193	462,000	462,000	462,000	-	
Total Sub Recipient Expense	\$ 516,653	\$ 1,720,732	\$ 562,900	\$ 776,212	\$ 610,797	\$ (165,415)	
ELC Expense							
Salaries & Benefits	\$ 9,335,956	\$ 10,279,570	\$ 11,976,253	\$ 13,002,563	\$ 14,559,844	\$ 1,557,281	10 Staff, salary adj, benefits cost
Attorneys	68,400	62,127	90,000	99,000	109,000	10,000	ERISA attorney
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	971,479	616,279	(355,200)	CLASS Consultants to be hired
Staff & Board Travel	64,739	10,465	75,000	75,000	75,000	-	
Insurance	19,833	33,492	31,693	42,418	52,418	10,000	Estimated Premium Increases
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	91,200	41,200	More users, State Term Contract
Sponsorships & Memberships	49,680	46,984	47,950	59,115	59,115	-	
Books for Kids	44,117	280,982	250,000	650,000	550,000	(100,000)	Adjusted forecast
Instructional Materials	75,978	27,436	-	47,505	47,505	-	
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	436,580	108,670	(327,910)	
Total ELC Expense	\$ 10,954,227	\$ 12,059,221	\$ 14,381,877	\$ 16,659,383	\$ 17,494,754	\$ 835,371	
Total Non-Slot Expense	\$ 11,470,880	\$ 13,779,953	\$ 14,944,777	\$ 17,435,595	\$ 18,105,550	\$ 669,955	
Total Expense	\$ 120,965,818	\$ 134,289,129	\$ 125,599,018	\$ 222,721,054	\$ 188,828,140	\$ (33,892,915)	
Revenue over Expense	\$ 16,419	\$ (3,792)	\$ -	\$ -	\$ -	\$ -	



Chief Executive Officer
R. Jaffe

Executive Assistant



ITEM/MEETING	B227FIN3 / BOARD
DATE:	6/13/2022
SUBJECT:	Proposed One-Time Cost of Living Increase for All Staff
FOR ACTION:	Yes
RECOMMENDED ACTIONS:	Approve a One-Time, 3% Cost of Living Increase Effective July 1, 2022 for All Staff, Including the CEO, as Recommended by Salary Survey Consultants
AS RECOMMENDED BY	None
FINANCIAL IMPACT:	\$270,000 FY23 Budget
ELC STAFF LEAD	C. Klima

Background/History

In December 2021 Compensation Resources, Inc. (CRI) ELC’s Compensation Consultants updated ELC’s salary structure for FY 2023 based on updated salary survey data. In April 2022, CRI revised ELC’s FY 2023 salary structure after new data became available related to the current rate of inflation, the cost of living and the availability of qualified staff in the local marketplace. The new structure reflects a 3% cost of living shift in the marketplace and intensifying competition for qualified staff. In order to preserve the gradual progress ELC has made toward bringing the majority of staff into the middle band of the most current salary structure, CRI recommends that ELC implement a one-time 3% Cost of Living Adjustment for all staff, including the CEO, effective July 1, 2022. Please see attached CRI memo and updated scale.

This adjustment requires a one-time salary administration policy exception to implement a 3% cost of living adjustment in addition to annual merit increases based on individual performance that are normally given effective July 1. The proposed cost of living increase would raise the salaries of all staff, including the CEO, effective July 1, 2022. Merit increases, by contrast, are based on performance only and are pro-rated for staff that have been in their role for less than 1 year.

A 3% cost of living increase would bring the CEO total compensation into alignment with the 2022 HHS salary cap.

Current Status

Finance Committee recommend that the members approve a One-Time, 3% Cost of Living Increase Effective July 1, 2022 for All Staff, Including the CEO, as Recommended by Salary Survey Consultants

Supporting Documentation

1. Charts Illustrating Current Staff Salaries Against Salary Administration Benchmarks
2. Memo from Compensation Resources and Updated Salary Scale effective July 1, 2022

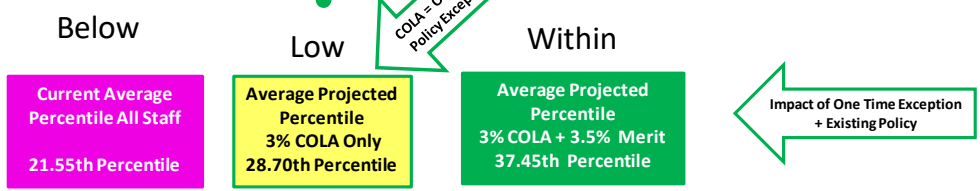
All Staff Current Salary Distribution Map FY 2022 Adjusted Scale

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						CEO												0.75	0.18	
						CAO												0.75	0.18	
						COO, CIO	CPO											0.60	0.18	
																		0.60	0.15	
							1											0.55	0.15	
Exempt					4													0.55	0.15	
					1													0.55	0.15	
					6	1	4	1										0.50	0.13	
						3	1											0.50	0.13	
					23	6	1	4									1	0.45	0.10	
					4	1												0.45	0.10	
					12	3		1										0.45	0.10	
Hourly Staff					6	1		2			1							0.45	0.10	
					37	17	2	2	1		1							0.45	0.10	
					12	4	2											0.45	0.10	
																		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%*

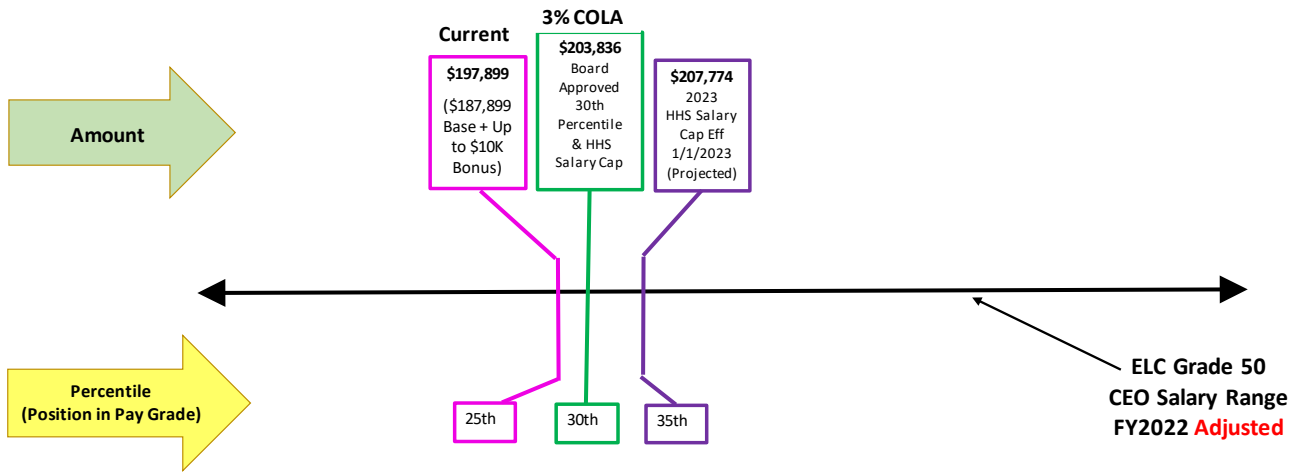
30th Percentile Target
All New Hires



COLA - One Time
Policy Exception

CEO Salary Adjustment vs Other Benchmarks

FY 2022 Grade Range *Adjusted for Inflation May 2022*



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	\$166,397	\$172,637	\$178,877	\$185,116	\$191,356	\$197,596	\$203,836	\$210,076	\$216,316	\$222,556	\$228,796	\$235,036	\$241,275	\$247,515	\$253,755	\$259,995	\$291,194

May 23, 2022

Ms. Christine Klima
Chief Administrative Officer
Early Learning Coalition of Broward County
1475 W. Cypress Creed Rd., Suite 301
Ft. Lauderdale, FL 33309

Dear Christine:

EA Compensation Resources LLC (hereinafter "Compensation Resources") completed a market study and salary structure update for the Early Learning Coalition of Broward County (also referred to herein as "ELC" or the "Coalition") in the fall of 2021. As an outcome of the study, the salary structure was updated for FY 2023, effective July 1, 2022.

Due to the volatile marketplace since the conclusion of 2021 market study, Compensation Resources has updated the FY 2023 salary structure by 3.0%, effective as of July 1, 2022, in order for the salary structure to continue to remain competitive, in light of recent data on trends in salary increases.¹

In addition, a 3.0% COLA should be applied to all staff across the board, including the CEO, to reflect the growth in salaries within the external marketplace and to continue to target ELC's salaries with the 30th percentile or higher of an employee's respective grade. This increase should be separate from an employee's eligibility to receive an annual merit increase based on performance, in accordance with ELC's policies.

If you have any questions regarding your FY 2023 salary planning, please do not hesitate to give me a call.

Sincerely,



Sara D. Schmidt, CCP, PHR, SHRM-CP
Senior Manager

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¹ WorldatWork's Salary Budget Quick Poll (2022) found that salary increases budgets have increased to an average of 4.0%. Salary structure movement is typically a percentage point below the salary increases.

Early Learning Coalition of Broward County
 FY 2023 Salary Structure - Revised

Grade	Low		Middle Band			High	Range	Mid to Mid Percentage
	Minimum	25th Percentile	30th Percentile	Midpoint	70th Percentile	Maximum		
50	\$166,397	\$197,596	\$203,836	\$228,796	\$253,755	\$291,194	0.75	0.18
49	\$141,614	\$168,167	\$173,478	\$194,720	\$215,962	\$247,825	0.75	0.18
48	\$127,476	\$146,597	\$150,422	\$165,719	\$181,016	\$203,962	0.60	0.18
47	\$108,490	\$124,764	\$128,019	\$141,037	\$154,056	\$173,584	0.60	0.15
46	\$96,189	\$109,415	\$112,060	\$122,641	\$133,222	\$149,093	0.55	0.15
45	\$83,643	\$95,144	\$97,444	\$106,645	\$115,845	\$129,646	0.55	0.15
44	\$72,733	\$82,734	\$84,734	\$92,734	\$100,735	\$112,736	0.55	0.15
43	\$64,511	\$72,575	\$74,187	\$80,639	\$87,090	\$96,766	0.50	0.13
42	\$57,343	\$64,511	\$65,944	\$71,679	\$77,413	\$86,014	0.50	0.13
41	\$52,012	\$57,863	\$59,033	\$63,714	\$68,395	\$75,417	0.45	0.10
40	\$47,283	\$52,603	\$53,667	\$57,922	\$62,178	\$68,561	0.45	0.10
39	\$42,985	\$47,821	\$48,788	\$52,657	\$56,525	\$62,328	0.45	0.10
38	\$39,077	\$43,473	\$44,353	\$47,870	\$51,387	\$56,662	0.45	0.10
37	\$35,525	\$39,521	\$40,321	\$43,518	\$46,715	\$51,511	0.45	0.10
36	\$32,295	\$35,928	\$36,655	\$39,562	\$42,468	\$46,828	0.45	0.10
35	\$29,359	\$32,662	\$33,984	\$35,965	\$38,607	\$42,571	0.45	

Effective:7/1/2022

Updated 2.2% (from 7/1/2021)

Additional 3% adjustment based on current market conditions

May 2022 recommendation



ITEM#/MEETING	B227FIN4 / BOARD
MEETING DATE:	6/13/2022
SUBJECT:	FY 2023 Purchases over \$35,000
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2023 Purchases over \$35,0000
FINANCIAL IMPACT:	\$2,296,140
ELC STAFF LEAD	C. Klima

Background Information:

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

Current Status:

Program Purchases over \$35,000 for approval

Item	Vendor	Amount	Purpose	Renewal Status	Services
a.	Children's Forum	\$676,348	INCENTIVES® Wage Supplement Program	<ul style="list-style-type: none"> • Sole Sourced • FY23 = Year 2 	<ul style="list-style-type: none"> • Provide wage supplements to educators that meet educational & professional milestones • \$528,000 wage supplements • 114,531 program support • 33,817 administration
b.	First Call for Help 211 Broward	\$461,092	Community Referral Services	<ul style="list-style-type: none"> • Sole Sourced • FY23 = Year 1 (New Cycle) • Up to 4 Renewals 	<ul style="list-style-type: none"> • Provides Directory of Broward County Services • Referrals to ELC for CCR&R • Call Center Back Up & Emergency Coverage • Customer Service Training for ELC Call Center
c.	Scholastic	\$500,000	Book Worms Reading Packets	<ul style="list-style-type: none"> • Procured FY21 • FY23 = Year 3 • Up to 2 Renewals 	<ul style="list-style-type: none"> • Continue to supply & deliver book sets for kids to promote literacy • "Baby" Bookworms Expands Services to Families with Newborns
d.	Business Leadership Institute	\$50,000	Business Development	<ul style="list-style-type: none"> • Procured FY20 • FY23 = Year 3 • Up to 2 Renewals 	<ul style="list-style-type: none"> • Business Leadership Training for Child Care Center Operators • Content promotes business resiliency & staff retention

Operating Purchases Over \$35,000 for Approval

Item	Vendor	Amount	Purpose	Renewal Status	Services
a.	M Network	\$300,000	Outreach Services	<ul style="list-style-type: none"> • Procured FY22 • FY23 = Year 1 • Up to 4 Renewals 	<ul style="list-style-type: none"> • Outreach Campaigns to Encourage SR & VPK Participation • Outreach to promote ELC Literacy Activities • Outreach to Encourage Educator PD Training Participation • Outreach to Raise Awareness of Child Care Impact • Fixed fee includes media buys, Negotiation & Planning in Process
b.	Goren, Cherof, Doody & Ezrol PA	\$100,000	Legal Services	<ul style="list-style-type: none"> • Procured FY22 • FY23 = Year 1 • Up to 4 Renewals 	<ul style="list-style-type: none"> • General Counsel Services Est. 400 hrs @ 250/hr= \$100,000
c.	AT&T	\$91,200	Cell Phones & Data	<ul style="list-style-type: none"> • Procured FY22 • FY23 = Year 1 • Up to 4 Renewals 	<ul style="list-style-type: none"> • 110 Cell phones@ \$50/phone/mo = \$5,500 X 12: \$66,000 • 60 Hot spots @\$35/device/mo = 2,100 x 12: 25,200 TOTAL Annualized \$91,200
d.	Webauthor	\$75,000	CRM Software	<ul style="list-style-type: none"> • Procured FY20 • FY23 = Year 3 • Up to 2 Renewals 	<ul style="list-style-type: none"> • Unlimited User Licenses \$5,000/month x 12 = \$60,000 • Customization: 1,000 hours @ \$150/hour =15,000 TOTAL Not to Exceed \$75,000
e.	Keefe McCullough, LLP	\$42,500	External Audit	<ul style="list-style-type: none"> • Procured FY20 • FY23 = Year 3 • Up to 2 Renewals 	<ul style="list-style-type: none"> • Financial Audit of Fiscal Year 2022 \$27,250 • Financial Audit ELC Retirement Plan Year 2022 10,600 • Preparation of Annual IRS Form 990 2,750 • Preparation of Annual IRS Form 5500 2,000 TOTAL Not to Exceed \$42,200

Recommended Action:

Approve FY 2023 Vendor Purchase over \$35,000

ITEM#/MEETING	B227FIN5 / BOARD
MEETING DATE:	6/13/2022
SUBJECT:	FY 2023 Estimated Related Party Purchases and Agreements
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2023 Estimated Related Party Purchases and Agreements
FINANCIAL IMPACT:	\$3,990,000
ELC STAFF LEAD	C. Klima

Background Information:

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

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

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

Current Status:

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

Item No.	Estimated Amount	Related Party and Affiliated Organization	Activity
a	\$3,900,000	Laurie Rich Levinson / School Board of Broward County	Provider Contract for VPK Services
b	\$65,000	Beverly Batson / Ark Christian Preschool	Provider Contract for SR and/or VPK Services, ARPA Grants
c	\$25,000	Cindy Arenberg Seltzer / Children’s Services Council of Broward County	Sponsorship for annual publication of the Broward County Family Resource Guide

Recommended Action:

Approve FY 2023 Estimated Related Party Agreements and Purchases

Supporting Documentation:

- Related party disclosure requirements under DEL Grant Agreement

**DEL FY2021-22 GRANT AGREEMENT
EXHIBIT III AUDIT REQUIREMENTS (Page 59)**

2. Related Party Disclosures

...[T]he grantee shall comply with all applicable provisions of Chapter 112, F.S., Public Officers and Employees, as required by s. 1002.83(8) and s. 1002.84(20), F.S. for related party transactions.

2.1. Documentation of related party activity to support proper written notification to the entity's governing board is required and must be submitted to OEL for review/acceptance. Such supporting documentation includes the following items.

2.1.1. The impacted individual must complete the necessary conflict of interest disclosure forms.

2.1.2. Any governing board member(s) benefitting from the activity must disclose in advance in writing the conflict of interest and must abstain from the vote process.

2.1.3. Meeting minutes that reflect a valid vote of approval by two-thirds vote of the entire membership of the governing board.

2.1.4. A copy of the agreement or written summary of the transaction including the start date, purpose, amount/cost incurred and funding/OCA code(s) charged.

2.1.5. Related documentation to verify compliance with state purchasing rules.

2.2. No related party activities may be executed without approval from the Office.

2.2.1. Transactions under \$25,000 must be submitted to OEL for processing within 30 days after receipt of governing board approval.

2.2.2. Transactions of \$25,000 or more must be submitted to OEL for prior written approval before the contract/agreement/activity can be executed.

2.3. Related party activities and/or conflicts of interest occur when for any transaction the benefits of an interested party may be seen as competing with those of the State of Florida. Such conflicts of interest:

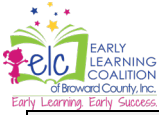
2.3.1. May be financial or non-financial.

2.3.2. May include actual, potential and perceived conflicts of interest.

2.3.3. Include organizational conflicts of interest that occur because of a relationship with an affiliate or subsidiary organization.

2.3.4. May occur due to governing board members and/or active entity employees.

2.4. Each ELC shall submit one electronic copy of the support files described above in Section 2.1 and any other supporting files considered necessary electronically to the report recipient indicated in Exhibit VI – List of Reports. If the ELC does not have access to the OEL SharePoint site, OEL will provide alternative written instructions.



ITEM #/MEETING:	B227NOM1 / BOARD
MEETING DATE:	6/13/2022
SUBJECT:	Approve Melody McDonald as the Private for-profit child care provider to fill the vacant Private Provider Representative vacancy.
FOR ACTION:	Yes
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEAD	J. Merritt

Background

Per ELC’s enacting statute, there are two board seats designated specifically for childcare providers. One seat is designated for “a representative of private for-profit child care providers including private for-profit family day care homes.” The second seat is designated for a “faith-based” child care provider representative.

On January 7, 2022, one of ELC’s two child care provider representatives, Cara Cerchione, resigned leaving a vacancy for a private for-profit child care seat. Beverly Batson remains as the faith-based representative.

ELC staff followed the policy for filing a provider representative Board vacancy approved by the full Board on February 14th 2022 as detailed in the supporting documentation.

Current Status

ELC received a total of six applications for the open Provider Representative board position, however two individuals decided to withdraw their applications, leaving four remaining applicants. Each of the remaining applications submitted the required Resume, Application and three references and were found to meet the required criteria/eligibility for the position. In addition to these required documents providers were provided the opportunity to send the ELC any feedback/comments they had on any of the applicants. Of the four applicants, two received additional provider feedback.

The four applicants were provided the opportunity to speak for 10 minutes each at the Nominating Committee meeting held on May 26th to provide the Committee with information on which to make a decision on who would be the most suitable candidate. The candidates were:

- Marcos Liberato, International Montessori Kids Center, Licensed capacity 85.
- Melody McDonald, Future Kids at Sunrise, Licensed capacity 261.
- Debora Pastrana Martinez, Kinder Clues Academy, Licensed capacity 96
- Maira Gonzalez, First United Methodist Preschool, Licensed capacity 212

Once all of the applicants were interviewed, the Nominating Committee discussed the applicant’s merits and came to a consensus and voted to recommend to the full Board Melody McDonald to fill the Private Provider Representative.

Recommendation

Nominating committee recommend the appointment of Melody McDonald as the Board Private for-profit child care Provider Representative.

Supporting Documents

- Melody McDonaals Application Packet



Early Learning Coalition
Board of Directors Application

PLEASE SUBMIT APPLICATION & RESUME TO:

Melody Martinez, Board Liaison/Executive Assistant

Mmartinez@elcbroward.org

1475 W. Cypress Creek Road, Suite 301
Fort Lauderdale, FL 33309
954-789-1041 office
954-377-2192 fax

APPLICATION

Applicant Name: Melody McDonald

Email Address: melodym@fkacademy.com

Cell phone: 954-748-4409

Address: 9491 NW 45th Court, Sunrise, FL 33351

Current Employer: Future Kids at Sunrise

Current Occupation: Director

Business Address: 10651 W Oakland Park Blvd, Sunrise, FL 33351

Specify Preferred Mailing Address: Business Residential

EDUCATION

List postsecondary educational institutions (or highest) attended or professional certifications:

<u>NAME & LOCATION</u>	<u>DEGREE/CERTIFICATES RECEIVED</u>	<u>DATES ATTENDED</u>
Florida State University Tallahassee, FL	BS & MS Emotional Handicap/Learning Disabilities	August 1999- December 2004
DCF	Director's Credential	Expiration: 06/13/2023

COMMUNITY INVOLVEMENT

Please list community, civic, professional, business & other organizations with which you are/have been involved (including professional/civic fraternal organizations):

<u>ORGANIZATION</u>	<u>POSITION(S) HELD</u>	<u>DATES INVOLVED</u>
Sunrise Chamber of Commerce	Active Member	2020-Current
FLAYCE	Active Member	2009-Current

Have you ever been elected/appointed to public office in the State of Florida? Yes No
 If yes, please provide details:

<u>POSITION/OFFICE TITLE</u>	<u>DATES SERVED</u>	<u>LEVEL OF GOVERNMENT</u>

Have you received any awards/recognition? Yes No
 If yes, please list:

Do you have any other skills/recognition you would like to share with us? Yes No

If yes, please list:

I feel as I'm a strong communicator. I have a strong background in training and curriculum development, as well as a special needs background

PERSONAL STATEMENT

Please answer all questions:

Why do you want to serve on the ELC's Board? What do you hope to achieve as a Board member? What is your vision for Early Childhood Education in Broward County?

I would like to serve on ELC's Board to be able to be more aware of what is going on in Early Childhood in the state and the county. I would like the opportunity to be able to have my voice heard and be able to get the voice of all the other provider's in Broward County heard. I would like to be able to be a part of a positive change for quality care in Early Childhood Education. I would represent private providers and be able to give a first hand account of the daily struggles that private providers face, and hope to have an impact on creating the best possible environments for children to have strong early learning experiences, giving them the best possible start in life.

I want to be an advocate, not only for the private providers struggling, balancing quality and being able to sustain a business, but for the children who are directly affected by the decisions that the legislature makes. I would like to make strong connections with other providers in the County and be able to convey their questions and concerns at a higher level, and hope to be able to contribute to making a change in the Early Childhood Education field in Broward County for the betterment of children and their early educational experiences.

My vision for Early Childhood Education is to be able to have enough resources and funding to be able to provide our next generation the tools that they need in order to have a strong start in Early Childhood Education. I envision quality experiences that are developmentally appropriate in order to give our next generation the intrinsic motivation to be successful in their future educational endeavors. I have a vision of Early Childhood Educators to get paid closer to what they are worth and what they deserve, as they have the most important jobs in the world, with allowing for smaller group sizes, in order for the children to get a more quality educational experience, without having to charge private paying parents an exuberant tuition. I envision more free trainings for staff and support to learn what quality education looks like and give them the tools they need in order to implement what they learn.

PERSONAL HISTORY

Please check all that apply:

- Have you ever been removed from a board(s), committee(s), council(s), etc.?
- Has probable cause ever been found that you were in violation of Part III, Chapter 112, F.S., code of Ethics for Public officers & employees?
- Are you now, or have you in that last 3 years, been a member of any club/organization that in practice restricts (restricted) membership on the basis of race, religion, national origin, or gender?
- Have you ever been convicted/withheld adjudication for violation of any federal, state or municipal law/regulation/ordinance?
- Have you, your immediate family (spouse, child, parent(s), sibling(s) or businesses of which your immediate family have been owners, officers, or employees, held any contractual/direct dealings with any state/local governmental agency in Florida during the last four years (including the office/agency to which you've been appointed or are seeking appointment)?

If you said yes to any of the above questions, please explain:

Please note: If required by law or administrative rule, you must file financial disclosure statement(s).

REFERENCES

Please attach three reference letters from professional contacts (please do not include personal references from family/friends).

QUESTIONS FOR CHILDCARE PROVIDERS ONLY

Are you employed by, or do you own a private childcare facility that receives funding services from the ELC of Broward County? Yes No

If yes, are you:

- For profit
- Not for profit
- Faith based
- Other:

****please note that the designated childcare provider representative (non-faith-based) serving on early learning coalition's board must be a for-profit childcare provider.**

Approximately what percentage of the children/families attending your childcare center/home receive childcare subsidies? 30%

Approximately what percentage of the children/families attending your childcare center/home receive VPK? 20%

Is your center/home accredited by a recognized agency? If yes, provide details/expiration:

APPLE accredited. Expiration Date:10/13/2026

I have gone through Advanced (Now Cognia) accreditation process at Chesterbrook. Also, led the school in NAEYC accreditation when employed by Bright Horizons (Motorola)

Do you agree to attend PLAN (Providers Learning and Networking) meetings on a consistent basis?

- Yes No

Do you agree to attend ELC Board and/or Board subcommittee meetings on a consistent basis, and to inform the board about issues effecting the private childcare provider community?

- Yes No

How will you communicate with the provider community? What methods will you employ to ensure childcare providers' diverse points of view are heard by you, and by the board?

I would do a lot of communicating through emails, as it seems as this is the best way to contact most people in these times. I would also plan zoom meetings in order to be able to have round table discussions where people can discuss agenda items with each other and come up with consensus of items which they are most passionate about. I will not discount anyone's points-of-view and listen to what everyone's diverse needs are. I will ensure that I'm taking proper notes on what the providers are saying and convey their concerns and questions to the appropriate channels. I would not discount or throw out opinions that I do not totally agree with. I would still convey these ideas to the proper channels, as I would not be representing my own personal agenda, but those collectively of all of the private providers in the county.

I already attend all of the PLAN meetings each month in order to stay on top of everything that is going on in the state and the county. I would ensure that I maintain strong relationships with other board members to ensure that my voice is heard and not discounted, while maintaining professionalism. I would make sure that I'm available to the providers, in order for them to convey their thoughts to me, not just at scheduled meeting times.

A PROVIDER MAY NOT BE ELIGIBLE FOR BOARD MEMBERSHIP, IF DURING THE LAST 24 MONTHS:

It submitted a monthly attendance roster containing fraudulent reporting or other intentional misreporting of a student's attendance.

It failed to comply with the terms of the ELC's school readiness provider agreement.

Its license status, as recorded in CCIS, is "Revocation Action Pending," "Suspension Action Pending/Suspended," or "Closed."

Its accreditation status has been rescinded (for Providers not Licensed by Broward Co. Child Care Licensing)-S.1002055(3)B. F.S.

It has been identified on the FSDA or Florida disqualification list.

It has received multiple Class 1 and/or Class 2 violations from Broward County Childcare Licensing and Enforcement within the last two years.

COMMITMENT AND OPERATIONAL STATEMENTS

Time Commitment: Serving as an ELC Board Member will require a commitment of time, including attendance at regular Board meeting and committee involvement, visiting community program sites, ELC events, and becoming educated about many aspects of early childhood development and school readiness. Board meetings are generally held once every other month.

Conflict of Interest: a conflict of interest may occur when an item is presented for a vote that will directly affect you, your employer, your immediate family, or another organization with which you are affiliated. Conflict of interest rules generally requires you to disclose the conflict and abstain from discussion/vote on the matter.

Membership Requirements: School Readiness legislation & the Division of Early Learning Policies (OEL-PG-0002-10 "Early Learning Coalition Board Membership") govern the requirements for Board membership. Please see applicable policies.

Sunshine Law: The ELC of Broward County is a legislatively mandated group and operates under the general Florida guidelines of The "Sunshine Law."

Private Provider, Faith-Based Provider & Special Needs Representative: Serving in such capacity requires a commitment to communicate Board business to constituents.

I understand the requirements of Board Membership for the Early Learning Coalition of Broward County, Inc. I agree that I have carefully and personally prepared/read the answers to the foregoing questions. The information in this application is complete and true.

Melody Rae McDonald

Full Name



Signature

03/05/20

Date

PRIVATE-SECTOR MEMBER

I, Melody Rae McDonald, have read and reviewed OEL-PG-0002-10 "Early Coalition Board Membership" and that I meet the eligibility requirements for Early Learning Coalition Private-Sector membership in Broward County, as reflected therein, and that I do not have a substantial financial interest in early leaning programs as defined by said policies. I agree to immediately notify the Board of Early Learning Coalition of Broward County, Inc. in writing, should that change during my term.


Signature

03/05/20
Date

SELF-IDENTIFICATION

Completion of the following section is optional:

RACE:

- White, non-Hispanic
- Native Hawaiian/other Pacific Islander American
- Hispanic
- Indian/Alaska native
- Black/African American
- Asian

- Female
- Male

Melody McDonald

Experience

December 2020-Current
Director • Future Kids at Sunrise

September 2012–December 2020
Director/Principal • Chesterbrook Academy

June 2008 – September 2012
Director • Bright Horizons

Ensure the health and safety of children, up to 210. Oversee all aspects of staffing, up to 35 staff members. Keeping accurate records of children’s files and staff files. Ensuring the school is meeting all licensing requirements. Prepare for the accreditation process and ensure that the school is following all accreditation requirements. Keep monetary records and follow and implement accurate budgeting. Follow food program requirements, keep records, order food and supplies. Train staff on health and safety, supervision, lesson planning, interactions, etc. Ensure the school is following all School Readiness standards and VPK standards. Maintain current contracts with local coalition. Marketing.

Education

Florida State University, Tallahassee, FL

Master’s of Science in Emotional Handicapp/Learning Disabilities
with a pre-kindergarten endorsement

Communication

Utilize social media platforms, email, newsletters, phone calls, and text messaging to communicate with families, market, and maintain a community presence.

References

Available Upon Request



9491 NW 45th Court
Sunrise, FL 33351



954-279-6897



melodym@fkacademy.com



March 5, 2022

To whom it may concern,

I am writing in reference to Melody McDonald. I have worked for Melody for the past 8 years as her assistant director. In the time I have worked with her, she has shown that she is committed to giving children the best early educational experience. She has high standards for herself and for her school. She gives 110% at all times and is always looking for ways to improve the school. She maintains great relationships with the parents and the staff. Many times staff have wanted to leave because of low pay, but end up staying on because of the relationship that they share with Melody. She is passionate about her job and passionate about the children. She treats all the parents as they are a part of her family and wants them to have the best experience at the school. I've seen her grow her school from having less than a quarter capacity filled to having a waiting list.

Melody was able to navigate through COVID with strong leadership, while other schools were closing doors and laying off people, she supported all her staff and grew the school, never having to close the doors and offering an innovative online curriculum for those families who chose to keep their children at home. She created spaces for classes to be held where previously were occupied by other spaces in order to keep class sizes down, to lessen the risk of exposure to COVID.

Her communication skills with parents, staff, and other professionals is beyond words. She has a natural way of calming people who are upset or frustrated, while truly listening to what they have to say, and helping them find a solution to their problems, or directing them to where they can find a solution if she does not know the solution. She knows a lot of community resources and helps connect families in need of these resources. Melody is always the first to step up to help someone in need and stand up to be an advocate for the children in her care. I strongly recommend her for any position, as I know she can handle any challenge thrown her way.

If you have any questions you can call me at any time.

Sincerely,

A handwritten signature in blue ink that reads "Barbi". The signature is written in a cursive, flowing style.

Barbi Fay

Future Kids at Sunrise

Assistant Director

954-748-4409



February 25, 2022

To Whom It May Concern:

I have had the pleasure of working with Melody McDonald at Future Kids at Sunrise for the past year. During this time, I've watched her be both attentive to detail and focused on reaching big picture goals. She is teachable, innovative, and brings organization and excellence to her role.

Melody uses her communication and organizational skills to help her team of employees complete projects quickly without sacrificing quality. She is enjoyable to work with, as she brings a positive attitude to every situation, is a good problem solver, and works hard to make sure her job gets done well.

Melody would be a great asset to have at any organization and I give her my highest recommendation.

Please let me know if you have any additional questions or require any further information about Melody.

Sincerely,

A handwritten signature in blue ink that reads "Veronica Madriz". The signature is fluid and cursive, with the first name "Veronica" being larger and more prominent than the last name "Madriz".

Veronica Madriz
Future Kids at Sunrise
Regional Manager
sunrise@fkacademy.com
954-748-4409



February 25, 2022

To Whom It May Concern:

I am writing to wholeheartedly recommend Melody McDonald for the Private Provider's Representative Seat on the ELC Broward's Board of Directors. My name is Oscar Chinaea and I'm the COO at Future Kids at Sunrise. I've been working in the early childhood education field for over 13 years and in this time, I have to say, Melody stands out as a cut above the rest.

Melody is the director at one of our centers located in Sunrise, FL and during our time together, she has shown a remarkable talent for building and maintaining relationships with parents, staff, vendors, and creating connections with the community. I am always impressed with Melody's dedication and desire to go above and beyond what is asked.

While I value Melody's leadership abilities, she stands out as so much more than a director. Melody always displays a positive attitude and is a real pleasure to work with thanks to her desire to learn and embrace new ideas and challenges. She is a strong advocate for children and for the betterment of the early childhood industry. She understands the struggles that private providers face and does a wonderful job of creating relationships and conveying those challenges to those in a position to help make changes.

Melody is in constant contact with our local Senate and Legislative representatives, voicing her concerns. She attends all rule development workshops that have any relevance to the early childhood education field to have her voice heard. I'm more than pleased to recommend Melody with no reservations whatsoever. She would make an excellent addition to the Board of Directors as the Private Provider Representative.

If you have any further questions or need any more information about Melody, please, feel free to contact me at any time.

Sincerely,

A handwritten signature in black ink, appearing to read "Oscar Chinaea", written in a cursive style.

Oscar Chinaea
Future Kids at Sunrise
Chief Operating Officer
oscarc@fkacademy.com
954-748-4409



ITEM #/MEETING:	B227NOM2 / BOARD
MEETING DATE:	6/13/2022
SUBJECT:	ELC Board Officer elections
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Board Officer Nominations FY 22-23 – FY 23-24
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	NA
ELC STAFF LEAD	R. Jaffe

Background

Section 4.1 of the ELC Bylaws state *“the Board shall elect a First Vice-Chair, a Second Vice-Chair, Secretary, and treasurer from the Members of the Coalition. The elected Members of the Board shall be considered “Officers” for the Coalition and shall be part of the Executive Committee of the Coalition.”*

Section 4.2 of the ELC Bylaws states that *“Except for the Chair, each Officer shall be elected by a majority vote of the Board for a two (2) year term (“term of office”). Officers may hold the same elected position for up to two (2) consecutive terms of office. Terms of office shall coincide with the Coalition’s fiscal year. Election of Officers shall take place at the annual meeting in June of each fiscal year.”*

The terms of the current elected Board Officer positions, which began on July 1, 2020, will end on June 30, 2022.

Current Status

Board members were asked to submit nominations to ELC staff. The Chart below lists the current officers and nominations for each position for the FY 22/23 – FY 23/24 term. Each of the current Officers indicated their desire to serve a second term in their Officer Positions.

Officer Position	Current Officer	Nomination (7/1/22-6/30/24)
1 st Vice Chair (Chair of Governance)	Dawn Liberta (7/1/20 – 6/30/22)	Dawn Liberta
2 nd Vice Chair	Twan Russell (7/1/20 – 6/30/22)	Twan Russell
Treasurer (Chair of Finance)	Cindy Arenberg Seltzer (7/1/20-6/30/22)	Cindy Arenberg Seltzer
Secretary	Monica King (7/1/20 – 6/30/22)	Monica King

Additionally, at the June 13th Board Meeting, the ELC Board Chair will appoint Kristina West as the Chair of the Ad Hoc Fundraising Committee and Renee Podolsky as the Chair of the Audit Committee effective July 1 2022.

Recommendation

Nominating Committee recommend the above slate of Board Officer nominations for FY 22/23 – FY 23/24

Supporting Documentation

ELC Board Duties of Officers

ELC Board Duties of Officers

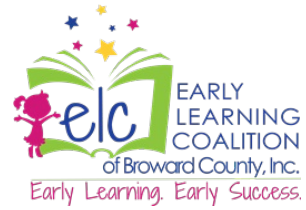
- The Chair shall:
 - preside at all Board meetings; except as provided for in the Coalition Bylaws,
 - serve as a Member of all standing and ad hoc committees of the Board;
 - except as provided for in the Coalition Bylaws, appoint all standing and ad hoc committee members and chairs of the Board committees.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

- The First Vice-Chair shall:
 - serve as the Chair of the Governance Committee;
 - preside at all Board meetings in the absence of the Chair;
 - assume the duties of the Chair in the event the office becomes vacant, there is a conflict of interest, or due to the unavailability of the Chair; and
 - perform such duties as designated by the Chair

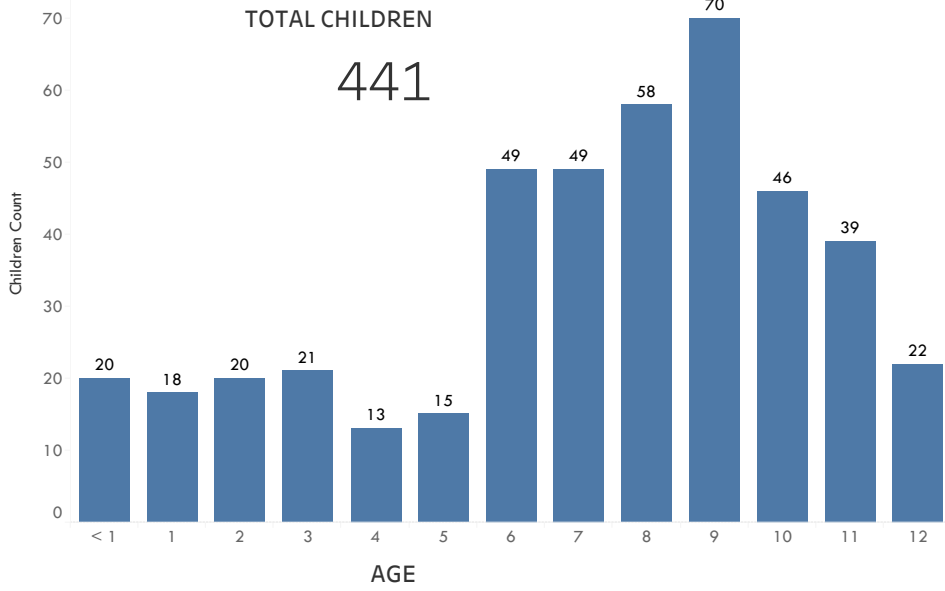
- The Second Vice-Chair shall:
 - preside at the Board meetings in the absence of the Chair and the First Vice Chair;
 - assume the duties of the First Vice-Chair, in the event that office becomes vacant, there is a conflict of interest, or due to the unavailability of the Chair; and
 - perform such duties as designated by the Chair

- The Secretary shall:
 - preside at the Board meetings in the absence of the Chair, First Vice-Chair and Second Vice-Chair;
 - confirm recording of the official minutes at each meeting of the Board;
 - review the minutes for accuracy prior to submission to the Board and certify the minutes after approval by the Board; and
 - perform such duties as designated by the Chair

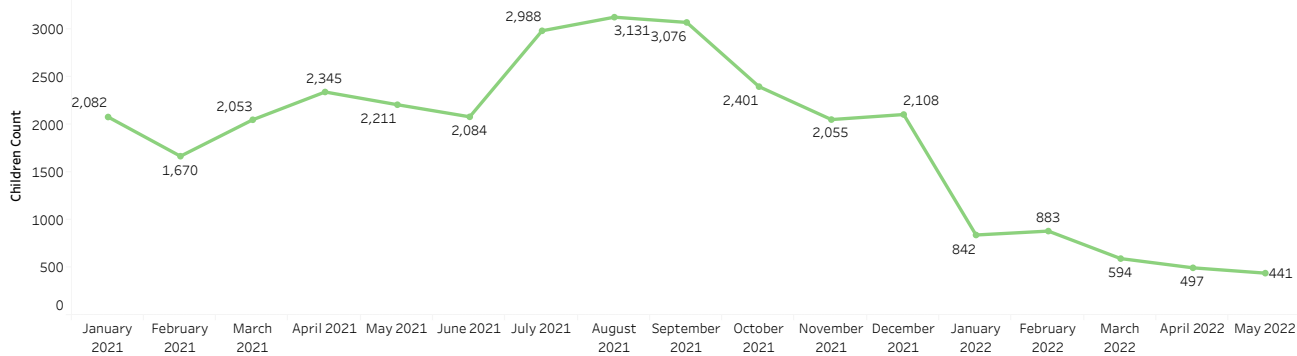
- The Treasurer shall:
 - preside at the Board meetings in the absence of the Chair, First Vice-Chair, Second Vice-Chair and Secretary;
 - chair the Finance Committee; and
 - perform such duties as designated by the Chair.



Waiting List Children by Age as of 5/19/2022



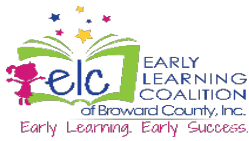
Prior Month	Children ..	+/-	%
Jan 2021	2,082	-394	-19%
Feb 2021	1,670	-412	-25%
Mar 2021	2,053	383	19%
Apr 2021	2,345	292	12%
May 2021	2,211	-134	-6%
Jun 2021	2,084	-127	-6%
Jul 2021	2,988	904	30%
Aug 2021	3,131	143	5%
Sep 2021	3,076	-55	-2%
Oct 2021	2,401	-675	-28%
Nov 2021	2,055	-346	-17%
Dec 2021	2,108	53	3%
Jan 2022	842	-1,266	-150%
Feb 2022	883	41	5%
Mar 2022	594	-289	-49%
Apr 2022	497	-97	-20%
May 2022	441	-56	-13%



ELC Broward Contract List 2021-2022

Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Division of Early Learning	\$214,250,809	School Readiness, VPK & PDG	Revenue	7/1/21-6/30/22	Active
Broward County	\$2,342,795	SR Match & Special Needs	Revenue	10/1/21- 9/30/22	Active
Children's Services Council	\$4,592,850	Financially Assisted Child Care	Revenue	10/1/21-9/30/22	Active
Children's Services Council	\$4,017,850	Vulnerable Populations	Revenue	10/1/20-6/30/22	Active
City of Fort Lauderdale	\$50,000	SR Match Funds	Revenue	10/1/21-9/30/22	Active
City of Hollywood	\$7,611	SR Match Funds	Revenue	10/1/21-9/30/22	Active
City of Pompano Beach	\$21,500	SR Match Funds	Revenue	10/1/21-9/30/22	Active
City of Deerfield Beach	\$15,000	SR Match Funds	Revenue	2/15/22-9/30/22	Active
United Way	\$130,000	SR Match Funds	Revenue	7/1/21-6/30/22	Active
Children's Forum	\$225,450	INCENTIVES® Program	Subrecipient	7/1/21-12/31/21	Expired
Children's Forum	\$312,174	INCENTIVES® Program	Subrecipient	1/1/22-6/30/22	Active
First Call for Help/211	\$461,092	Community Referral Services	Subrecipient	7/1/21-6/30/22	Active
Abila	\$6,200.10	MIP Accounting Software	Vendor	6/20/21-6/19/22	Active
Allison Golden	\$10,000	Mental Health Support Training	Vendor	10/1/21-12/31/21	Expired
Chris Becerra	\$10,000	Mental Health Support Training	Vendor	7/1/21-6/30/22	Active
Accessible Comm for the Deaf	\$1,300	Interpretation Services	Vendor	8/13/18 Ongoing	Active
AT&T	\$50,000	Cell Phones and Hot Spots	Vendor	7/1/21-12/19/21	Ongoing
Biometrics4All, INC.	\$840	Live Scan Software Support	Vendor	7/1/21-6/30/22	Active
BlueJean Software, Inc.	\$33,000	Hosting and Support Services	Vendor	7/1/21-6/30/22	Active
Business Leadership Institute	\$50,000	Business Development	Vendor	7/1/21-6/30/22	Active
Causetech DBA Achieve	\$7,988	Website Hosting	Vendor	7/1/21/-6/30/22	Active
CLASS Observers (9)	\$33,500ea	Independent CLASS Observers	Vendor	7/1/21-6/30/22	Active
Comcast	\$4,368	Internet	Vendor	7/1/21-6/30/22	Active
Compensation Resources	\$34,650	Competitive Market Study	Vendor	8/6/21-6/30/22	Active
Crown Center	\$416,078	Office Lease (est. annual cost)	Lease	2/1/19-1/31/29	Active
Devereux Foundation	\$1,525	Prof. Development Provider Training	Vendor	1/25/22-6/30/22	Active
FL Dept of Law Enforcement	\$1,863	LiveScan Service (annual cost)	Vendor	10/29/18-Ongoing	Active
Goren, Cherof,Doody,Ezrol	\$30,000	Legal Services	Vendor	4/26/22-6/30/22	Active
Hillspoint Resources (1 st Day)	\$28,800	Mental Health Support Training	Vendor	10/23/21-12/31/21	Expired
Hillspoint Resources (1 st Day)	\$12,000	Mental Health Support Training	Vendor	3/8/22-6/30/22	Active
Intermedia.net, Inc.	\$21,540	Office 365	Vendor	7/12/21-7/12/22	Active
Jacob Jackson	\$90,000	Legal Services	Vendor	4/1/21-3/31/22	Terminated
Keefe McCullough, LLP	\$41,800	External Audit Preparation	Vendor	7/1/21-6/30/22	Active
LeBoffe & Associates LLC	\$8,000	Senior Team Retreat/Follow up	Vendor	7/1/21-12/31/21	Expired
NSU	\$34,500	Providers State mandated training	Vendor	12/1/21-6/30/22	Active
One Beat	\$7,200	CPR Training for Providers	Vendor	9/1/21-6/30/22	Active
Piccolo Picasso LLC	\$25,000	Online Learning Platform	Vendor	7/1/21-6/30/22	Active
Racial Equity Institute	\$60,000	Racial Equity Training	Vendor	10/1/21-6/30/22	Active
Revation Systems, Inc.	\$18,000	Telecommunications Services	Vendor	9/15/21-9/30/24	Active
Tripp Scott Attorneys at Law	\$14,000	ERISA Legal Services	Vendor	7/1/2021-6/30/22	Active
Scholastic	\$600,000	Book Worms Reading Packets	Vendor	2/15/22-6/30/22	Active
School Board Broward County	\$10,210.60/yr	Gulfstream Early Learning Ctr	Lease	9/5/19-9/5/22	Active
Sharity, Inc.	\$24,200	Strategic Planning/Board Retreat	Vendor	1/10/22-6/30/22	Active
Sharp (State Term Contract)	\$14,353.12	Copier and Printer Rental	Vendor	11/1/20-9/1/25	Active
Teaching Strategies Gold	\$19,425	Child Assessment Software	Vendor	7/1/21-6/30/22	Active
Teaching Strategies Gold	\$8,120	Teaching Strategies materials	Vendor	2/17/22-6/30/22	Active
The Journey Institute	\$25,500	Mental Health Support Training	Vendor	8/4/21-12/18/21	Expired
Tripp Scott	\$14,000	Legal Services	Vendor	9/20/20-6/30/22	Active
Trusaic	\$6,500	Monthly Fee for up to 500 W2's	Vendor	6/1/21-6/30/22	Active
Webauthor	\$65,000	CRM Software	Vendor	7/1/21-6/30/22	Active

Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Brown & Brown	\$0	<i>Information Sharing Agreement</i>	MOU	8/1/20-7/31/26	Active
Broward County	\$0	<i>Crisis Intervention & Support</i>	MOU	11/18/20-11/17/25	Active
Child Abuse Prevention -CAPTA	\$0	<i>Interagency Referrals</i>	MOU	9/1/21-8/31/26	Active
School Board Broward County	\$0	<i>Community Partnership</i>	MOU	TBD-6/1/2045	Pending
Seventeenth Circuit Court	\$0	<i>Cooperation Agreement</i>	MOU	6/23/20-Ongoing	Active
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active
Women in Distress	\$0	<i>Community Partnership</i>	MOU	10/1/21-9/30/22	Active



Training Calendar

June 2022

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Registration</u>
Thursday 6/2/2022	6:30pm – 8:30pm	Ana Avalos-Atkinson, Q&E Coach, ELC	Sound Beginnings – Early Language Development: Best Practices for Early Learning Providers	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=6F324435-B5AF-4CC4-9F0A-E2B815EA19C8
Thursday 6/9/2022	2pm - 3pm	Debra Cruz & Jasmine Rhinehart, Q&E Coaches, ELC	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10083 Zoom
Saturday 6/11/2022	9am – 12pm	Dr. Harleen Hutchinson, The Journey Institute	Early Identification of Developmental Delays & Trauma Impact	https://us06web.zoom.us/j/912222222222
Tuesday 6/14/2022	1pm - 2pm	Debra Cruz & Jasmine Rhinehart, Q&E Coaches, ELC	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10084 Zoom
Wednesday 6/15/2022	7pm – 8:30pm	Agnieszka Boddie & Aida Brar, Q&E Coaches, ELC	CLASS with Infants: Early Language Support	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=0D2E1325-674B-4159-8F0A-A9B5B57F87CD
Thursday 6/16/2022	7pm – 8:30pm	Ana Avalos-Atkinson, Q&E Coach, ELC	(Serie de Capacitación para Nuevos Educadores) Práctica Apropiada para el Desarrollo (DAP) Parte 5: Resumamos todo sobre los niños en Pre-K	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=CDCB3AF8-CC0B-4ED2-8573-B0FFC5ADE6A6
Tuesday 6/21/2022	6:30pm 7:30pm	Debra Cruz & Jasmine Rhinehart, Q&E Coaches, ELC	Phonological Awareness Virtual Reflection (Component 3)	Course Ref# 10085 Zoom
Thursday 6/23/2022	7pm – 8:30pm	Debra Cruz & Jasmine Rhinehart, Q&E Coaches, ELC	Ready, Set, Learn: Hands-On- Explorations in Pre-K	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=32D13342-3EE4-468C-B6E0-2282EDA53971
Saturday 6/25/2022	9am – 12pm	Dr. Harleen Hutchinson, The Journey Institute	Early Identification of Developmental Delays & Trauma Impact	https://us06web.zoom.us/j/912222222222



Training Calendar

June 2022

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Registration</u>
Monday 6/27/2022	7pm – 8:30pm	Ana Avalos-Atkinson, Q&E Coach, ELC	Serie de Capacitación para Nuevos Educadores) Práctica Apropiada para el Desarrollo (DAP) Parte 5: Resumamos todo sobre bebés y niños pequeños	https://elcbroward.webauthor.com/pub/lms/classes.cfm?uuid=89F25B7A-5292-4699-9DBA-EF53094461B1

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

FYI 4 – Cash Disbursements

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

Cash disbursement for April 2022

Vendor Name	Amount	Purpose
ADP, Inc.	2,110.92	Processing Charges for 3/19/22 & 4/2/22
Ann Marie Maceda-Calderon	2,100.00	CLASS Observations for March 2022
Audacy Operations, Inc.	4,008.00	150 Radio Spot Ads for VPK/SR 3/28/22-4/10/22
Bluejean Software, Inc.	1,171.88	Hosting, Maintenance, and Support March 2022
Broward Family Life Magazine, Inc.	2,415.00	April 2022 Broward Bookworm Ad
Business Card	1,385.06	Bank of America Ops Purchases C. Klima (No Individual Items > \$1,000)
Business Card - AT&T	4,361.08	Cell Phone and Data Charges February 2022
Business Card - AT&T	4,361.02	Cell Phone and Data Charges March 2022
Carmen Nicholas	4,550.00	CLASS Observations March 2022
Children's Services Council of Broward	25,000.00	Family Resource Guide - Article Submission 22/23
Colonial Life & Accident Insurance	5,093.51	April 2022 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	April 2022 Internet Services
Evelyn Puerto	3,500.00	CLASS Observations March 2022
Fort Lauderdale Crown Center, LLC.	34,379.10	May 2022 Rent Suite 301
Guardian	12,334.67	May 2022 Employee Health Benefits
Humana Insurance Co.	1,213.37	May 2022 Employee Health Benefits
iHeartMedia Entertainment	2,556.00	April 2022 Ads on WMIB
iHeartMedia Entertainment	3,992.00	April 2022 Ads on WZTU
iHeartMedia Entertainment	7,668.00	March 2022 Ads on WMIB
iHeartMedia Entertainment	11,976.00	March 2022 Ads on WZTU
Indeed	6,000.00	March 2022 Job Postings
K&G, LLC.	1,600.00	Online vendor reg & pmt website for 2022 event
Kimesha House	4,550.00	CLASS Observations March 2022
Lianne Betancourt	5,950.00	CLASS Observations March 2022
Maria Caro	2,450.00	CLASS Observations March 2022
Maria Lopez	2,450.00	CLASS Observations March 2022
Nova Southeastern University	2,981.00	State-Mandated Online Trainings
Revation Systems, Inc.	7,253.14	March 2022 Services
Robert Half International DBA OfficeTeam	1,540.00	AP Temp - T. Barnes 3/19/22 - 3/25/22
Robert Half International DBA OfficeTeam	1,232.00	AP Temp - T. Barnes 3/28-4/1/22
Robert Half International DBA OfficeTeam	1,540.00	AP Temp - T. Barnes 4/2/22 - 4/8/22
Robert Half International DBA OfficeTeam	1,540.00	AP Temp - T. Barnes 4/9 - 4/15/22
SHI International Corp.	21,600.00	Kid Size Stereo Headphones
Teachstone Training LLC	6,022.00	Infant, Toddler, & Pre-K Observation Score Sheets
The Devereux Foundation	1,525.00	Keynote Speaker at ELC of Broward Annual Conference
The Lincoln National Life Insurance	8,279.06	May 2022 Employee Health Benefits
ThreatTrack Security, Inc.	3,960.00	VIPRE Antivirus Renewal (3/30/22 - 3/29/23)
Webauthor.com LLC	5,000.00	CRM Software License April 2022
Yvette Veras	4,200.00	CLASS Observations March 2022



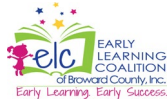
Match YTD Match Fundraising Report

Funder	Requested FY21/22	Status as of 4/21/2022
Coconut Creek	25,690	Recommended for Funding
Cooper City	-	No Funding Available
Coral Springs (Community Chest)	2,500	Recommended for Funding
Dania Beach	-	Not Funded
Davie	-	No Funding Available
Deerfield Beach	15,000	Recommended for Funding
Ft. Lauderdale	50,000	Recommended for Funding
Hallandale	10,000	Recommended for Funding
Hollywood	7,611	Recommended for Funding
Lauderdale By The Sea	2,000	Recommended for Funding
Lighthouse Point	1,000	Recommended for Funding
Lauderdale Lakes	-	No Funding Available
Lauderhill	3,000	Recommended for Funding
Margate	1,000	Recommended for Funding
Miramar	5,000	Recommended for Funding
North Lauderdale	5,000	Recommended for Funding
Oakland Park	-	Not Funded
Parkland	3,000	Recommended for Funding
Pembroke Park (Town)	-	No Funding Available
Pembroke Pines	35,000	Recommended for Funding
Plantation	22,000	Recommended for Funding
Pompano Beach	40,000	Recommended for Funding
Tamarac	-	Not Funded
Sunrise	55,890	Recommended for Funding
Southwest Ranches	-	No Funding Available
West Park	-	No Funding Available
Weston	6,850	Recommended for Funding
Wilton Manors	-	No Funding Available
Total Municipalities (SR)	\$ 290,541	Total Requested FY21
United Way	130,000	Committed as of July 1, 2021
Child Care Providers	500,000	Committed as of July 1, 2021
Broward County	1,490,872	Committed as of July 1, 2021
CSC	2,939,423	Committed as of July 1, 2021
Total All Match	\$ 5,350,836	Total SR Match

ELC of Broward County

Committee Membership 2021-2022

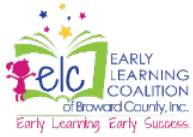
COMMITTEE	Member Name	Seat	By Laws
EXECUTIVE	<i>Members consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees)</i>		
Officer	Laurie Sallarulo	Chair	effective 4/2014 - Governor appointment
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
FINANCE	<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
PROGRAM REVIEW	<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
	Cindy Arenberg-Seltzer	Member	
	Dawn Liberta	Member	
	Laurie Rich Levinson	Member	
	Laurie Salarullo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	
AUDIT	<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
	Beverley Batson	Member	effective 12/19/19
	Michael Asseff	Member	
	Monica King	Member	effective 4/7/17
	Twan Russell	Member	effective 12/9/16
GOVERNANCE	<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
	Michael Asseff	Member	effective 6/2020
	Carol Hylton	Member	effective 2/2021
	Laurie Salarullo	Member	
	Kirk Englehardt	Member	effective 9/13/21
NOMINATING	<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
	Amoy Reid	Member	effective 12/19/19
	Julie Winburn	Member	effective 05/2022
	Kristina West	Member	effective 09/13/21
	Laurie Salarullo	Member	
	Sharonda Davis-Bailey	Member	effective 04/27/22
	Twan Russell	Member	
AD HOC FUNDRAISING established 2/13/20	Michael Asseff	Chair	effective 2/13/20
	Amoy Reid	Member	effective 2/13/20
	Kristina West	Member	effective 9/13/21
	Michael Asseff	Member	effective 2/13/20
	Richard Campillo	Member	effective 2/13/20
	Twan Russell	Member	effective 2/13/20
AD HOC STRAT PLANNING	Kirk Englehardt	Chair	effective 11/2021
	Cindy Arenberg-Seltzer	Member	effective 11/2021
	Dawn Liberta	Member	effective 11/2021
	Ellie Schrot	Member	effective 11/2021
	Khalil Zeinieh	Member	effective 11/2021
	Laurie Salarullo	Member	effective 11/2021
	Monica King	Member	effective 12/2021
	Renee Podolsky	Member	effective 11/2021
Workforce Workgroup established 10/2021	Laurie Rich Levinson	Member	effective 10/2021
	Dawn Liberta	Member	effective 10/2021
	Laurie Salarullo	Member	effective 10/2021
	Carol Hylton	Member	effective 10/2021
	Cindy Arenberg-Seltzer	Member	effective 10/2021



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

QUORUM # NEEDED: 10

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



FY 22-23 – ELC of Broward County
2022-2023 Board/Committee Meeting Calendar

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

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

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

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

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

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

January 2023						
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February 2023						
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March 2023						
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April 2023						
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May 2023						
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June 2023						
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Finance/Executive Meetings
 August 30, 2022 @ 1:30pm
 November 1, 2022 @ 1:30pm
 December 6, 2022 @ 1:30pm
 January 31, 2023 @ 1:30pm
 March 28, 2023 @ 1:30pm
 May 2, 2023 @ 1:30pm
 June 6, 2023 @ 1:30pm

Full Board Meeting
 September 12, 2022 @ 9:00am
 November 14, 2022 @ 9:00am
 December 12, 2022 @ 9:00am
 February 13, 2023 @ 9:00am
 April 10, 2023 @ 9:00am
 May 15, 2023 @ 9:00am
 June 19, 2023 @ 9:00am

Program Review Committee:

Nominating Committee:

Governance Committee:

Audit Committee:

ELC Offices closed for holidays on:
 July 4; Sep 5; Nov 11; Nov 24 and 25; Dec. 26, Dec 30; Jan 2; Jan 16; Feb 20;
 May 29

FYI - ELC Broward Glossary of Terms (August 2019)

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

Child Care Licensing		The child care licensing program is a component of the services provided by Department of Children and Families. The program is accountable for the statewide licensure of Florida's child care facilities, specialized child care facilities for the care of mildly ill children, large family child care homes and licensure or registration of family day care homes. The purpose of the program is to ensure a healthy and safe environment for the children in child care settings and to improve the quality of their care through regulation and consultation. The department ensures that licensing requirements are met through on-going inspections of child care facilities and homes, thus preventing the continued operation of substandard child care programs
Child Care Resource and Referral Program	CCR&R	The Child Care Resource and Referral Network is dedicated to helping families find answers to their questions regarding how to identify quality child care and early education programs. The CCR&R program also conducts a search for providers that meet the specific needs of the family; the CCR&R program also provides information and community resources that may benefit the entire family.
Children's Services Council	CSC	A Children's Services Council is a local government body that oversees funding for programs and services that improve the lives of children and their families. Chapter 125 of Florida Statutes governs the creation and operation of a Children's Services Council, commonly referred to as a CSC. Florida is the only state in the nation that empowers communities to create a local government with the sole purpose of investing in the well-being of families.
Child Development Associate	CDA	A nationally recognized early childhood professional credential awarded to individuals who successfully complete the nationally established requirements of the CDA program to work with young children.
Classroom Assessment Scoring System™	CLASS	The Classroom Assessment Scoring System™ (CLASS™) is an observational tool that provides a common lens and language focused on classroom interactions that boost student learning. This tool is used as the basis for the State of Florida's Quality Rating System, and CLASS scores are used to calculate payment differentials for child care facilities serving subsidized children.
Continuing Education Units	CEUs	A measure used to track continuing education; in general, a CEU is defined as 10 clock hours of participation in a recognized continuing education program with qualified instruction and sponsorship through an accrediting CEU body.
Enhanced Field System Modernization	EFS Mod	The billing system currently in use for early learning programs.
Environment Rating Scales	ERS	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: (ECERS-R) The Early Childhood Environment Rating Scale-Revised (ITERS-R) The Infant/Toddler Environment Rating Scale-Revised (FCCERS-R) The Family Child Care Environment Rating Scale-Revised (SACERS) The School-Age Care Environment Rating Scale
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	FPF	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.