

**Early Learning Coalition of Broward County, Inc.
Board Meeting Agenda
December 21, 2020 12:00PM**

Via Zoom Meeting:

<https://zoom.us/j/95664288390?pwd=YklGVmhtTTRRMHljZTRLbjZUZzd0QT09>

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

PAGE			
I.	Call to Order		Laurie Sallarulo, Chair
II.	Roll Call		Elsy Silvestre, Executive Assistant
III.	Chair Report		Laurie Sallarulo, Chair
IV.	ELC Mission Moment <ul style="list-style-type: none"> • Website • Legislation/Municipality Newsletter & Video • 3 T's Initiative 		Hubert Cesar & Nora Emmanuel Nora Emmanuel Allison Metsch
V.	CEO Report	1	Renee Jaffe, CEO
VI.	Consent Agenda <ul style="list-style-type: none"> • Approve September 23, 2020 Meeting minutes • B212CA1 Legal Counsel Contract Renewal • B212CA2 Approve registration of fictitious name "ELC Broward" with Sun Biz • B212CA3 Approve Updated Authorized Caller List for Purchase Card 	5 11 22 23	Laurie Sallarulo, Chair
VII.	Regular Business <ul style="list-style-type: none"> • B212RB1 ELC Internal Racial Equity Plan 	26	Hubert Cesar Chair Nora Emmanuel Co Chair Amy Moore Co Chair
VIII.	Finance Committee <ul style="list-style-type: none"> • B212FIN1 Approve October 2020 Interim Financial Statements • B212FIN2 Approve Budget FY21 Amendment #2 • B212FIN3 Provider Rate Increase Proposal • B212FIN4 FY19 & FY20 EFS Mod Overpayment Communication and Action Plan (PowerPoint to be presented at Board Meeting) 	35 43 54	Cindy Arenberg Seltzer, Committee Chair Christine Klima, CAO
IX.	Nominating Committee – No Updates		Michael Asseff, Committee Chair

X.	Governance Committee <ul style="list-style-type: none"> • B212GOV1 Approve Board member roles and responsibilities • B212GOV2 Review Board composition and recruitment update 	59 61	Dawn Liberta, Committee Chair
XI.	Program Review Committee		Khalil Zeinieh, Committee Chair
XII.	Audit Committee - No Updates		Richard Campillo, Committee Chair
XIII.	Provider Representative Update		<p>Cara Cerchione, Representative private for profit child care provider</p> <p>Beverly Batson, Representative private faith based child care provider</p>
XIV.	FYI Items <ul style="list-style-type: none"> • FYI 1 Wait List Report • FYI 2 FY 20-21 ELC Contracts • FYI 3 Education and Quality Training Calendar • FYI 4 August Cash Disbursements • FYI 5 September Cash Disbursements • FYI 6 October Cash Disbursements • FYI 7 Match Report • FYI 8 FY 20-21 Committee Membership • FYI 9 FY 20-21 Board & Committee Meeting Calendar • FYI 10 FY 19-20 Board Meeting Attendance • FYI 11 Glossary of Terms 	64 65 66 67 68 69 70 71 72 73 75	
XV.	Unfinished Business New Business Matters from the Board Matters from the CEO Matters from our Partners Public Comment Next ELC Board Meeting: February 17, 2021 @ 1:30PM Adjourn		

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

CEO Report Board Meeting – December 21st 2020

Waitlist Efforts

As was reported in the last CEO update, in mid-October OEL awarded ELC Broward \$9.8M from a \$60M Statewide funding pool for enrolling new children into School Readiness from the waitlist. Broward's waitlist had approximately 3,500 children listed as of July 1, 2020 when OEL compiled their analysis for their report to the Legislature. OEL has indicated that the funds may be recurring, but the amount is unknown and subject to appropriations within the annual State budget.

This allocation will pay for slots for approximately 1,925 new children to be enrolled by year end in June 2021. Staff began notifying families currently on the waitlist the first week of November, with an initial mail-out to parents of more than 500 waitlist children. Parents have a one-month window to upload eligibility documents to the OEL portal after receiving their waitlist notification. To date, 215 children have been enrolled, and the waitlist is down to 2,461.

Because response/eligibility rates tend to fall between 40-50 percent, ELC began sending out its notifications to parents of an additional 400 children every two weeks, beginning December 4th. Additionally, ELC Family Services staff are calling and emailing parents who were sent notification, as a reminder and to offer assistance in producing/uploading necessary documentation. Parents have also been offered the option of scheduling virtual meetings via Teams with Family Services Specialists for more in-depth conversations and questions.

VPK Program Assessment Pilot

The Office of Early Learning announced in mid-October that it would be starting a pilot program with the goal of increasing Kindergarten Readiness scores by involving and including public and private VPK providers in the use of the STAR Literacy assessment as a learning tool at the beginning of the VPK year, rather than using it solely as an assessment tool upon a child's entry into Kindergarten.

More than 1,400 child care providers throughout the State participated in webinars October 26th and 27th, and were given the opportunity to apply to be included in the pilot program. Applications were due back to OEL by November 11th, and all providers accepted into the pilot program were notified the week of November 16th. One hundred twenty-two providers from Broward have been chosen to participate.

Extension of VPK Flexible Innovation Options

In September 2020, the Office of Early Learning decided to allow flexible learning options for VPK parents/providers. This allowed approved providers to conduct VPK virtually, utilizing various technology platforms to deliver their lessons remotely. At the time, OEL mandated these online classes needed to end by December 31st, and that children would have to begin attending in person in January 2021. This mandate was updated November 30th, and children currently receiving "virtual VPK" can continue to receive instruction remotely for the remainder of their VPK school year.

CLASS Assessments 2021 Plan

Each year, the ELC is required to conduct CLASS Assessments of all child care providers who serve a population of children where at least 20 percent of the children are receiving a School Readiness subsidy, and/or any provider who has received a Class 1 licensing violation. In March, when the surge of the pandemic began and our office and many child care providers began closing, ELC staff stopped visiting child care facilities to conduct CLASS Observations. As child care facilities began re-opening, for safety and other purposes, they were not in any condition to be CLASS observed. And, the safety of the facility staff and the children in their care, and of the ELC field staff, was and remains a higher priority than the completion of CLASS Observations.

Unfortunately, presently, the Office of Early Learning has not changed its requirement that all child care providers determined to need CLASS Observations have them completed by June 30, 2021. While Renee has repeatedly appealed to Shan Goff, the Executive Director of the Office of Early Learning, to relax this requirement in the face of the ongoing pandemic, at present this requirement remains.

In light of this, Broward's ELC has created a plan to contract with consultants and utilize its own staff, if necessary to complete as many CLASS Observations as necessary, if forced to do so. It has created a plan for completing CLASS Observations in priority order of need. For example, those child care providers who are currently on Quality Improvement Plans because of low CLASS Observations scores, that are in danger of not being able to contract with the ELC next year without a new assessment, would be first. We will also request an extension from OEL to continue current contracts for any Child Care Provider whose CLASS Observation is not completed by the end of the fiscal year.

CARES Phase IV

The Office of Early Learning released Phase IV of CARES grant funding November 13th. This funding is available for all open SR and VPK providers and child care facilities, regardless of whether they currently have a contract with the ELC. Eligible providers will receive up to \$3,250, based on their license capacity. The due date for submitting applications was originally December 4th 2020, but was extended until December 11th, 2020. To date, more than 250 Broward child care providers have applied for this grant relief.

COVID 19 Update & ESS Phasing Out Plan

As of December 14th, all of Broward's contracted child care centers have reopened. A handful of centers that remained closed have chosen to terminate their contract with ELC. Because more than 99% of child care facilities statewide have now reopened, the Office of Early Learning (OEL) has begun scaling back reimbursing School Readiness providers based solely on enrollment, rather than attendance. Using its "dimmer switch" approach, OEL has allowed reimbursement for School Readiness children for up to 16 excused absences for the month of October (which is 6 additional days than contractually allowed) and up to 14 excused absences for the month of November (which is 4 additional days). OEL is following this same pattern, allowing for 12 excused absences for the month of December (two additional days) before returning to its traditional payment policy of 10 excused absences per month per child in January.

As of October 1st, VPK attendance policies have now returned to normal, allowing for 100 percent payment if a child attends at least 80 percent of each month. The option to provide flexible (virtual) instruction for VPK continues with 56 Broward child care providers and the School District having been approved to provide this virtual instruction.

OEL has also agreed to continue to reimburse child care providers for parent co-payments through the months of November and December.

In October, the reported attendance rate for School Readiness children was 83% (10,918) and the absence rate was 17% (2,272). This data includes 2,404 children of first responders/medical personnel (who had an attendance rate of 94%). Without the children of first responders/medical personnel, the School Readiness attendance rate was 80% (8,522) and the absence rate was 20% (2,117).

As of November 13, there have been 14,230 approved VPK applications for the current school year however only 10,115 children are actually enrolled with a VPK provider. Enrollments are down drastically from 14,990 children in FY 19/20, which is a decrease of 32.5%. Statewide numbers continue to be down as well. VPK Outreach efforts to reach families with an approved application but no enrollment are under way. Additional outreach efforts are underway, subject to the status of the virus locally.

Office Re Open Plan

While the Leadership at ELC had anticipated a tentative mid-November phased in plan for many staff to return to the office, due to the increase in COVID-19 cases (in November), it was postponed until further notice. ELC Leadership continues to follow the latest data and guidelines and prepare for our eventual return to the office.

Website

After several months of hard work and dedication, we're pleased to announce on Tuesday, November 3, ELC Broward successfully launched its new website.

Our goal with this new website is to provide our visitors an easier way to learn about our services and gain access to trainings, forms and helpful videos. In addition, the site allows the visitor to browse information based on their own choice. The new website is creative, interactive and gives better access to web pages. Our current and prospective clients will find useful information about our services and are able to easily contact our staff if additional assistance is needed.

We will be constantly updating our content with helpful information, articles, newsletters, ELC Broward announcements and success stories in the Blog section. We also conduct periodic surveys to ensure families and providers can easily navigate the site and find what they need. We wish to establish this website as a source of information for all of our Broward County providers and families! A demonstration of the new website will be presented to the Board on December 21st 2020.

Legislator & Municipality Update

The elections resulted in a new slate of elected state officials for Broward County with six new State Representatives and two new State Senators being elected. All new and returning members had already received congratulatory messages from the ELC as well as annual reports and recent COVID-19 updates. Additionally, all legislators and their staff received a copy of the ELC's brand new Early Learning Connection, a brief newsletter for elected officials that highlights ELC accomplishments and outlines changes and challenges to the child care industry and early learning world. Renee Jaffe, is also set to address the Broward Legislative Delegation at their next meeting on Thursday, December 17th 2020 to speak with members and staff prior to the start of the legislative session committee weeks in January.

The election also brought in dozens of new Commissioners to cities and towns across Broward County as well as a small number of newly elected Mayors. ELC had already sent congratulations and introductions to these new local leaders and also a copy of the Early Learning Connection to every Commission in every city and town in Broward County. ELC is working with these municipal leaders and their staff toward opportunities to brief them on early education opportunities and issues affecting their constituents. Since July of 2020, ELC has already made four presentations on ELC services to these cities and as the new year begins, we will update municipalities on the progress made in safely reopening these centers.

OEL Accountability Audit

The Office of Early Learning (OEL) commenced an eligibility and programmatic review on December 7th 2020. The review covered the following areas:

- Voluntary Prekindergarten (VPK) and School Readiness (SR) child eligibility files
- SR Provider Payment Validation
- VPK Provider Payment Validation
- SR Provider Health and Safety Checklists
- VPK Provider Eligibility and Providers on Probation (POP)
- Data Accuracy
- Child Care Resource and Referral (CCR&R)

OEL utilized their internal scorecard which lists the requirements being reviewed and its outcome measures. With the use of these scorecards, ELC staff were tasked with gathering documentation, policies and procedures to upload into the OEL portal in advance of the December 7th survey. An entrance meeting was conducted on December 7th 2020 with the exit meeting taking place on December 16th 2020. Results from OEL's review will be shared with the board, once they are finalized.

Internal Auditors Update

ELC's newly procured external auditors, Keefe McCullough, began the field work for ELC's FY2020 single audit in October and plan to complete a draft report in early January 2021. The process has gone smoothly to date and the auditors would like to remind any Board members that haven't returned the "related party questionnaire" to please do so as soon as possible.

Early Learning Coalition of Broward County, Inc.

Board Meeting Minutes

September 23, 2020 at 2:00 PM

Virtual Meeting

Members in Attendance	Laurie Sallarulo, Michael Asseff; Dawn Liberta; Mason Jackson; Cindy Arenberg-Seltzer; Ellie Schrot; Khalil Zeinieh; Monica King; Richard Campillo; Amoy Reid; Beverley Batson; Cara Cerchione; Renee Podolsky; Zachary Talbot; Angela Iudica; Laurie Rich Levinson
Members Absent	William Karp; Twan Russell;
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Allison Metsch, Director of Education & Quality; Elsy Silvestre, Executive Assistant; Pablo Calvo, Director of Community Engagement; Keisha Dunn-Pettis, Director of Family Services and Provider Relations ; Reiner Potts
Others in Attendance	Jacob Jackson, General Counsel;

Item	Action/Discussion
Welcome & Call to Order	Laurie Sallarulo called the meeting to order at 2:08 PM. Roll was called and a quorum was established.
Chair Report	<p>Chair mentioned that due to Mason Jackson's retirement, there will be some vacancies in our committees and further information about this will be sent to the Board.</p> <p>Board Chair wanted to share some information regarding JA. JA has opened as a remote learning center. Chair thanked all the funders. Many of the parents who are sending their children to JA do not want to send their kids back to school in person.</p>
CEO Report	<p>CEO wanted to open up the meeting with a recognition for board member Mason Jackson, who was attending his last Board meeting after over 20 years of service on the ELC Board. Mason received an ELC memento for his work with the ELC Board since its inception in 1999. Board Chair spoke about Mason's service to the community and his loyalty and dedication to the work that we do. She thanked Mason for all his work and his legacy.</p> <p>Board Chair opened up the floor for board members to speak about Mason. Khalil thanked Mason for his mentorship and for being a great example and leader. Monica spoke to his commitment and loyalty to the community. Dawn thanked Mason for his support and for being such a great mentor. Cindy recognized how weird it will be without Mason, since they have both been on the ELC Board since its inception in 1999. Michael stated it has been an honor to serve with Mason.</p> <p>Mason spoke about how much he enjoyed being on the Board and congratulated everyone for their great work in the community.</p> <p>CEO welcomed everyone to the first meeting of the new fiscal year. She thanked everyone for completing the board calendar survey. We will have a calendar for the committees soon.</p>

<ul style="list-style-type: none">a. Approve June 25, 2020 Meeting minutesb. B211CA1 – Children’s Services Council Contract – Financially Assisted Childcarec. B211CA2 – Children’s Services Council Contract – Vulnerable Population Childcared. B211CA3 – Approve COOP FY20-21B206CA4 – FY 20 OEL Addendum # 2 Action Statemente. B211CA4 – Approve Return to Office Plan	<p>A Motion was made by Mason Jackson to approve the Consent Agenda. Seconded by Khalil Zeinieh. Unanimously approved. Motion Passes.</p>
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DRAFT

REGULAR BUSINESS

- a. B211RB1 – Strategic Plan FY19/20 – Q4 Results
- b. B211RB2 – Approve Strategic Plan FY 20/21
- c. B211RB3 – Approve CEO Performance Evaluation
- d. B211RB4 – Approve CEO FY20-21 Goals
- e. B211RB5 – COVID 19

Strategic Plan FY19/20 – Q4 Results

Overall ELC met all but one of the outcomes in the plan. We did not achieve the call center outcome and missed the mark by 1%. Seven of the 33 outcomes were impacted by the pandemic and as a result we could not report on for the 4th quarter. Of the 7, most were on track to meet or exceed benchmarks before the pandemic. 10 of 33 outcomes exceeded benchmarks in the Strategic Plan.

Approve Strategic Plan FY 20/21

FY 20-21 is the third year of the three-year plan. We had many internal discussions about how to proceed in light of COVID-19. Bottom line for the updated plan, does the plan still make sense? We approached this by looking at all external factors and the foundation of our plan. After looking reviewing these items as well as all of the relevant data, we confirmed everything is still relevant. We tweaked some high level outcomes and updated and added objectives, where necessary to replace those impacted by COVID-19.

The foundation of the plan remains. Staff made it flexible to fit in the current environment. We realized that when we started this plan over two years ago, we had just taken services in house. We have looked at our growth and are thinking about what we need for our next plan. We are excited about the development of a new strategic plan. We are excited about a new higher level Strategic Plan roadmap.

Staff is working on a Board Retreat, where the new Strategic Plan will be discussed. We will conduct a survey with the Board members, in order to plan for the retreat, depending on COVID 19 impacts.

There was a discussion about CEO performance evaluation and the evaluation tool. ELC is creating a survey as well as gathering alternative CEO evaluation goals and tools, that will be discussed at the Board Retreat, in order to develop the CEO FY 21-22 Performance Evaluation tool and Goals.

A Motion was made by Mason Jackson to approve Strategic Plan FY20/21. **Seconded by** Dawn Liberta. **Unanimously approved. Motion Passes.**

Approve CEO Performance Evaluation

Board Chair thanked the Board for 100% participation on the CEO Performance Evaluation.

CEO introduced new COO Judith Merritt to the Board and thanked her for sending out evaluation as well as the board calendar survey with 100% participation on both.

The Performance Evaluation was a 1-4 scale, with 1 being Below Expectations, 2 Meeting Expectations, 3 Exceeding Expectations and 4 Outstanding. There were 6 Pillars total, the CEO either Met or Exceeded the goals in each pillar. 95% of the Board believes the CEO is meeting and exceeding all expectations.

CEO thanked the Board for the feedback and indicated she had read every response and comments and she values the Boards opinions and all feedback. Her goal is to continue to grow and learn and to do the best for our community.

A Motion was made by Mason Jackson to approve CEO performance evaluation. **Seconded** by Richard Campillo. **Unanimously approved. Motion Passes.**

A Motion was made by Mason Jackson to approve the \$10,000 performance pay to CEO. **Seconded** by Cindy Arenberg-Seltzer. **Unanimously approved. Motion Passes.**

Approve CEO FY20-21 Goals

As per a Special Executive Committee Meeting held in May, 2019, the CEO goals were to come directly from the Strategic Plan. Board Chair and CEO had a discussion regarding the goals and they both agreed that the goals should be more strategic and higher level.

Chair discussed her feedback to CEO. Chair feels the CEO goals are the organizations goals, however, Chair feels that she would like to see more on leadership and specifically on things that Renee may be doing. Doesn't have to be as detailed because she is meeting goals from Strategic Plan. Focus on more CEO skills and characteristics.

Mason agrees with Chair. There should be a robust discussion about separating what's under her control and what the organization is doing. Chair wants to see more how CEO is leading change in the community. She would like to see it evolve. There were some conversations and CEO was in agreement for the FY 21/22 Goals.

COO and CEO are putting a plan in place to research, gather performance evaluations and tools to bring to the next Executive Committee meeting.

Cindy, feels the CEO is responsible for the implementation of the Strategic Plan and the results, she would like to further review the comments made regarding areas of improvement.

There was a discussion started by Khalil regarding seeing past evaluations to see how other CEO evaluations are done. CEO mentioned we have done that in the past. We have implemented some areas from a CSC evaluation tool.

CEO commented that if anyone else wants to send their evaluations, then please send to her or COO.

Chair opened up discussion regarding the impact of the children in the community in the short term and long term. We cannot track because of

testing and COVID. How will we know that with everything we are doing in the next 10 months that there is education and growth.

Cindy mentioned that it has been very difficult as we all are struggling with that. The gains are measured by testing; we don't have results. Not sure if there are other tools, given COVID-19 suggest keeping things at a basic level at this time, hesitant to introduce new untested testing. We have to ensure health and safety first.

Howard suggested that this topic should be discussed in detail at the Board Retreat.

FOLLOW UP: Measuring gains/quality/readiness will be put on retreat agenda.

A Motion was made by Dawn Liberta to approve CEO FY20-21 Goals. Seconded by Monica King. Unanimously approved. Motion Passes.

COVID 19 Update

CEO spoke about the child care facility closure rate was 4%. It is now 3%. State closure rate is similar. Attendance shows that 68% SR attended, of that 28% were first responders and medical personnel children. Attendance is still low even though providers are open. To date, 162 childcare staff has had COVID as of September 11 there have been 102 children that have tested positive at childcare centers.

ELC has approved 55 flex VPK programs out of 66 applications received. CEO once again thanked all the funders in the community that came together to help with the learning pods.

Howard updated the board about learning pods. Not all the learning pods are in child learning centers. Some are located in the boys and girls club, museums and a number of other places, funded by other community partners.

Howard thanked the funders of the learning pods. Right now we are funding 29 child care centers to operate 57 learning pods throughout the counties. We looked at high risk neighborhoods to access where the pods should go. The pods just began being funded this past Monday. Had a follow up assistance call this morning.

Allison has been doing follow up calls with providers regarding attendance. As we get answers, we will report them to the Board.

The Office of Early Learning is allowing childcare centers to serve school aged children for full time service to learn remotely from their elementary school in this time of COVID-19.

Cindy thanked Howard, Renee and Allison for their work. Funding will stop once school opens brick and mortar. For most CSC funded program, they will shift back to serving afterschool programs and if schools have to close again, they will still have staff on board.

<p>Finance Committee</p> <p>a. B211FIN1 – FY 20 Preliminary financial Results (Unaudited) for discussion only</p> <p>b. B211FIN2 – Approve July 2020 Interim Financial Statements</p> <p>c. B211FIN3 – Approve FY 21 Budget Amendment #1</p>	<p>FY 20 Preliminary Financial Results</p> <p>The Preliminary financials are ELC’s first look at how the previous fiscal year went. These were created before the 13th month invoice to OEL. ELC’s books for fiscal year 2020 will remain open and material changes are still possible. After the final invoice is submitted to OEL, ELC’s annual audit will begin. Final financial statements obtained after the audit will show some shifts.</p> <p>We are finalizing reconciliation. Due to the pandemic everything shifted. It has been an exciting year and our audit starts first week in August.</p> <p>Approve July 2020 Interim Financial Statements</p> <p>Total expenditures were high above the expected target due to slot costs being unusually sky high because we are paying copays and paying at a 100% attendance rate for all enrolled children even if a provider is closed.</p> <p>We are also waiting for additional allocation for SR funding and anticipate getting it in October.</p> <p>VPK slot expenditures are very low due to most summer programs being shut down due to pandemic.</p> <p>A Motion was made by Cindy Arenberg-Seltzer to approve July 2020 Interim Financial Statements. Seconded by Mason Jackson. Unanimously approved. Motion Passes.</p> <p>Approve FY 21 Budget Amendment #1</p> <p>We are still waiting for two big allocations from OEL. OEL has issued some but not all of the expected notices of award for FY2021. ELC has received updated budget information from CSC.</p> <p>A Motion was made by Cindy Arenberg-Seltzer to approve FY 21 Budget Amendment #1. Seconded by Mason Jackson. Unanimously approved. Motion Passes.</p>
NEW BUSINESS	Nothing discussed.
MATTERS FROM CHAIR	There was no discussion.
MATTERS FROM COMMITTEES	There was no discussion.
PUBLIC COMMENT	There was no discussion.
NEXT MEETING DATE	November 9, 2020 at 12:00 PM
ADJOURN	Dawn Liberta motioned to adjourn the meeting at 3:30 PM

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

ITEM/MEETING	B212CA1 / Board
DATE:	12/21/2020
SUBJECT:	Legal Services Contract Renewal
TIES TO PILLAR	Strengthen and Develop the ELC staff and Organization
FOR ACTION:	Yes
RECOMMENDED ACTIONS:	Approve Legal Services Contract Renewal
AS RECOMMENDED BY	Executive/Finance Committee 12/1/2020
FINANCIAL IMPACT:	FY20/21: \$22,500 – (April 2020 – June 2020) FY 21/22: \$67,500 – (July 2020 - March 2021) * Contract amounts for two fiscal years are provided here as this contract crosses over two fiscal years (see date ranges above per fiscal year).
ELC STAFF LEAD	C. Klima

Background/History

The Law Offices of Jacob C. Jackson, P.A. was awarded a contract with ELC for Legal Services in 2012 (after being selected from a pool of six firms that responded to an RFQ in late 2011). The contract was renewed on 5/31/17. The current contract is from March 9, 2017 until March 31, 2020 with two (2) one-year renewals. At the Board Meeting on February 13th 2020, the Board approved the first one-year renewal period from April 1st 2020 to March 31 2021. Any renewal of the agreement is done at the sole discretion of the ELC.

Current Status

Mr. Jackson’s first one-year annual renewal term ends on March 31, 2021 with the option for one additional one-year renewal. Renewing the contract for an additional year enables ELC to maintain the status quo and not interfere with other competing priorities.

Staff recommend that the members exercise the second (and final) option remaining in the term of the current contract cycle. At the December 1st 2020 Executive Committee Meeting, it was proposed and accepted that this recommendation to continue the contract for its final year be accepted and proposed to the Board for full approval.

Supporting Documentation

- Current Legal Services contract

AUTHORITY TO REPRESENT

This General Counsel Representation Contract ("Agreement") is entered in Fort Lauderdale, Broward County, Florida, by and between **EARLY LEARNING COALITION OF BROWARD COUNTY, INC. ("ELC, Coalition") and its governing Board of Directors ("Board")**, hereto described as the undersigned "**CLIENT**", primary place of business located at 6301 N.W. 5th Way, Suite 3400, in the City of Fort Lauderdale, Broward County, Florida 33309; and do hereby retain the **LAW OFFICES OF JACOB C. JACKSON, P.A.**, hereto described as the "**FIRM**", with offices located at 150 SW 12th Ave., Suite 315, in the City of Pompano Beach, Florida 33069-3231 (collectively, the **PARTIES**)

WHEREAS, Client is governed by an approved Board from diverse areas, operating under F.S. §1002 *et seq.*, with a mission "to provide the resources, advocacy, leadership, coordination and oversight for early care and education from birth to school-age and to support access to school-age care to ensure children's success in school"; and

WHEREAS, the Client is need of general counsel and other legal services and desires to re-engage the Firm to provide those services to the ELC.

WHEREAS, the Parties agree that the Client's engagement of the Firm's legal services is being done in accordance to Section 287.057(3)(e(4), Florida Statutes.

WHEREAS, the Firm has tendered this Agreement in order to re-establish the rendering of general counsel and other legal services to the ELC as outlined herein; and

WHEREAS, the Board has voted to engage the services of the Firm, and this Agreement has been accepted by the Board for ELC;

NOW THEREFORE, in consideration of the premises and the mutual covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereby agree as follows:

Section I - Exclusive Engagement of The Firm

Client agrees to exclusively engage the Law Office of Jacob C. Jackson, P.A. to perform the legal services set forth below. The Firm shall have the exclusive right to take all legal steps to defend, prosecute, enforce and protect Client's rights. Client agrees not to settle any claim in any matter without the written consent of said Firm.

The Firm understands and agrees that all services contracted for are to be performed by the Firm and/or any attorney or law firm associated with the Firm and otherwise may not be subcontracted for or assigned without prior written consent of Client. The firm will provide the Client's CEO with prior notification whenever possible when services are expected to be rendered by a representative other than the Firm's named attorney, Jacob C. Jackson, P.A.

In the event that the Firm and/or any associated Firm cannot provide a needed service, ELC reserves the right to retain any other counsel with the ability to provide such services if necessary or desired, and to negotiate terms and conditions of retaining non-contracted counsel's services.

Section II – Scope of Services

- 1) The Firm shall act as a legal advisor to the ELC Board of Directors, Executive Committee and other committees, as directed by the Board or Board Chair

- 2) Attend regular and special Board meetings, as well as Committee meetings,
- 3) Serve as Legal Advisor to the Chief Executive Officer and/or designee.
- 4) The delivery, nature and manner of the general counsel and other legal services is further described and detailed in **Exhibit A** of this Agreement.

Section III – Service Location

Those services requiring the Firm's presence shall be rendered primarily at the ELC office location on-site at 6301 N.W. 5th Way, Suite 3400, Fort Lauderdale, Florida 33309. Legal services will also be provided by the Firm for the ELC at the Firm's legal office, or other locations as appropriate.

Section IV – Term

This Agreement shall begin on March 9, 2017 and end on March 31, 2020, with two (2) one year renewals. Any renewal of this Agreement for any additional term will be done at the sole discretion of the Client.

Section V - Fees and Costs Rates

The retention of legal counsel is a major decision for either a corporate and/or public entity or an individual, with a focus on providing world-class legal services at competitive rates.

- 1) Client will only be charged the legal fee as set forth in **Exhibit A** of this Agreement for the Firm's legal services;
- 2) Client agrees and acknowledges that any hourly services detailed in the Agreement, regardless of the hourly-rate, are billed in 1/10 of an hour (0.1) increments, and all funds shall be in U.S. Dollars and be tendered on a bank draft or transferrable instrument or via wire transfer, for all work performed by The Firm on Client's behalf.
- 3) Further, Client will receive a monthly invoice listing services rendered, which is due within the Client's normal 30 day accounts payable cycle and Client shall at all times remain liable for all fees and costs incurred in its representation.
- 4) Costs include, but are not limited to, expenses for copying, long distance phone calls, faxes, witness fees, expert fees, court reporter fees, court costs, investigation reports, and any and all other costs necessary to the representation of the ELC. The Firm will request authority from the Client before incurring any single cost item in excess of \$50.00 before incurring same on the client's behalf.
- 5) Justified and reasonable travel expenses which are directly and exclusively related to the professional services rendered under this Agreement shall be reimbursed in

accordance with F.S. §112.061 provided the Firm has sought prior approval from the Client.

- 6) Client agrees and acknowledges that it is Client's responsibility to review each invoice upon receipt and contact The Firm if there are any questions prior to the fifth (5th) day after the mailing of the invoice otherwise all fees and costs on the invoice will be considered accurate and proper.

Payment for services shall be issued in accordance with provisions of F.S. §215.422.

- 7) In accordance with the provisions of F.S. §287.0582, the Client's performance and obligation to pay under this Agreement is contingent upon an annual appropriation by the Florida Legislature, if terms of this Agreement extend beyond the current fiscal year.

Section VI – Associate Firm or Counsel

If other law firms are parties to the Agreement, then the Agreement must address the internal system of governance amongst the firms and each law firm must identify one member who is authorized to legally bind said law firm.

- 1) Client agrees that the Law Office of Jacob C. Jackson, P.A., may retain associate counsel/the Firm and/or co-counsel to handle Client's matters in support of the Firm's legal services, but any such arrangement between the Firm and another law firm will not increase or alter the legal fee stated in **Exhibit A** of this Agreement.
- 2) Client authorizes the Firm to assign those matters, duties and/or responsibilities that it may deem appropriate to associated counsel when the Firm is temporarily unavailable to perform said legal services. The Firm will make reasonable effort to notify the Client in advance of such assignment in order to provide the Client the option to seek alternative counsel if so desired. The Firm may assign legal services to the following law firm at its discretion:

Levi Williams, Esq.
Florida Bar No.: 57619
Law Offices of Levi Williams, P.A.
Tax ID No.: 90-0753241
600 S. Andrews Ave., Ste. 600
Ft. Lauderdale, FL 33301-2802
Telephone: (954) 463-1626; Facsimile: (954) 463-1630; Cell: (954) 629-9587
E-Mail: levi@leviwilliamslaw.com

Section VII – Non-Exclusive Representation

The Client is aware that the Firm conducts a variety of other business ventures and represents other clients in its law practice. The Client hereto further understands that the Firm's obligation to other business ventures and clients will be carried out concurrently with the Firm's obligation to the Client pursuant to this Agreement. The Firm represents and warrants to the Client that the

Firm will use its best efforts to avoid any unallowable conflicts of interest with a third party during the Term of this Agreement. Should an unallowable conflict arise, the Firm shall immediately advise the Client of the same in writing within forty-eight (48) hours of knowledge of such a conflict and the Firm will use its best efforts to resolve said unallowable conflict of interest or if applicable, seek a waiver of conflict from the affected parties.

Section VII – Termination

Client reserves the right to terminate this Agreement with or without cause by tendering to the Firm written notice of same in accordance with the Agreement's Notice provision by providing at least thirty (30) days written notice prior to the effective date of termination. If this Agreement is terminated by Client without cause, Client will be relieved of all obligations under this Agreement, except for payment to the Firm that amount of the contract actually performed up to the date of termination. In the event that Client discharges the Firm prior to the complete resolution of any matter under this Agreement, Client agrees to give the Firm a retaining lien on the file equal to the amounts set forth in **Exhibit A** of this Agreement for all work which has been done on Client's behalf plus any costs incurred in furtherance of Client's representation.

It is understood and agreed that the Firm shall have a retaining lien on all files, papers, documents, and funds in their possession, and shall not be obligated to release same to Client until all fees and costs due have been paid and further understand that all outstanding fees, costs and other sums owed to their the Firm will accrue the maximum lawful interest after said sums are sixty (60) days past due. Such interest will be considered in the calculations of fees and costs for any and all collection actions, fee and/or costs hearings, or appellate actions.

Section VIII - Third Party Beneficiary

The Client and the Firm expressly agree and acknowledge that this Agreement does not nor is intended to grant to or create any rights in other persons as third-party beneficiaries or otherwise. Nothing herein shall be construed as consent to be sued by third parties in any matter arising out of this Agreement.

Section IX - Captions

The captions contained herein are used solely for convenience and shall not be deemed to define or limit the provisions of this Agreement.

Section X - Severability

In the event any provision or section of this Agreement shall be found to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect the validity, legality and enforceability of the remainder of this Agreement.

Section XI - Binding Effect

This Agreement shall be binding upon and inure to the benefit of the Parties, but neither this Agreement nor any of the rights hereunder shall be assignable or transferrable by a party to this

Agreement to any third party without the written authority of the other party other than that which has been set forth herein.

Section XII - Wavier

A waiver by any party to this Agreement of any of the terms and conditions hereof shall not be construed as a general waiver by such party and such party shall be free to reinstate any such term or condition, with or without notice to the other party.

Section XIII - Choice of Law and Venue

This agreement has been executed and delivered in, and shall be interpreted, construed and enforced pursuant to and in accordance with the laws of the State of Florida. All duties and obligations of the parties created hereunder are performable in Broward County, Florida and a court of competent jurisdiction within Broward County, Florida shall be the sole and exclusive venue for any litigation, hearing, special proceeding or other cause of action as between the Parties that may be brought or arise out of or in connection with or by reason of this Agreement.

Section XIV – Attorney’s Fees

In connection with any litigation, mediation, arbitration, special proceeding or other proceeding arising out of or relating to this Agreement between the Parties, the prevailing party shall be entitled to recover from the other party its costs and reasonable fees, through and including any appeal or post-judgment proceeding.

Section XV - Sovereign Immunity

The Parties hereto acknowledge that ELC may be considered or treated as a political subdivision of the State of Florida for purposes of tort liability and sovereign immunity in accordance with Section 768.28, Florida Statutes. Nothing in this Agreement shall be construed to require ELC to indemnify and hold harmless the Firm or insure the Firm for its negligence or to assume any liability for the Firm’s negligence.

Section XVI - Construction and Acknowledgement

This Agreement shall be construed without regard to any presumption or other rule requiring construction against the party causing this Agreement to be drafted.

Section XVII - Entire Agreement; Modification

This Agreement sets forth the entire agreement of the Parties with respect to the subject matter hereof and supersedes any prior agreements, oral or written, and all other communications between the parties relating to such subject matter. This Agreement may not be amended or modified except by mutual written agreement. All continuing covenants, duties and obligations shall survive the expiration or earlier termination of this Agreement.

Section VIII – Entirety of Agreement and Counterparts

This Agreement, including any attachments, embodies the entire agreement by and between the Parties. There are no other provisions, terms, conditions or obligations that have been set forth herein. This Agreement supersedes all previous oral or written communications, representations or agreements in this matter; and where there is a conflict, the terms and conditions herein shall control. This Agreement may be executed in counterparts, including facsimile counterparts, all of which taken together shall constitute but one Agreement.

Section X - Mutual Representation of Authority

The Client and the Firm represent and warrant to each other they have full right, power and authority to enter into this Agreement without the consent or approval, not already obtained. The signatory on behalf of Client and the Firm further represent and warrant that they have full right, power and authority to act on behalf of the ELC and the Law Offices of Jacob C. Jackson, P.A. in entering into and executing this Agreement.

Section XI - Notices

Any notice or other communication required or desired to be given to either party under this Agreement will be in writing, will be addressed to the parties as set forth below and will be deemed given: (a) when received, if personally delivered; or (b) on the date of the receipt if sent by facsimile transmission, certified or registered mail, or by overnight mail or courier. Either party may change its address or facsimile number for notices under this Agreement by giving the other party notice of such change.

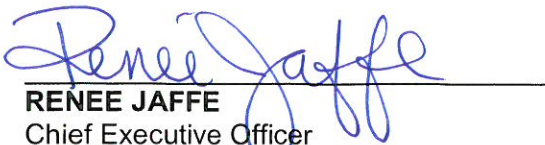
IN WITNESS WHEREOF, the Parties hereto have made and executed this Agreement inclusive of Exhibit A on the respective dates under each signature:

CLIENT:

LAURIE SALLARULO,
Board of Directors, Chairperson

5/31/17
DATE

Early Learning Coalition of Broward County, Inc.
6301 NW 5th Way, Suite 3400
Ft. Lauderdale, FL 33309
Phone: 954-377-2188; Fax: 954-377-2192


RENEE JAFFE
Chief Executive Officer

5/31/17
DATE

Early Learning Coalition of Broward County, Inc.
6301 NW 5th Way, Suite 3400
Ft. Lauderdale, FL 33309
Phone: 954-377-2188; Fax: 954-377-2192
Email: rjafee@elcbroward.org

LAW OFFICE OF JACOB C. JACKSON, P.A.

150 SW 12th Ave.
Suite 315
Pompano Beach, Florida 33069-3231
Phone: 754-204-6172
Fax: 954-590-8997
Email: jcjackson@jcjacksonpa.com

BY:



JACOB C. JACKSON, ESQ.

DATE

5/31/17

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EXHIBIT A
SCOPE OF SERVICES

A. Type of Legal Services

The legal services to be offered to the ELC by the Firm are as follows:

General Legal Opinions and Consultation
Labor and Employment
Contract Review and Drafting
Procurement
Agency/ Administrative Matters
Regulatory Matters/Licensing
Parliamentary Procedure/Robert's Rule of Order
Ethics
Public Records
Sunshine Law
Agenda and Action Item Review
Policies and Procedures (Review and Drafting)
Legal Research
Litigation (Representation of the ELC and Management of Outside Counsel- see definition below)
Special Projects (see definition below)

B. Breakdown of Legal Services

(1) Legal Services provided under Hourly Rate of \$190.00:

- a) Communications (phone or email) with the Chair, Committee Chair, Board Member CEO and staff regarding matters falling under this section (2)
- b) Contract and Memorandum of Understanding reviews, revisions, drafting, negotiation and approval for contractors, agencies and vendors
- c) Labor and employment issues
- d) Attendance at Standing Committee and Board meetings per Bylaws
- e) Legal research, advice and opinions to staff, CEO and Board
- f) Audit Letters
- g) Public records consultation, disclosure, review, response and redaction
- h) Ethics, Sunshine and Conflicts of interest issues and opinions
- i) Policy and procedure (including plans and manuals)-regular or routine reviews and minor revisions
- j) Legal advice and consultation regarding licensing and compliance issues with providers, contractors and vendors
- k) Legal advice and consultation regarding regulatory and compliance issues for Coalition, particularly as it relates to Office of Early Learning and Department of Education (federal, state, local)
- l) Procurement opinions, compliance and reviews

(2) Hourly rate of \$225.00 for (A) litigation-related matters or (B) special projects/tasks

(A) Litigation Representation

- a) Preparation and representation before:
 - i. A judge or court of competent jurisdiction (state or federal)
 - ii. A state or federal agency, commission or council hearings (e.g., EEOC, OEL)
 - iii. Administrative hearings (e.g., Department of Administrative Hearings "DOAH")
 - iv. An ELC review or appeal hearings for providers concerning their license or grievances filed by a third party (only during official hearings and proceedings would this fee apply)
 - v. A bid or procurement challenge before an agency or Department of Administrative Hearings
- b) Preparation and attendance at a mediation, arbitration or settlement meeting or conference on behalf of or for the benefit of the Coalition
- c) Representation or contact (phone, email or correspondence) with opposing counsel to assist in the prevention, investigation, negotiation and/or resolution of a filed, threatened or pending claim, lawsuit, grievance or other matter against the Coalition brought by or concerning a Contractor, Service Provider, Vendor, Client, Employee (former or current), Applicant or other third party.
- d) Attendance at a non-public "Shaded" Executive Committee or Board meeting (special or otherwise) as allowed by law to do the following litigation-related tasks:
- e) update the members on the status of litigation matters, including the evaluation of any legal firms retained by the Coalition;
- f) update the members and/or seek permission to incur certain costs related to any pending or threatened litigation
- g) file or response to a claim, lawsuit, grievance or other matter with the proper legal authority
- h) seek guidance or permission to extend an offer or settle a pending claim, lawsuit, grievance or other matter with a party
- i) seek guidance, clarification or permission to object to or respond to any public records requests, subpoenas or court orders regarding documents, information or material in the possession of the Coalition or one of its Contractors, Vendors, or Service Providers.
- j) Oversight of outside counsel regarding litigation related matters in any civil, administrative or criminal matter brought by or concerning a Contractor, Service Provider, Vendor, Client, Employee (former or current), Applicant or other third party.

- (B) Special Projects/Tasks:** Matters that do not fall under regular legal services provided to the ELC, that are infrequent based on history of legal services to ELC, and/or that require extensive time by an attorney to accomplish.

- a) Preparation for and attendance at Ad-Hoc committee meetings
 - i. if an ad hoc committee becomes a **standing committee per the bylaws** and meets on a **regular basis** like a standing committee, then legal services for attendance would fall under hourly rate of \$190.00 as stated above
- b) Risk management analysis or assessment of the Coalition, its staff or its processes.
- c) Special projects or tasks assigned by the CEO, Chair, a Board committee or the Board.
 - i. Special assignments include, but are not limited to matters such as drafting of memorandums, creation of resolutions, obtaining third party opinions on behalf of the Coalition or contacting the Florida Ethics commission regarding a board member or ELC staff), governance reviews, investigations, special trainings,

ITEM#/MEETING	B212CA2 / Board
DATE:	12/21/20
SUBJECT:	Change to Sun Biz Fictitious Name Registration
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Adding the Fictitious Name “ELC Broward” as DBA on ELC Sun Biz Registration in order to accept checks made out with that name.
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Executive Committee – 12/1/20
ELC STAFF LEAD	C. Klima

Background

Wells Fargo, ELC’s operating bank, does not allow check deposits to ELC operating accounts when the payee is rendered as “ELC Broward” because it does not match the legal name on the account which is registered with Sun Biz as “Early Learning Coalition of Broward County, Inc.” On multiple occasions, ELC has had to request that checks sent to us by providers or funders be voided and re-issued with ELC’s correct legal name as the payee. To remedy this problem, Wells Fargo recommended that staff register the name “ELC Broward” as a DBA on our Sun Biz account.

With this change, the Sun Biz registration would be:

“Early Learning Coalition of Broward County, Inc. d/b/a ELC Broward”

For contracting, and all other legal purposes, the name would be rendered “Early Learning Coalition of Broward County, Inc.”

Current Status

Since ELC may begin receiving a significant number of checks from child care providers for the Broward Early Child Care Educators Conference (BECE) registration fees and/or installments on provider repayment plans for FY19/FY20 EFS Mod overpayments during calendar year 2021. ELC staff have completed the steps to register ELC Broward with Sun Biz as a fictitious name pending Board approval.

ELC General Counsel has reviewed the proposed change and agrees that the fictitious name can be used to facilitate banking.

Summary

Staff recommends that the members approve adding “ELC Broward” as a fictitious name to ELC’s Sun Biz Registration so that ELC may accept and deposit checks with “ELC Broward” as the payee. At the Executive Committee Meeting on December 1st, it was agreed that this recommendation be approved and presented to the Board for final approval.

ITEM#/MEETING	B212CA3 / Board
DATE:	12/21/20
SUBJECT:	Purchasing Card ("PCard") Administrator and Authorized Caller List
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Updated Purchasing Card Administrator and Authorized Caller List
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEAD	C. Klima

Background

The bank that issues ELC’s staff purchasing cards (PCard) requires that the ELC Board assign the role of PCard administrator and provide a list of authorized callers through a Board resolution that is documented in meeting minutes. The PCard administrator and designees are authorized to contact the card issuer to open or close a PCard and to make changes or inquiries about the account. The PCard Administrator should not have a card in their name.

The current PCard Administrator and Authorized Caller List is out of date and consists of two former employees. PCards are currently issued to the CEO and CAO.

Current Status

ELC staff recommend changing the PCard Administrator and Authorized Caller List As Follows:

PCard Role	Remove	Add
Administrator	1. Andrea Braynon, Former CFO	1. Judith Merritt, COO
Authorized Caller	2. Ros Desroches, Payroll Manager	2. Stephanie Landreville, Controller
Authorized Caller		3. Megan DeGraaf, Purchasing Specialist
Authorized Caller		4. Irene Ramos, Office Specialist

Summary

At the December 1st Finance Committee meeting, the committee approved bringing the recommendation to change the PCard administrator and authorized caller list to the full board for approval.

Supporting Documents

ELC Purchasing Card Policy - Addendum

Addendum - Purchasing Card Policy

Overview

An ELC Purchasing Card (PCard) is a credit card issued by a bank through the ELC to individual employees. The PCard is issued on behalf of the ELC, with corporate liability resting with the ELC for payment of transactions. The card does not involve personal credit or an individual credit check. . The Board approves issuance of a PCard to the CEO. The CEO approves issuance of PCards to any other staff. Card usage, reconciliation and payments are monitored by a designated PCard administrator that does not have a card in their name. The card issuer requires that the Board assign the role of PCard administrator to an individual ELC staff member through an approved resolution documented in meeting minutes.

Purpose and Usage of the PCard

PCards are issued to the CEO and the CAO to streamline the purchase-to-pay process and to facilitate payment for travel related expenses and small dollar purchases that cannot be made through the normal cash disbursements process. PCards are provided to reduce the use of employee expense reimbursements, travel advances, petty cash and small dollar check requests.

PCards may be issued to full-time employees with significant business related travel and/or having buying responsibilities for the ELC. Generally, the PCard is used for employees that anticipate spending at least \$5,000 per year on the card.

Cardholders are granted a \$25,000 credit limit but purchases are limited by policy to a maximum of \$5,000 per day. Purchases must not be artificially split to circumvent transactional spending limits. Higher limits may be extended on a temporary or permanent basis with the approval of the Board.

PCards may be used only for official ELC business that has been approved by the CEO through a duly signed purchase order or travel authorization. Cardholders shall ensure the appropriateness of transactions and compliance with all relevant laws, rules, regulations, and policies.

Typical purchases would include the examples provided below; however all purchases are subject to ELC's purchasing policies

- Dues, memberships, on-line licenses, application fees
- Travel and related expenses for all staff
- Conference and training registrations
- Books, publications, periodicals, subscriptions, newsletters, videos
- Catering for meetings
- Small local purchases

The following examples represent general guidelines for items that should not be purchased using the PCard:

- Items that could otherwise be purchased by check through the normal accounts payable process.
- Any transaction that exceeds the cardholder's daily transaction limit.
- Transactions in foreign currencies that may incur foreign exchange fees
- A personal purchase, even with the intent of reimbursing the ELC
- A transaction whereby the ELC is required to sign any type of contract or agreement (e.g., lease, independent contractor, and consultant).

- A transaction that violates any ELC Financial Policy
- Gift Cards or Cash Advances
- Cell phones or accessories
- Purchases that represent significant risk or liability to the ELC for items or services with special health, safety, occupational, or environmental risks (e.g., radioactive material, animals, weapons, controlled substances)
- Applications that share payments
- Donations

PCard Security

The cardholder is responsible for contacting the merchant when goods purchased with the PCard are not acceptable (incorrect, damaged, defective, etc.) and for arranging a return for credit or an exchange. If merchandise is returned for credit, merchants will issue all credits directly to the individual PCard account. The credit will appear on a subsequent statement. Rebates must be payable to the ELC rather than individual employees. Cardholders are responsible for resolving any charge disputes directly with the merchant and/or Bank of America within 60 days of the transaction date.

It is the cardholder's responsibility to safeguard the PCard, the associated account number, and the PIN at all times. PCards must be kept in a secure location. No one other than the cardholder whose name is on the card is authorized to use the PCard. The cardholder may name a designee to make the purchases on their behalf however each swipe must be accompanied by a PCard transaction authorization form sign by the card holder. PCards are not transferable between individuals or departments. In order to limit exposure to fraud, the full PCard account number and PIN should never be recorded electronically or on paper. Cardholders should treat their PCard with the same level of care as one does their own personal credit and report lost or stolen cards or fraudulent transactions to the issuer immediately.

PCard Accountability

All receipts must be detailed and itemized. PCard transactions must be accurately identified and allocated to ensure data can be recorded in the financial database by the required due date. Failure to reconcile PCard transactions and/or failure to submit required documentation may result in the suspension or revocation of the PCard privileges.

Upon employee separation, transfer, or if a PCard account is no longer deemed necessary, the terminating employee, the CEO or the Board may request closure of a PCard as applicable. Before closing an account, cardholders are responsible for providing all necessary supporting documentation to the ELC before their departure date. Cardholders may be held personally liable for unsupported transactions.

ITEM #/MEETING:	B212RB1 / Board
MEETING DATE:	December 12/21/20
SUBJECT:	Racial Equity Action Plan for ELC
FOR ACTION:	No
RECOMMENDED ACTION:	Review ELC Racial Equity Plan
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	
ELC STAFF LEAD	H. Cesar

Background

Given our nation’s history of genocide, slavery, and inequitable life outcomes based on race, the ELC believes it is imperative that we incorporate a racial equity lens and a bigger commitment to racial justice into our organization. After the murder of George Floyd, the ELC executive team approved the creation of an internal racial equity workgroup. The workgroup started with a group of ELC staff member volunteers from all areas within the organization with a vested interest in racial equity. The group committed to meeting regularly to build an internal work plan to ensure equity at the ELC. The committee presented an equity/anti-racism action plan for the organization to the ELC’s executive team on September 15, 2020 and an overview was shared at a staff meeting. Additionally, members of ELC staff are also participating in community racial equity workgroups including the Broward Partners for Racial Equity (and two smaller workgroups for Funder Forum members and organizations funded by the CSC). ELC staff attending these workgroups are responsible for ensuring information gathered at the community level are shared with ELC staff and incorporated into the ELC Equity Plan.

Through OEL’s Preschool Development Grant (PDG), staff on the ELC leadership team along with a few community partners who are also board members) are part of a small group participating in virtual equity coaching.

Current Status

The Racial Equity Workgroup has developed a multifaceted approach to enhancing equity at ELC Broward. The team has developed a comprehensive Racial Equity Action Plan that addresses three core focus areas including Awareness & Education, Environment & Representation, and Policies & Practices. There is an established timeline including anticipated start dates and completion dates to achieve the organizational transformation required to build a Race Equity Culture. Regular status update meetings are scheduled to ensure the plan is on track. In addition to the Racial Equity Action Plan, the Racial Equity Workgroup serves as a safe space for staff to discuss implicit bias, share articles and current events, as well as other pertinent issues in the racial equity arena.

ELC Staff would like to share our Internal Racial Equity Plan with the board and engage members in further equity/anti-racism discussions and participation in our plan.

Supporting Documents

- Racial Equity Plan



Racial Equity Action Plan

FY20/21

Introduction

This Racial Equity Action Plan was created with the help of ELC staff members at all levels of the organization. All committee members who participated in this action plan voluntarily dedicated their time to assist in this work. Our committee members had a vested interest in racial equity and wanted to provide input to assist in building out this plan. We thank them for their time, thought leadership and open mind as we navigated this process.

Committee Members

Hubert Cesar, Chair

Nora Emmanuel, Co-Chair

Amy Moore, Co-Chair

Wendy Gordon

Claudia Fernandez

Elia Correia Abreu

Carolina White

Kenika Symonette

Pablo Calvo

Tracy Arthur

Keisha Dunn-Pettis

Megan DeGraaf

Aldington Murray

Ethel Clarke

Shanta Smith

Elizabeth Medina

Yvette Prince

Suwenda Louis

Beverly Hung

Debra Cruz

Racial Equity Definition

In order to begin this work, it is imperative to have a conceptual understanding of racial equity as it relates to the ELC Broward's work and overall mission:

We believe racial equity is the distribution of resources and opportunities that is neither determined nor predicted by race, racial bias or racial ideology. All people, cultures and identities are equally valued and recognized under the belief that strength comes through the diversity and expression of our shared humanity.

Purpose of the Action Plan

As an organization, we know that education, particularly, early learning plays a powerful role in shaping the trajectories for communities of color -- either positively by expanding resources and opportunities, or adversely by perpetuating racialized disparities. Given our nation's history of genocide, slavery, and inequitable life outcomes based on race, we believe it is imperative that we incorporate a racial equity lens and bring a commitment to racial justice into our work.

The Racial Equity Group collectively identified three areas of focus:

1. Awareness & Education
2. Environment & Representation
3. Policies & Practices

To achieve the organizational transformation required to build a Race Equity Culture, ELC Broward must gravitate towards awareness and education. We must learn, listen, reflect, examine and fund.

- Learning the core concepts and history should help facilitate the movement and create change.
- Listening to the stories of Black people who have experienced this racism because of the color of their skin without aiming to justifying the validity of their story.
- Examining the organization's operational decision to deter implicit bias toward Black people.
- Funding racial equity trainings for staff to contribute in the effort to change the narrative.

Awareness & Education

This focus area provides learning opportunities to bring insight and knowledge pertaining to Black culture.

Environment & Representation:

This focus area provides ways to leverage the ELC lobby, training room and work spaces to incorporate racial diversity and Black representation.

Policies & Practices

This focus area addresses ways to generate more equitable policies and practices which will lead to equal opportunities for Black candidates and employees.

Implementation Process

To ensure this plan is fully executed in a timely manner part of the implementation process will include accountability check-in meetings on a quarterly basis with the Chief Executive Officer.

1. Awareness & Education

Action	Deliverable	Stakeholder(s)
To educate ELC staff about the racial equity and black culture	Schedule Virtual racial equity course for all Staff	Beverly Hung
	REWG will be a standing agenda item (Staff Meeting)	
To bring awareness to ELC staff and the community to help deter implicit bias	Coordinate ELC café-sessions around racial equity at least two times per year. Q&A Or (Webinar)	Howard Bakalar Hubert Cesar
To educate parents and children about racial equity and Black culture	Have books available in the ELC lobby and for general distribution that celebrate culture and black population	Carolina White Suwenda Louis Kenika Symonette Debra Cruz Shanta Smith
To enhance executive Team visibility	Ensure executive team attends community events throughout the fiscal year (minimum of 4 events per year)	Pablo Calvo
To celebrate black history month	Annual Cultural event for staff at the ELC	ELC Staff

2. Policy and Procedure

Action	Deliverable	Stakeholder(s)
Revise New Hire Orientation Materials	The organization’s commitment to anti-discrimination and racial equity will be incorporated as part of the orientation process for new hires.	Beverly Hung Tracy Arthur Amy Moore
Conduct a HR Policy Audit	A review of HR policies in regards to the annual review of salary structures, hiring practices, and policies. (attached sample audit tool)	Beverly Hung Tracy Arthur Amy Moore
Review current Equal Employment and Opportunity statement, educate staff about policy and formal grievance process.	Review Equal Employment and Opportunity statement to potentially highlight anti- racial discrimination. Subsequently educate staff regarding the statement and formal grievance process to address concerns regarding practices.	Beverly Hung Tracy Arthur Amy Moore
Enhance Recruitment Practices	Enhance recruitment efforts to attract African American applicants to executive positions so that our executive team is reflective of the diversity within our organization	Beverly Hung Judith Merritt Tracy Arthur

Initiate a Professional Development Program	A formal professional development program will be developed for the workforce.	Judith Merritt
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3. Environment & Representation

Action	Deliverable	Stakeholder(s)
Display diverse images on ELC marketing materials	Ensure diverse photos are used on the ELC website and marketing materials	Nora Emmanuel Ethel Clarke Suwenda Louis Kenika Symonette Elizabeth Medina
Diversify the book selection available in the lobby.	Create a book selection committee to provide recommendations on books to be purchased and provided to families	Carolina White Suwenda Louis Kenika Symonette Debra Cruz
Display artwork that shows Black art or culture in a positive light	Contact local artists for artwork highlighting black families.	Amy Moore Pablo Calvo Ethel Clarke Kenika Symonette Nora Emmanuel Hubert Cesar
Highlight important black figures in the ELC lobby.	Create a structure or wall mounted display board that can have information and pictures highlighting someone of color who have contributed to our country- this can be changed monthly	Claudia Fernandez Carolina White Tracy Arthur

Leverage the use of the TV lobby to highlight Black culture	Provide educational videos that celebrate Black culture and diversity on a quarterly basis	Hubert Cesar Claudia Fernandez Elia Abreu
Engage child care providers by displaying children’s artwork in the ELC lobby	Invite child care providers to participate and have children create artwork to display in the ELC lobby on a monthly basis	Howard Bakalar Keisha Dunn-Pettis Carolina White
Provide trainers with access to diverse images for presentations and trainings.	Create a listing of free resources/and or purchase license of the photos.	Nora Emmanuel Ethel Clarke Suwenda Louis Kenika Symonette Elizabeth Medina Amy Moore
Incorporate the ELC’s stance on racial equity	Revise 5 pillars and/or generate a racial equity statement to be included on ELC’s website, presentation and appropriate marketing materials.	Renee Jaffe Nora Emmanuel Beverly Hung Suwenda Louis

ITEM#/MEETING	B212FIN1 / Board
MEETING DATE:	12/21/20
SUBJECT:	October 2020 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve October 2020 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant
FINANCIAL IMPACT:	None
AS RECOMMENDED	Executive/Finance Committee 12/1/2020

Background Information:

The Interim Financial Statements for the four-month period ending October 31, 2020 are attached for review. Financial Highlights for the period are as follows:

1. Overall

Extraordinary pandemic-related expenditures and uncertainty about the path or timing for returning to normalcy dominated ELC’s financials during the first four months of fiscal year 2021. At 38%, overall spending is 5% higher than normal, but has been gradually slowing down after public schools re-opened for in-person classroom instruction in August. In addition, new funding allocations recently rolled out by OEL will likely eventually outpace the rate of expenditure and staff are confident that funding will be sufficient for the upcoming third and fourth quarters of the year. (See Budget Amendment #2)

The unusually high rate of expenditure was due primarily to two factors:

- Slots paid without co-pay deductions and at or near a 100% attendance rate for all enrolled children, even when providers were closed, under a State of Florida emergency order issued in April to provide economic support to child care providers and families during the pandemic. The emergency order was originally set to expire on August 31, but the Governor extended it through December 31, 2020. This means the Coalition will continue to reimburse slots at a high rate through at least the end of December.
- OEL issuing expected annual funding allocations at a slower-than-normal pace due to the hectic and uncertain budget environment as the pandemic drags on. The majority of the expected allocations have been received.

2. OEL School Readiness Program

Slot expenditures were 3% higher than budgeted and accounted for 85% of the program total for the month due to the factors listed above. However, the pace of slot expenditures has slowed since July, when slots accounted for 90% of the total prior to the start of school. Slot expenditures may drop steeply after the Emergency Order waiving copays and absence restrictions expires on December 31, 2020, if closures and parent safety concerns persist with the ongoing pandemic. ELC also received an additional \$9.8 million allocation in October to enroll approximately 2,000 new children from the waitlist and staff are confident there will be sufficient resources available for the second half of the fiscal year. Nevertheless, accurate utilization projections remain challenging given the following:

- The possibility that the governor may extend the pandemic emergency waivers given the current surge of COVID-19 cases nation-wide.
- Uncertainty about the timing and depth of the pandemic’s economic damage and the impact on ELC families and providers
- Potential spikes in new referrals for child care from Child Welfare or Economic Assistance agencies caused by worsening economic conditions County-wide.
- Attrition resulting from families going through the eligibility re-determination process in the coming months.
- The timing for implementation of Broward’s requested rate increase currently on hold with OEL.

- Uncertainty over how families and providers will move forward with child care given economic, health & safety and capacity concerns.

3. OEL VPK Program

VPK slot expenditures through October were approximately 17% below normal for the year because most summer programs were closed down due to health and safety concerns with in-person instruction and online instruction had only limited success. While most programs are now open and the pace of contract utilization has increased, Staff believe up to 25% of the allocation (\$10 million) could remain unused by year end. See Budget Amendment #2 for updated allocation projection. VPK is funded by OEL 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.

4. OEL CARES ACT First Responder Program

Slot expenditures remain high for this temporary, pandemic-related initiative pending a plan to phase the program out starting in January 2020. More than 2,500 new children of essential health and safety workers were actively enrolled in this program by the end of July at a projected cost of approximately \$10M through December 31. In November OEL issued additional allocations and more are expected in December and/or January. (See Budget Amendment #2) Families may receive services under this program in three month increments regardless of income, as long as the program continues and OEL supports it with additional allocations. When the time comes to end the program, OEL plans to allow active referrals to expire so expenditures will taper off gradually. Families must qualify as income eligible in order to continue after that.

5. CARES Act Grants to Providers:

More than \$4 million in CARES pandemic relief grants have been issued to providers as of October 31, 2020 to help sustain the operating capacity of the provider community and preserve the workforce. Staff are currently rolling out the final stage of the four phase program that will be covered by additional funding allocated in November (See Budget Amendment #2)

- Phase I: \$2M for high quality providers that were open since April (Contracted & Non-Contracted)
- Phase II: \$1.4 M for high quality providers that re-opened by August 31
- Phase III: \$740K for all other providers
- Phase IV: Up to \$1.9M supplemental grants for all providers to be issued in January 2021 (*Pending*)

6. CARES Rising K Program for School Districts

ELC transferred \$1.2M in CARES funding during October to the Broward County School District to carry out OEL's Rising K Program. From September to December 2020 Broward County Public Schools (BCPS) will deliver instruction under the **Kindergarten Acceleration Launch and Learn** initiative to mitigate summer and COVID-19 pandemic related learning loss for our most fragile rising Kindergarten students. The program was designed to serve up to 3,050 eligible students that had VPK Assessment scores below expectations, children who have not had access to or attended VPK during the pandemic and children who scored below expectations on the School Board administered assessment in August/September 2020.

7. Community Funded Learning Pods

Through generous funding from the Jim Moran Foundation, the United Way and the Children's Services Counsel, ELC funded 30 providers to host Learning Pods for up to 9 children each prior to the re-opening of public schools for in person instruction. 390 children were served. The program ran from mid-September to mid-October.

8. Expected New Revenues

- **Statewide Funding for Provider Reimbursement Rate Increases:** OEL will be allocating \$50 million in one-time funds to Coalitions statewide to increase provider reimbursements later in the year. However, OEL has not yet developed a methodology for allocating the funds and the timeline for decision-making on this new funding is not yet known. ELC has already submitted a request for \$2.50 per child per day increase for non-school aged children for FY21 based on existing allocations, but OEL has delayed final approval pending confirmation of sustainability within FY21 funding allocations (expenditures are currently very high due to pandemic waivers) Additionally, OEL has yet to update the now-outdated 2017 market rate information needed to evaluate the true marketplace percentile of Coalition existing or proposed rates.
- **Additional Allocation for CARES:** OEL will allocate additional fund to support the phase out of the CARES first responder program on an as needed basis. OEL has not yet issued a time line for the phase out.

Supporting Documents: October2020 Interim Financial Statements



Early Learning Coalition of Broward County, Inc.

INTERIM FINANCIAL STATEMENTS

FISCAL YEAR 2020-2021

For the Four Month Period Ended October 31, 2020

Submitted to the Board on December 21, 2020

As Recommended by the Finance Committee on December 1, 2020

Early Learning Coalition of Broward County, Inc.
FY 2019-2020 Statement of Financial Position
As of October 31, 2020

	October 31, 2020	October 31, 2019
Assets:		
Cash	\$ 12,382,147	\$ 999,832
Grants Receivable	15,244,643	21,896,502
Accounts Receivable	778,222	1,054,043
Due From Providers	2,995,655	0
Prepaid Expense	217,563	257,775
Fixed Assets	17,178	21,094
Total Assets	\$ 31,635,408	\$ 24,229,245
 Liabilities:		
Accounts Payable	\$ 190,846	\$ 351,778
Salary & Benefits Payable	280,914	(12,482)
Compensated Absences	303,467	201,522
Rent Abatement	141,554	103,162
Due to Providers	9,411,378	9,485,990
Due to 211-Broward	38,868	30,539
Due to SBBC	1,192,800	0
Due to Children's Forum	36,947	0
Due to Other Agencies	2,980,961	11,480
Deferred Revenue	16,589,415	13,746,354
Total Liabilities	\$ 31,167,150	\$ 23,918,343
 Net Assets		
Unrestricted	468,258	310,902
Total Net Assets	468,258	310,902
 Total Liabilities and Net Assets	 \$ 31,635,408	 \$ 24,229,245

Early Learning Coalition of Broward County, Inc.
FY 2019-2020 Statement of Activities
For The Month Ending October 31, 2020

	<u>October 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>YTD Actual</u>	<u>FY 2020</u> <u>YTD Actual</u>
Revenue			
OEL School Readiness	\$ 5,321,835	\$ 22,936,439	\$ 17,914,861
OEL CCEP/OEL SR Match	232,303	891,627	1,231,104
OEL Preschool Development Grant	-	0	137,951
OEL - CARES	2,771,182	12,571,751	-
OEL - SR Program Assessments	-	-	24,700
OEL - Voluntary Pre-K	2,929,676	6,294,199	11,460,306
OEL - VPK Monitoring & Outreach	886	2,423	17,258
CSC - Income Eligible	145,647	1,204,427	2,609,980
CSC - Vulnerable Populations	155,932	837,080	1,520,690
Broward County- Match	159,739	672,402	919,015
Broward County - Special Needs	27,466	138,275	223,111
DCF Entrant	-	-	117,575
Univ of Florida Lastinger Ctr	-	335	1,610
Municipalities-SR Local Match	197,662	246,162	164,196
BECE Conf & Miscellaneous	2	286,017	34,270
Total Revenue	<u>\$ 11,942,330</u>	<u>\$ 46,081,135</u>	<u>\$ 36,376,628</u>
Expenses			
Child Care Slots and Incentives:			
OEL School Readiness	\$ 4,219,108	\$ 19,580,787	\$ 15,253,911
OEL CCEP/OEL SR Match	232,303	891,627	1,231,104
OEL - CARES	1,444,857	6,897,619	-
OEL - Voluntary Pre-K	2,831,210	5,958,638	11,193,365
CSC - Income Eligible	145,632	1,102,493	2,288,750
CSC - Vulnerable Populations	110,356	718,929	1,426,044
Broward County- Match	141,990	597,690	839,104
Broward County - Special Needs	24,415	122,911	227,848
DCF Entrant	-	-	109,198
Municipalities-SR Local Match	56,573	105,603	141,512
Learning Pods Funders Collaborative	107,970	210,150	-
Grants to Providers	158,570	4,637,166	-
Total Child Care Slots and Incentives	<u>\$ 9,472,985</u>	<u>\$ 40,823,614</u>	<u>\$ 32,710,836</u>
Sub Recipient Expense			
School Board of Broward County	\$ 1,192,800	\$ 1,192,800	\$ -
Children's Forum	9,810	22,313	148,653
211 Broward	38,868	141,203	116,023
Total Sub Recipient Expense	<u>\$ 1,241,478</u>	<u>\$ 1,356,316</u>	<u>\$ 264,677</u>
ELC Expense			
Salaries & Benefits	\$ 1,105,489	\$ 3,315,127	\$ 2,808,977
Attorneys	3,116	18,601	28,101
Auditors	17,000	17,000	16,930
Temporary Staff	-	-	-
Consultants	7,006	29,756	49,318
Staff & Board Travel	155	1,525	36,130
Insurance	2,771	11,256	4,036
Office Rent & Maintenance	32,363	135,377	138,143
Office Machines & Storage	517	3,265	4,866
Software Licences	19,051	67,865	38,267
Internet, Email, Website, Phones	11,862	37,864	27,298
Cell Phones	5,815	19,997	16,485
Sponsorships & Memberships	1,845	4,980	5,537
Quality & Education Books & Training	-	-	-
Other Operating Costs	5,809	83,384	161,419
Computer Equipment & Software	-	7,645	35,916
Office Move & Outfitting Costs	-	-	15,629
Total ELC Expense	<u>\$ 1,212,799</u>	<u>\$ 3,753,642</u>	<u>\$ 3,387,053</u>
Total Expenses	<u>\$ 11,927,262</u>	<u>\$ 45,933,572</u>	<u>\$ 36,362,566</u>
Change in net assets	<u>\$ 15,068</u>	<u>\$ 147,563</u>	<u>\$ 14,062</u>
Net assets, beginning of year		320,695	296,840
Net assets, end of the period		<u>\$ 468,258</u>	<u>\$ 310,902</u>

Early Learning Coalition of Broward County, Inc.
FY 2019-2020 Annual Budget to Actual by Month
For The Four Month Period Ending October 31, 2020
Detail

	FY21 Budget Amendment #1	YTD Actual	Balance	% of Budget	Notes
Revenue:					
OEL School Readiness	\$ 51,825,587	\$ 22,936,439	\$ 28,889,148	44%	Additional allocation received October
OEL School Readiness Match	5,489,738	891,627	4,598,111	16%	Interchangeable with SR Funds
OEL Preschool Development Grant	328,541	-	328,541	0%	Activities Pending OEL Approval
OEL - CARES Pandemic Reilief Funds	10,176,117	12,571,751	(2,395,634)	124%	Additional allocation received November
OEL - SR Program Assessments		-	-	0%	
OEL - Voluntary Pre-K	40,290,903	6,294,199	33,996,704	16%	Low Due to Pandemic, Ramping up
OEL - VPK Monitoring & Outreach	50,388	2,423	47,965	5%	Monitoring Activity is Seasonal
CSC - Income Eligible	4,592,850	1,204,427	3,388,424	26%	
CSC - Vulnerable Populations	4,017,850	837,080	3,180,770	21%	Enrolling & Transferring to SR all Year
Broward County- Match	1,677,564	672,402	1,005,162	40%	Interchangeable with SR Funds
Broward County - Special Needs	665,231	138,275	526,956	21%	Enrolling & Transferring to SR all Year
DCF Entrant	-	-	-	0%	Contract Sunset in FY20
Univ of Florida Lastinger Ctr	-	335	(335)	0%	Additional allocation received October
Municipalities-SR Local Match	500,000	246,162	253,838	49%	Municipal Commitments Recd Oct
Learning Pods, BECE Conf & Misc	336,000	286,017	49,983	85%	Learning Pod Program Ended Mid Oct
Total Revenue	\$ 119,950,769	\$ 46,081,135	\$ 73,869,634	38%	
Expense					
Child Care Slots and Incentives					
OEL School Readiness	\$ 41,918,812	\$ 19,580,787	\$ 22,338,025	47%	YTD SR Slots @85% of Total Allocation
OEL School Readiness Match	5,489,738	891,627	4,598,111	16%	
OEL - CARES	4,556,120	6,897,619	(2,341,499)	151%	Additional funds received November
OEL - Voluntary Pre-K	38,741,253	5,958,638	32,782,614	15%	Low due to pandemic closures, ramping up
CSC - Income Eligible	4,133,565	1,102,493	3,031,072	27%	
CSC - Vulnerable Populations	3,616,065	718,929	2,897,136	20%	Enrolling & Transferring to SR all Year
Broward County- Match	1,491,168	597,690	893,478	40%	Interchangeable with SR
Broward County - Special Needs	591,316	122,911	468,405	21%	Enrolling & Transferring to SR all Year
DCF Entrant	-	-	-	0%	
Municipalities-SR Local Match	500,000	105,603	394,397	21%	Contributions actually received applied
Learning Pods Funders Collaborative	-	210,150	(210,150)	0%	Budgeted in Grants to Providers
Grants to Providers	4,782,987	4,637,166	145,821	97%	CARES Phases I-III
Total Child Care Slots and Incentives	\$ 105,821,024	\$ 40,823,614	\$ 64,997,410	39%	
Sub Recipient Expense					
School Board of Broward County	\$ 1,245,300	\$ 1,192,800	\$ 52,500	96%	Rising K Pass Through to School District
Children's Forum	100,900	22,313	78,587	22%	Billing Delay
211 Broward	462,000	141,203	320,797	31%	
Total Sub Recipient Expense	\$ 1,808,200	\$ 1,356,316	\$ 451,884	75%	
ELC Expense					
Salaries & Benefits	\$ 10,434,036	\$ 3,315,127	\$ 7,118,909	32%	
Attorneys	90,000	18,601	71,399	21%	
Auditors	31,000	17,000	14,000	55%	Audit in Progress
Temporary Staff	-	-	-	0%	
Consultants	337,936	29,756	308,180	9%	CLASS Observers Sched to Beg Jan
Staff & Board Travel	75,000	1,525	73,475	2%	Placeholder Pending CLASS, Monitoring
Insurance	30,000	11,256	18,744	38%	
Office Rent & Utilities	445,673	135,377	310,295	30%	
Office Machines & Storage	14,865	3,265	11,600	22%	New vendor more cost effective
Software Licenses	252,195	67,865	184,330	27%	
Internet & Phones	67,485	37,864	29,621	56%	More Cost Effective Vendors Pending
Cell Phones	60,124	19,997	40,127	33%	
Sponsorships & Memberships	52,710	4,980	47,730	9%	Seasonal Expenses
Quality & Education Books & Training	100,000	-	100,000	0%	Placeholder for Books for Kids
Other Operating Costs	233,823	82,355	151,468	35%	
Computer Equipment & Software	50,000	7,645	42,355	15%	Replacements purchased as needed
Office Move & Outfitting Costs	-	1,026	(1,026)	0%	Residual furniture
Unallocated (Budget Only)	46,698	-	46,698	0%	
Total ELC Expense	\$ 12,321,545	\$ 3,753,639	\$ 8,567,906	30%	
Total Non-Slot Expense	\$ 14,129,745	\$ 5,109,955	\$ 9,019,790	36%	
Total Expense	\$ 119,950,769	\$ 45,933,569	\$ 74,017,200	38%	

Early Learning Coalition of Broward County, Inc.
FY 2019-2020 Annual Budget to Actual YTD
For The Four Month Period Ending October 31, 2020
Summary

	FY21 Budget Amendment #1	YTD Actual	Balance	% of Budget	Notes
Revenue:					
OEL School Readiness	\$ 51,825,587	\$ 22,936,439	\$ 28,889,148	44%	Additional allocation received October
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OEL - Voluntary Pre-K	40,290,903	6,294,199	33,996,704	16%	Low Due to Pandemic, Ramping up
OEL - VPK Monitoring & Outreach	50,388	2,423	47,965	5%	Monitoring Activity is Seasonal
CSC - Income Eligible	4,592,850	1,204,427	3,388,424	26%	
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Broward County - Special Needs	665,231	138,275	526,956	21%	Enrolling & Transferring to SR all Year
DCF Entrant	-	-	-	0%	Contract Sunset in FY20
Univ of Florida Lastinger Ctr		335	(335)	0%	Additional allocation received October
Municipalities-SR Local Match	500,000	246,162	253,838	49%	Many Municipal Commitments Recd Oct
Learning Pods, BECE Conf & Misc	336,000	286,017	49,983	85%	Learning Pod Program Ended Mid Oct
Total Revenue	\$ 119,950,769	\$ 46,081,135	\$ 73,869,634	38%	
Expense					
Child Care Slots and Incentives					
OEL School Readiness	\$ 41,918,812	\$ 19,580,787	\$ 22,338,025	47%	YTD Slots @85% of Allocaiton
OEL School Readiness Match	5,489,738	891,627	4,598,111	16%	
OEL - CARES	4,556,120	6,897,619	(2,341,499)	151%	Additional allocation received November
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CSC - Vulnerable Populations	3,616,065	718,929	2,897,136	20%	Enrolling & Transferring to SR all Year
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Broward County - Special Needs	591,316	122,911	468,405	21%	Enrolling & Transferring to SR all Year
DCF Entrant	-	-	-	0%	
Municipalities-SR Local Match	500,000	105,603	394,397	21%	Contributions Rec'd YTD
Learning Pods Funders Collaborative	-	210,150.00	(210,150)	0%	Budgeted in Grants to Providers
Grants to Providers	4,782,987	4,637,166	145,821	97%	CARES Phases I-III
Total Child Care Slots and Incentives	\$ 105,821,024	\$ 40,823,614	\$ 64,997,410	39%	
Program Expense					
School Board of Broward County	\$ 1,242,800	\$ 1,192,800	\$ 50,000	96%	Rising K Instructional Funding Xfered to SBBC
Children's Forum	80,900	19,076	61,824	24%	Billing delay
211 Broward	337,000	100,897	236,103	30%	
Eligibility, Payments & CCR&R	6,293,531	1,950,500	4,343,031	31%	
Quality & Education	2,299,965	824,938	1,475,027	36%	
Total Program Expense	\$ 10,254,196	\$ 4,088,211	\$ 6,165,985	40%	
Administrative Expense					
School Board of Broward County	\$ 2,500	\$ -	\$ 2,500	0%	K Ambassador Program Paused
Children's Forum	20,000	3,237	16,763	16%	Billing delay
211 Broward	125,000	40,306	84,694	32%	
ELC Administration	3,728,049	978,204	2,749,845	26%	2.1% of Revenues (ELC Only)
Total Administrative Expense	\$ 3,875,549	\$ 1,021,747	\$ 2,853,801	26%	2.2% of Revenues (All Admin)
Total Expenses	\$ 119,950,769	\$ 45,933,572	\$ 74,017,197	38%	

ITEM#/MEETING	B212FIN2 / Board
MEETING DATE:	12/21/20
SUBJECT:	FY 2021 Budget Amendment #2
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve FY2021 Budget Amendment #2
AS RECOMMENDED BY:	Executive/Finance Committee 12/1/2020
FINANCIAL IMPACT:	\$6,824,521 Net Increase to Revenue and Expense

Background Information:

In June 2020, the Board approved a preliminary annual budget that reflected estimated revenues and expenditures pending receipt of actual grant award letters from funders. In September 2020, the Board approved Amendment #1, which updated the budget to reflect final allocations received by that time. Since then, ELC has received additional allocations primarily from OEL that require an updated expenditure plan, taking into account actual expenditures and trends recorded through October, 2020. Staff propose amending the annual budget to reflect these changes.

Current Status: Key changes and updates Included in FY2021 Budget Amendment #2 are as follows:

1. Revenue:

\$9,839,203 Additional OEL School Readiness funding to enroll approximately 2,000 new children from the waiting list:

In October 2020, OEL awarded ELC \$9.8M from a \$60M Statewide funding pool for enrolling new children into School Readiness from the waitlist. Broward’s waitlist had approximately 3,500 children listed as of July 1, 2020 when OEL compiled their analysis for their report to the Legislature. OEL has indicated that the funds may be recurring, but the recurring amount is unknown and subject to appropriations within the annual State budget. In accordance with ELC Broward FY21 budget parameters, at least 82%, or \$8M of this allocation will pay for slots for approximately 2,000 new children to be enrolled by year end in June 2021. In November, Staff began to call 800 families from the waitlist each month (400 every two weeks). OEL has also stipulated that the Legislature expressly prohibited using the new allocation to support a provider rate increase. A separate allocation from a non-recurring \$50m pool will be awarded later in the year to increase rates.

\$6,600,379 Additional OEL CARES funding to support child care for first responders and operating grants for providers through the end of December:

In October and November 2020, OEL issued two allocations totaling \$6.6 million from Federal CARES Act Child Care and Development Block Grant funds to pay for child care slots for first responders and “Phase IV” financial support grants for child care providers through the end of December 2020, when the State Emergency Order for pandemic relief expires. \$1.9 million of the total allocation is allocated for grants to providers while the remaining \$4.7 million will cover on-going first responder slot costs. Staff currently project that the allocation could fall short of slot expenditures for first responders by \$1 million and have requested additional funding from OEL before the program sunsets in December 2020 and additional allocations are expected after that to support slot costs as OEL allows current, active renewals (issued in three month increments) to expire. Income eligible first responders will have the option of continuing care through the regular School Readiness program.

\$99,939 Additional OEL Preschool Development Grant (PDG) funding to build provider and parent mental health support capacity:

In October 2020 OEL added nearly \$100K to Broward’s allocation for mental health support capacity for a total of \$277,002. ELC’s plan to dedicate three staff and a cadre of experts to conduct training and coaching to providers between January and June 2021 is pending OEL’s final approval. Last week OEL approved Broward’s plan for PDG-funded Curriculum Implementation training for the same period in the amount of \$151,478. The total combined award for PDG Curriculum and Mental Health Support training is \$428,480.

\$250,000 FY20 Carryforward funding from the Children’s Services Council for Vulnerable Populations child care services

In October 2020 CSC staff informed ELC that \$250K in unused funds from the FY20 contract may be carried forward to the FY21 Contract, which runs October to September. CSC’s Vulnerable Populations program is a funder of last resort for vulnerable children with immediate need for care. During the FY20 contract year, ELC transferred 250 children out of the program and into permanent School Readiness funding for on-going service but the enrollments could not be replaced due to County-wide provider closures and parent health concerns about sending children to school during the pandemic. ELC staff are currently enrolling all pending referrals to the program and will continue to transfer children into School Readiness whenever possible throughout FY21.

\$10,000,000 decrease to budgeted VPK allocation to reflect likely actual usage:

ELC projects actual VPK allocation utilization will be approximately \$10 million below the total in FY21 due to widespread pandemic-related provider closures over the summer. As of October, VPK enrollments are ramping up closer to expected “normal” levels, but a straight-line projection of the current trajectory indicates that will only be sufficient to utilize approximately \$30 million, or 75% of the total available. Outreach to increase participation is in progress. Staff reduced the budget to reflect this projection in order to re-calibrate the organization’s funding mix for program support and administrative costs.

2. Expenses:

\$575,501 additional expense to add staff to strengthen operations and meet new program needs:

OEL’s belated award in October 2020 of \$9.8 million for new waitlist enrollments created a race against the fiscal year clock to enroll approximately 2,000 new children into School Readiness from the waitlist by June 30, 2021 during challenging pandemic conditions. To accomplish this task, ELC will need to hire additional program funded staff as outlined in the chart below. In addition, OEL Pre School Development Grant for Mental Health Supports mandates that ELC add new capacity (as opposed to using existing capacity) that expand services, so 3 short term grant-funded positions will be filled.

In order to assist with this time sensitive expansion, staff also propose to add additional administrative roles in HR and Quality Assurance.

The FY21 cost of these new positions, assuming January start dates, is estimated at \$575,501 (\$1,151,002 annualized). The additional roles are sustainable if funding remains flat. Total organizational administrative costs will remain low and within contract restrictions at 3.64% of total revenues with these changes.

A proposed comparative staffing plan is below and an organizational chart showing the job functions of the new positions is attached.

FY 2021 Staffing Plan

Business Unit	FY 2021 Approved June 2020	FY 2021 Proposed	FTE Change	Notes
CEO	2.0	2.0	0.0	2 QA Spec, 1 HR Assistant
Finance & Contracts	9.0	9.0	0.0	
Operations	9.0	12.0	3.0	
IT	6.0	6.0	0.0	
CPO	1.0	1.0	0.0	
Total Admin FTE	27.0	30.0	3.0	
Provider Payments	12.0	14.0	2.0	2 Reimbursement Spec 3 Provider Rel Spec 1 CCR&R/ Cust Serv Mgr 8 Eligibility Spec, 1 Mgr 1.5 PDG Mental Health
Provider Rel	6.0	9.0	3.0	
Customer Service	21.0	22.0	1.0	
Eligibility	58.0	67.0	9.0	
Quality & Education	28.5	30.0	1.5	
Total Program FTE	125.5	142.0	16.5	
Total Budget FTE	152.5	172.0	19.5	

\$200,000 Placeholder in Consultants for a cadre of 10-15 contracted individual CLASS Observers:

In December 2020 ELC will secure a cadre of individual CLASS Observers to conduct program assessments at provider sites in the second half of the fiscal year. OEL requires that all contracted providers receive a program assessment each year in order to participate in the School Readiness Program. On-site observations have been paused since the onset of the pandemic in March 2020 and consultants be required to supplement staff observers in order to complete the work by the June 30, 2021 deadline. ELC successfully deployed this same approach in previous years. Staff will include pandemic health protocols in each contract and are currently evaluating whether and when the observations may safely begin.

\$1,245,903 unallocated expense funding may be used for additional slots at year end.

Approximately \$1.2 million for operating expenses, including nearly \$600K in one time funds to support CARES fund administration remains unallocated following adjustments for actual YTD expenditures and savings realized from staff vacancies in budgeted positions. Unused unallocated OEL funds will be re-allocated to slot costs before they expire on June 30, 2021 and local funding on the government fiscal year (October through September) may be carried forward to the first quarter of FY22, as appropriate.

Supporting Documents:

- Draft FY2021 Budget Amendment #2
- Three Year Financial Comparison Including FY2021 Budget Amendment #2
- Draft Amendment #2 vs FY21 Year to Date Actuals
- Utilization Projections
- Updated Organizational Chart

FY2021 Amendment #2 Budget by Business Activity



Revenue:

	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021
	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Quality and Education Activities	Administration	Total Budget
OEL School Readiness	\$ 49,986,959	\$ 5,280,355	\$ 3,014,750	\$ 3,382,726	\$ 61,664,790
OEL School Readiness Match Pool	5,489,738	-	-	-	5,489,738
OEL Preschool Development Grant	-	-	407,056	21,424	428,480
OEL-CLASS Observations	-	-	-	-	-
OEL-CARES	8,636,600	-	7,559,667	580,229	16,776,496
OEL - Voluntary Pre-K	29,125,868	873,776	-	291,259	30,290,903
OEL - VPK Monitoring & Outreach	-	-	-	50,388	50,388
CSC - Income Eligible	4,133,565	344,464	-	114,821	4,592,850
CSC - Vulnerable Populations	3,841,065	320,089	-	106,696	4,267,850
Broward County- Income Eligible	1,491,168	139,797	-	46,599	1,677,564
Broward County - Special Needs	591,316	55,436	-	18,479	665,231
DCF Entrant	-	-	-	-	-
Univ of Florida Lastinger Ctr	-	-	35,000	-	35,000
Local Match: United Way & Cities	500,000	-	-	-	500,000
BECE Conf & Miscellaneous	206,000	-	130,000	-	336,000
Total Revenue	\$ 104,002,280	\$ 7,013,916	\$ 11,146,473	\$ 4,612,621	\$ 126,775,290

Expense:

Child Care Slots & Incentives

OEL - School Readiness	\$ 49,986,959				\$ 49,986,959
OEL - School Readiness Match	5,489,738				5,489,738
OEL - CARES First Responders	8,636,600				8,636,600
OEL - Voluntary Pre-K	29,125,868				29,125,868
CSC - Income Eligible	4,133,565				4,133,565
CSC - Vulnerable Populations	3,841,065				3,841,065
Broward County-Income	1,491,168				1,491,168
Broward County - Special Needs	591,316				591,316
DCF Entrant	-				-
Local Match: United Way & Cities	500,000				500,000
Learning Pods Collaborative	206,000				206,000
Stipends & Grants to Providers	-		6,838,167		6,838,167
Total Child Care Slots & Incentives	\$ 104,002,280	\$ -	\$ 6,838,167	\$ -	\$ 110,840,447

Sub Recipient Operating Expenses

School Board of Broward County	-		\$ 1,192,800	-	\$ 1,192,800
Children's Forum	-		80,900	\$ 20,000	100,900
211 Broward	-	\$ 337,000	-	125,000	462,000
Total Sub Recipient Operating	\$ -	\$ 337,000	\$ 1,273,700	\$ 145,000	\$ 1,755,700

ELC Operating Expenses

Staff Costs		\$ 6,054,868	\$ 2,270,488	\$ 2,684,181	\$ 11,009,537
Attorneys	-	-	-	104,000	104,000
Auditors	-	-	-	31,000	31,000
Temporary Staff	-	-	-	-	-
Consultants		33,600	341,500	59,788	434,888
Staff & Board Travel		(0)	621	75,000	75,621
Insurance		26,233	7,624	7,624	41,481
Office Rent & Utilities		276,280	86,096	79,596	441,973
Office Machines & Storage		-	-	10,085	10,085
Software Licenses		56,228	52,155	135,857	244,241
Phones/Internet/Web Page		36,047	10,499	10,499	57,046
Cell Phones		(0)	(0)	40,002	40,002
Sponsorships & Memberships		-	5,000	48,214	53,214
Quality & Education Books & Training		-	100,000	-	100,000
Fees, Supplies & Other Costs		4,811	15,887	163,904	184,603
Computers & Software		-	-	56,600	56,600
Furniture & Fixtures		-	-	2,253	2,253
Depreciation		-	-	-	-
Unallocated Budget Only		188,848	144,735	959,018	1,292,601
Total ELC Operating	\$ -	\$ 6,676,916	\$ 3,034,606	\$ 4,467,621	\$ 14,179,143

Total ELC & Sub Recipient

	\$ -	\$ 7,013,916	\$ 4,308,306	\$ 4,612,621	\$ 15,934,843
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Total Expense

	\$ 104,002,280	\$ 7,013,916	\$ 11,146,473	\$ 4,612,621	\$ 126,775,290
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Revenue Over Expense

	\$ -	\$ -	\$ -	\$ -	\$ PAGE 46
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Percent Total Expenses

	82.04%	5.53%	8.79%	3.64%	100.00%
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Proposed FY2021 Budget Three Year Comparison



	FY2019	FY2020	FY21	FY21	FY21	+/-	
	FY2019 Actual	FY2020 Preliminary Actual (Unaudited)	FY2021 Preliminary Approved June	FY2021 Amendment 1 Approved September	FY2021 Amendment 2 (Proposed)	Change Amendment 2 over Amendment 1	
Revenue:							
OEL School Readiness	\$ 52,575,264	\$ 59,334,724	\$ 52,142,391	\$ 51,825,587	\$ 61,664,790	\$ 9,839,203	For Waitlist Enrollment
OEL School Readiness Match Pool	2,774,949	5,185,581	5,185,581	5,489,738	5,489,738	-	
OEL Preschool Development Grant		265,519	265,519	328,541	428,480	99,939	For Mental Health Supports
OEL-CLASS Observations	253,237	114,480	250,000	-	-	-	
OEL-CARES Pandemic Relief		2,947,389		10,176,117	16,776,496	6,600,379	For CARES Grants & 1st Responders
OEL - Voluntary Pre-K	40,120,101	38,963,870	40,290,903	40,290,903	30,290,903	(10,000,000)	Projected un-used Allocation
OEL - VPK Monitoring & Outreach	71,358	72,455	72,142	50,388	50,388	-	
CSC - Income Eligible	2,670,951	6,641,041	4,592,850	4,592,850	4,592,850	-	
CSC - Vulnerable Populations	2,687,509	3,951,523	4,017,850	4,017,850	4,267,850	250,000	FY20 Carryforward
Broward County- Income Eligible	1,291,274	2,141,397	1,677,564	1,677,564	1,677,564	-	
Broward County - Special Needs	632,429	495,025	665,231	665,231	665,231	-	
DCF Entrant	278,756	184,057	-	-	-	-	
Univ of Florida Lastinger Ctr	41,701	38,530	-	-	35,000	35,000	Online Training Stipends
Local Match: United Way & Cities	573,318	533,313	500,000	500,000	500,000	-	
BECE Conf & Miscellaneous	54,084	73,671	65,000	336,000	336,000	-	
Total Revenue	\$ 104,024,932	\$ 120,942,575	\$ 109,725,031	\$ 119,950,769	\$ 126,775,290	\$ 6,824,521	
Expense:							
Child Care Slots & Incentives							
OEL - School Readiness	\$ 44,131,821	\$ 49,069,426	\$ 42,233,340	\$ 41,918,812	\$ 49,986,959	\$ 8,068,147	Waitlist Enrollment
OEL - CCEP/ School Readiness Match	2,492,128	5,185,581	5,185,581	5,489,738	5,489,738	-	
OEL- CARES Pandemic Relief		2,555,271		4,556,120	8,636,600	4,080,480	1st Responder Slots (Sunsets Dec)
OEL - Voluntary Pre-K	38,577,120	37,462,725	38,741,253	38,741,253	29,125,868	(9,615,385)	Projected Un-used Allocation
CSC - Income Eligible	2,415,705	5,929,314	4,133,565	4,133,565	4,133,565	-	
CSC - Vulnerable Populations	2,501,477	3,610,433	3,616,065	3,616,065	3,841,065	225,000	FY20 Carryforward
Broward County- Income Eligible	1,147,799	1,925,666	1,491,168	1,491,168	1,491,168	-	
Broward County - Special Needs	580,258	469,544	591,316	591,316	591,316	-	
DCF Entrant Refugee Program	250,472	162,911	-	-	-	-	
Local Match: United Way & Cities	573,318	533,312	500,000	500,000	500,000	-	
Learning Pods Collaborative	-	-	-	-	206,000	206,000	Learning Pods Ended Oct
Stipends and Grants to Providers	516,755	2,542,604	350,000	4,782,987	6,838,167	2,055,180	CARES Phase I-III & Pending IV
Total Child Care Slots & Incentives	\$ 93,186,854	\$ 109,446,786	\$ 96,842,288	\$ 105,821,024	\$ 110,840,447	\$ 5,019,423	
Sub Recipient Expense							
School Board of Broward County	-	-	100,000	1,245,300	1,192,800	\$ (52,500)	K Transition Paused
Family Central	99,433	-	-	-	-	-	
Nova Southeastern University	65,563	-	-	-	-	-	
Children's Forum	89,546	\$ 88,903	\$ 100,900	\$ 100,900	100,900	-	
211-Broward	711,094	427,750	462,000	462,000	462,000	-	
Total Sub Recipient Expense	\$ 965,635	\$ 516,653	\$ 662,900	\$ 1,808,200	\$ 1,755,700	\$ (52,500)	
ELC Expense							
Salaries & Benefits	\$ 7,640,213	\$ 9,344,340	\$ 10,434,036	\$ 10,434,036	\$ 11,009,537	\$ 575,501	Addl 19.5 FTE Starting January
Attorneys	71,916	68,400	90,000	90,000	104,000	14,000	ERISA Law Specialist
Auditors	18,100	33,480	33,450	31,000	31,000	-	
Temporary Staff	257,454	12,085	-	-	-	-	
Consultants	365,193	155,781	160,936	337,936	434,888	96,952	Includes CLASS Observers
Staff & Board Travel	94,535	64,762	75,000	75,000	75,621	621	Adj. To Actuals
Insurance	14,509	19,833	30,000	30,000	41,481	11,481	Adj. To Actuals
Office Rent & Utilities	345,161	428,257	445,673	445,673	441,973	(3,700)	Adj. To Actuals
Office Machines & Storage	50,456	12,152	14,865	14,865	10,085	(4,780)	Adj. To Actuals
Software Licences	84,381	142,271	172,468	252,195	244,241	(7,954)	Adj. To Actuals
Internet & Phones	70,992	88,514	93,896	67,485	57,046	(10,439)	Adj. To Actuals
Cell Phones	40,468	63,104	60,124	60,124	40,002	(20,122)	Adj. To Actuals
Sponsorships & Memberships	46,159	49,680	49,680	52,710	53,214	504	Adj. To Actuals
Quality & Education Books & Training	-	75,978	100,000	100,000	100,000	-	
Other Operating Costs	261,199	304,605	301,321	233,823	184,603	(49,220)	Fewer Supplies/Printing w/ Telework
Computer Equipment & Software	93,715	75,952	50,000	50,000	56,600	6,600	Adj. To Actuals
Office Move & Outfitting Costs	358,855	19,525	-	-	2,253	2,253	Adj. To Actuals
Depreciation	14,663	3,916	-	-	-	-	
Unallocated (Budget Only)			108,394	46,698	1,292,601	1,245,903	Unused Portion to Slots at Year End
Total ELC Expense	\$ 9,827,967	\$ 10,962,634	\$ 12,219,843	\$ 12,321,545	\$ 14,179,143	\$ 1,857,599	
Total Non-Slot Expense	\$ 10,793,603	\$ 11,479,287	\$ 12,882,743	\$ 14,129,745	\$ 15,934,843	\$ 1,805,099	
Total Expense	\$ 103,980,457	\$ 120,926,074	\$ 109,725,031	\$ 119,950,769	\$ 126,775,290	\$ 6,824,521	
Revenue over Expense	\$ 44,475	\$ 16,501	\$ -	\$ -	\$ -	\$ (0)	

Proposed Amendment #2 vs Year to Date Actual



	FY21	October	Balance	%	
	FY2021 Amendment 2 (Proposed)	October 2020 Actual	Remaining Balance	% YTD Expenditures	Notes
Revenue:					
OEL School Readiness	\$ 61,664,790	\$ 22,936,439	\$ 38,728,351	37%	High due to pandemic, slowing
OEL School Readiness Match Pool	5,489,738	891,627	4,598,111	16%	Interchangeable with SR Funds
OEL Preschool Development Grant	428,480	-	428,480	0%	Activities pending OEL approval
OEL-CARES Pandemic Relief	16,776,496	12,571,751	4,204,746	75%	Program set to sunset in Dec
OEL - Voluntary Pre-K	30,290,903	6,294,199	23,996,704	21%	Low due to pandemic, ramping up
OEL - VPK Monitoring & Outreach	50,388	2,423	47,965	5%	Monitoring Activity is Seasonal
CSC - Income Eligible	4,592,850	1,204,427	3,388,424	26%	Interchangeable with SR Funds
CSC - Vulnerable Populations	4,267,850	837,080	3,430,770	20%	Enrolling & Transferring to SR all Year
Broward County- Income Eligible	1,677,564	672,402	1,005,162	40%	Interchangeable with SR Funds
Broward County - Special Needs	665,231	138,275	526,956	21%	Enrolling & Transferring to SR all Year
DCF Entrant	-	-	-	0%	Contract Sunset in FY20
Univ of Florida Lastinger Ctr	35,000	335	34,665	1%	Stipend Activity is Seasonal
Local Match: United Way & Cities	500,000	246,162	253,838	49%	Municipal Commitments Recd Oct
BECE Conf & Miscellaneous	336,000	286,017	49,983	85%	Learning Pod Program Ended Oct
Total Revenue	\$ 126,775,290	\$ 46,081,135	\$ 80,694,156	36%	
Expense:					
Child Care Slots & Incentives					
OEL - School Readiness	\$ 49,986,959	\$ 19,580,787	30,406,172	39%	YTD Slots @85% of total allocation
OEL - CCEP/ School Readiness Match	5,489,738	891,627	4,598,111	16%	
OEL- CARES Pandemic Relief	8,636,600	6,897,619	1,738,982	80%	Program set to sunset in Dec
OEL - Voluntary Pre-K	29,125,868	5,958,638	23,167,230	20%	Low due to pandemic, ramping up
CSC - Income Eligible	4,133,565	1,102,493	3,031,072	27%	
CSC - Vulnerable Populations	3,841,065	718,929	3,122,136	19%	Enrolling & Transferring to SR all Year
Broward County- Income Eligible	1,491,168	597,690	893,478	40%	Interchangeable with SR
Broward County - Special Needs	591,316	122,911	468,405	21%	Enrolling & Transferring to SR all Year
DCF Entrant Refugee Program	-	-	-	0%	Sunset FY20
Local Match: United Way & Cities	500,000	105,603	394,397	21%	Contributions actually received
Learning Pods Collaborative	206,000	210,150	(4,150)	102%	CSC to cover overage
Stipends and Grants to Providers	6,838,167	4,637,166	2,201,001	68%	Cares Phase IV pending Dec
Total Child Care Slots & Incentives	\$ 110,840,447	\$ 40,823,614	\$ 39,610,661	37%	
Sub Recipient Expense					
School Board of Broward County	1,192,800	1,192,800	\$ -	100%	
Children's Forum	100,900	22,313	78,587	22%	Billing delay
211-Broward	462,000	141,203	320,797	31%	
Total Sub Recipient Expense	\$ 1,755,700	\$ 1,356,316	\$ 399,384	77%	
ELC Expense					
Salaries & Benefits	\$ 11,009,537	\$ 3,315,127	\$ 7,694,410	30%	
Attorneys	104,000	18,601	85,399	18%	
Auditors	31,000	17,000	14,000	55%	Audit in Progress
Temporary Staff	-	-	-	0%	
Consultants	434,888	29,756	405,132	7%	CLASS Observers pending Jan
Staff & Board Travel	75,621	1,525	74,096	2%	Local travel pending Jan
Insurance	41,481	11,256	30,225	27%	
Office Rent & Utilities	441,973	135,377	306,595	31%	
Office Machines & Storage	10,085	3,265	6,820	32%	
Software Licences	244,241	67,865	176,376	28%	
Internet & Phones	57,046	37,864	19,182	66%	More cost effective vendors pending
Cell Phones	40,002	19,997	20,005	50%	Hotspot costs expected to decline
Sponsorships & Memberships	53,214	4,980	48,234	9%	Seasonal expenditures
Quality & Education Books & Training	100,000	-	100,000	0%	Placeholder for books for kids
Other Operating Costs	184,603	82,355	102,248	45%	One time purchases for reopening
Computer Equipment & Software	56,600	7,645	48,955	14%	
Office Move & Outfitting Costs	2,253	1,026	1,226	46%	
Unallocated (Budget Only)	1,292,601	-	1,292,601	0%	
Total ELC Expense	\$ 14,179,143	\$ 3,753,639	\$ 10,425,505	26%	
Total Non-Slot Expense	\$ 15,934,843	\$ 5,109,955	\$ 10,824,888	32%	
Total Expense	\$ 126,775,290	\$ 45,933,569	\$ 50,435,550	36%	

SCHOOL READINESS 4 YEAR UTILIZATION FY 2019 -2022

New Enrollments from Waitlist:
800 Invitations/month

Funding Changes:
+8M for Waitlist Enrollments

Assumptions:
Daily Average Cost forecast reflects current actual trends.
OEL Waivers Expire December 31, 2020



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	100%	11,173	-145	\$25.29	6,347,945	152,235	6,500,180	(43,871)	6,456,309	
A	Aug-20	21	100%	11,345	+172	\$23.37	5,567,577	-	5,567,577	(48,565)	5,519,012	
A	Sep-20	22	100%	10,923	-422	\$21.59	4,386,299	802,967	5,189,266	(50,627)	5,138,639	
A	Oct-20	22	100%	10,557	-366	18.69	4,196,492	144,567	4,341,059	(40,649)	4,300,409	
P	Nov-20	21	94%	10,705		22.69	4,817,339	284,151	5,101,491	(52,565)	5,048,926	
P	Dec-20	23	94%	10,852		20.18	4,753,627	284,151	5,037,778	(52,288)	4,985,490	
P	Jan-21	21	94%	11,000		20.71	4,499,621	284,151	4,783,773	(47,741)	4,736,032	
P	Feb-21	20	94%	11,147		20.69	4,328,825	284,151	4,612,977	(45,468)	4,567,509	
P	Mar-21	23	94%	11,295		20.65	5,079,432	284,151	5,363,583	(52,288)	5,311,296	
P	Apr-21	22	94%	11,443		20.66	4,916,336	284,151	5,200,488	(50,014)	5,150,473	
P	May-21	21	94%	11,590		20.67	4,747,999	284,151	5,032,150	(47,741)	4,984,409	
P	Jun-21	22	94%	11,875		20.80	5,139,462	294,151	5,433,613	(53,281)	5,380,332	
Average Enrollments (Baseline)				11,159						Projected Total	\$ 61,578,836	
Increase to baseline FY21 over FY20				(195)						Budget	61,579,654	
										Surplus(Deficit)	\$ 818	
Increase to baseline FY21 over FY17										1,763 (FY17 Baseline= 9,396)	CSC Carry-Over	
										Surplus(Deficit)	\$ 818	

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	
P	Jul-21	23	94%	11,743	-132	\$23.19	5,918,808	344,464	6,263,272	(53,666)	6,209,606	
P	Aug-21	22	94%	11,643	-100	21.70	5,213,196	344,464	5,557,660	(59,831)	5,497,829	
P	Sep-21	21	94%	11,576	-67	19.49	4,392,448	344,464	4,736,911	(55,903)	4,681,008	
P	Oct-21	23	94%	11,509	-67	18.23	4,397,450	427,862	4,825,312	(42,485)	4,782,827	
P	Nov-21	21	94%	11,442	-67	20.84	4,578,574	427,862	5,006,436	(56,507)	4,949,929	
P	Dec-21	22	94%	11,375	-67	18.54	4,211,077	427,862	4,638,939	(53,765)	4,585,174	
P	Jan-22	23	94%	11,308	-67	21.79	5,240,498	427,862	5,668,360	(56,209)	5,612,151	
P	Feb-22	20	94%	11,241	-67	21.82	4,478,055	427,862	4,905,917	(48,878)	4,857,039	
P	Mar-22	22	94%	11,174	-67	21.81	4,932,586	427,862	5,360,448	(53,765)	5,306,682	
P	Apr-22	22	94%	11,104	-70	21.81	4,901,238	427,862	5,329,100	(53,765)	5,275,335	
P	May-22	21	94%	11,004	-100	21.84	4,619,828	427,862	5,047,690	(51,322)	4,996,369	
P	Jun-22	22	94%	11,004	+	22.00	4,898,112	427,862	5,325,974	(57,277)	5,268,697	
Average Enrollments (Baseline)				11,344						Projected Total	\$ 62,022,645	
Increase to baseline FY21 over FY20				185						Budget	61,273,564	
										Surplus(Deficit)	\$ (749,081)	
Increase to baseline FY21 over FY17										1,948 (FY17 Baseline= 9,396)	CSC Carry-Over	\$ -
										Surplus(Deficit)	\$ (749,081)	

FIRST RESPONDERS PROGRAM UTILIZATION FY 19-20 & 20-21

New Enrollments from Waitlist:

Funding Changes:

Assumptions:

Enrollments Paused 7/31/2020

Daily Average Cost forecast reflects current actual trends.

Projected total days paid at 100% Jul-Oct 20

Parent Fee Suspension Jul-Oct 20 \$500K

No Attrition or Absences \$900K



No Additional CSC Billing

Fiscal Year 2019-20

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Provider Bonuses	Total First Responder	Match	Net Billable
A	Jul-19	23									
A	Aug-19	22									
A	Sep-19	21									
A	Oct-19	23									
A	Nov-19	21									
A	Dec-19	22									
A	Jan-20	23									
A	Feb-20	20									
A	Mar-20	22									
A	Apr-20	22	100%	223	+223	22.12	-	108,500	108,500		108,500
A	May-20	21	100%	1,059	+836	18.48	-	411,000	411,000		411,000
A	Jun-20	22	100%	2,040	+981	44.72	1,279,824	727,000	2,006,824		2,006,824
Average Enrollments (Baseline)				1,107							
										Projected Total	\$ 2,526,324
										Budget	4,100,000
										Surplus(Deficit)	\$ 1,573,676

Fiscal Year 2020-21

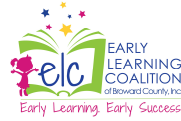
Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Provider Bonuses	Total First Responder	Match	Net Billable
A	Jul-20	23	100%	2,467	+427	\$36.24	1,281,725	774,500	2,056,225		2,056,225
A	Aug-20	21	100%	2,773	+306	33.20	1,320,086	613,000	1,933,086		1,933,086
A	Sep-20	22	100%	2,640	-133	28.26	1,320,137	321,000	1,641,137		1,641,137
P	Oct-20	22	100%	2,559	-81	27.00	1,238,437	281,500	1,519,937		1,519,937
P	Nov-20	21	94%	2,480	-79	\$27.40	1,180,498	246,861	1,427,358		1,427,358
P	Dec-20	23	94%	2,404	-76	\$26.58	1,253,257	216,484	1,469,740		1,469,740
P	Jan-21	21	94%								
P	Feb-21	20	94%								
P	Mar-21	23	94%								
P	Apr-21	22	94%								
P	May-21	21	94%								
P	Jun-21	22	94%								
Average Enrollments (Baseline)				2,554			\$ 7,594,139	\$ 2,453,344			
										Projected Total	\$ 10,047,483
										Budget	8,636,600
										Surplus(Deficit)	\$ (1,410,883)

SCHOOL READINESS UTILIZATION FY 2018 -2019-2020

Children Services Council Vulnerable Population Contracts

New Enrollments from Waitlist:
 Current Waitlist: 125
 Enrolling 15 Children/Mo Oct20 - May21

Funding Changes:



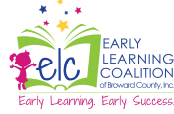
Assumptions:
 Parent Fee Suspension Apr-Oct \$35K
 No Attrition or Absences \$65K

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day		Total Slots	Adjustments	Net Billable
A	Oct-19	23	565	-19	25.76		334,718		334,718
A	Nov-19	21	501	-64	26.90		282,984		282,984
A	Dec-19	22	483	-18	25.67		272,779		272,779
A	Jan-20	23	461	-22	26.07		276,388		276,388
A	Feb-20	20	484	+23	25.66		248,358		248,358
A	Mar-20	22	479	-5	26.69		281,299		281,299
A	Apr-20	22	467	-12	27.51		282,666		282,666
A	May-20	21	482	+15	27.65		279,921		279,921
A	Jun-20	22	447	-35	26.11		256,772		256,772
							Projected Total	\$	2,515,886
							FY20 CSC Contract Year Bud	\$	2,611,433
							Surplus(Deficit) End of ELC FY20	\$	95,547
A	Jul-20	23	411	-71	27.43		259,323		259,323
A	Aug-20	21	397	-14	25.45		212,198		212,198
A	Sep-20	22	254	-143	25.20		140,820		140,820
							Projected Total	\$	612,341
							FY20 CSC Contract Year Bud		1,004,632
							Surplus(Deficit) ELC FY21 Quarter 1	\$	392,291
							Total Surplus(Deficit) Life of Contract	\$	487,838
P	Oct-20	22	197	-57	25.33		109,761		109,761
P	Nov-20	22	245	+48	28.20		152,018		152,018
P	Dec-20	21	295	+50	28.21		174,731		174,731
P	Jan-21	23	345	+50	26.08		206,915		206,915
P	Feb-21	20	393	+48	26.41		207,576		207,576
P	Mar-21	22	439	+46	28.28		273,084		273,084
P	Apr-21	21	491	+52	27.49		283,458		283,458
P	May-21	23	545	+54	27.23		341,365		341,365
P	Jun-21	21	594	+49	26.85		334,871		334,871
							Projected Total	\$	2,083,779
							FY20 CSC Contract Year Bud	\$	2,893,414
							Surplus(Deficit) End of ELC FY21	\$	809,636
P	Jul-21	22	638	+199	27.82		390,537		390,537
P	Aug-21	21	684	+46	27.60		396,433		396,433
P	Sep-21	20	703	+19	30.05		422,450		422,450
							Projected Total	\$	1,209,420
							FY20 CSC Contract Year Bud		964,471
							Surplus(Deficit) ELC FY22 Quarter 1	\$	(244,948)
							Total Surplus(Deficit) Life of Contract	\$	564,687

SCHOOL READINESS UTILIZATION FY 2018 -2019-2020

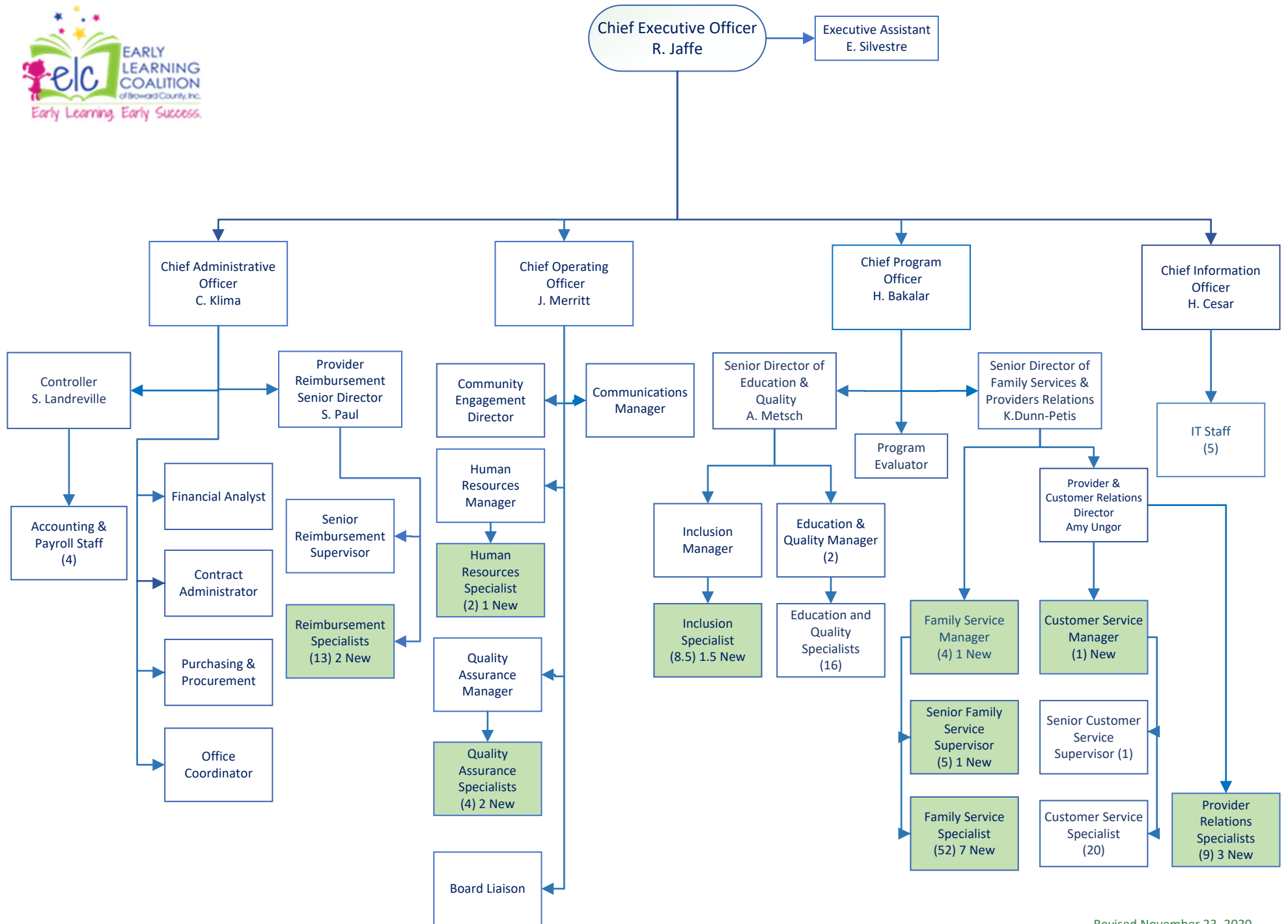
Broward County Children Services Board Special Need Contract (COSPN)

New Enrollments from Waitlist: **Funding Changes:**
 Enrolling all 8 Children per Month Nov 2020 to Jun 2021



Assumptions:
 Parent Fee Suspension Apr-Oct \$14K
 No Attrition or Absences \$29K

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	Total Slots	Adjustments	Net Billable
A	Oct-19	23	86	-11	23.62	46,727		46,727
A	Nov-19	21	64	-22	25.62	34,429		34,429
A	Dec-19	22	64	+	23.06	32,471		32,471
A	Jan-20	23	56	-8	23.16	29,827		29,827
A	Feb-20	20	51	-5	25.33	25,840		25,840
A	Mar-20	22	50	-1	25.72	28,296		28,296
A	Apr-20	22	49	-1	27.27	29,401		29,401
A	May-20	21	49	+	29.01	29,846		29,846
A	Jun-20	22	53	+4	26.63	31,056		31,056
Projected Total								\$ 287,894
FY20 SPN Contract Year Bud								\$ 442,500
Surplus(Deficit) End of ELC FY20								\$ 154,606
A	Jul-20	23	49	+	32.47	36,589		36,589
A	Aug-20	21	49	+	34.27	35,268		35,268
A	Sep-20	22	49	+	27.58	29,732		29,732
Projected Total								\$ 101,589
FY20 SPN Contract Year Bud								\$ 147,500
Surplus(Deficit) ELC Quarter 1 FY21								\$ 45,911
Total Surplus(Deficit) Life of Contract								\$ 200,517
A	Oct-20	22	41	-8	27.07	24,415		24,415
P	Nov-20	22	50	+9	26.73	29,405		29,405
P	Dec-20	21	59	+9	26.90	33,329		33,329
P	Jan-21	23	68	+9	26.60	41,609		41,609
P	Feb-21	20	76	+8	25.83	39,258		39,258
P	Mar-21	22	84	+8	26.26	48,531		48,531
P	Apr-21	21	91	+7	26.13	49,930		49,930
P	May-21	23	100	+9	28.48	65,503		65,503
P	Jun-21	21	102	+2	28.22	60,444		60,444
Projected Total								\$ 392,424
FY20 SPN Contract Year Bud								\$ 443,487
Surplus(Deficit) End of ELC FY21								\$ 51,063
P	Jul-21	22	101	+1	29.14	64,748		64,748
P	Aug-21	21	100	-1	28.06	58,931		58,931
P	Sep-21	20	99	-1	28.89	57,194		57,194
Projected Total								\$ 180,872
FY20 SPN Contract Year Bud								\$ 147,829
Surplus(Deficit) ELC Quarter 1 FY22								\$ (33,043)
Total Surplus(Deficit) Life of Contract								\$ 18,020



ITEM/MEETING	B212FIN3 / Board
MEETING DATE:	12/21/20
FOR ACTION:	YES
RECOMMENDED ACTION:	1. Approve Maximum Provider Reimbursement Rate Increase of \$3.75 per child per day for children ages birth to 5, not yet in kindergarten, effective January 1, 2021. 2. Empower Finance Committee to Authorize Changes to the Proposal Pending Feedback from OEL in Between Board Meetings December 2020 to February 2021.
AS RECOMMENDED BY	Finance Committee
FINANCIAL IMPACT:	None
ELC STAFF LEAD	C. Klima

Background Information:

On June 25, 2020, the Board approved a proposal to increase ELC’s Maximum Provider Reimbursement Rate by \$2.50 per day per child for children ages birth to five (not yet in kindergarten) pending OEL approval. Since that time, OEL has declined to approve the proposal on two occasions because of the following:

- 1) The funding on which Broward’s proposal was based had not yet been fully awarded for FY21 at the time of staff’s first submission in June and sustainability could not be confirmed.
- 2) OEL was concerned that the increase would not be sustainable, given the current high rate of slot expenditures and the need to use earmarked funding to enroll more than 2,000 additional children from the waiting list. However, further discussion with OEL fiscal staff about their reasoning revealed that OEL’s analysis did not consider two important factors that Broward leverages to absorb rising costs without dis-enrolling children:
 - a. Flexible funding from the Children’s Services Council that is interchangeable with School Readiness funding and transferrable from one fiscal year to the next that allows ELC to adjust funding levels up and down as needed.
 - b. The brisk pace of enrollment churn among Broward’s historically transient client population (where families enroll, depart and re-enroll in the subsidy program over time) that buffers against unexpectedly high enrollment spikes when actively enrolling from the waiting list.

In light of this discussion, OEL fiscal staff recommended that Broward re-submit the rate increase proposal along with a more detailed discussion about how the increase can be sustainably managed using local funding and enrollment dynamics over time. After further discussion and based on ELC justification, OEL OEL indicated they would even consider a higher proposal, as long as the change was not more than a 15% increase for any individual rate, subject to review and approval by OEL senior fiscal and policy staff.

Meanwhile OEL has earmarked a \$50 million funding pool to support rate increases Statewide. However, no allocation methodology or implementation timeline for this funding has been finalized so Broward will continue to pursue approval for an increase independently.

Current Status:

Based on OEL’s feedback, ELC staff is currently working with OEL fiscal staff to prepare sufficient analytical material to support ELC’s assertion that a rate increase is sustainable using local funding and enrollment churn to avoid over-utilization of slots. Additionally, ELC has determined that a \$3.75 per child per day for all children ages birth to five (not

yet in kindergarten) is the highest increase to the ELC standard base reimbursement rate that is within a 15% increase margin for all care levels.

Recommendation:

Staff recommend submitting a revised maximum provider rate increase request for \$3.75 additional per child per day for all children birth to five years old (not yet in kindergarten) effective January 1, 2021. Staff also recommends that the Board empower the Finance Committee to convene a special meeting between the December and February Board meeting if necessary to approve revisions to the proposal that may be requested by OEL in order to ensure successful and swift acceptance of an increase.

Supporting Documents:

- Rate Increase Proposal Impact Chart
- Rate Increase Fact Sheet
- List of Currently Approved Rates

Maximum Provider Reimbursement Rate Increase Impact Chart

Impact of Rate Increases on Percentile ¹ & Income Eligible Slots ²				Impact on Non-School Readiness		Cost	Average % Increase
	Amount Increase Per Child Per Day	Average Rates as a Percentile of Marketplace (Non-School Age, Includes 3% Tiered Differential)	Income Eligible Slots ³	Special Needs Slots	CSC Vulnerable Pop Slots	Cost of Lost Slots All Programs ²	
Current	\$ -	60th (with 3% tier)	8792	46	438	\$ -	
	\$ 1.00	62nd	-341	-1	-23	\$ 1,629,325	7%
	\$ 2.00	64th	-681	-3	-47	\$ 3,259,082	10%
<i>Old Proposal</i>	\$ 2.50	65th	-786	-3	-56	\$ 4,127,973	10%
	\$ 3.00	66th	-1020	-4	-68	\$ 4,950,563	12%
	\$ 3.50	66th	-1025	-7	-78	\$ 5,771,903	14%
New Proposal	\$ 3.75	67th	-1187	-8	-85	\$ 6,182,857	15%
	\$ 4.00	67th	-1366	-8	-90	\$ 6,593,958	16%
	\$ 4.50	68th	-1536	-9	-102	\$ 7,416,111	18%
	\$ 5.00	69th	-1707	-9	-112	\$ 8,237,497	19%
	\$ 5.50	70th	-1876	-10	-124	\$ 9,060,974	21%
	\$ 6.00	71st	-2040	-11	-133	\$ 9,881,761	23%
	\$ 6.50	72nd	-2050	-11	-146	\$ 10,703,932	25%
	\$ 7.00	73rd	-2386	-12	-156	\$ 11,526,001	27%
	\$ 7.50	74th	-2557	-13	-168	\$ 12,346,865	29%
Federal Target	\$ 8.00	75th	-2728	-13	-180	\$ 13,170,470	31%
	\$ 8.50	76th	-2897	-14	-189	\$ 13,990,944	33%
	\$ 9.00	77th	-3068	-15	201	\$ 14,814,342	35%

1 Market rate survey is 2107. Analysis of recently released 2019 survey is pending

2 Estimates Calculated Using Actual Provider Payment Data from January 2020

Proposed Rate Increase Fact Sheet:

<p>Federal Child Care and Development Block Grant (CCDBG) funding reimbursement rate mandates:</p>	<ul style="list-style-type: none"> • Local reimbursement rates must ensure that families receiving subsidies have sufficient buying power (equal access) for most of the same or similar services available to all other private pay families within the local marketplace • States must analyze regional private pay market rates every two years. • Rates set at or above the 75th percentile of local private pay market rates ensure equal access
<p>Florida Mandates and Market Surveys:</p>	<ul style="list-style-type: none"> • Local reimbursement rates for federally funded School Readiness program are set by local Coalitions with OEL approval • Market Rate Surveys Conducted for 2017, 2015 & 2013. 2019 Pending • Average rates statewide are about 25-35% below the federal 75th percentile target
<p>South Florida ELC Rates Compared to Local Market Rates:</p>	<ul style="list-style-type: none"> • ELC Broward: 25% below the 75th percentile • ELC Miami: 15-25% below the 75th percentile • ELC Palm Beach: 25-45% below the 75th percentile
<p>History of Rate Increases in Broward:</p>	<ul style="list-style-type: none"> • 2007 First rate increase after ELC inception to better align with market • 2013 Rate increase averaging 44 cents per day per child approved to increase slot funding to meet new requirement to spend 78% of SR allocation on slots. (Total cost \$1.7M) • 2019 Rate increase \$2 per day per child for all non-school age children
<p>Providers Likely to Benefit from a rate increase:</p>	<ul style="list-style-type: none"> • 146/166 providers serving infants (88%) • 275/315 providers serving toddlers (87%) • 313/370 providers serving 2 year olds (85%) • 320/389 providers serving 3 year olds (82%) • 319/519 providers serving 4 year olds (61%) • 247/428 providers serving 5 year olds (58%) (not yet in kindergarten)

EARLY LEARNING COALITION OF Broward
DAILY PAYMENT-RATE SCHEDULE (Effective March 1, 2019)

Full-Time Daily Rates (Completed by COALITION)								
CARE CODE	Description	Licensed or Exempt Centers and Public/Non-Public Schools	Gold Seal Differential	Licensed Family Child Care Homes	Gold Seal Differential	Registered Family Child Care Homes	Gold Seal Differential	Informal Providers
(INF)	<12 MTH	30.80	6.16	27.54	5.51	N/A	N/A	N/A
(TOD)	12<24 MTH	27.07	5.41	27.54	5.51	N/A	N/A	N/A
(2YR)	24 <36 MTH	26.73	5.35	27.50	5.50	N/A	N/A	N/A
(PR3)	36 <48 MTH	25.17	5.03	25.22	5.04	N/A	N/A	N/A
(PR4)	48 <60 MTH	24.88	4.98	25.22	5.04	N/A	N/A	N/A
(PR5)	60 <72 MTH	24.88	4.98	25.22	5.04	N/A	N/A	N/A
(SCH)	In School	20.00	4.00	19.80	3.96	N/A	N/A	N/A
(SPCR)	Special Needs	35.43	7.09	32.65	6.53	N/A	N/A	N/A

Part-Time Daily Rates (Completed by COALITION)								
CARE CODE	Description	Licensed or Exempt Centers and Public/Non-Public Schools	Gold Seal Differential	Licensed Family Child Care Homes	Gold Seal Differential	Registered Family Child Care Homes	Gold Seal Differential	Informal Providers
(INF)	<12 MTH	23.10	4.62	20.66	4.13	N/A	N/A	N/A
(TOD)	12<24 MTH	20.30	4.06	20.66	4.13	N/A	N/A	N/A
(2YR)	24 <36 MTH	20.05	4.01	20.63	4.13	N/A	N/A	N/A
(PR3)	36 <48 MTH	18.88	3.78	18.92	3.78	N/A	N/A	N/A
(PR4)	48 <60 MTH	18.66	3.73	18.92	3.78	N/A	N/A	N/A
(PR5)	60 <72 MTH	18.66	3.73	18.92	3.78	N/A	N/A	N/A
(SCH)	In School	15.00	3.00	14.85	2.97	N/A	N/A	N/A
(SPCR)	Special Needs	26.57	5.31	24.49	4.90	N/A	N/A	N/A

ITEM #/MEETING:	B212GOV1 / Board
MEETING DATE:	12/21/2020
SUBJECT:	Board member role and responsibilities
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve ELC Board member roles and responsibilities
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Governance Committee 12/10/2020
ELC STAFF LEAD	R. Jaffe

Background

During its meeting on January 30, 2020, the Executive Committee recommended to the Board that the Governance Committee address:

- a. Creation of an overview document of board member responsibilities and expectations
- b. Current board composition analysis (current board skillsets and experience)
- c. Suggested skillsets/background and criteria that would be valuable in new members (i.e. what types of individuals would be advantageous to have on the ELC Board)

The Board, at its meeting on 2/13/20, agreed with the recommendation from the Executive Committee.

Current Status

While the ELC bylaws provides an overview of board member expectations related to meeting attendance, neither the current bylaws, board member application or board orientation materials provide a clear overview of board member roles and responsibilities.

Recommendation

To benefit ELC in educating and attracting the best board member candidates, in addition to setting board member expectations, the attached Board member roles and responsibilities document has been drafted.

At the Governance meeting on December 10th, ELC staff proposed that the Governance Committee approve the ELC Board member roles and responsibilities. The committee approved bringing this recommendation to the full Board. It was also recommended at the meeting that ELC staff relay that these Roles and Responsibilities are guidelines only and non-binding. Therefore, they would not be enforceable should they not be followed. The By-Laws are the only legal, enforceable document.

Supporting Documents

- DRAFT ELC Board member roles and responsibilities – (Clarifying statement added to footer)

DRAFT Early Learning Coalition of Broward County - Board Member Roles and Responsibilities

MISSION:

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

VISION:

All children will have high quality early learning experiences leading to success in school and life.

BOARD MEMBER ROLE:

- To serve as a volunteer voting member of the Board of Directors for the Early Learning Coalition of Broward County
- Develop and maintain focus on the ELC mission and vision
- Establish and oversee implementation of the ELC's strategic direction
- Uphold Fiduciary responsibilities as a steward of public funding in accordance with laws, regulations, contracts, governing by-laws, Board-approved policies and standard non-profit best practices.

TERM (for private sector member):

In accordance with the ELC bylaws, the term of membership shall be four (4) years. Once a Member's term of service is completed, a Member shall have the option of serving for an additional four (4) year term by providing written notice to the Chair prior to the expiration of their initial four (4) year term.

TIME EXPECTATIONS:

- Attend a 60-minute orientation session to learn about organization, programs, etc.
- Attend all scheduled Board meetings
 - In person at, ELC Broward, 1475 W. Cypress Creek Rd., Suite 301 or join virtually
- Join at least 1 board committee. Attend committee meetings
- Attend, support, and participate in ELC events and program activities

RESPONSIBILITIES:

- Organization Success
 - Attend and participate in board and committee meetings
 - Understand and support the vision and mission of ELC of Broward
 - Promote the work of the Coalition
 - Participate in hiring and evaluating the CEO
 - Participate in developing strategic goals
 - Monitor the agency's progress and evaluate outcomes
 - Be engaged. Ask questions
 - Exercise fiduciary oversight
- Community
 - Inform others about ELC
 - Advocate for early learning
- Individual Responsibility
 - Bring personal/professional expertise to support the mission
 - Read meeting materials (board and committee packets) prior to the meeting
 - Appreciate and respect differing viewpoints.
 - Abide by conflict of interest policy, Sunshine law and bylaws
 - Avoid conflict of interest, real or perceived
 - Financially support and/or help secure financial contributions to the ELC of Broward

ITEM #/MEETING:	B212GOV2 / Board
MEETING DATE:	12/21/2020
SUBJECT:	Board member composition and Board member criterion
FOR ACTION:	NO
RECOMMENDED ACTION:	None
FINANCIAL IMPACT:	NA
AS RECOMMENDED BY:	Governance Committee 12/10/2020
ELC STAFF LEAD	R Jaffe

Background

During the October 3, 2019 ELC board retreat, the subgroup on Board Development/Administration recommended that additional work be completed to analyze the composition (i.e. diversity, skills, experience, etc.) of the board. This exercise can be used in the discussion related to both leveraging current board members but also in identifying skillsets and experience needed in new prospective board members. This item was also covered at the board meeting on 2/13/20.

Current Status

A Board composition matrix was developed based on a framework that is used in other non-profit organizations. The framework was adjusted slightly, based on feedback from Governance Committee members who responded with feedback. On February 24, 2020, an email was sent to the entire board with a request for them to complete the matrix by March 9th. The supporting document was updated in December to include new Board members and removal of those no longer serving.

Discussion ensued at the December 10th Governance Committee meeting, where each of the sections were reviewed, discussed and analyzed to see what would be the major priority needs should a vacancy to the Board exist. While we currently only have one vacancy (1 Gubernatorial position, for which an application is pending), our Board currently stands at 18 Board Members, we can however, have as many as 30 members. After discussion, it was agreed that ELC staff should move forward with the recruitment process to add an additional private sector member to the ELC Board. In January, the ELC will provide necessary promotional flyers to Board members along with additional information to attract potential Board members.

At the Governance Committee the greatest areas of need currently appeared to be Banking, Health Care, Marketing/PR and Fundraising. The committee agreed that it would not limit focus to just one of these areas of focus. Additionally, it was agreed that it is of equal importance that any potential new board members are willing to be champions of the ELC’s mission and “someone willing to help and promote ELC Fundraising and Friendraising” Lastly, the committee agreed these priorities may change during the upcoming months/years and should be evaluated prior to recruitment of any Board seat

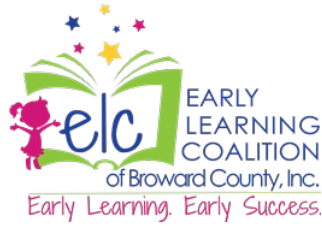
Supporting Documents

- ELC Board composition matrix

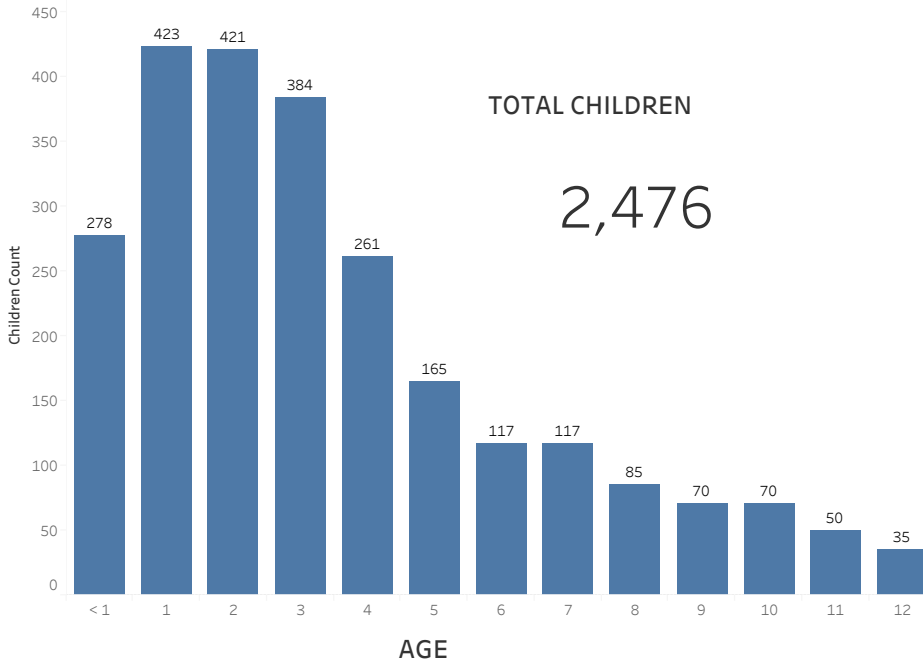
Board Matrix – 2020

	ELC of Broward - Board Member Matrix 2020	Total	%
Relationships (Access to:)	Business Groups	6	11%
	Community leaders and groups	9	17%
	Educational leaders	10	19%
	Healthcare leaders	4	7%
	Legislators	6	11%
	Municipality leaders	6	11%
	Philanthropic support	5	9%
	Social services leaders and groups	7	13%
	Other	1	2%
Areas of Expertise	Accounting	2	4%
	Administration/Management	10	22%
	Banking	0	0%
	Events	5	11%
	Financial Management/Investments	3	7%
	Fundraising	1	2%
	Fundraising - Planned Giving	1	2%
	Grant Writing	4	9%
	Human Resources/Personnel Administration	5	11%
	Legal	1	2%
	Planning	10	22%
	Public Relations/Marketing	2	4%
	Technology	0	0%
	Volunteer Management	2	4%
Qualities	Leadership skills	14	36%
	Fundraising skills	1	3%
	Willingness to work	13	33%
	Personal connection with the mission	11	28%

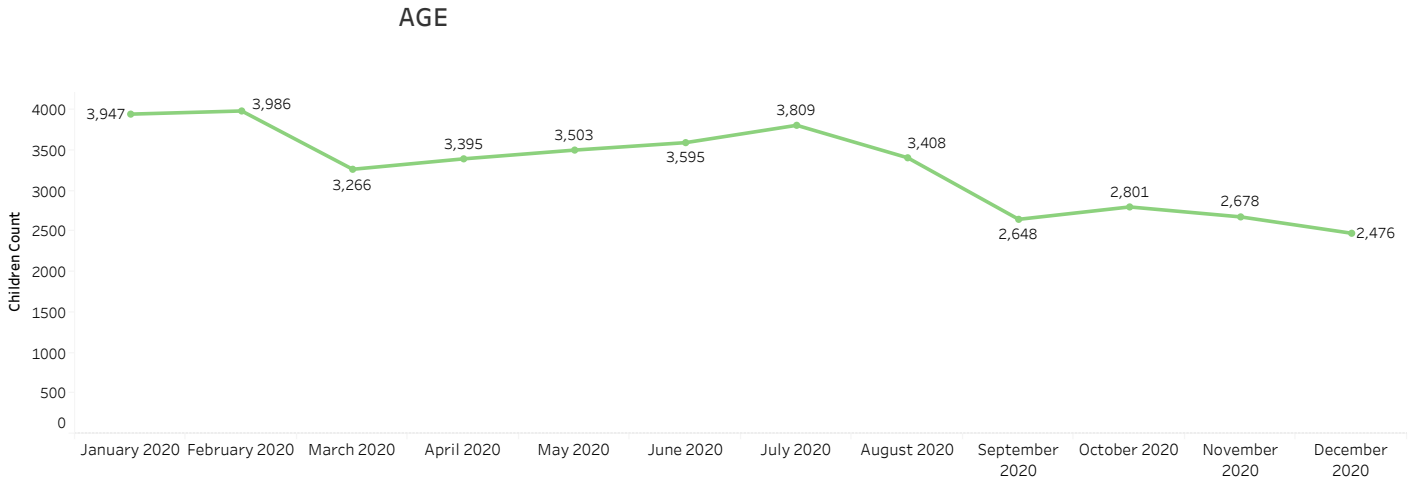
	ELC of Broward - Board Member Matrix 2020	Total	%
Sector	Arts and Culture	0	0%
	Banking	0	0%
	Child Welfare	5	10%
	Corporate/Large Business	2	4%
	Early Care and Education	6	12%
	Education (K-12)	4	8%
	Engineering	0	0%
	Faith-based organizations	3	6%
	Homelessness issues	2	4%
	Local Media	0	0%
	Medical/Healthcare	1	2%
	Philanthropic/Nonprofit Sector	4	8%
	Post High school/Higher education	2	4%
	Public	3	6%
	Real Estate/Development	2	4%
	Recreation	1	2%
	Science/Research	0	0%
	Small Business	3	6%
	Social Services	4	8%
	Special Needs	3	6%
Technology	0	0%	
Workforce Development	2	4%	
Youth	2	4%	
Race	African American	4	22%
	Asian	0	0%
	Caribbean or West Indian	2	11%
	Caucasian	7	39%
	Hispanic/Latino/Latina	4	22%
	Native American	0	0%
	Other	1	6%
Age	Over 65	1	7%
	51-65	8	57%
	36-50	4	29%
	19-35	1	7%
Gender	Female	12	67%
	Male	6	33%



Waitlist Children by Age as of 12/10/2020



Prior Month	Children Count	+/-	%
Jan 2020	3,947	519	13%
Feb 2020	3,986	39	1%
Mar 2020	3,266	-720	-22%
Apr 2020	3,395	129	4%
May 2020	3,503	108	3%
Jun 2020	3,595	92	3%
Jul 2020	3,809	214	6%
Aug 2020	3,408	-401	-12%
Sep 2020	2,648	-760	-29%
Oct 2020	2,801	153	5%
Nov 2020	2,678	-123	-5%
Dec 2020	2,476	-202	-8%



ELC Broward Contract 2020-2021 List

Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Office of Early Learning	\$116,130,042	School Readiness, VPK & PDG	Revenue	7/1/20-6/30/21	Active
Office of Early Learning	\$50,388	VPK Monitoring & Outreach	Revenue	7/1/20-6/30/21	Active
Broward County	\$2,342,795	SR Match & Special Needs	Revenue	10/1/20- 9/30/21	Active
Children's Services Council	\$4,592,700	Financially Assisted Child Care	Revenue	10/1/20-9/30/21	Active
Children's Services Council	\$4,196,000	Vulnerable Populations	Revenue	10/1/20-9/30/21	Active
Jim Moran Foundation	\$200,000	Learning Pods	Revenue	9/22/20-6/30.21	Active
United Way	\$56,000	Learning Pods	Revenue	10/8/20-3/31/20	Active
AELC/PNC Bank	\$30,000	3Ts Campaign Grant	Revenue	7/1/2020-6/30/21	Active
City of Fort Lauderdale	\$41,249	SR Match Funds	Revenue	10/1/20-9/30/21	Active
City of Pompano Beach	\$22,500	SR Match Funds	Revenue	10/1/20-9/30/21	Pending
United Way	\$130,000	SR Match Funds	Revenue	7/1/20-6/30/21	Active
Children's Forum, Inc.	\$450,909	INCENTIVES® Program	Sub-recipient	7/1/20-6/30/21	Active
First Call for Help/211	\$462,000	Community Referral Services	Sub-recipient	7/1/20-6/30/21	Active
School Board Broward County	\$1,192,800	Rising K Instruction	Sub-recipient	10/6/20-12/31/20	Active
Abila	\$5,500	MIP Accounting Software	Vendor	7/1/20-6/30/21	Active
Accessible Comm for the Deaf	\$1,300	Interpretation Services	Vendor	8/13/18 Ongoing	Active
AT&T	\$40,000	Cell Phones and Hot Spots	Vendor	7/1/20-6/30/21	Active
Atech Security	\$420	Panic Button	Vendor	10/15/19-10/15/20	Active
Biometrics4All, INC.	\$70	Live Scan Software Support	Vendor	7/1/20-6/30/21	Active
BlueJean Software, Inc.	\$33,000	Hosting and Support Services	Vendor	7/1/20-6/30/21	Active
Business Leadership Institute	\$50,000	Business Development	Vendor	10/1/20-6/30/21	Active
Causetech DBA Achieve	\$10,000	Website Design & Hosting	Vendor	10/1/20/6/30/21	Active
Comcast	\$4,446	Internet	Vendor	7/1/20-6/30/21	Active
CSPI Office 365 Consultants	\$4,500	Migration to Office 356	Vendor	TBD	Pending
Crown Castle	\$12,600	Internet	Vendor	7/1/20-6/30/21	Active
Crown Center	\$416,078	Office Lease (est. annual cost)	Lease	2/1/19-1/31/29	Active
Devereux Foundation DECI	\$14,200	FLIP It Training Services	Vendor	7/13/20-6/30.2021	Active
Family Central	TBD	CEU Services	Vendor	TBD	Active
FL Dept of Law Enforcement	\$1,863	LiveScan Service (annual cost)	Vendor	10/29/18-Ongoing	Active
Jacob Jackson	\$90,000	Legal Services	Vendor	4/1/20-3/31/21	Active
Keefe McCoullough, LLP	\$31,000	External Audit Preparation	Vendor	7/1/20-6/30/21	Active
LeBoffe & Associates LLC	\$31,500	Staff Professional Development	Vendor	10/1/20-6/30/21	Active
Mitel	\$40,000	Business Telephone Lines	Vendor	7/1/20-6/30/21	Active
Piccolo Picasso LLC	\$25,000	Online Learning Platform	Vendor	11/1/20-6/30/21	Pending
School Board Broward County	\$12,000/yr	Gulfstream Early Learning Ctr	Lease	9/5/19-9/4/22	On Hold
Sharp	TBD	Copier and Printer Rental	Vendor	TBD	Pending
Teaching Strategies Gold	\$19,425	Child Assessment Software	Vendor	7/1/20-6/30/21	Active
Tripp Scott Attorneys at Law	\$14,000	ERISA Legal Services	Vendor	9/21/20-6/30/21	Active
Vantiv Health, LLC	\$12,000	Appointment Software License	Vendor	7/1/20-6/30/21	Pending
Webauthor	\$65,000	CRM Software	Vendor	7/1/20-6/30/21	Active
Brown & Brown	\$0	Information Sharing Agreement	MOU	TBD	Pending
Broward County	\$0	Crisis Intervention & Support	MOU	TBD-TBD, 2025	Pending
Child Abuse Prevention -CAPTA	\$0	Interagency Referrals	MOU	TBD-2026	Pending
School Board Broward County	\$0	Community Partnership	MOU	TBD-6/1/2045	Pending
Seventeenth Circuit Court	\$0	Cooperation Agreement	MOU	6/23/20-Ongoing	Active
University of Florida	\$0	Data Use Agreement	MOU	1/1/19-Ongoing	Active

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>
Tuesday 12/1/2020	7pm – 8:30pm	Wendy Gordon & Gordia Ross, Q&E Coaches, ELC	Get CLASSy in Pre-K
Wednesday 12/2/2020	7pm – 8:30pm	Denise Oliva, Inclusion Specialist	Herramientas necesarias para prevenir la expulsión y suspensión en preescolares (Teacher Toolkit to Prevent Expulsion and Suspen
Monday 12/7/2020	7pm – 8:30pm	Ana Avalos-Atkinson & Natacha Herisse, Q&E Coaches, ELC	The Growing Brain 5-A: The Brain’s Role in Social Emotional Development in the First Five Years of Life
Tuesday 12/8/2020	7pm – 8:30pm	Agnieszka Boddie & Aida Brar, Q&E Coaches, ELC	Let’s Learn All About Teaching Strategies GOLD (TSG)
Monday 12/14/2020	7pm – 8:30pm	Ana Avalos-Atkinson & Natacha Herisse, Q&E Coaches, ELC	The Growing Brain 5-B: Supporting Relationships and Attachment During the Early Childhood Years
Tuesday 12/15/2020	7pm – 8:30pm	Debra Cruz & Stephanie Templin, Q&E Coaches, ELC	Developing Partnerships - Family Engagement in VPK
Wednesday 12/16/2020	7pm = 8:30pm	Jessica Santiago, Inclusion Specialists	Ambientes Favorables de Alta Calidad Entrenamiento (High Quality Preschool Environments)

All trainings appear on the ELC website on the calendar.

<https://www.elcbroward.org/events>

FYI 4 – Cash Disbursements

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

Cash disbursement for August 2020

Vendor Name	Amount	Purpose
211 Broward	33,740.47	July 2020 Sub-Contractor Payment
Abila	1,550.00	Zelle Utility Consulting Fee
ADP, Inc.	1,639.87	Processing Charges for PE 7/11/20 and 7/25/20
Business Card	2,206.10	Bank of America Ops Purchases C. Klima (No Individual Items > \$1,000)
Business Card - Insight Public Sector	6,738.24	Tableau Desktop Yearly License
Business Card - AT&T	2,423.86	July 2020 Cell Phone and Data Services
Business Card - SurveyMonkey	1,800.00	Annual Renewal 8/2/20 to 8/1/21
Citrix Systems, Inc.	21,141.00	Cloud Storage Services 7/1/20 to 6/30/21
Colonial Life & Accident Insurance	7,304.31	July 2020 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 8/1 - 8/30/20
Dell Marketing L.P.	1,600.00	Laptop Computer for Controller
Dell Marketing L.P.	3,300.00	Monitors for Working from Home
Jacob C. Jackson, P.A.	3,249.00	July 2020 Legal Services
M. Hanson & Company, Inc.	1,226.29	Laminate Cabinet and Installation Fee Deposit
The Children's Forum	24,053.20	June 2020 Sub-Contractor Payment
The Hartford	7,737.00	Workers' Compensation Insurance for 9/10/20 - 9/10/21 Renewal
Lincoln National Life Insurance Co.	6,559.33	August 2020 Employee Health Benefits
Lincoln National Life Insurance Co.	3,722.89	September 2020 Employee Health Benefits
Webauthor.com LLC	5,000.00	CRM Software License and Hosting for August 2020

FYI 5 – Cash Disbursements

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

Cash disbursement for September 2020

Vendor Name	Amount	Purpose
ADP, Inc.	2,732.46	Processing Charges for PE 8/8/20, 8/22/20, 9/5/20
Association of Early Learning Coalitions	22,150.00	Annual Membership Renewal for FY 20/21
Business Card	977.22	Bank of America Ops Purchases C. Klima (No Individual Items > \$1,000)
Business Card - Intermedia	2,803.61	Email Hosting for August 2020
Business Card - Intermedia	2,804.14	Email Hosting for September 2020
Colonial Life & Accident Insurance	4,869.54	August 2020 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 9/1 - 9/30/20
Fort Lauderdale Crown Center, LLC.	30,384.14	September 2020 Rent for Suite 301
Guardian	8,977.04	September 2020 Employee Health Benefits
Jacob C. Jackson, P.A.	7,334.00	August 2020 Legal Services
Mitel Cloud Services	4,227.36	September 2020 Telephone Services
Mitel Cloud Services	4,030.85	October 2020 Telephone Services
Paul H. Brookes Publishing Co, Inc.	1,666.75	ASQ-3 Starter Kits
Teaching Strategies, LLC	19,425.00	TS GOLD Assessment Portfolios for Providers

FYI 6 – Cash Disbursements

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

Cash disbursement for October 2020

Vendor Name	Amount	Purpose
211 Broward	32,190.63	September 2020 Sub-Contractor Payment
ADP, Inc.	1,963.74	Processing Charges for PE 9/19/20 & 10/03/20
Bluejean Software, Inc.	2,375.00	Cloud Hosting and Maintenance & Support for August 2020
Bluejean Software, Inc.	1,275.00	Cloud Hosting and Maintenance & Support for July 2020
Bluejean Software, Inc.	1,550.00	Cloud Hosting and Maintenance & Support for September 2020
Business Card	4,553.96	Bank of America Ops Purchases C. Klima (No Individual Items > \$1,000)
Business Card - AT&T	2,084.54	August 2020 Cell Phone and Data Charges
Business Card - OnTime Telecom	2,800.00	Robocall Software for Pre-Recorded Phone Calls
Business Card - Udemy	1,200.00	Online Training Platform Licenses for FY 21
Business Card - AT&T	5,521.01	September 2020 Cell Phone and Data Charges
Business Leadership Institute	6,250.00	September 2020 Professional Development Training Services
Colonial Life & Accident Insurance	4,891.00	September 2020 Employee Health Benefits
Colonial Life & Accident Insurance	4,790.50	October 2020 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 10/1 - 10/31/20
Dell Marketing L.P.	2,997.00	Laptops for Family Services Employees
Dell Marketing L.P.	5,795.00	Laptops/Docking Stations for Family Services Employees
Fort Lauderdale Crown Center, LLC.	30,384.14	October 2020 Rent for Suite 301
Fort Lauderdale Crown Center, LLC.	30,384.14	November 2020 Rent for Suite 301
Guardian	8,954.50	October 2020 Employee Health Benefits
Guardian	8,581.22	November 2020 Employee Health Benefits
Jacob C. Jackson, P.A.	4,902.00	September 2020 Legal Services
Mitel Cloud Services	4,011.91	November 2020 Telephone Services
The Devereux Foundation	14,300.00	June 2020 Staff Training for FLIP It Support Strategy Training Model
The Hartford	5,235.00	Additional WC Insurance 9/10/20 - 9/10/21
The Lincoln National Life Insurance	9,752.77	October 2020 Employee Health Benefits
The Lincoln National Life Insurance	6,583.50	November 2020 Employee Health Benefits
Webauthor.com LLC	5,000.00	CRM Software License and Hosting for September 2020
Webauthor.com LLC	5,000.00	CRM Software License and Hosting October 2020

ELC Match YTD Match Fundraising Report FY21

Funder	Response	Amount
Coconut Creek	Approved	\$ 25,690
Cooper City	Not Approved	-
Coral Springs (Community Chest)	Approved	500
Dania Beach	Not Approved	-
Davie	Funding Not Available	-
Deerfield Beach	Not Approved	-
Ft. Lauderdale	Approved	41,249
Hallandale Beach	Approved	10,000
Hollywood	Not Approved	-
Lauderdale By The Sea	Approved	2,000
Lighthouse Point	Approved	1,000
Lauderdale Lakes	Not Approved	
Lauderhill	Funding not Available	
Margate	Approved	1,000
Miramar	Approved	5,000
North Lauderdale	Approved	5,000
Oakland Park	Application in Process	10,000
Parkland	Approved	3,000
Pembroke Park (Town)	Not Approved	
Pembroke Pines	Approved	35,000
Plantation	Not Approved	
Pompano Beach	Approved	22,500
Tamarac	Not Approved	
Sunrise	Approved	55,890
Southwest Ranches	Not Approved	
West Park	Not Approved	
Weston	Application in Process	5,000
Wilton Manors	Application in Process	10,000
Total Municipalities		\$ 232,829
United Way	Contract Executed	130,000
Child Care Providers	Commitments Received	300,000
Broward County	Contract Executed	1,490,872
CSC	Contract Executed	3,336,037
Total All Match		\$ 5,489,738

ELC of Broward County

Committee Membership 2020-2021

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	
	Michael Asseff	Nominating Com. Chair	effective June 2020 -
	Richard Campillo	Audit Com. Chair	
FINANCE	<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members.</i>		
	Cindy Arenberg Seltzer	Chair	
	Renee Podolsky	Member	
	Laurie Sallarulo	Member	
	Zachary Talbot	Member	effective June, 2020
	Twan Russell	Member	
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.</i>		
	Khalil Zeinieh	Chair	effective 6/2020
	Laurie Rich Levinson	Member	
	Dawn Liberta	Member	
	Laurie Salarullo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	
	Cindy Arenberg-Seltzer	Member	
	Cara Cerchione	Member	effective 10/2019
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.</i>		
	Richard Campillo	Chair	effective 7/1/18
	Michael Asseff	Member	
	Twan Russell	Member	effective 12/9/16
	Monica King	Member	effective 4/7/17
	Beverley Batson	Member	effective 12/19/19
GOVERNANCE	<i>Members Elected by Board. Consists of at least (5) five Members. First Vice Chair shall serve as chair of the Governance Committee</i>		
	Dawn Liberta	Chair	effective 6/30/20-
	Cara Cerchione	Member	effective 6/2019
	Michael Asseff	Member	effective 6/2020
	Laurie Salarullo	Member	
NOMINATING	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition</i>		
	Michael Asseff	Chair	effective 6/2020
	William Karp	Member	effective 6/2019
	Twan Russell	Member	
	Dr. Amoy Reid	Member	effective 12/19/19
	Laurie Salarullo	Member	
AD HOC FUNDRAISING	Michael Asseff	Chair	established 2/13/20
	Amoy Reid	Member	effective 2/13/20
	Cara Cerchione	Member	effective 2/13/20
	Richard Campillo	Member	effective 2/13/20
	Twan Russell	Member	effective 2/13/20
	Michael Asseff	Member	effective 2/13/20
AD HOC STRAT PLANNING	Richard Campillo	Chair	effective 11/2017
	Monica King	Member	effective 11/2017
	Michael Asseff	Member	effective 11/2017
	Cindy Arenberg Seltzer	Member	effective 11/2017
	Laurie Salarullo	Member	effective 11/2017



FY 20-21 – ELC of Broward County
2020-2021 Board/ Committee Meeting Calendar

July 2020

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 2020

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 2020

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 2020

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 2020

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 2020

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 2021

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

February 2021

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

March 2021

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

April 2021

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

May 2021

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

June 2021

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			

Executive/Finance Meetings

- September 10, 2020 at 10:00 AM
- October 27, 2020 at 1:30 PM
- December 1, 2020 at 1:30 PM
- February 2, 2021 at 1:30 PM
- March 23, 2021 at 1:30 PM
- April 27, 2021 (if needed) at 1:30 PM
- June 1, 2021 at 3:00 PM

Full Board Meeting

- September 23, 2020 at 2:00 PM
- November 9, 2020 at 12:00 PM
- December 21, 2020 at 12:00 PM
- February 17, 2021 at 1:30 PM
- April 12, 2021 12:00 PM
- May 10, 2021 (if needed) at 12:00 PM
- June 21, 2021 at 12:00 PM

Program Review Committee:

- December 15, 2020 at 10:00 AM
- March 17, 2021 at 11:00 AM
- June 7, 2021 at 10:00 AM

Governance Committee:

- December 10, 2020 at 11:00 AM
- February 10, 2021 at 1:30 PM
- May 5, 2021 at 2:00 PM

Nominating Committee:

Audit Committee:

ELC Offices closed for holidays on:
 July 3; Sep 7; Nov 11; Nov 26 and 27; Dec. 25; Jan 1; Jan 18; Feb 15; May 31



**Early Learning Coalition of Broward County
Board Attendance Chart FY 20-21**

Member	1st Term Started	1st Term Exp	Sept 23	Nov 9	Dec 21	Feb 17	Apr 12	May 10	Jun 21	TOTAL FY ABSENCES
1 Angela Ludica	9.7.17	N/A	V							0
2 Cara Cerchione	4.4.19	N/A	V							0
3 Cindy Arenberg Seltzer	1999	N/A	V							0
4 Dawn Liberta	6.2018	N/A	V							0
5 William Karp	4.2019	N/A	ABS							1
6 Ellie Schrot	6.2014	N/A	V							0
7 Khalil Zeinieh	5.12.17	6.30.21	V							0
8 Monica King	5.12.17	6.30.21	V							0
9 Laurie Rich Levinson	11.2014	N/A	V							0
10 Laurie Sallarulo	4.2014	4.2018	V							0
11 Mason Jackson	1999	N/A	X							0
12 Michael Asseff	5.7.2013	5.7.2018	V							0
13 Renee Podolsky	6.2014	N/A	V							0
14 Richard Campillo	5.12.17	6.30.21	V							0
15 Twan Russell	2.2016	N/A	ABS							1
16 Dr. Amoy Reid	9.2019	N/A	V							0
17 Beverly Batson	9.2019	N/A	V							0
18 Zachary Talbot	2.2020	N/A	V							0
19 Carol Hylton	9.2020	N/A	N/A							0
19 VACANT - Gub. private sector										
MEMBERS WHO LEFT DURING FY 20-21										
Mason Jackson retired	9/30/2020									
V = Virtual Meeting										
X = Present at meeting										
ABS = Absent from Meeting										
P = phone attendance										

FM First Meeting LM Last Meeting										
Shaded areas - no meeting scheduled										

FYI - ELC Broward Glossary of Terms (August 2019)

Rev. 7/2019 Subject	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	PPF	In 2014, the Florida Legislature created the Early Learning Performance Funding Project (ELPFP). It was designed to provide performance based funding for School Readiness providers that demonstrate improved: program quality, teacher-child interactions and/or child outcomes. The ELPFP has demonstrated a significant and positive effect on early childhood program quality and child outcomes among at-risk children and the teachers who support them.
Quality Initiatives	QI	Activities that enhance early learning environments and experiences.
Quality Improvement Plan	QIP	A plan created for providers that do not meet the quality threshold as set by rule 6M-4.741 Program Assessment Threshold Requirements for the School Readiness Program. The plan includes 1 to 2 targeted strategies.
Quality Rating and Improvement System	QRIS	A systematic approach to assessing, supporting, improving, and communicating the level of quality in an early care and education setting. The State of Florida currently utilizes CLASS scores as its only measurement of quality in this system, and assesses whether a child care provider can contract with an ELC to provide care to subsidized children on this. The QRIS system also uses CLASS scores to reimburse child care providers on a scale. Child care providers with higher CLASS scores receive higher reimbursement rates.
Registered Family Child Care Provider		An individual that provides child care for fewer than 24 hours a day per child, as sole caregiver, in a private residence other than the child's home and meets the state and/or local registered family child care requirements.
Religious Exemption		A child care facility which is an integral part of church or parochial schools conducting regularly scheduled classes, courses of study, or educational programs accredited by, or by a member of, an organization which publishes and requires compliance with its standards for health, safety, and sanitation. Such facilities shall meet minimum requirements of the applicable local governing body as to health, sanitation, and safety and shall meet the screening requirements pursuant to ss. 402.305 and 402.3055. Failure by a facility to comply with such screening requirements shall result in the loss of the facility's exemption from licensure.
School-Age Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children who are at least 5 years of age by Sept 1 of the beginning of the school year and who attends kindergarten through grade 5.
School Readiness Program		The School Readiness Act, Chapter 411.01 of the Florida Statutes, School readiness programs are to be full-day, year-round to the maximum extent possible, to enable parents to work and become financially self-sufficient.
Teacher Education and Compensation Helps	T.E.A.C.H.	A scholarship program, which provides educational scholarships and financial incentives to caregivers and administrators of early childhood programs, family day care homes, and large family child care homes.
Temporary Assistance for Needy Families	TANF	Temporary Assistance for Needy Families (TANF) is one of the federal assistance programs. It began on July 1, 1997, and succeeded the Aid to Families with Dependent Children (AFDC) program, providing cash assistance to indigent American families with dependent children. This cash benefit is often referred to simply as "welfare." TANF was created by the <u>Personal Responsibility and Work Opportunity Act</u> instituted in 1996. The Act provides temporary financial assistance while aiming to get people off of that assistance, primarily through employment. The reform granted states wide discretion of how to distribute TANF entitlements.
Utilization Report		This is a management tool that is system which provides year to date expenditures of dollars by category. This data allows for funding projections, based on actual, projected and historical data, to determine if spending is on target or if adjustments may be needed.

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