



Early Learning Coalition of Broward County, Inc.
Board Meeting Agenda
DATE April 12, 2021 12:00PM

Via Zoom Meeting:

<https://zoom.us/j/98150451868?pwd=Qnl5bmtVTINDZ0JNT2cvVVVITlhOUT09>

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 • CRM Demonstration		Hubert Cesar, CIO
V.	CEO Report	1	Renee Jaffe, CEO
VI.	Consent Agenda • B214CA1 - Approve February 17, 2021 Meeting minutes • B214CA2 - Approve Amendment to Auditors Scope of Work	4	Laurie Sallarulo, Chair
		10	
VII.	Regular Business • B214RB1 – Approve Broward Bookworms • B214RB2 – Approve CEO Evaluation Tool	15	
		17	
VIII.	Finance Committee • B214FIN1 – Approve February 2021 Interim Financial Statements • B214FIN2 – Approve Provider Rate Increase • B214FIN3 – Approve budget FY21 Amendment #4 • B214FIN4 – Approve FY22 Operating Expense Procurements over \$35K	24	Cindy Arenberg Seltzer, Committee Chair Christine Klima, CAO
		32	
		33	
		42	
IX.	Nominating Committee • B211NOM1 - Approve New Private Business Sector Board Members	43	Michael Asseff, Committee Chair
X.	Governance Committee		Dawn Liberta, Committee Chair
XI.	Program Review Committee		Khalil Zeinieh, Committee Chair
XII.	Audit Committee		Richard Campillo, Committee Chair

XIII.	Provider Representative Update		<p>Cara Cerchione, Representative private for profit child care provider</p> <p>Beverley 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 January Cash Disbursements FYI 5 February Cash Disbursements FYI 6 Match Report FYI 7 Strategic Plan Scorecard Q1 & Q2 FYI 8 Consortium-AELC House Bill 419 Summary FYI 9 ELC Broward House Bill 419 Summary FYI 10 FY 20-21 Committee Membership FYI 11 FY 20-21 Board & Committee Meeting Calendar FYI 12 FY 21-22 Board & Committee Meeting Calendar FYI 13 FY20-21 Board Meeting Attendance FYI 14 Glossary of Terms 	76 77 79 83 84 85 86 88 91 92 93 94 96	
XV.	Unfinished Business New Business Matters from the Board Matters from the CEO Matters from our Partners Public Comment Next ELC Board Meeting: May 10, 2021 @ 12:00PM Adjourn		
<p>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.</p>			

CEO Report Board – April 12, 2021

Racial Equity

The Racial Equity group has been working with staff to continue to bring awareness towards an equitable organization. The group continues to focus on transforming the ELC to fit all people. This past month the group created a litany of events to celebrate Black History month. The ELC conducted a special social media event where books with black children by black authors were read. The group organized a virtual special event where Mayor Hazelle Rogers kicked off our first ELC Café Series. She addressed "Inequities in Education and Considerations for Black Children and Youth in a COVID-19 Era." Additionally, daily emails were sent to ELC staff highlighting key figures in black history such as Ruby Bridges, Bessie Coleman, Flo Kennedy and Harriett Tubman. The events were informative and we are looking forward to the next Café event. We will continue to promote a culture at the ELC that influences advancement and equality for all.

School Readiness and VPK Enrollment/Attendance Update

As of April 1st, 1,189 School Readiness children have been enrolled, and the waitlist is at 2,206, up from 1,718 reported at the February 17th board meeting. This is probably due to a combination of factors, including the outreach campaign put in place in January, customer to customer word of mouth advertising, and the timing of this report relative to the timing of when ELC staff remove children from the waitlist so their families can be notified that they are being called off the waiting and can begin the eligibility/enrollment process for the SR program (which is done bi-weekly).

ELC continues to send notifications to families of approximately 400 children every two weeks. This began 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. They are also able to make appointments to come to the ELC office to receive in-person assistance scanning documents, if necessary. Staff is also sending additional fliers, reminding parents they do not need to currently be employed to be eligible for child care.

In February, the reported attendance rate for School Readiness children was 90% (10,905) and the absence rate was 10%, (1,238) down from January's 11%. This data includes 1,721 children from first responders/medical personnel (who had an attendance rate of 92%). The first responder program was phased out over three months and ended on March 31, 2021. As School Readiness data for prior months is not available until approximately three weeks into the subsequent month, the School Readiness attendance data for the month of March is not yet available.

As of April 1st, there have been 14,783 approved VPK applications for the current school year. However, only 11,642 children are actually enrolled with a VPK provider. Enrollments continue to be down from 14,990 children in FY 19/20, which is a decrease of 22%. Statewide numbers continue to be down as well. A Statewide VPK Estimating Conference took place the week of March 29th. New VPK calculations will be provided to the House and Senate in preparation for upcoming legislative budget negotiations for FY 21/22. Additionally, there will likely be an immediate revision and decrease of the FY 20/21 VPK budget due to the steep decline in the number of VPK children enrolled this year. As soon as we have updated VPK allocation information for Broward, we will share with the Board.

VPK & SR Waitlist Outreach Efforts

As we call approximately 800 children off of the SR waitlist each month, we want to make sure that Broward families are aware of the shortened wait times and encourage anyone who may be eligible to apply. Additionally, with low enrollment in VPK this year, we want to ensure that families are aware they can still enroll their 4 year olds in Voluntary Pre-Kindergarten (VPK) program. As a result, in addition to what was reported last month, the ELC has engaged in the following efforts:

- Social media (including paid Google and Facebook ads)
- Continued advertising SR and VPK in *Broward Family Life Magazine*

- Provided VPK and SR flyers to community partners and municipalities for distribution
- Begun radio advertisements, including advertisements on Spanish and Haitian radio stations
- Enlisted the help of Representative Woodson, who represents West Park and areas in West Hollywood, who has agreed to spread the word to her Haitian Creole-speaking constituents.
- ELC staff interviewed on a Haitian radio show about the services ELC offers, including waitlist and VPK services
- ELC CEO interviewed on WSFL TV about services, including waitlist and VPK enrollment.
- Reminders were included about enrollment in ELC Family, Child Care provider, and Legislative/Municipality newsletters

COVID-19 Federal Relief Funding

The ELC is anxiously waiting for OEL to have approval to allocate \$635 million from the Coronavirus Response and Relief Supplemental Appropriations (CRRSA) to ELC's across the state. This funding can be spent between 2021 through 2023. OEL has been seeking approval for these funds from the Governor's office since February. However, the funding has also been included in the House budget and as a result may need to be approved through Legislation instead, which could delay distribution even longer.

A recent ELC survey of a small sample of Broward child care small businesses revealed 92% are experiencing financial hardship, 51% are in danger of "closing their doors" due to financial hardship and 16% can operate for only 1-3 months based on their current monthly income. These are alarming statistics and as a result we are vigorously advocating to ensure a quick distribution of CRRSA funding.

OEL is working on a strategy and spending plan for \$2 billion in funding for child care stabilization through the American Recovery Plan Act (ARPA) that would allow these funds to be used through 2024. As soon as we have more details about this relief effort and ELC Broward's allocation we will update the Board.

CLASS Update

In preparation for FY 21/22, the Office of Early Learning (OEL) has revised the program assessment rules for CLASS observations. OEL is now allowing scores from CLASS Observations conducted during FY 18/19, 19/20 or 20/21 to be used (towards the CLASS requirement) in next fiscal year's contracts. They are also suspending the rule passed last year that would have moved up the minimum acceptable CLASS score threshold for contracting with the ELC's from a 3.5 to a 4. This will impact 38 of Broward schools that received a score of between a 3.5--4 before we suspended observations due to the pandemic. Those schools will continue on a Quality Improvement Plan for the next year. For the 20 providers who scored between a 3 – 3.5 before we suspended CLASS Observations will be put in a waiver, which will allow them to continue their Quality Improvement Plan to allow them an additional year to improve their score.

BECE Update

The ELC 's annual Broward Early Childhood Education (BECE) Conference was held virtually on April 10th. The theme of this year's conference was Making Connections. We are expecting more than 400 attendees who will be able to log in to hear a keynote address by Rachel Wagner, the author of *Flip It! Transforming Challenging Behavior*. They will also be able to attend two of the 20 workshop sessions offered. We will provide additional details at the April Board meeting following the event.

Legislative Session 2021 Update

The Early Learning and Early Grade Success bill, HB 419 (Rep Grall)/SB 1282 (Harrell) has been presented and passed favorably through their respective committees/subcommittees. The bill is now pending a date to be heard at the Education & Employment and the Appropriations Committees sometime in April.

ELC has sent information on of the importance of the proposed bills to all of the elected officials and legislative staff from the Broward County Delegation. ELC CEO Renee Jaffe and Director of Community Engagement also met with local delegates who sit on the committees where the bill was being presented/heard, including Representatives Hunschofsky,

Bartleman, Representative Williams, Representative Woodson, staff from Representative LaMarca's office, and Senator Jones to discuss the bill.

An overview of HB 419 and links to the exact legislative language can be located HERE--

<https://www.myfloridahouse.gov/Sections/Bills/billsdetail.aspx?BillId=70613&SessionId=90>

The ELC's breakdown of HB 419 is located in FYI 9, FYI 8 contains the consortium/AELC Summary of HB 419

Strategic Planning Update

ELC senior staff have met several times from December 2020 to April 2021 to discuss the strategic plan for FY 2021/22 and onwards. The last two sessions have been facilitated by an external consultant in order to keep staff focused and on track and meet the deadlines required. The consultant has met with the Chair of the Ad Hoc Strategic Planning Committee in order to ensure future meetings are constructive and productive and everyone is in agreement with the process. At the previous Board meeting on February 17 volunteers were requested for the Ad Hoc Strategic Planning Committee. The committee now consists of, Chair Richard Campillo, Monica King, Cara Cerchione, Dawn Liberta and Laurie Salarullo. The committee is scheduled to meet on April 20th and April 27th and then presented to the full board at the May Board meeting.

Return to office – Scanning

The ELC office has now opened for a limited amount of parents/caregivers who may need help scanning their child care eligibility documents into the State's portal. Utilizing space in the lobby and our large Conference room, ten scanner kiosks have been set up, with at least 6 feet of space between them. Notice has gone out, and will continue to be sent to all parents currently in the process of applying from the waitlist or re-determining eligibility that this service is available on an appointment only basis. Appointments will be available from 8:30 am – 5 pm, Monday through Friday. All safety protocols (temperature taking, masks, sanitizing, social distancing) have been put in place to ensure safety of both clients and staff.

Using COVID-19 (Broward) data, CDC/Health and SHRM guidance, the ELC Executive Team and HR continue to discuss and plan for additional staff returning to the office in the future.

Early Learning Coalition of Broward County, Inc.

Board Meeting Minutes

February 17, 2021 at 1:30 PM

Virtual Meeting

Members in Attendance	Laurie Sallarulo, Michael Asseff; Dawn Liberta; Carol Hylton; Cindy Arenberg-Seltzer; Ellie Schrot; Monica King; Richard Campillo; Beverley Batson; Cara Cerchione; Zachary Talbot; William Karp; Twan Russell; Amoy Reid; Renee Podolsky; Angela Iudica
Members Absent	Laurie Rich Levinson; Khalil Zeinieh
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Judith Merritt, COO, Allison Metsch, Sr. Director of Education & Quality; Elsy Silvestre, Executive Assistant; Pablo Calvo, Director of Community Engagement; Keisha Dunn-Pettis, Sr. Director of Family Services and Provider Relations; Reiner Potts, Financial Analyst; Amy Ungor, Director of Provider Relations; Andrew Soto, Reimbursement Specialist; Adriana Ferruzola, Training Manager; Sandra Paul, Sr. Director of Provider Reimbursement
Others in Attendance	Jacob Jackson, General Counsel; Keefe McCullough; Greater Horizons

Item	Action/Discussion
Welcome & Call to Order	Laurie Sallarulo called the meeting to order at 1:30 PM. Roll was called and a quorum was established.
Chair Report	<p>Chair wanted to share information she read in an article regarding nonprofit organizations surviving the pandemic and how due to the pandemic they have had to change how they do things. Chair emphasized that the ELC should be focusing on what we can do to help people innovate and be sustainable and get through these times to adapt their business models. The Board should keep this front and center to help them adapt to the world that we are living in currently.</p> <p>Chair said she got a request to move the order of the agenda so that the Audit Report could be moved after the Mission Moment.</p> <p>A Motion was made by Dawn Liberta to move the order of the agenda so that the Audit Report could be moved after the Mission Moment. Seconded by Richard Campillo. Unanimously approved. Motion Passes.</p> <p>Chair also welcomed Carol Hylton to the Governance Committee. She also mentioned the Finance Committee is in need of more members.</p>
Mission Moment	COO opened up the Mission Moment by introducing the A Team. The trainings being offered by the A Team came about after training sessions with BLI. There was great response and feedback from the BLI class about the training and doing business with ELC. These trainings will be done every other month and the trainings are for smaller groups and it brings the provider community closer to us and the ELC closer to the providers. COO thanked the A Team for their hard work.

	<p>There was a discussion about the benefits of this new training especially with the high turnover rate and the benefits of these courses as a refresher or follow up to orientation training.</p>
CEO Report	<p>OEL has approved the provider rate increase and our staff worked round the clock to make sure that the providers would see the rate increase in their February payment. Our staff made it happen and CEO thanked them for their work and efforts.</p> <p>VPK enrollments are still low and we are focusing on our VPK/SR waitlist outreach campaign to bring awareness to our families and community. We want our Broward families to know that they can still enroll their eligible 4 year olds in the VPK program for the 20/21 school year or summer VPK.</p> <p>CEO and Shan had a conversation about COVID relief and what is being done in Broward. CEO passed information on to Shan regarding the providers and some of their concerns during this pandemic. Shan and her team are working on a plan. They also spoke about CLASS assessments. The state is not budging on CLASS assessments, but CEO feels like we are making some progress and there will be some flexibility with the CLASS requirement this year. CEO is optimistic and will keep the Board updated.</p>
<p>Consent Agenda</p> <p>a. Approve December 21, 2020 Meeting minutes and Conflict of Interest Forms</p>	<p>A Motion was made by Monica King to approve the Consent Agenda. Seconded by Richard Campillo. Unanimously approved. Motion Passes.</p>

<p>REGULAR BUSINESS</p> <p>a. B213RB1 – Convene Ad Hoc 2021-2024 Strategic Planning Committee</p>	<p>Convene Ad Hoc 2021-2024 Strategic Planning Committee</p> <p>CEO reminded Board members the ELC has entered into the final year of a three-year Strategic Plan. Internally, ELC has begun discussions for the 2021-2024 Strategic Plan. ELC staff would like to reconvene and work along with the Ad Hoc 2021-2024 Strategic Planning Committee to develop a draft strategic plan for review by the Board.</p> <p>A Motion was made by Carol Hylton to convene the Ad Hoc 2021-2024 Strategic Planning Committee. Seconded by Ellie Schrot. Unanimously approved. Motion Passes.</p> <p>CEO mentioned that Richard Campillo has agreed to chair the Ad Hoc Strategic Planning Committee. Please let Renee know if you would like to be a part of the committee. We are looking to have 3-4 members on the committee.</p> <p>Monica King has agreed to join the committee once again.</p>
<p>Finance Committee</p> <p>a. B213FIN1 Approve December 2020 Interim Financial Statements</p> <p>b. B213FIN2 Approve Budget FY21 Amendment #3</p>	<p>Approve December 2020 Interim Financial Statements</p> <p>Florida Legislature and Governor DeSantis approved an additional \$50 million to be spent to reduce the differences in School Readiness (SR) reimbursement rates across the state. The new reimbursement rates, effective January 1, 2021, prioritized Infants/Special Needs, Toddlers and 2-Year-olds care levels while also raising the reimbursement rates for 3-, 4-, and 5-Year-olds.</p> <p>The CAO reviewed the highlights of the December Financials Statements.</p>

	<p>A Motion to approve the December 2020 Interim Financial Statements was brought forth by the Finance Committee. Unanimously Passed.</p> <p>Approve Budget FY21 Amendment #3</p> <p>The CAO reviewed the highlights of the FY21 Budget Amendment #3</p> <p>A Motion was made by Finance Committee to approve Budget FY21 Amendment #3. Unanimously Approved. Motion Passed.</p>
Governance Committee	No Updates
Program Review Committee	No Updates
Nominating Committee	No Updates
<p>Audit Committee</p> <p>a. B211AUD1 ELC 403b Retirement Plan ERISA Compliance Review Results</p> <p>b. B211AUD2 Fiscal Year 2020 Annual Audit Report</p> <p>c. B211AUD3 2019 IRS Form 990</p>	<p>Committee Chair opened by providing a quick summary of the Audit Committee Meeting that was held the prior week and introducing Bill Benson and Martha Parker of Keefe McCullough.</p> <p>Martha Parker, Partner at Keefe McCullough, provided an overview and a presentation of the financial highlights of Fiscal Year 2020. The Preliminary Draft Audit Report contains no findings. The action plan correcting the problems created by OEL's faulty roll out of EFS Mod noted in the prior year's audit is still in progress but should wrap up in the current year without any negative impact to ELC.</p> <p>Keefe McCullough highlighted ELC's liquidity ratio as a measure of whether ELC has sufficient assets to weather an unexpected loss of revenue and they noted that ELC is running very lean with very little financial cushion for an organization of ELC's size.</p> <p>Bill Benson, Managing Partner, recommended that ELC consider fundraising as \$300,000 in net assets is too lean. He recommended having 3-6 months of operating expenses on hand as reserves.</p> <p>Cindy had a question about the liquidity ratio regarding limitation by the state about monies we can retain. CAO explained that the state does not let us build a reserve using their money however, there are no limits on building reserve through fundraising. We can create our own reserve if we use our own funding. CEO mentioned that we will bring this issue to the finance committee to discuss further.</p> <p>CFO provided a review on the 403(b) retirement plan compliance review. ELC hired Tanya Bower, an ERISA attorney with the law firm Tripp Scott, P.A. to perform a compliance review.</p>

During the review, Tripp Scott found one area that required corrective action. Specifically, ELC's Plan Document had not been restated in 2009 as required by ERISA law to include key regulatory updates enacted at that time. The deadline for completing a mandatory 403B Plan restatement passed on December 31, 2009 and ELC is now required to take additional steps to address the failure. Ms. Bower recommends that ELC complete the Department of Labor's Voluntary Compliance Program (VCP) to bring the plan into compliance prior to the end of the fiscal year.

Audit Committee Chair thanked Christine and her team for all of their hard work.

A **Motion** was made by Laurie Sallarulo to empower the Audit Committee to approve the Year 2020 Annual Audit Report. **Seconded** by Cindy Arenberg-Seltzer. **Unanimously approved. Motion Passes.**

A **Motion** was made by Cindy Arenberg-Seltzer to approve the Empowerment of the Audit Committee to Approve Finalized Audit Report and Form 990 between Board meeting and March 31, 202 Submission Deadline. **Seconded** by Dawn Liberta. **Unanimously approved. Motion Passes.**

A **Motion** was made by Dawn Liberta to approve the ELC 403b Retirement Plan ERISA Compliance Review Results. **Seconded** by Cindy Arenberg-Seltzer. **Unanimously approved. Motion Passes.**

Audit Committee Chair thanked Audit Committee as well as Keefe McCullough for all of their hard work during this audit. Board Chair thanked the Audit Committee and thanked Keefe McCullough as well as Christine and her team for all of their hard work.

Provider Representative Update	Cara thanked Renee and Howard for hearing her concerns. She wants to thank everyone for the provider increases. Cara feels that providers are being supported more than ever and she wanted to thank the ELC for all of their help and pushing for the providers.
NEW BUSINESS	There was no discussion.
MATTERS FROM CHAIR	Chair mentioned that meeting minutes were not updated on the ELC website.
MATTERS FROM COMMITTEES	There was no discussion.
PUBLIC COMMENT	There was no discussion.
NEXT MEETING DATE	April 12, 2021 at 1:30 PM
ADJOURN	Meeting adjourned at 2:53 PM by Cindy

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	B214CA2 / Board
MEETING DATE:	4/12/21
SUBJECT:	Keefe McCullough FY 2020-2021 Contract Scope of Work
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Amendment to Auditor Contract Scope of Work
FINANCIAL IMPACT:	\$10,000 Increase for Total FY21 contract Budget of \$32,500
AS RECOMMENDED BY:	N/A
ELC STAFF LEAD	C. Klima

Background Information:

In June 2020 the ELC Board approved the scope of work for Keefe McCullough LLP to conduct a single audit for fiscal year 2020, prepare IRS Form 990 for 2019 and complete Department of Labor Form 5500 annual filing for ELC's 403B Retirement Plan. A contract was executed in the amount of \$31,000 for the period July 1, 2020 through June 30, 2021. In March, 2021 the contract was increased to \$32,500 to address prior year filing queries from the IRS.

Current Status:

In March 2021 ELC requested that Keefe McCullough prepare a proposal to add an audit of ELC's FY2020 403B Retirement Plan to their contracted scope of work. As of December 31, 2020 the number of employee participants in the Plan exceeded the Department of Labor threshold that triggers an automatic annual audit requirement for the Plan. The field work and analysis for the audit will be conducted between April and June 2021, based on Keefe McCullough staff availability. The cost for the additional services shall not exceed \$10,000

Summary

ELC staff recommends that the Board approve the attached Scope of Work as Amended, including the two attached engagement letters

Supporting Documentation:

- Draft Scope of Work for FY2020-21 Services, as Amended

Amended Exhibit A –Amendment 002

Scope of Services

1) DEFINITIONS:

REQUEST FOR PROPOSALS (RFP) FOR EXTERNAL AUDITING AND TAX

SERVICES refers to Coalition Public Procurement #PR20-003 Issued January 6, 2020 through which the Vendor was selected by the Coalition Audit Committee.

AUDIT ENGAGEMENT LETTER: An audit engagement letter is a standard communication that establishes the pre-conditions and terms for an audit engagement with management and those charged with governance. The Audit Engagement Letter for conducting a financial audit of the Coalition and preparation of Form 990 for the fiscal year 2019-20 is attached as **Exhibit D**.

FORM 5500: Department of Labor Form 5500 is a reporting and disclosure submission required under the Employee Retirement Income Security Act of 1974 (ERISA) to assure that employee benefit plans are operated and managed in accordance with certain prescribed standards and that participants and beneficiaries, as well as regulators, are provided or have access to sufficient information to protect the rights and benefits of participants and beneficiaries under employee benefits plans. For purposes of this Agreement, the Scope of Services include preparation of Form 5500 for the Coalition's 403B Retirement Plan Employee Benefit only. The scope and procedures for these services are described in a separate engagement letter attached as **Exhibit E**.

VALUE ADDED SERVICES: Services included in the cost of services beyond the basic requirements of external single audit, tax and compliance form preparation services, that the Vendor will provide to the Coalition under this agreement.

2) DESCRIPTION OF THE WORK AND/OR SERVICES:

A. Audit and 990 Preparation Services Procured through RFP:

The Vendor will provide external auditing, preparation of Form 990 and preparation of Form 5500 (403B) services in accordance with:

- a. The Vendors response to the Coalition's Request for Proposals for External Auditing and Tax Services.
- b. The Audit Engagement Letter approved by the Coalition Board on June 25, 2020 (Exhibit D)
- c. The Engagement Letter for Additional Services approved by the Coalition Board on June 25, 2020 (Exhibit E)
- d. Value Added Services (at no additional cost) including:

- i. Ad hoc technical assistance and feedback in response to Coalition questions throughout the year,
 - ii. Sponsorship of 8 hours of CPE training for Coalition Finance and Accounting Staff
 - iii. Access to online CPE training at Vendor firm rates for Coalition Finance and Accounting Staff
 - iv. Informational services (such as question and answer forums or fact sheets) as a resource to the Coalition's clients applying for federal assistance opportunities during the COVID-19 Pandemic.
- B. Assistance addressing IRS Form 1099 corrections required for vendors Identified by the IRS as having mis-matched taxpayer identification numbers and taxpayer names for tax years 2018 and 2019. Activities include:
 - a. Communicating with the IRS on behalf of the Coalition regarding this matter
 - b. Preparation of correspondence documenting the situation and requesting penalty abatement
 - c. Sending corrected 1099s
- C. Conduct an audit of the Coalition's 403B Retirement Plan Financial Statements for the year 2020 in accordance with U.S. Department of Labor and Internal Revenue Service requirements.

3) BILLING AND SCHEDULE:

Service	Amount Not to Exceed
Audited Financial Statements	\$26,250
Preparation of IRS Form 990	2,750
Preparation of DOL Form 5500 (403B)	2,000
Assistance with IRS Form 1099 Corrections	1,500
403B Plan Audited Financial Statements	10,000
Total Amount Not to Exceed	\$42,500

Vendor will submit invoices at the completion of the engagement or progress billings based on services rendered to date at the end of each semi-monthly period, whichever comes first, as agreed in the attached Audit Engagement Letter (**Exhibit D**)

4) SERVICES AND SITE LOCATIONS: The Vendor will perform and/or deliver the following work and/or services at the following location(s):

- Coalition Offices
- Vendor's Offices
- Remotely Online

5) DATES, TIMES AND HOURS FOR SCOPE OF SERVICE: The Scope of Services shall be performed and/or delivered during the dates and times as designated by the Coalition in the Request for Proposals for External Audit and Tax Services dated January 6, 2020 unless otherwise agreed to in writing by the Parties.

- 6) PERSONS PERFORMING THE SCOPE OF SERVICES:** The Parties have agreed that the person(s) who will be allowed on the Coalition's property or program sites and who are approved by the Coalition to perform and/or delivery the Scope of Services as set forth in **Exhibit A** are as follows:

Bill Benson: Engagement Partner

Notwithstanding the foregoing, the Vendor is allowed during the Term to engage or hire additional persons to complete the Scope of Services at their own cost and expense so long as Vendor provides notification and approval from the Coalition prior to those persons entering the Coalition's property and/or program sites.

- 7) REPORTING:** Vendor will report directly to **Coalition Audit Committee** and in connection with the performance of the duties under this Agreement and shall fulfill any other duties reasonably requested by the Coalition and agreed to by the Vendor.

Any questions, comments or concerns between the Parties regarding the Scope of Services should be addressed directly by the individuals referenced herein.

- 8) SECURITY:** Vendor agrees that any access to the Coalition's property or program sites (i.e. buildings, rooms, or other areas) that is provided to the Vendor shall only be utilized to perform and/or deliver the Scope of Services and that the Vendor shall not access, nor provide access to a third party, to any of the Coalition's program sites or property without the expressed written consent of the Coalition. Vendor agrees to safeguard and not distribute all keys, passcodes and/or access cards to enter or access the Coalition's property or program sites provided to the Vendor by Coalition. In the event any keys or access cards have been lost or stolen, or any passcodes have been stolen and/or provided, whether intentionally or unintentionally, to a third party, Vendor agrees to provide written notification to the Coalition as soon as possible in order for the Coalition to secure the Coalition's property or program sites. Vendor agrees to turn in any and all keys or access cards to the Coalition at the completion of its Scope of Services, termination of the Agreement, or expiration of the agreement, whichever is earlier.

- 9) PROPERTY:** The Parties agree that the Coalition shall not be responsible for the security, maintenance and/or storage of Vendor's equipment, accessories, materials, documents, uniforms, or other property at the Coalition's property or program sites. Unless otherwise agreed to by the Parties, Vendor shall keep and maintain its equipment, documents, materials, accessories, uniforms or other property at a location other than the Coalition's property or program sites set forth in **Exhibit A**. In the event the Parties agree that Vendor may keep its equipment, accessories, materials, documents, uniforms or other property at any Coalition's property or program sites, the Coalition shall not be liable for any damage or destruction of said equipment, materials, documents, uniforms or other property of the Vendor. Any tangible or nonexpendable property purchased by the Vendor, in part or in whole, for the Scope of Services as set forth in **Exhibit A** using federal funds shall be used for the purposes of that federal

program and will be accounted for in accordance with applicable federal and state statutes, rules and regulations. Vendor will comply with 45 C.F.R. 74.32 for real property, 45 C.F.R. 74.34 for equipment and 45 C.F.R. 74.35 for supplies. Vendor acknowledges that property purchases with funds as stated herein will revert in terms of title and ownership to the Coalition upon termination of the contract. Property will not be purchased using program funds without the prior written approval of the Coalition. Contingencies such as liens or other liabilities shall not be placed upon assets or services owned or paid for by the Coalition nor shall nonexpendable property owned, paid for or in the possession of the Coalition be used as collateral by the Vendor.

10) HEALTH AND SAFETY: Vendor agrees that the Vendor as well as any persons hired, contracted, or utilized by Vendor to perform or deliver the Scope of Services will follow, where applicable, the Coalition's policies and procedures in the performance and/or delivery of the Scope of Services as it concerns health and safety issues. The Vendor agrees to exercise the upmost care and take all necessary precautions to ensure the health and safety of the program recipients, employees, vendors, and/or volunteers of the Coalition as well as the public at large in the delivery and/or performance of the Scope of Services. The Vendor shall also ensure that it has in place the appropriate post clean up protocols in order to eliminate and/or alleviate any hazardous conditions subsequent to the completion of its work at the Coalition's site locations. If there is a conflict between the Vendor's post clean up protocols and Coalition's policies and procedures/best practices, the Vendor shall utilize Coalition's policies and procedures/best practices unless said policies and procedures/best practices are in violation of applicable law in which case the Vendor shall use its post clean up protocols.

ITEM #:	B214RB1 / Board
MEETING:	Board
MEETING DATE:	4/12/2021
SUBJECT:	Book Club for Families with Young Children – Broward Bookworms
FOR ACTION:	Yes
RECOMMENDED ACTION:	TBA
FINANCIAL IMPACT:	Up to \$500,000
AS RECOMMENDED BY:	Program Review Committee/Finance Committee
ELC STAFF LEADS	Howard Bakalar/Christine Klima

Background

The global pandemic has caused instability for so many. With the fear of catching COVID-19 coupled with job loss, food insecurity, and a pretty endless list of other pandemic related issues, many families have chosen to keep their children home from preschool through the pandemic, even after most of the preschools reopened. Through the lens of the Early Learning Coalition, we know that, more than 6 months after the start of the school year, approximately 1,400 of our School Readiness children are not attending, and compared to a normal year, our VPK attendance is down by more than 3,400 children.

At the last Executive Committee meeting, board members discussed this very serious issue, worried about the very real possibility of learning loss across both our early childhood spectrum and across the entire K-12 spectrum. ELC staff was challenged to bring programming to the Program Review Committee that could in some way help combat learning loss occurring across the early childhood population.

Current Status

ELC staff have engaged in various conversation internally and with community partners regarding efforts to combat learning loss potentially related to the impact of COVID-19. One concept proposed is. Broward Bookworms.

Concept:

ELC staff is proposing to coordinate a Broward Bookworms for Broward families with children age 0-5. Packets of books and accompanying activities based on the book themes would be mailed directly from a large publisher/distributor of children's books to the families' home addresses. We will make every effort to ensure these books packets respect and reflect the racial, ethnic, and language diversity of our community. ELC education staff, as well as prominent members of our community, would then lead scheduled online activities including "read-a-longs," and modeling the activities listed in the mailers.

Communication:

We would advertise this opportunity through multiple venues, including print ads and social media, and would also rely on our community partners, especially the partners involved in the Broward Reads initiative, to spread the word. Interested families would be directed to the ELC's website, where sign-up would be formatted in a way where information, including mailing information and language preference, would be easily obtainable. As what we hope would be an added benefit to the families, if they agree to allow us to continue to send them helpful information about early childhood development, etc., we would put them on our mailing list. Additionally, if they agree to share their information with our Broward Reads partners, this could hopefully create a continuum from successful early reader to successful elementary and beyond reader.

Tested Model:

Luckily, we are able to model the ELC's Broward Bookworms after the School District's successful program. Our partners at the Early Learning Language Acquisition Dept. at Broward County Schools organized almost exactly the same project for families of children age pre-k through 2nd grade attending Title 1 Schools.

Estimating the Interest

While the School District did not need to broadly estimate the number of families attending pre-K through 2nd grade in Title 1 Schools, our estimate of the number of families that would take advantage of this reading opportunity is much more broad. Based on data from the American Community Survey from 2019, there were 169,831 Broward households with children under the age of 18. Of those, 19.4% of those households had children age 6 and under. So, approximately 32,000 families with children under 6 years old living in Broward. While we can't predict the exact percentage of families that will register to receive books, we feel relatively confident that number would not exceed 25,000. Based on this demographic data and the price estimates drawn from the bid submitted to Broward County School District for a very similar project, staff estimates the cost of purchasing/ mailing kits to approach, but not exceed \$500,000.

Partnership Potential

The ELC will take every opportunity to promote the major partners in early childhood literacy, including the Children's Services Council and the Broward Reads Initiative and its members, in the rollout and possible continuation of this project. We will include multiple agency/initiative logos and information, and will share registration information, if at all possible.

Timeline

The School District was able to roll this program out in approximately two months, from program concept to first mailing. Unfortunately, because of the cost involved for this project, the ELC must procure a vendor to supply and distribute book and activity packets. Because the procurement must be available to the public for a minimum of ten days, the ELC has begun the procurement process based on preliminary approval of both the program concept and the projected project cost. Once a selection has been made, we anticipate a swift contract negotiation, followed by four weeks of communications outreach and family registration. We expect books can be mailed to families by mid-June.

Committee Review

This project concept has been reviewed by, and approved by the Program Review Committee, and the estimated cost by the Finance Committee.

Recommendation

Because procurement for a book vendor is ending close to the board meeting date, Staff will recommend a specific action at the Board meeting on April 12th

Attachment(s)

N/A

ITEM/MEETING	B214RB2 / Board
DATE:	4/12/21
SUBJECT:	CEO Evaluation Tool
TIES TO PILLAR	N/A
FOR ACTION:	Yes
RECOMMENDED ACTIONS:	Approve CEO Performance Evaluation Tool
AS RECOMMENDED BY	N/A
FINANCIAL IMPACT:	N/A
ELC STAFF LEAD	J Merritt

Background/History

As per the Board meeting on September 23, 2020, ELC staff were tasked with researching and developing a new CEO Evaluation tool, along with a new Strategic Plan. Initially both were to be presented at a winter/spring Board Retreat in 2021, however, given COVID 19's current status, the Retreat did not occur. With this in mind, ELC staff reviewed several other CEO Evaluation tools (of other ELC CEO's and community partners) as well as SHRM's Performance Evaluation Process for CEO's and created a DRAFT encompassing all of those elements that were relevant to a Non-Profit and CEO performance. There were many components that could be seen throughout all of the tools reviewed, and subsequently were included in the attached new CEO Performance Evaluation Tool document.

At the Executive Board Committee Meeting on February 2, 2021 the Board discussed the proposed draft and made several comments and suggestions, they also agreed that the CEO Evaluation tools should be forwarded to the Executive Committee again so that they may review, and compare to other CEO evaluation tools and provide additional feedback to ELC staff. The committee also requested staff present an updated version of the tool with all committee feedback incorporated at the March Executive Committee meeting.

Current Status

ELC staff developed a new DRAFT CEO Evaluation tool which includes various core leadership components along with a corresponding rating scale (from 1-5). It encompasses all of those areas the Board felt were not addressed in the prior review tool. ELC staff were tasked with updating the draft submitted to the committee on February 2, 2021 and presented the revised draft at the March 23, 2021 committee meeting, where it was approved to go to the Board.

Recommendation

ELC staff and the Executive Committee recommend the Board approve the CEO Performance Evaluation tool along with clarification of a 60/40 weighting protocol. 60% for CEO Goals and 40% for CEO Performance Indicators.

Supporting Documentation

- DRAFT ELC CEO Evaluation Tool – revised after February 2, 2021 Executive Committee Meeting

DRAFT Annual Performance Evaluation of the Chief Executive Officer (CEO)
Early Learning Coalition of Broward County

Employee: _____ CEO

Board Member: _____ Date: _____ Review Period: _____

Directions:

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

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

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

RATINGS:

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

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

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

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

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

Chief Executive Officer's Annual Performance Assessment

SECTION I – PERFORMANCE INDICATORS

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

1. BOARD INTERACTIONS

- Works effectively with individual board members
- Works effectively with the board as a whole
- Keeps the Board up to date regarding important information and updates

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

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

Rating

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

2. BUSINESS ETHICS/INNOVATION

- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Upholds organizational values
- Works ethically and with integrity
- Inspires the trust of others

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

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

Rating

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

3. COMMUNICATIONS

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

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

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

Rating

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

4. COMMUNITY RELATIONS

- Effectively represents the ELC in the community
- Establishes working relationships with organizations and individuals in early learning
- Is involved in and aware of outside community affairs
- Advocates effectively to the Florida Legislature, community leaders, stakeholders and policy makers
- Serves as the primary spokesperson and public face for the organization
- Establishes positive relationships with community partners, funders, government agencies etc.

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

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

Rating

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

5. DIVERSITY COMMITMENT

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

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

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

Rating

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

6. EMPLOYEE MORALE/CULTURE

- Shows respect and sensitivity for cultural differences
- Promotes harassment free environment
- Makes quality hiring decisions; builds a diverse workforce
- Shows a commitment to equal opportunity
- Maintains a climate which attracts, keeps and motivates a diverse staff of top quality people

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

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

Rating

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

7. FISCAL RESPONSIBILITY

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

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

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

Rating

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

8. JOB KNOWLEDGE

- Demonstrates knowledge of the ELC and the services provided
- Competent in required job skills and knowledge
- Keeps abreast of current developments related to/impacting the organization/community
- Uses resources effectively

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

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

Rating

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

9. JUDGEMENT

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

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

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

Rating

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

10. MANAGEMENT

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

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

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

Rating

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

SECTION II - GOALS

Section II includes 5 goals which make up 60% of the overall score.

ANNUAL PERFORMANCE GOALS (CURRENT EVALUATION PERIOD)

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

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

Goal #1

Rating

Goal #2

Rating

Goal #3

Rating

Goal #4

Rating

Goal #5

Rating

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

SECTION III

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

CHIEF EXECUTIVE OFFICERS STRENGTHS/SPECIAL ACHIEVEMENTS

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

CHIEF EXECUTIVE OFFICERS CAREER DEVELOPMENT GOALS/STRATEGY

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

GENERAL COMMENTS

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

SUGGESTED ANNUAL PERFORMANCE GOALS/OBJECTIVES (FUTURE PERIOD)

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

Goal #1

Goal #2

Goal #3

Goal #4

ITEM#/MEETING	B214FIN1 / Board
MEETING DATE:	04/12/21
SUBJECT:	February 2021 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve February 2021 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant
FINANCIAL IMPACT:	None
AS RECOMMENDED	Finance Committee

Background Information:

The Interim Financial Statements for the eight-month period ending February 28, 2021 are attached for review. Financial Highlights for the period are as follows:

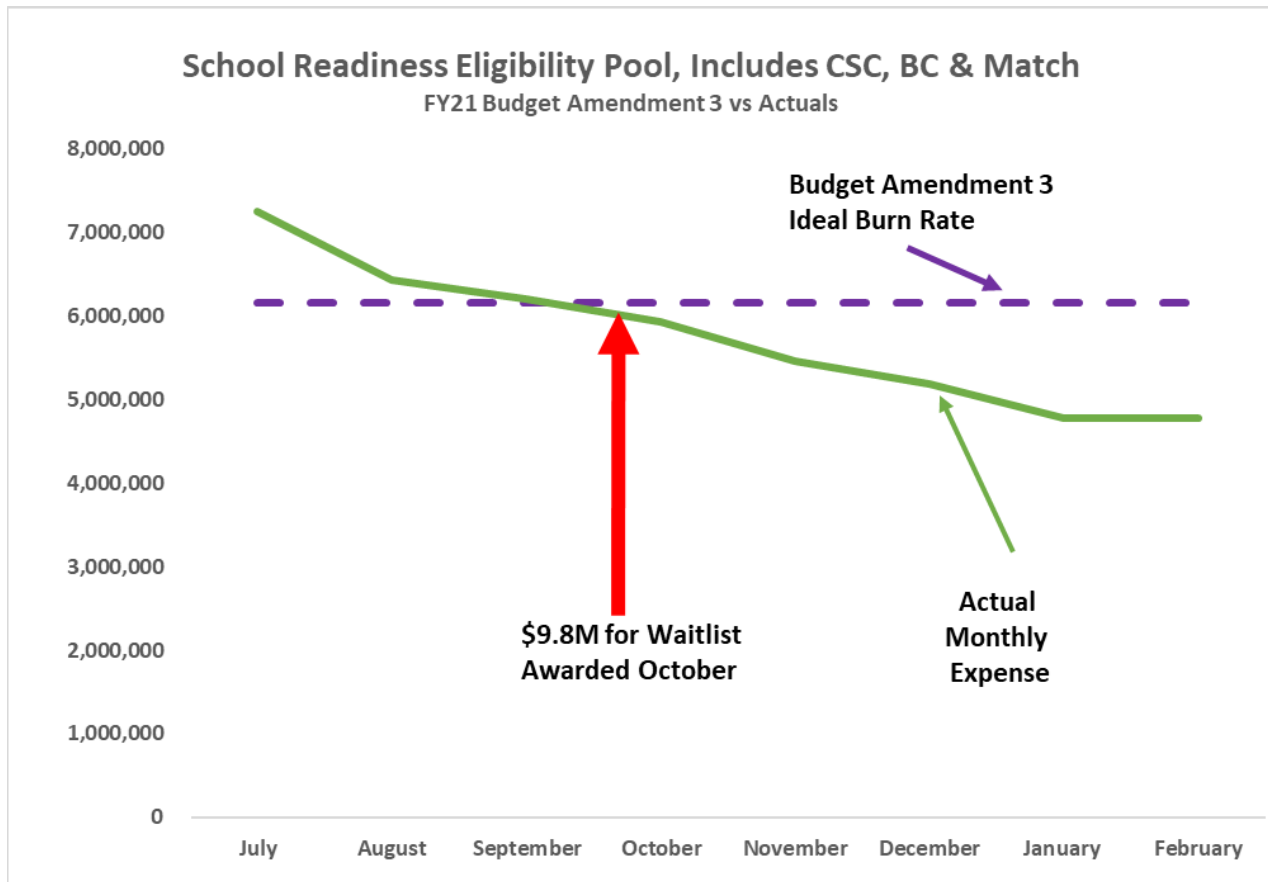
1. Overall

At 70%, ELC's overall year-to-date expenditures appear to be 3% above the 67% target for February expenditures, which would imply that the pace of spending is too fast. However, deeper analysis of trends within individual funding streams contradicts that conclusion. Instead, staff project that the return "normal" School Readiness program rules starting January 1 and low attendance as the pandemic drags could yield a year end surplus as high as \$6.2 million by fiscal year end despite ongoing efforts to clear Broward's School Readiness waitlist, a recent increase to the maximum provider reimbursement rate and ELC's on-going drive to add sorely needed new staff. See the Action Item for Budget Amendment #4 for the plan to address this projected surplus.

2. OEL School Readiness Program

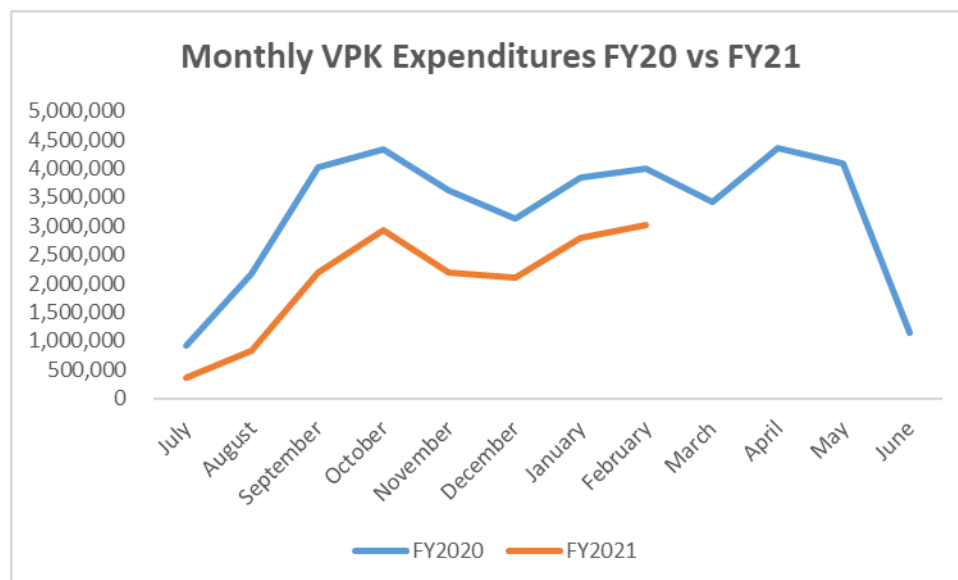
The pace of expenditures in the School Readiness Eligibility pool of funds (Including OEL, CSC, Broward County and other local match funds) has been steadily falling as Schools began to reopen and OEL phased out State Emergency waivers of co-pays and child absence limits between August and January. Significantly fewer referrals for services from ChildNet compared to the prior year also contributed to the decline. Unfortunately, OEL delayed issuing the funding allocations needed to plan the pace of waitlist enrollments until October and did not decide on a provider rate increase methodology until February, which delayed implementation and the ramp up of new expenditures.

In February, monthly expenditures began to level off as spending gains from over 900 new enrollments from the waitlist and a newly approved provider rate increase caught up with losses from low attendance due to the pandemic, lower than normal ChildNet referrals and higher than usual monthly attrition. The trend of expenditure gains is expected to continue over the coming months as staff continue to work toward clearing the remaining 1,500 non-school aged children from the waitlist. But these gains are not expected to be enough to prevent a significant year end surplus currently projected at approximately \$6 million. See the Action Item for Budget Amendment #4 for the plan to address this projected surplus



3. OEL VPK Program

VPK slot expenditures through February were far below normal for the year because most summer programs were closed due to health and safety concerns with in-person instruction and the slower than normal enrollment rate after the start of the school year. While most programs are now open and the pace of contract utilization has increased as a result, staff estimate that up to 50% of the original \$40 million allocation could remain unused by year end. (See Budget Amendment #3 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/Medical Personnel Program

Slot expenditures are declining for this temporary, pandemic-related initiative pending the program's scheduled sunset on March 31, 2021. More than 2,500 new children of essential health workers and first responders were actively enrolled in this program by the end of July with a YTD cost of approximately \$11M as of February 28, 2021. Families received services in three month increments regardless of income. Families must qualify as income eligible in order to continue after the program sunsets.

5. CARES Act Grants to Providers:

More than \$5 million in CARES pandemic relief grants were awarded to providers as of February to help sustain the operating capacity of the provider community and preserve the workforce. All remaining grants for Phase IV have now been issued.

Phase I:	\$2M for high quality providers that were open since April (Contracted & Non-Contracted)
Phase II:	\$1.4M for high quality providers that re-opened by August 31
Phase III:	\$740K for all other providers
Phase IV:	<u>\$900K for supplemental grants for all providers issued in January 2021</u>
Total:	\$5.04M

Supporting Documents:

- February 2021 Interim Financial Statements



Early Learning Coalition of Broward County, Inc.

INTERIM FINANCIAL STATEMENTS

FISCAL YEAR 2020-2021

For The Eight Months Ended February 28, 2021

Submitted to the Board Meeting April 12, 2021

As recommended by the Finance Committee on March 23, 2021

Early Learning Coalition of Broward County, Inc.
FY 2019-2020 Statement of Financial Position
As of February 28, 2021

	<u>February 28, 2021</u>	<u>February 28, 2020</u>
Assets:		
Cash	\$ 3,064,076	\$ 1,518,758
Grants Receivable	16,437,592	18,680,824
Accounts Receivable	1,039,397	1,250,043
Due From Providers	2,651,274	356
Prepaid Expense	192,200	233,395
Fixed Assets	17,178	21,094
Total Assets	<u><u>\$ 23,401,716</u></u>	<u><u>\$ 21,704,469</u></u>
Liabilities:		
Accounts Payable	\$ 260,225	\$ 264,574
Salary & Benefits Payable	22,392	20,815
Compensated Absences	303,467	201,522
Rent Abatement	154,864	115,803
Due to Providers	7,727,558	8,468,776
Due to 211-Broward	0	31,129
Due to Children's Forum	0	32,959
Due to Other Agencies	2,647,917	18,720
Deferred Revenue	12,135,760	12,295,052
Total Liabilities	<u><u>\$ 23,252,183</u></u>	<u><u>\$ 21,449,350</u></u>
Net Assets		
Unrestricted	149,533	255,119
Total Net Assets	<u><u>149,533</u></u>	<u><u>255,119</u></u>
Total Liabilities and Net Assets	<u><u>\$ 23,401,716</u></u>	<u><u>\$ 21,704,469</u></u>

Early Learning Coalition of Broward County, Inc.
FY 2019-2020 Statement of Activities
For The Month Ending February 28, 2021

	February 2021 Actual	FY 2021 YTD Actual	FY 2020 YTD Actual
Revenue			
OEL School Readiness	\$ 3,767,853	\$ 39,694,901	\$ 34,856,881
OEL School Readiness Match	598,545	2,377,861	3,698,177
OEL Preschool Development Grant	22,693	593,371	212,347
OEL CARES	641,843	17,815,700	-
OEL - SR Program Assessments	-	-	90,942
OEL - Voluntary Pre-K	3,009,769	16,372,470	26,046,001
OEL - VPK Monitoring & Outreach	644	5,192	54,232
CSC - Income Eligible	220,728	2,480,399	4,069,281
CSC - Vulnerable Populations	122,352	1,342,618	2,705,437
Broward County- Match	130,598	1,184,165	1,490,361
Broward County - Special Needs	14,822	213,160	361,601
DCF Entrant	-	-	184,057
Univ of Florida Lastinger Ctr	-	23,740	11,230
Municipalities-SR Local Match	32,733	311,604	353,187
Learning Pods, 3Ts, BECE & Misc	18	286,543	63,195
Total Revenue	\$ 8,562,597	\$ 82,701,723	\$ 74,196,929
Expenses			
Child Care Slots and Incentives:			
OEL School Readiness	\$ 3,049,607	\$ 33,900,890	\$ 29,237,212
OEL School Readiness Match	598,545	2,377,745	3,697,997
OEL CARES - First Responders	641,843	11,190,209	-
OEL - Voluntary Pre-K	2,900,361	15,626,281	25,249,830
CSC - Income Eligible	194,866	2,227,504	3,669,058
CSC - Vulnerable Populations	90,770	1,098,668	2,506,554
Broward County- Match	116,087	1,052,591	1,346,968
Broward County - Special Needs	13,175	189,475	350,950
DCF Entrant	-	-	162,359
Univ of Florida Lastinger Ctr	-	-	8,625
Municipalities-SR Local Match	84,514	319,621	291,127
Learning Pods Funders Collaborative	-	206,000	-
Grants to Providers	22,558	5,688,743	9,900
Total Child Care Slots and Incentives	\$ 7,712,326	\$ 73,877,729	\$ 66,530,579
Sub Recipient Expense			
School Board of Broward County	\$ -	\$ 1,192,800	\$ -
Nova Southeastern University	-	-	-
Children's Forum	7,687	50,986	268,381
211 Broward	36,205	300,715	258,254
Total Sub Recipient Expense	\$ 43,893	\$ 1,544,501	\$ 526,634
ELC Expense			
Salaries & Benefits	\$ 797,323	\$ 6,416,651	\$ 6,017,776
Attorneys	2,204	36,556	\$ 48,412
Auditors	11,250	28,250	\$ 31,380
Temporary Staff	-	-	\$ 10,556
Consultants	2,243	66,707	\$ 94,867
Staff & Board Travel	550	3,140	\$ 51,624
Insurance	2,771	22,142	\$ 9,575
Office Rent & Maintenance	47,802	309,692	\$ 283,905
Office Machines & Storage	2,162	7,346	\$ 8,507
Software Licences	14,367	134,618	\$ 80,389
Internet, Email, Website, Phones	6,269	71,161	\$ 54,755
Cell Phones	4,743	37,912	\$ 38,135
Sponsorships & Memberships	1,845	8,736	\$ 13,139
Books for Kids	-	1,790	\$ -
Other Operating Costs	9,649	90,881	\$ 359,666
Computer Equipment & Software	-	48,429	\$ 69,546
Furniture & Fixtures	-	8,548	\$ 16,956
Total ELC Expense	\$ 903,179	\$ 7,292,559	\$ 7,189,187
Total Expenses	\$ 8,659,397	\$ 82,714,789	\$ 74,246,401
Change in net assets	\$ (96,800)	\$ (13,065)	\$ (49,472)
Net assets, beginning of year		162,598	304,591
Net assets, end of the period		\$ 149,533	\$ 255,119

Early Learning Coalition of Broward County, Inc.
FY 2019-2020 Annual Budget to Actual by Month
For The Period Ending February 28, 2021
Detail

	FY2021 Budget Amendment #3	YTD Actual	Balance	% of Budget	Notes
Revenue:					
OEL School Readiness	\$ 61,664,790	\$ 39,694,901	\$ 21,969,889	64%	Low due to pandemic
OEL School Readiness Match	5,489,738	2,377,861	3,111,877	43%	100% utilization expected
OEL Preschool Development Grant	1,004,332	593,371	410,961	59%	Ramping up, award rec'd in Dec
OEL - CARES First Resp & Grants	16,776,496	17,815,700	(1,039,204)	106%	Add'l funding received, budget adj req'd
OEL - SR Program Assessments	-	-	-	0%	
OEL - Voluntary Pre-K	20,290,903	16,372,470	3,918,433	81%	Utilization ramping up, addl allocation avail
OEL - VPK Monitoring & Outreach	50,388	5,192	45,196	10%	100% utilization expected
CSC - Income Eligible	4,592,850	2,480,399	2,112,451	54%	Low due to pandemic
CSC - Vulnerable Populations	4,267,850	1,342,618	2,925,232	31%	Funder of last resort, xfers to SR
Broward County- SR Match	1,677,564	1,184,165	493,399	71%	
Broward County - Special Needs	665,231	213,160	452,071	32%	Funder of last resort, reallocation pending
DCF Entrant	-	-	-	0%	
Univ of Florida Lastinger Ctr	35,000	23,740	11,260	68%	
SR Local Match: United Way & Cities	500,000	311,604	188,396	62%	
Learning Pods, 3Ts, BECE & Misc	336,000	286,543	49,457	85%	Periodic project expenditures
Total Revenue	\$ 117,351,142	\$ 82,701,724	\$ 34,649,418	70%	
Expense					
Child Care Slots and Incentives					
OEL School Readiness	\$ 49,986,959	\$ 33,900,890	\$ 16,086,069	68%	SR + SR Match Slots=86% of total
OEL School Readiness Match	5,489,738	2,377,745	3,111,993	43%	expenditures; 78% Required
OEL - CARES First Responders	9,636,600	11,190,209	(1,553,609)	116%	Add'l funding rec'd; sunsets 3/21
OEL - Voluntary Pre-K	19,510,484	15,626,281	3,884,203	80%	Additional allocation avail
CSC - Income Eligible	4,133,565	2,227,504	1,906,061	54%	Interchangeable with BC SR Match
CSC - Vulnerable Populations	3,841,065	1,098,668	2,742,397	29%	Funder of last resort, xfers to SR
Broward County- SR Match	1,491,168	1,052,591	438,577	71%	Interchangeable with CSC Income Elig
Broward County - Special Needs	591,316	189,475	401,841	32%	Funder of last resort, xfers to SR
Municipalities-SR Local Match	500,000	319,621	180,379	64%	
Learning Pods, 3Ts, BECE & Misc	206,000	206,000	-	100%	Project complete
Grants & Stipends to Providers	5,804,092	5,688,743	115,349	98%	All YTD Grants have been awarded
Total Child Care Slots and Incentives	\$ 101,190,987	\$ 73,877,729	\$ 27,313,258	73%	
Sub Recipient Expense					
School Board of Broward County	\$ 1,192,800	\$ 1,192,800	\$ -	100%	Sunsets 3/31
Children's Forum	100,900	50,986	49,914	51%	Billing delay
211 Broward	462,000	300,715	161,285	65%	
Total Sub Recipient Expense	\$ 1,755,700	\$ 1,544,501	\$ 211,199	88%	
ELC Expense					
Salaries & Benefits	\$ 10,784,020	\$ 6,416,651	\$ 4,367,369	60%	Hiring for new positions
Attorneys	104,000	36,556	67,444	35%	
Auditors	31,000	28,250	2,750	91%	Audit wrapping up
Temporary Staff	-	-	-	0%	
Consultants	434,888	66,707	368,181	15%	CLASS observations pending
Staff & Board Travel & Training	75,921	3,140	72,781	4%	Low due to pandemic
Insurance	41,423	22,142	19,281	53%	New carriers, policy billing shifts
Office Rent & Maintenance	441,973	309,692	132,281	70%	
Office Machines & Storage	10,085	7,346	2,739	73%	
Software Licenses	244,241	134,618	109,623	55%	
Internet, Email, Website, Phones	57,046	71,161	(14,115)	125%	More cost eff. Email host pending
Cell Phones	40,002	37,912	2,090	95%	Vendor discount pending
Sponsorships & Memberships	53,214	8,736	44,478	16%	Seasonal expenditures
Books for Kids	100,000	1,790	98,210	2%	Projects Pending
Other Operating Costs	184,602	90,881	93,721	49%	
Computer Equipment & Software	56,600	48,429	8,171	86%	New staff equip, budget adj req'd
Furniture & Fixtures	2,253	8,548	(6,295)	379%	One time expenditures
Unallocated (Budget Only)	1,743,187	-	1,743,187	0%	
Total ELC Expense	\$ 14,404,455	\$ 7,292,559	\$ 7,111,896	51%	
Total Non-Slot Expense	\$ 16,160,155	\$ 8,837,060	\$ 7,323,095	55%	
Total Expense	\$ 117,351,142	\$ 82,714,789	\$ 34,636,353	70%	

Early Learning Coalition of Broward County, Inc.
FY 2019-2020 Annual Budget to Actual YTD
For The Period Ending February 28, 2021
Summary

	FY2021 Budget Amendment #3	YTD Actual	Balance	% of Budget	Notes
Revenue:					
OEL School Readiness	\$ 61,664,790	\$ 39,694,901	\$ 21,969,889	64%	Low due to pandemic
OEL School Readiness Match	5,489,738	2,377,861	3,111,877	43%	100% utilization expected
OEL Preschool Development Grant	1,004,332	593,371	410,961	59%	Ramping up, award rec'd in Dec
OEL - CARES First Resp & Grants	16,776,496	17,815,700	(1,039,204)	106%	Add'l funding received, budget adj req'd
OEL - Voluntary Pre-K	20,290,903	16,372,470	3,918,433	81%	Utilization ramping up, addl allocation avail
OEL - VPK Monitoring & Outreach	50,388	5,192	45,196	10%	100% utilization expected
CSC - Income Eligible	4,592,850	2,480,399	2,112,451	54%	Low due to pandemic
CSC - Vulnerable Populations	4,267,850	1,342,618	2,925,232	31%	Funder of last resort, xfers to SR
Broward County- SR Match	1,677,564	1,184,165	493,399	71%	
Broward County - Special Needs	665,231	213,160	452,071	32%	Funder of last resort, reallocation pending
Univ of Florida Lastinger Ctr	35,000	23,740	11,260	68%	
SR Local Match: United Way & Cities	500,000	311,604	188,396	62%	
Learning Pods, 3Ts, BECE & Misc	336,000	286,543	49,457	85%	Periodic project expenditures
Total Revenue	\$ 117,351,142	\$ 82,701,724	\$ 34,649,418	70%	
Expense					
Child Care Slots and Incentives					
OEL School Readiness	\$ 49,986,959	\$ 33,900,890	\$ 16,086,069	68%	SR + SR Match Slots=86% of Total
OEL School Readiness Match	5,489,738	2,377,745	3,111,993	43%	Expenditures; 78% Required
OEL - CARES First Responders	9,636,600	11,190,209	(1,553,609)	116%	Add'l funding rec'd; sunsets 3/21
OEL - Voluntary Pre-K	19,510,484	15,626,281	3,884,203	80%	Additional allocation avail
CSC - Income Eligible	4,133,565	2,227,504	1,906,061	54%	Interchangeable with BC SR Match
CSC - Vulnerable Populations	3,841,065	1,098,668	2,742,397	29%	Funder of last resort, xfers to SR
Broward County- SR Match	1,491,168	1,052,591	438,577	71%	Interchangeable with CSC Income Elig
Broward County - Special Needs	591,316	189,475	401,841	32%	Funder of last resort, xfers to SR
Municipalities-SR Local Match	500,000	319,621	180,379	64%	
Learning Pods, 3Ts, BECE & Misc	206,000	206,000	-	100%	Project complete
Grants & Stipends to Providers	5,804,092	5,688,743	115,349	98%	All YTD Grants have been awarded
Total Child Care Slots and Incentives	\$ 101,190,987	\$ 73,877,729	\$ 27,313,258	73%	
Program Expense					
School Board of Broward County	\$ 1,192,800	\$ 1,192,800	\$ -	100%	Sunsets 3/21
Children's Forum	80,900	42,971	37,929	53%	Billing Delays
211 Broward	337,000	219,268	117,732	65%	
Eligibility, Payments & CCR&R	6,388,455	3,800,401	2,588,054	59%	
Quality & Education	3,615,740	1,576,399	2,039,341	44%	
Total Program Expense	\$ 11,614,895	\$ 6,831,839	\$ 4,783,056	59%	
Administrative Expense					
School Board of Broward County	\$ -	\$ -	\$ -	0%	
Children's Forum	20,000	8,014	11,986	40%	Billing delay
211 Broward	125,000	81,447	43,553	65%	
ELC Administration	4,400,260	1,915,760	2,484,500	44%	2.3% of Revenues (ELC Only)
Total Administrative Expense	\$ 4,545,260	\$ 2,005,221	\$ 2,540,039	44%	2.4% of Revenues (All Admin)
Total Expenses	\$ 117,351,142	\$ 82,714,789	\$ 34,636,353	70%	

ITEM#/MEETING	B214FIN2 / Board
MEETING DATE:	4/12/21
SUBJECT:	Revised Provider Maximum Reimbursement Rate Increase Proposal
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approved Revised Provider Maximum Reimbursement Rate Increase Proposal Effective April 1, 2021 Pending OEL Review and Approval
FINANCIAL IMPACT:	\$2.7 million FY21
AS RECOMMENDED	Finance Committee

Background Information:

Since the beginning of the current fiscal year, OEL has deferred approval for proposed increases to Broward's maximum provider reimbursement base rate on four occasions most likely because OEL preferred to complete its own analysis and Statewide increase using appropriations earmarked for this purpose first. In February 2021, OEL finalized its methodology for implementing that increase effective January 1, 2021 and allocated paired funding to cover the additional cost for the remainder of the fiscal year. OEL has also indicated that funds to support their increase will be recurring in FY22. Upon completion of their process, OEL gave the greenlight to Coalitions to submit additional rate increase requests as they wished using the normal, 30-day turn around review process following approval of the proposal by the Coalition's Board.

Current Status:

Interim analysis for FY21 expenditures and projections indicate that Broward will realize a surplus of approximately \$6.2 million by year end unless slot expenditures significantly increase as soon as possible. If School Readiness Allocations remain flat in FY22, the surplus could be even higher next year, even after the process of clearing the School Readiness waitlist of non-school aged children is complete and sustained going forward. Therefore, staff propose increasing all provider maximum reimbursement base rates as shown below to reach the Federal market rate targets for all non-school aged care levels effective April 1, 2021. Using the same methodology used by OEL, the estimated financial impact of the increase will be \$2.7 million in FY21 and \$11 million in FY22 with no decrease in the number of children served or deficit, assuming flat funding. See Utilization chart in Budget Amendment 4 Action Item for projections. Finance Committee members asked whether rate changes for school aged children could also be considered, however staff financial analysis indicates the cost of even nominal changes is prohibitive compared to non-school aged children and OEL has indicated in public statements that they do not regard School Age rates as a priority.

Proposed Increase to Maximum Base Reimbursement Rates by Care Level Eff. 4/1/21								
Unit of Care	Care Level	Prior FY21 Maximum Base Rates Centers (Non-Gold Seal)	OEL Increase Implemented January 1, 2021	Proposed Additional Increase	Proposed New Rate	Federal Target 75th Percentile	Percent Increase OEL	Percent Increase ELC
Full time	INF	30.80	13.20	-	44.00	44.00	43%	0%
	TOD	27.01	6.59	4.40	38.00	38.00	24%	16%
	2YR	26.73	5.57	7.30	39.60	39.60	21%	27%
	PR3	25.17	1.83	9.00	36.00	36.00	7%	36%
	PR4	24.88	1.83	8.90	35.61	35.61	7%	36%
	PR5	24.88	-	8.12	33.00	33.00	0%	33%
	SCH	20.00	-	-	20.00	31.80	0%	0%
	SPCR	35.43	15.18	-	50.61	35.43	43%	0%
Part Time	INF	23.10	14.90	-	38.00	38.00	65%	0%
	TOD	20.30	9.45	3.25	33.00	33.00	47%	16%
	2YR	20.05	8.00	6.95	35.00	35.00	40%	35%
	PR3	18.88	3.62	7.50	30.00	30.00	19%	40%
	PR4	18.66	3.09	7.25	29.00	29.00	17%	39%
	PR5	18.66	3.09	7.25	29.00	29.00	17%	39%
	SCH	15.00	-	-	15.00	18.00	0%	0%
	SPCR	26.57	17.14	-	43.71	30.00	64%	30%

ITEM#/MEETING	B214FIN3 / Board
MEETING DATE:	4/12/21
SUBJECT:	FY 2021 Budget Amendment #4
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve FY2021 Budget Amendment #4
AS RECOMMENDED BY:	Finance Committee
FINANCIAL IMPACT:	\$1,960,568 Net Increase to Projected 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, December 2020, and February 2021 the Board approved Amendments 1-3, which updated the budget to reflect final allocations received by that time. Since then, ELC has received additional allocations from OEL that require an updated expenditure plan, and analyzed actual expenditures and trends recorded through February 28, 2021. Staff propose amending the annual budget to reflect these changes.

Current Status: Key changes and updates Included in FY2021 Budget Amendment #4 are as follows:

1. Revenue:

\$1,996,843 Increase to OEL School Readiness Allocation for Targeted Provider Rate Increases:

In Early February 2021, OEL finally settled on a methodology for distributing a \$50 million pool earmarked by the State legislature to pay for targeted provider reimbursement rates Statewide. The change, which went into effect for services starting January 1, 2021 raised rates as a percentage of the Broward 2019 market survey rate for each care level as listed below. The change did not have any significant impact on ELC's projected year-end surplus, however, because the OEL rate increase was paired with additional revenue to pay for it. To see a list of the prior rates and the updated rates in dollar terms, please see the Provider Rate Increase action item included in this packet.

Care Level	Percentage of the Target 75 th Percentile of Broward Marketplace
Infant	100%
1-year old	85%
2-year old	85%
3-year old	70%
4-year old	70%
5-year old (not yet in kindergarten)	70%
School Age	No change

\$3,213,815 OEL CARES funding for First Responder Slots through March 31, 2021:

At the end of February 2021, OEL allocated additional funds Statewide to cover the projected costs of phasing out the CARES First Responder child care slots program. The program sunsets on March 31, 2021 and staff anticipate that the funds will be fully utilized by that time.

\$3,250,000 CSC Revenue Deferrals for FY22 First Quarter:

- a. Shift \$1 million CSC Income Eligible Funding to FY22 Quarter 1: Because CSC provides slot funding for income eligible and vulnerable populations children on a fiscal year that runs October to September, staff are able to shift some of these funds out of ELC's fiscal year 21 in order to use OEL SR Income eligible funds

first, before they expire on June 30, 2021 and retain. In this way, ELC is able to eliminate a portion of the expected year end surplus in School Readiness funds while retaining the CSC funds for use in the first quarter of Fiscal Year 2022. Staff must take care in exercising this option, however, to ensure that ELC has secured sufficient other funding in FY21 to meet its annual commitment to draw down from the State's Federal match pool, since some of CSC's funds are currently earmarked for this match. ELC is able to fully utilize all CSC awards for subsidized dollars each year because it is part of pooled match funding that can be allocated to enrolled children easily through funding assignment adjustments.

- b. *Shift \$2,250,000 CSC Vulnerable Populations Funding to FY22 Quarter 1:* CSC's Vulnerable Populations program is a funder of last resort for vulnerable young children referred from other CSC-funded child and family programs. Whenever possible, staff transfer these children out of Vulnerable Population program funds into the School Readiness program to receive services for the long term. The program provides an important safety net for especially vulnerable children to receive care when their families might not be otherwise eligible for School Readiness or if funding is not immediately available. In FY22, ELC anticipates Vulnerable Populations program utilization will return to normal after the pandemic subsidies and the current SR waitlist enrollment effort is complete.

\$300,000 reallocation of funds between Broward County Special Needs and School Readiness Match

Broward County is a funder of last resort for Special Needs children waiting for SR funding and we continue to enroll all eligible children as quickly as possible when they appear on the SR waitlist. With the award of \$9.8 million in funds from OEL to enroll from the waitlist, staff have transferred a significant number of children enrolled in the County's Special Needs program into SR for seamless, long term services. Additionally, parent health and safety concerns due to the pandemic have slowed the pace of new enrollments for Special Needs children. As a result, ELC currently projects that the Special Needs portion of the contract will be under-utilized by approximately \$300,000 and the County has approved a request to temporarily re-allocate the funds into Broward County's School Readiness match program for Contract year FY21 only. In FY22, ELC anticipates Special Needs utilization will return to normal after the pandemic subsidies and the current waitlist enrollment effort is complete. Reallocating the funds to the Subsidized program will allow the ELC to maintain the total annual funding for the FY21 contract at its current levels overall and it will also yield a dollar for dollar match for the County from the State of Florida for slot expenditures. ELC is able to fully utilize all County awards for subsidized dollars each year because it is part of pooled match funding that can be allocated to enrolled children easily through funding assignment adjustments.

2. Expenses:

Plan to address an estimated \$6.2 million year-end funding surplus for slots.

As of the eighth month of this extraordinary financial year, the full impact of the on-going pandemic on ELC's projected contract utilization is becoming more clear. The effort to enroll approximately 2,000 new children from the waitlist has gained traction since OEL awarded nearly \$10 million for this purpose in November. To date more than non-school aged children have been enrolled (calling approximately 800 per month) and approximately 1,500 non-school aged children remain on the waitlist. At the same time, the combined impact of cost reductions across the board following expiration of emergency state waivers on December 31; significantly lower costs for ChildNet referrals compared to prior year; coupled with Broward estimated 25% attrition rate for income eligible redeterminations, are projected to create a surplus of approximately \$6.2 million by year-end.

To address this projected surplus, staff propose the following:

a. *Approximately \$ 2.7 million for rate increase to bring all non-school aged rates to 75th Percentile:*

As stated above, additional costs associated with a recent provider rate increase implemented on January 1, 2021 was paired with additional funding and will not affect ELC's currently projected surplus. That means that the ELC must request another rate increase of its own for the maximum amount allowable in order to utilize the lion's share of the expected surplus by fiscal year end.

Staff estimate that the rate proposal to bring all non-school-aged rates up to the Federal target levels as detailed in a separate action item will increase costs for child care by \$2.7 million for the remainder of the current fiscal year. Staff also estimate that the increase will be sustainable through FY22 assuming that current SR funding levels remain in place and effort to clear the waitlist of non-school aged children is complete and maintained through on-going, limited open enrollment. See attached utilization projections for more detail.

b. *Approximately \$3 million in grants to providers to supplement CARES grants and help sustain provider infrastructure immediately*

Similar to ELC's initial Infrastructure and "Booster" Grants issued to providers at the onset of the pandemic, staff are prepared to implement 1 or more local grant initiatives as quickly as possible to help providers with operating costs and to help preserve Broward child care provider infrastructure as the pandemic wears on.

c. *Approximately \$500,000 for Book Club expenditures*

ELC staff is proposing to coordinate a Summertime Book Club for Broward families with children age 0-5. Packets of books and accompanying activities based on the book themes would be mailed directly from a large publisher/distributor of children's books to the families' home addresses. We will make every effort to ensure these book packets respect and reflect the racial, ethnic, and language diversity of our community. ELC education staff, as well as prominent members of our community, would then lead scheduled online activities including "read-a-longs," and modeling the activities listed in the mailers. The concept was approved by the Program Review Committee on March 17, 2021 and staff are prepared to implement procurement for a vendor upon approval of budget authority.

\$1,429,669 unallocated expense funding for supplemental provider grants at year-end, if available.

Approximately \$1.4 million for operating expenses, including savings realized from \$550K in unused CARES administration funding; \$550K freed up by a last-minute December PDG award for quality activities; and \$300K in projected unused funding for open staff positions and CLASS Observer Consultant costs. These funds are available either directly or as offsets to free up SR dollars for supplemental grants to providers at year-end to ensure utilization before the funds expire on June 30, 2021.

Supporting Documents:

- Draft FY2021 Budget Amendment #4
- Three Year Financial Comparison Including FY2021 Budget Amendment #4
- Draft Amendment #4 vs FY21 Year to Date Actuals
- Utilization Projections

FY2021 Amendment #4 Budget by Business Activity



Revenue:

OEL School Readiness	\$ 48,624,370	\$ 5,492,694	\$ 6,062,000	\$ 3,482,569	\$ 63,661,633
OEL School Readiness Match Pool	5,489,738	-	-	-	5,489,738
OEL Preschool Development Grant	-	-	954,115	50,217	1,004,332
OEL-CLASS Observations	-	-	-	-	-
OEL-CARES	12,850,415	-	6,559,667	580,229	19,990,311
OEL - Voluntary Pre-K	19,510,484	585,315	-	195,105	20,290,903
OEL - VPK Monitoring & Outreach	-	-	-	50,388	50,388
CSC - Income Eligible	3,233,565	269,464	-	89,821	3,592,850
CSC - Vulnerable Populations	1,816,065	151,339	-	50,446	2,017,850
Broward County- Income Eligible	1,757,835	164,797	-	54,932	1,977,564
Broward County - Special Needs	324,650	30,436	-	10,145	365,231
DCF Entrant	-	-	-	-	-
Univ of Florida Lastinger Ctr	-	-	35,000	-	35,000
Local Match: United Way & Cities	500,000	-	-	-	500,000
Learning Pods, 3 Ts, BECE & Misc	206,000	-	130,000	-	336,000
Total Revenue	\$ 94,313,122	\$ 6,694,044	\$ 13,740,782	\$ 4,563,852	\$ 119,311,800

Expense:

Child Care Slots & Incentives

OEL - School Readiness	\$ 48,624,370				\$ 48,624,370
OEL - School Readiness Match	5,489,738				5,489,738
OEL - CARES First Responders	12,850,415				12,850,415
OEL - Voluntary Pre-K	19,510,484				19,510,484
CSC - Income Eligible	3,233,565				3,233,565
CSC - Vulnerable Populations	1,816,065				1,816,065
Broward County-Income	1,757,835				1,757,835
Broward County - Special Needs	324,650				324,650
DCF Entrant	-				-
Local Match: United Way & Cities	500,000				500,000
Learning Pods Collaborative	206,000				206,000
Stipends & Grants to Providers	-		8,804,092		8,804,092
Total Child Care Slots & Incentives	\$ 94,313,122	\$ -	\$ 8,804,092	\$ -	\$ 103,117,214

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		\$ 5,914,992	\$ 2,160,147	\$ 2,529,831	\$ 10,604,969
Attorneys		-	-	104,000	104,000
Auditors		-	-	42,500	42,500
Temporary Staff		-	-	-	-
Consultants		33,600	341,500	59,788	434,888
Staff & Board Travel		-	1,670	74,251	75,921
Insurance		26,646	7,581	7,196	41,423
Office Rent & Utilities		282,245	84,516	75,213	441,973
Office Machines & Storage		-	-	10,085	10,085
Software Licenses		34,238	45,750	129,453	209,441
Phones/Internet/Web Page		59,095	16,814	15,937	91,846
Cell Phones		-	-	40,002	40,002
Sponsorships & Memberships		-	5,000	48,214	53,214
Books for Kids		-	600,000	-	600,000
Fees, Supplies & Other Costs		4,811	15,887	163,904	184,603
Computers & Software		-	-	62,100	62,100
Furniture & Fixtures		-	-	12,253	12,253
Depreciation		-	-	-	-
Unallocated Budget Only	-	1,418	384,125	1,044,126	1,429,669
Total ELC Operating	\$ -	\$ 6,357,044	\$ 3,662,990	\$ 4,418,852	\$ 14,438,887

Total ELC & Sub Recipient

	\$ -	\$ 6,694,044	\$ 4,936,690	\$ 4,563,852	\$ 16,194,587
Total Expense	\$ 94,313,122	\$ 6,694,044	\$ 13,740,782	\$ 4,563,852	\$ 119,311,800
Revenue Over Expense	\$ -	\$ -	\$ -	\$ -	\$ -

Percent Total Expenses

79.05%	5.61%	11.52%	3.83%	100.00%
--------	-------	--------	-------	---------

Proposed FY2021 Budget Three Year Comparison



	FY2019	FY2020	FY21	FY21	FY21	FY21	+/-	
	FY2019 Actual	FY2020 Actual	FY2021 Preliminary Approved June	FY2021 Amendment 2 Approved December	FY2021 Amendment 3 Approved February	FY2021 Amendment 4 (Proposed)	Change Amendment 4 over Amendment 3	
Revenue:								
OEL School Readiness	\$ 52,575,264	\$ 60,212,381	\$ 52,142,391	\$ 61,664,790	\$ 61,664,790	\$ 63,661,633	\$ 1,996,843	Targeted OEL rate increase
OEL School Readiness Match Pool	2,774,949	5,185,466	5,185,581	5,489,738	5,489,738	5,489,738	-	
OEL Preschool Development Grant		265,519	265,519	428,480	1,004,332	1,004,332	-	
OEL-CLASS Observations	253,237	114,480	250,000	-	-	-	-	
OEL-CARES Pandemic Relief		2,954,519		16,776,496	16,776,496	19,990,311	3,213,815	CARES program close out
OEL - Voluntary Pre-K	40,120,101	39,044,851	40,290,903	30,290,903	20,290,903	20,290,903	-	
OEL - VPK Monitoring & Outreach	71,358	72,455	72,142	50,388	50,388	50,388	-	
CSC - Income Eligible	2,670,951	5,725,342	4,592,850	4,592,850	4,592,850	3,592,850	(1,000,000)	Defer to FY22 1st Qtr
CSC - Vulnerable Populations	2,687,509	3,951,231	4,017,850	4,267,850	4,267,850	2,017,850	(2,250,000)	Defer to FY22 1st Qtr
Broward County- Income Eligible	1,291,274	2,141,397	1,677,564	1,677,564	1,677,564	1,977,564	300,000	Reallocation FY21 Only
Broward County - Special Needs	632,429	495,025	665,231	665,231	665,231	365,231	(300,000)	Reallocation FY21 Only
DCF Entrant	278,756	184,057	-	-	-	-	-	
Univ of Florida Lastinger Ctr	41,701	38,530	-	35,000	35,000	35,000	-	
Local Match: United Way & Cities	573,318	523,313	500,000	500,000	500,000	500,000	-	
Learning Pods, 3 Ts, BECE & Misc	54,084	73,671	65,000	336,000	336,000	336,000	-	
Total Revenue	\$ 104,024,932	\$ 120,982,237	\$ 109,725,031	\$ 126,775,290	\$ 117,351,142	\$ 119,311,800	\$ 1,960,658	
Expense:								
Child Care Slots & Incentives								
OEL - School Readiness	\$ 44,131,821	\$ 49,831,906	\$ 42,233,340	\$ 49,986,959	\$ 49,986,959	\$ 48,624,370	\$ (1,362,589)	Reallocate to grants
OEL - CCEP/ School Readiness Match	2,492,128	5,185,466	5,185,581	5,489,738	5,489,738	5,489,738	-	
OEL - CARES Pandemic Relief		2,562,400		8,636,600	9,636,600	12,850,415	3,213,815	First Responder close out
OEL - Voluntary Pre-K	38,577,120	37,543,126	38,741,253	29,125,868	19,510,484	19,510,484	-	
CSC - Income Eligible	2,415,705	5,103,427	4,133,565	4,133,565	4,133,565	3,233,565	(900,000)	Defer to FY22 1st Qtr
CSC - Vulnerable Populations	2,501,477	3,610,433	3,610,065	3,841,065	3,841,065	1,816,065	(2,025,000)	Defer to FY22 1st Qtr
Broward County- Income Eligible	1,147,799	1,925,666	1,491,168	1,491,168	1,757,835	1,757,835	266,667	Reallocate FY21 only
Broward County - Special Needs	580,258	469,544	591,316	591,316	591,316	324,650	(266,667)	Reallocate FY21 only
DCF Entrant Refugee Program	250,472	162,911	-	-	-	-	-	
Local Match: United Way & Cities	573,318	523,312	500,000	500,000	500,000	500,000	-	
Learning Pods Collaborative	-	-	-	206,000	206,000	206,000	-	
Stipends and Grants to Providers	516,755	2,576,747	350,000	6,837,925	5,804,092	8,804,092	3,000,000	CCDF grants to provider
Total Child Care Slots & Incentives	\$ 93,186,854	\$ 109,494,938	\$ 96,842,288	\$ 110,840,205	\$ 101,190,987	\$ 103,117,214	\$ 1,926,226	
Sub Recipient Expense								
School Board of Broward County	-	-	100,000	1,192,800	1,192,800	1,192,800	\$ -	
Family Central	99,433	-	-	-	-	-	-	
Nova Southeastern University	65,563	-	-	-	-	-	-	
Children's Forum	89,546	\$ 88,903	\$ 100,900	100,900	100,900	100,900	-	
211-Broward	711,094	427,750	462,000	462,000	462,000	462,000	-	
Total Sub Recipient Expense	\$ 965,635	\$ 516,653	\$ 662,900	\$ 1,755,700	\$ 1,755,700	\$ 1,755,700	\$ -	
ELC Expense								
Salaries & Benefits	\$ 7,640,213	\$ 9,335,956	\$ 10,434,036	\$ 11,009,537	\$ 10,784,020	\$ 10,604,969	\$ (179,051)	Hiring in Progress
Attorneys	71,916	68,400	90,000	104,000	104,000	104,000	-	
Auditors	18,100	33,480	33,450	31,000	31,000	42,500	11,500	Additional Services
Temporary Staff	257,454	12,085	-	-	-	-	-	
Consultants	365,193	155,781	160,936	434,888	434,888	434,888	-	
Staff & Board Travel	94,535	64,739	75,000	75,921	75,921	75,921	-	
Insurance	14,509	19,833	30,000	41,423	41,423	41,423	-	
Office Rent & Utilities	345,161	428,257	445,673	441,973	441,973	441,973	-	
Office Machines & Storage	50,456	12,152	14,865	10,085	10,085	10,085	-	
Software Licences	84,381	142,271	172,468	244,241	244,241	209,441	(34,800)	Account group correction
Internet & Phones	70,992	88,514	93,896	57,046	57,046	91,846	34,800	Account group correction
Cell Phones	40,468	63,104	60,124	40,002	40,002	40,002	-	
Sponsorships & Memberships	46,159	49,680	49,680	53,214	53,214	53,214	-	
Books for Kids	-	75,978	100,000	100,000	100,000	600,000	500,000	Book Club
Other Operating Costs	261,199	304,605	301,321	184,603	184,603	184,603	-	
Computer Equipment & Software	93,715	75,952	50,000	56,600	56,600	62,100	5,500	Match actual
Office Move & Outfitting Costs	358,855	19,525	-	2,253	2,253	12,253	10,000	File Cabinet & Table Panels
Depreciation	14,663	3,916	-	-	-	-	-	
Unallocated (Budget Only)			108,394	1,292,601	1,743,186	1,429,669	(313,518)	Year end grants to Providers
Total ELC Expense	\$ 9,827,967	\$ 10,954,227	\$ 12,219,843	\$ 14,179,386	\$ 14,404,455	\$ 14,438,887	\$ 34,432	
Total Non-Slot Expense	\$ 10,793,603	\$ 11,470,880	\$ 12,882,743	\$ 15,935,086	\$ 16,160,155	\$ 16,194,587	\$ 34,432	
Total Expense	\$ 103,980,457	\$ 120,965,818	\$ 109,725,031	\$ 126,775,290	\$ 117,351,142	\$ 119,311,800	\$ 1,960,658	
Revenue over Expense	\$ 44,475	\$ 16,419	\$ -	\$ -	\$ -	\$ -	\$ (0)	

Proposed Amendment #4 vs Year to Date Actual



Revenue:

	FY21	February	Balance	%	Notes
	FY2021 Amendment 4 (Proposed)	February 2021 Actual	Remaining Balance	% YTD Expenditures	
OEL School Readiness	\$ 63,661,633	\$ 39,694,901	\$ 23,966,732	62%	
OEL School Readiness Match Pool	5,489,738	2,377,861	3,111,877	43%	
OEL Preschool Development Grant	1,004,332	593,371	410,961	59%	
OEL-CARES Pandemic Relief	19,990,311	17,815,700	2,174,611	89%	Program sunsets March 31
OEL - Voluntary Pre-K	20,290,903	16,372,470	3,918,433	81%	Addl allocation available
OEL - VPK Monitoring & Outreach	50,388	5,192	45,196	10%	
CSC - Income Eligible	3,592,850	2,480,399	1,112,451	69%	
CSC - Vulnerable Populations	2,017,850	1,342,618	675,232	67%	
Broward County- Income Eligible	1,977,564	1,184,165	793,399	60%	
Broward County - Special Needs	365,231	213,160	152,071	58%	
DCF Entrant	-	-	-	0%	
Univ of Florida Lastinger Ctr	35,000	23,740	11,260	68%	
Local Match: United Way & Cities	500,000	311,604	188,396	62%	
Learning Pods, 3 Ts, BECE & Misc	336,000	286,543	49,457	85%	Seasonal expenditures
Total Revenue	\$ 119,311,800	\$ 82,701,724	\$ 36,610,077	69%	

Expense:

Child Care Slots & Incentives

	FY21	February	Balance	%	Notes
	FY2021 Amendment 4 (Proposed)	February 2021 Actual	Remaining Balance	% YTD Expenditures	
OEL - School Readiness	\$ 48,624,370	\$ 33,900,890	14,723,480	70%	SR slots + match =86% of total SR
OEL - School Readiness Match	5,489,738	2,377,745	3,111,993	43%	expenditures. 78% required
OEL- CARES First Responders	12,850,415	11,190,209	1,660,207	87%	Program sunsets March 31
OEL - Voluntary Pre-K	19,510,484	15,626,281	3,884,202	80%	Addl allocation available
CSC - Income Eligible	3,233,565	2,227,504	1,006,061	69%	
CSC - Vulnerable Populations	1,816,065	1,098,668	717,397	60%	Funder of last resort
Broward County- Income Eligible	1,757,835	1,052,591	705,243	60%	
Broward County - Special Needs	324,650	189,475	135,175	58%	Funder of last resort
DCF Entrant Refugee Program	-	-	-	0%	
Local Match: United Way & Cities	500,000	319,621	180,379	64%	
Learning Pods Collaborative	206,000	206,000	-	100%	
Stipends and Grants to Providers	8,804,092	5,688,743	3,115,349	65%	
Total Child Care Slots & Incentives	\$ 103,117,214	\$ 73,877,729	\$ 29,239,485	72%	

Sub Recipient Expense

	FY21	February	Balance	%	Notes
	FY2021 Amendment 4 (Proposed)	February 2021 Actual	Remaining Balance	% YTD Expenditures	
School Board of Broward County	1,192,800	1,192,800	\$ -	100%	
Children's Forum	100,900	50,986	49,914	51%	Billing delay
211-Broward	462,000	300,715	161,285	65%	

Total Sub Recipient Expense

	FY21	February	Balance	%	Notes
	FY2021 Amendment 4 (Proposed)	February 2021 Actual	Remaining Balance	% YTD Expenditures	
ELC Expense					
Salaries & Benefits	\$ 10,604,969	\$ 6,416,651	\$ 4,188,318	61%	Hiring in progress
Attorneys	104,000	36,556	67,444	35%	
Auditors	42,500	28,250	14,250	66%	
Temporary Staff	-	-	-	0%	
Consultants	434,888	66,707	368,181	15%	CLASS Observers low due to Covid
Staff & Board Travel	75,921	3,140	72,781	4%	
Insurance	41,423	22,142	19,281	53%	
Office Rent & Utilities	441,973	309,692	132,281	70%	
Office Machines & Storage	10,085	7,346	2,739	73%	
Software Licences	209,441	134,618	74,823	64%	
Internet & Phones	91,846	71,161	20,685	77%	New cost effective Vendors pending
Cell Phones	40,002	37,912	2,089	95%	Vendor discount expected
Sponsorships & Memberships	53,214	8,736	44,478	16%	
Books for Kids	600,000	1,790	598,210	0%	Book Club
Other Operating Costs	184,603	90,881	93,722	49%	
Computer Equipment & Software	62,100	48,429	13,671	78%	
Office Move & Outfitting Costs	12,253	8,548	3,704	70%	
Unallocated (Budget Only)	1,429,669	-	1,429,669	0%	
Total ELC Expense	\$ 14,438,887	\$ 7,292,559	\$ 7,146,327	51%	

Total Non-Slot Expense

Total Expense

	FY21	February	Balance	%	Notes
	FY2021 Amendment 4 (Proposed)	February 2021 Actual	Remaining Balance	% YTD Expenditures	
	\$ 16,194,587	\$ 8,837,060	\$ 7,357,527	55%	
Total Expense	\$ 119,311,800	\$ 82,714,789	\$ 36,597,012	69%	

SCHOOL READINESS 2 YEAR UTILIZATION FY 2021 -2022

New Enrollments from Waitlist:

Enrollments Paused due to Provider
Closures

Funding Changes:

+ \$9.2M for Waitlist Reduction

Assumptions:

Daily Average Cost forecast reflects current actual trends.

Projected total days paid at 100% Jul-Oct 20

Parent Fee Suspension Jul-Dec 20 \$3.2M

No Attrition or Absences \$3.8M



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	94%	11,173	-145	\$25.29	6,347,721	152,458	6,500,180	(43,871)	6,456,309
A	Aug-20	21	94%	11,345	+172	\$23.37	5,567,577	-	5,567,577	(48,565)	5,519,012
A	Sep-20	22	94%	10,923	-422	\$20.08	4,022,405	803,539	4,825,944	(50,627)	4,775,317
A	Oct-20	22	94%	10,557	-366	18.68	4,200,907	138,151	4,339,059	(40,649)	4,298,409
A	Nov-20	21	94%	10,070	-487	19.85	3,818,306	379,151	4,197,458	(47,479)	4,149,979
A	Dec-20	23	94%	10,099	+29	19.82	4,227,848	376,151	4,603,999	(38,641)	4,565,358
A	Jan-21	21	94%	10,007	-92	17.83	3,459,409	286,708	3,746,117	(28,079)	3,718,039
A	Feb-21	20	94%	10,251	+244	21.97	4,309,646	194,345	4,503,991	(33,513)	4,470,478
P	Mar-21	23	94%	10,354	+103	23.51	5,345,777	253,357	5,599,135	(38,540)	5,560,595
P	Apr-21	22	94%	10,456	+103	22.97	5,029,508	253,357	5,282,865	(42,578)	5,240,288
P	May-21	21	94%	10,554	+98	23.80	5,021,888	253,357	5,275,246	(41,456)	5,233,789
P	Jun-21	22	94%	10,789	+235	24.62	5,589,588	253,357	5,842,945	(46,840)	5,796,105
Average Enrollments (Baseline)				10,548						Projected Total	\$ 59,783,677
Increase to baseline FY21 over FY20				(805)						Budget	62,679,654
										Surplus(Deficit)	\$ 2,895,977
Increase to baseline FY21 over FY17				1,152	(FY17 Baseline= 9,396)					CSC Carry-Over	\$ -
										Surplus(Deficit)	\$ 2,895,977

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%	10,092	-697	\$23.13	5,023,650	344,464	5,368,114	(34,323)	5,333,791
P	Aug-21	22	94%	10,162	+70	23.10	4,819,147	344,464	5,163,611	(32,831)	5,130,780
P	Sep-21	21	94%	10,232	+70	22.96	4,588,691	344,464	4,933,155	(31,339)	4,901,816
P	Oct-21	23	94%	10,302	+70	23.12	5,034,271	444,464	5,478,734	(34,323)	5,444,411
P	Nov-21	21	94%	10,372	+70	23.41	4,655,130	444,464	5,099,593	(31,339)	5,068,255
P	Dec-21	22	94%	10,442	+70	23.36	4,922,485	444,464	5,366,949	(32,831)	5,334,118
P	Jan-22	23	94%	10,512	+70	23.39	5,211,748	444,464	5,656,212	(34,323)	5,621,888
P	Feb-22	20	94%	10,582	+70	23.19	4,462,828	444,464	4,907,292	(29,846)	4,877,446
P	Mar-22	22	94%	10,652	+70	23.15	4,981,343	444,464	5,425,807	(32,831)	5,392,976
P	Apr-22	22	94%	10,722	+70	23.35	5,062,627	444,464	5,507,091	(32,831)	5,474,260
P	May-22	21	94%	10,792	+70	23.67	4,920,493	444,464	5,364,956	(32,152)	5,332,804
P	Jun-22	22	94%	10,932	+140	24.36	5,414,729	444,464	5,859,193	(36,241)	5,822,952
Average Enrollments (Baseline)				10,483						Projected Total	\$ 63,735,496
Increase to baseline FY21 over FY20				(65)						Budget	63,735,637
										Surplus(Deficit)	\$ 141
Increase to baseline FY21 over FY17				1,087	(FY17 Baseline= 9,396)					CSC Carry-Over	\$ -
										Surplus(Deficit)	\$ 141

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	94%	2,467	+427	\$36.24	1,281,725	774,500	2,056,225		2,056,225
A	Aug-20	21	94%	2,773	+306	33.20	1,320,086	613,000	1,933,086		1,933,086
A	Sep-20	22	94%	2,640	-133	28.26	1,320,137	321,000	1,641,137		1,641,137
A	Oct-20	22	94%	2,559	-81	27.03	1,238,437	283,500	1,521,937		1,521,937
A	Nov-20	21	94%	2,433	-126	26.95	1,148,330	228,500	1,376,830		1,376,830
A	Dec-20	23	94%	2,339	-94	25.89	1,202,562	190,000	1,392,562		1,392,562
A	Jan-21	21	94%	2,271	-68	24.54	1,013,868	156,500	1,170,368		1,170,368
A	Feb-21	20	94%	1,721	-550	20.15	591,988	101,500	693,488		693,488
P	Mar-21	23	94%	1,721	+	\$20.35	680,786	124,749	805,536		805,536
P	Apr-21	22	94%								
P	May-21	21	94%								
P	Jun-21	22	94%								
Average Enrollments (Baseline)				2,325			\$ 9,797,919	\$ 2,793,249		Projected Total	\$ 12,591,168
										Budget	12,850,415
										Surplus(Deficit)	\$ 259,247

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
No Attrition or Absences

\$35K

\$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 T: \$								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 T: \$								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
A	Oct-20	22	197	-57	25.33	109,761		109,761
A	Nov-20	22	205	+8	21.85	98,552		98,552
A	Dec-20	21	185	-20	25.31	98,332		98,332
A	Jan-21	23	148	-37	22.93	78,062		78,062
A	Feb-21	20	162	+14	27.90	90,404		90,404
P	Mar-21	22	174	+12	27.87	106,673		106,673
P	Apr-21	21	190	+16	32.19	128,422		128,422
P	May-21	23	208	+18	32.44	155,174		155,174
P	Jun-21	21	221	+13	33.44	155,176		155,176
Projected T: \$								1,020,556
FY20 CSC Contract Year Bud								\$ 1,380,799
Surplus(Deficit) End of ELC FY20								\$ 360,243
P	Jul-21	22	229	+55	31.24	157,378		157,378
P	Aug-21	21	239	+10	27.87	139,865		139,865
P	Sep-21	20	253	+14	31.24	158,065		158,065
Projected T: \$								455,308
FY20 CSC Contract Year Bud								460,266
Surplus(Deficit) ELC FY21 Quarter 1								\$ 4,958
Total Surplus(Deficit) Life of Contract								\$ 365,201

SCHOOL READINESS UTILIZATION FY 2018 -2019-2020

Broward County Children Services Board Special Need Contract (COSPN)

New Enrollments from Waitlist:

Enrolling all 8 Children per Month Nov 2020 to Jun 2021

Funding Changes:



Assumptions:

Parent Fee Suspension Apr-Oct
No Attrition or Absences

\$14K

\$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	23.82	46,727		46,727
A	Nov-19	21	64	-22	25.82	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 T: \$								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 T: \$								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
A	Nov-20	22	30	-11	31.22	20,603		20,603
A	Dec-20	21	30	+	28.65	18,047		18,047
A	Jan-21	23	25	-5	25.63	14,739		14,739
A	Feb-21	20	20	-5	32.94	13,175		13,175
P	Mar-21	22	28	+8	27.25	16,783		16,783
P	Apr-21	21	34	+6	31.47	22,469		22,469
P	May-21	23	42	+8	31.72	30,640		30,640
P	Jun-21	21	50	+8	32.72	34,355		34,355
Projected T: \$								195,226
FY20 SPN Contract Year Bud								\$ 243,955
Surplus(Deficit) End of ELC FY20								\$ 48,729
P	Jul-21	22	58	+16	32.72	41,749		41,749
P	Aug-21	21	68	+10	31.47	44,937		44,937
P	Sep-21	20	67	-1	31.47	42,168		42,168
Projected T: \$								128,855
FY20 SPN Contract Year Bud								\$ 81,318
Surplus(Deficit) ELC Quarter 1 FY21								\$ (47,536)
Total Surplus(Deficit) Life of Contract								\$ 1,193

ITEM#/MEETING	B214FIN4 / Board
MEETING DATE:	4/12/21
SUBJECT:	Request to Initiate FY22 Operating Expense Procurements over \$35K
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Request to Initiate FY22 Operating Expense Procurements over \$35K
FINANCIAL IMPACT:	TBD FY22
AS RECOMMENDED	Finance Committee

Background Information:

Fiscal Policies require Board approval for all individual expenditures in excess of \$35K each fiscal year.

Current Status:

In preparation for expected operational needs starting July 1, 2021 and the upcoming budget process for FY22 scheduled for May and June, ELC staff request authority to proceed with the following vendor procurements for operating expenditures in April 2021. The results and recommendations will be presented for final approval in May along with the Preliminary FY22 Budget plan.

Expense/Purchase	Current Vendor	Reason for Procurement Now	Estimated Cost
Phone Service	Mitel	Contract Expiration, Notice Date July 1	\$40-\$80K, depending on features
Payroll Services	ADP	Legacy Vendor not Previously Procured.	\$40-\$50K, depending on features
Racial Equity Training	None	July 1 Start Date	\$40-\$50K, depending on scope services
Staff Management Training and Professional Development	Leboffe Associates	July 1 Start Date	\$40-\$50K, depending on scope of services

ITEM #/MEETING:	B211NOM1 / Board
MEETING DATE:	April 12, 2021
SUBJECT:	Private Sector Board applicants
FOR ACTION:	YES
RECOMMENDED ACTION:	Motion 1: Recommend Kristina West for ELC Private Sector Board seat Motion 2: Recommend Kirk Englehardt for ELC Private Sector Board seat
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEAD	J. Merritt

Background

Florida Statutes 1002.83 states that including the members appointed by the Governor, that “*more than one-third of the members of each early learning coalition must be private sector business members.*”

At the December 10, 2020 Governance meeting, the committee approved a motion to commence recruitment efforts for an additional private sector board member with expertise/background in the areas of Banking, Health Care, Marketing/PR, Fundraising and Champion of ELC Mission while promoting fundraising/friendraising).

Through the ELC Board Recruitment process, 7 applications were received (6 eligible and 1 ineligible).

Current Status

At the April 1, 2021 Nominating Committee meeting all ELC Board applications were presented and reviewed. The committee members approved to select two candidates at this time, since they had several candidates with the qualities required. The committee also approved a motion to move forward with interviews for Kristina West and Kirk Englehardt for Private Business Sector board seats, which occurred on April 6th, 2021.

Recommendation

ELC staff and Nominating Committee support the approval of Kristina West for consideration by the full Board.

ELC staff and Nominating Committee support the approval of Kirk Englehardt for consideration by the full Board.

Supporting Documents

- Kristina West ELC application
- Kristina West Resume
- Kirk Englehardt ELC application
- Kirk Englehardt Resume



Early Learning Coalition Board of Directors Application

SUBMIT APPLICATION & RESUME TO:

Elsy Silvestre, Executive Assistant esilvestre@elcbroward.org

1475 W. Cypress Creek Road,

Suite 301

Fort Lauderdale, FL 33309

954-377-2183 FAX 954-377-2192

Applicant's Name: Kristina West
(Last, First – include commonly used name)

Email Address: Kristina.west@pnc.com

Cell Phone: 561-308-0308

Address: 156 Cypress Trace, Royal Palm Beach, FL 33411

Current Employer: PNC Bank

Current Occupation: Client and Community Relations Assistant Director

Business Address: 7121 Fairway Drive Suite 300, Palm Beach Gardens, FL 33418

Specify preferred mailing address:

EDUCATION

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

<u>NAME & LOCATION</u>	<u>DEGREE/CERTIFICATE RECEIVED</u>	<u>DATES ATTENDED</u>
Florida State University	Bachelor's Degree	2001-2004

COMMUNITY INVOLVEMENT

Please list community, civic, professional, business & other organizations of which you're involved in (including professional/civic fraternal organizations):

<u>ORGANIZATION</u>	<u>POSITION(S) HELD</u>	<u>DATES INVOLVED</u>
The Children's Movement	Advisory Council	2018 -
Broward Reads	Member	2018 -
ARC Broward	Co-Chair Delish	2018 and 2019
New Mirawood Academy	Volunteer	2018-2019

Have you ever been elected/appointed to any public office in the state? If yes, please provide details:

POSITION/OFFICE TITLE

DATES SERVED

LEVEL OF GOV'T

Have you received any awards/recognition? If yes, list:

Performance Award Nominee – PNC

Market All Star – PNC for 3 Years

Do you have any other skills/recognition you would like to share with us?

- Event Planning and activation
- Budget Planning

PERSONAL STATEMENT

Please answer all questions: Why do you want to serve on the ELC's Board? What do you hope to achieve as a board member? What is your vision for early childcare in Broward County?

I am interested in serving on the Early Learning Coalition of Broward Board, due to my passion for Early Childhood Education. I am fortunate enough to work for a company that has a funding priority of Early Education. I have been with PNC Bank for over 16 years, and in Client and Community Relations for 6 years. I have learned a tremendous amount about the importance of early childhood education. Even as a mother of 1, I was not aware of a lot of the statistics, until I started in the CCR role. PNC created the Grow up Great program in 2006. Through our Grow up Great program, we've provided tools and resources that help develop young minds. We're proud to serve children from birth to five, particularly underserved children, by empowering their caregivers and supporting their teachers. For the last 15 years, we've grown into a \$500 million initiative. I have had the opportunity to share the program with early educators, non-profit organizations and families for several years in Broward County. PNC recently awarded a grant to the TMW center to create the Any Time is 3T's time campaign. This program helps set children up for success, and I have had the pleasure of working with the ELC of Broward on this initiative.

If I am given the opportunity to be a board member at the ELC, I hope to be able to share valuable resources to families, educators and fellow board members. I also hope to share with the business community the importance of early childhood education and the vision of the ELC of Broward. I truly believe with the backing of the business community; appropriate grade level reading statistics can improve. My manager is currently the chair of the business alliance through the Florida Chamber and we discuss ways to engage the business community. Business roundtables about early education are a great way to share information about all the great work the ELC is doing.

The resources that the ELC of Broward provides are extremely beneficial, and I think every parent regardless of financial status should be aware of the resources. My vision for early childhood education in Broward, would be that every 4-year-old child would have access to a VPK program. I would also like the opportunity to assist in ways to get ELC resources out to every parent in Broward County. The 2030 Blueprint through the Florida Chamber includes a goal of 100% of 3rd graders reading at grade level. I think sharing resources and business involvement will help Broward County towards that goal, but it all starts at birth.

Thank you for the opportunity to apply to be a board member with the ELC of Broward County. I would be honored to be a part of the mission of the Early Learning Coalition of Broward County.

PERSONAL HISTORY

Please check all that apply:

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

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

REFERENCES

List 3 professional references who have known you well within the past 5 years (exclude relatives):

NAME

PHONE NUMBER

Kim Reckley	561-803-9709
Jessica Rodriguez	954-789-0582
Cressman Bronson	561-803-9721

If required by law or administrative rule, will you file financial disclosure statement(s):

☒ Yes

☒ No

QUESTIONS FOR CHILDCARE PROVIDERS ONLY

Are you employed by a private childcare provider/employee who receives funding services from the ELC of Broward County? ☐ Yes ☐ No

If yes, are you: ☐ For Profit ☐ Not for Profit ☐ Faith Based ☐ Other:

****Please Note that the designated child care provider representative (non-faith based) serving on Early Learning Coalition's Board must be from a for-profit child care provider.**

Approximately what percentage of the children/families attending your child care center/home receive child care subsidies?

Approximately what percentage of the children/families attending your child care center/home receive VPK?

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

Have you ever been determined to be a LLP (Low Performing Provider) by the FDOE (FLDept. of Education)? ☐ Yes ☐ No

A provider may not be eligible for board membership, if during the last 24 months it:

- ☐ Failed to repay an overpayment by the required date after the ELC or their sub-recipient discovered the overpayment and requested repayment
- ☐ Submitted a monthly attendance roster resulting in an overpayment that exceeded 20% of the payment for a calendar month due to the provider's inaccurate reporting of a student's attendance
- ☐ Submitted a monthly attendance roster containing fraudulent reporting or other intentional misreporting of a student's attendance
- ☐ Failed to comply with the terms of the ELC's *School Readiness Provider Agreement*
- ☐ Provider's license status, as recorded in CCIS, is "*Revocation Action Pending*," "*Suspension Action Pending/Suspended*," or "*Closed*"
- ☐ Provider's accreditation status has expired or been rescinded (for providers not licensed by

Broward Co. Child Care Licensing) – *s.1002.55(3)b., F.S.*

- ☐ Identified on the FSDA or Florida Disqualification List
- ☐ Received more than Class 1 or Class 2 Violations from Broward County Child Care Licensing and Enforcement

COMMITMENT AND OPERATIONAL STATEMENTS

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

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

MEMBERSHIP REQUIREMENTS: School Readiness legislation & the Office of Early Learning Policies (OEL-PG-0002-10 *“Early Learning Coalition Board Membership”*) govern the requirements for Board membership. Please see applicable policies.

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

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

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

Kristina West
NAME

Kristina West
Signature

3/12/2021
Date

PRIVATE-SECTOR MEMBER

I, Kristina West , have read and reviewed OEL-PG-0002-10 "Early

PRINT NAME

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

Kristina West

SIGNATURE

3/12/2021

DATE

Self-Identification

Completion of the following section is optional:

Race:

- | | |
|---|---|
| <input checked="" type="checkbox"/> White, non-Hispanic | <input type="checkbox"/> Native Hawaiian/Other
Pacific Islander American |
| <input type="checkbox"/> Hispanic | <input type="checkbox"/> Indian/Alaska Native |
| <input type="checkbox"/> Black/African American | |
| <input type="checkbox"/> Asian | |

Gender:

- | | |
|--|-------------------------------|
| <input checked="" type="checkbox"/> Female | <input type="checkbox"/> Male |
|--|-------------------------------|

KRISTINA WEST

156 Cypress Trace, Royal Palm Beach, FL 33411 · 561-308-0308
kridom1@hotmail.com · [linkedin.com/in/kristina-west](https://www.linkedin.com/in/kristina-west)

Accomplished professional with over 16 years of experience in the financial industry, and 5+ years of experience in Client and Community Relations. I develop and maintain relationships with non-profit organizations in Broward and Miami-Dade counties. I am also an advocate for early learning education and the arts.

EXPERIENCE

FEBRUARY 2021 –

CLIENT AND COMMUNITY RELATIONS ASSISTANT DIRECTOR, PNC BANK

- Promoted to Assistant Director, will continue to manage job functions included in Client and Community Relations Specialist role.

OCTOBER 2015 – FEBRUARY 2021

CLIENT AND COMMUNITY RELATIONS SPECIALIST, PNC BANK

Palm Beach Gardens, FL

- Plan and execute client and community relations activities including event planning, execution and tracking, market sponsorship activation (Broward and Miami Dade), grant-making and employee engagement programs to deliver the brand across the market.
- Support the Regional Presidents office in executing business strategies to help drive revenue across all lines of business. Produce campaign and event tracking reports showing return on investments and key initiatives.
- Maintain and oversee the allocation of highly valued tickets to line of business partners, customers and prospects.
- Administer/coordinate the local sponsorship and PNC Foundation grant process. Coordinate employee volunteerism, employee engagement, grant announcements and activation with local early learning centers.
- Support activities including coordination with legal, compliance, invoicing and budget management.
- Support Diversity and Inclusion initiatives.

JULY 2008 – OCTOBER 2015

CORPORATE SALES DEVELOPMENT CONSULTANT, NATIONAL CITY/PNC BANK

West Palm Beach, FL

- Provide marketing support for Corporate & Institutional Banking for the state of Florida.
- Work closely with managers and sales team to develop targeted campaigns and messaging to help drive revenue.
- Management of sales reporting for the Florida market and accuracy of information in CRM.
- Plan and execute events specifically for Corporate & Institutional Banking.

FEBRUARY 2006 – JULY 2008

EXECUTIVE ASSISTANT, NATIONAL CITY BANK

West Palm Beach, FL

- Perform confidential administrative support functions for Business Banking and Corporate Banking Executives. Prepare reports pertaining to employee revenue goals and bonuses.
- Provide support by routing mail, visitors, and calls. Respond to requests for information and furnishing the information when possible or referring to appropriate area/person.
- Responsible for onboarding of new employees in department.

DECEMBER 2004 –FEBRUARY 2006

CONSUMER LOAN PROCESSOR, FIDELITY FEDERAL BANK & TRUST

West Palm Beach, FL

- Prepare and process a large volume of consumer home equity documents in a timely manner.
- Verified status of appraisal and accuracy of credit documents.
- Act as a liaison between underwriter and client.

EDUCATION

MAY 2004

BACHELOR OF SCIENCE, FLORIDA STATE UNIVERSITY

SKILLS

- Budget management
- Proficient in Microsoft Office and CVENT
- Effective communication skills
- Event planning
- Teamwork
- Organizational skills

ACTIVITIES

- Broward Reads Council
- Children’s Movement of Florida Broward Advisory Council
- ARC Broward Delish Co-Chair
- Volunteer at New Mirawood Academy preschool in Broward



Early Learning Coalition Board of Directors Application

SUBMIT APPLICATION & RESUME TO:

Elsy Silvestre, Executive Assistant esilvestre@elcbroward.org

1475 W. Cypress Creek Road,

Suite 301

Fort Lauderdale, FL 33309

954-377-2183 FAX 954-377-2192

Applicant's Name: Kirk J. Englehardt

Email Address: kenglehardt@cfbroward.org

Cell Phone: 786-562-4282

Address: 10293 SW 55th Lane, Cooper City, FL 33328

Current Employer: Community Foundation of Broward

Current Occupation: Vice President, Marketing and Communications

Business Address: 910 East Las Olas Blvd., Fort Lauderdale 33301

Specify preferred mailing address: Work address

EDUCATION

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

NAME & LOCATION

DEGREE/CERTIFICATE RECEIVED

DATES ATTENDED

Florida State University	B.S. Communications	Graduated 1994
Florida Atlantic University	Master, Public Admin. (MPA)	Graduated 2001

COMMUNITY INVOLVEMENT

Please list community, civic, professional, business & other organizations of which you're involved in (including professional/civic fraternal organizations):

Cooper City Education Advisory Board	Board Member	2020-
Public Relations Society of America – Greater Fort Lauderdale Chapter	Board Member	2018-
Fort Lauderdale Illustrated Magazine Advisory Board	Board Member	2020-

ORGANIZATION

POSITION(S) HELD

DATES INVOLVED

Have you ever been elected/appointed to any public office in the state? If yes, please provide details:

POSITION/OFFICE TITLE

DATES SERVED

LEVEL OF GOV'T

No		

Have you received any awards/recognition? If yes, list:

2020 "Stevie" American Business Awards for the redesign of Community Foundation of Broward website

2019 Earned 12 MarCom Awards from the American Association for Marketing and Communications Professionals for a variety of projects including web, video, print, events, and more.

2019 Earned 5 Videographer Awards from the American Association for Marketing and Communications Professionals for a series of productions showcasing the bold impact of the Community Foundation of Broward.

2018 Earned 16 MarCom Awards from the American Association for Marketing and Communications Professionals for a variety of projects including web, video, print, events, and more.

2017 & 2016 Earned a total of 6 MarCom Awards from the American Association for Marketing and Communications Professionals for a variety of projects including web, video, print, events, and more.

2016 Earned a Merit Award for the creation of a new Strategic Marketing and Communications Plan for the University of Tennessee at Chattanooga during the 32nd Annual Educational Advertising Awards. Additional awards were won for ad campaign design.

2014 Silver Quill Award of Merit from the International Association of Business Communicators (Southern Region) and a 2013 Golden Flame Award from IABC-Atlanta for an in-depth market research effort that provided clarity of purpose and resulted in growth of the Georgia Tech Research Enterprise.

2012 Anne Raymond Distinguished Service Award from the Georgia School Public Relations Association for commitment and dedication to the organization and the profession.

2011 Chapter Champion from the Georgia Chapter of the Public Relations Society of America for being actively involved in growing the chapter and showing outstanding commitment to the organization.

2009 Bronze Anvil from the Public Relations Society of America for a newly branded annual report for

the Georgia Tech Research Institute.

2009 Communicator of the Year by the Georgia Institute of Technology (Georgia Tech) honoring the top communicator of more than 100 working at the university. The award was presented by the university President.

2005 Gold Medallion Award by the National School Public Relations Association for excellence in educational public relations. The award was given for the development and execution of Georgia's Statewide No Child Left Behind Communications Strategy. It's the top honor from this organization.

2005 Silver Anvil Award of Excellence by the Public Relations Society of America for the development and execution of Georgia's Statewide No Child Left Behind Communications Strategy.

2000 Florida Law Enforcement Public Information Officer of the Year presented by the Florida Law Enforcement Public Information Officers Association and selected by peers for the statewide honor.

Do you have any other skills/recognition you would like to share with us?

Strategic Communications and Marketing, Policy, University Governance, Relationship Building, Advocacy, Targeted Outreach, Public Affairs, Partnerships/Collaborations, Media/Public Relations, Brand Development, Communications Training, Crisis Communication, Spokesperson, Web Strategy, Social Media, Writing/Editing, Event Management, Video/Audio Production, Photography

PERSONAL STATEMENT

Please answer all questions: Why do you want to serve on the ELC's Board? What do you hope to achieve as a board member? What is your vision for early childcare in Broward County?

Most of my career has been spent supporting education in one way or another. From my work leading communications for the Broward Public Schools to my time working at the state level at the Georgia Department of Education to the ten years I spent working in higher education at one of the nation's top research universities, education has been a common thread tying everything together. In my current role at the Community Foundation of Broward, I proudly support our School is Cool initiative. And in my community, I am a volunteer member of the Cooper City Education Advisory Board. Education is my passion and something I truly believe in. It's a difference-maker.

There is tremendous value in putting a child on the right track from day one. It's an investment in not just their future, but our future. The sad reality is that in Broward, not all things are equal. Often your zip code determines which opportunities are available to you – and which ones are not. Socioeconomic challenges also have a direct impact the ability of parents to help their children be successful. Another complication is that teachers often feel they lack the support and training to perform at their best. How do we unpack all of these challenges? How to we level the playing field and unstack the deck so every child has the ability to succeed? How can we ensure every teacher is prepared? I would love to be a part of the solution and believe joining the ELC board would enable me to make a difference in the community – one that would last for generations.

I envision a Broward where every child has access to high quality early education. Where all parents understand the value in taking advantage of the educational opportunities that do exist. Where the social and economic barriers to effective parental involvement are minimized. And a Broward where all organizations and agencies that have a stake in the bright future of our community work together to tackle the issues that stand in the way.

PERSONAL HISTORY

Please check all that apply:

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

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

- Pled no contest to a speeding ticket to avoid points on my license. I think it was in 2016/2017.

REFERENCES

List 3 professional references who have known you well within the past 5 years (exclude relatives):

NAME

PHONE NUMBER

Susan Hale Romanick, Fulton County Schools	404-667-5881 / romanick@fultonschools.org
Dana Tofig, American Institutes for Research	240-994-1309 / dtofig@air.org
Joseph Donzelli, NSU Marketing/Communications	954-262-2159 / jdonzelli@nova.edu

If required by law or administrative rule, will you file financial disclosure statement(s):

- ☒ Yes ☐ No

QUESTIONS FOR CHILDCARE PROVIDERS ONLY

Are you employed by a private childcare provider/employee who receives funding services from the ELC of Broward County? ☐ Yes ☐ No

If yes, are you: ☐ For Profit ☐ Not for Profit ☐ Faith Based ☐ Other: Click or tap here to enter text.

****Please Note that the designated child care provider representative (non-faith based) serving on Early Learning Coalition's Board must be from a for-profit child care provider.**

Approximately what percentage of the children/families attending your child care center/home receive child care subsidies? [Click or tap here to enter text.](#)

Approximately what percentage of the children/families attending your child care center/home receive VPK? [Click or tap here to enter text.](#)

Is your center/home accredited by a recognized agency? If yes, provide details/expiration: [Click or tap here to enter text.](#)

Have you ever been determined to be a LLP (Low Performing Provider) by the FDOE (FLDept. of Education)? ☐Yes ☐No

A provider may not be eligible for board membership, if during the last 24 months it:

- ☐ Failed to repay an overpayment by the required date after the ELC or their sub-recipient discovered the overpayment and requested repayment
- ☐ Submitted a monthly attendance roster resulting in an overpayment that exceeded 20% of the payment for a calendar month due to the provider's inaccurate reporting of a student's attendance
- ☐ Submitted a monthly attendance roster containing fraudulent reporting or other intentional misreporting of a student's attendance
- ☐ Failed to comply with the terms of the ELC's *School Readiness Provider Agreement*
- ☐ Provider's license status, as recorded in CCIS, is "*Revocation Action Pending*," "*Suspension Action Pending/Suspended*," or "*Closed*"

- ☐ Provider's accreditation status has expired or been rescinded (for providers not licensed by Broward Co. Child Care Licensing) – *s.1002.55(3)b., F.S.*
- ☐ Identified on the FSDA or Florida Disqualification List
- ☐ Received more than Class 1 or Class 2 Violations from Broward County ChildCare Licensing and Enforcement

COMMITMENT AND OPERATIONAL STATEMENTS

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

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

MEMBERSHIP REQUIREMENTS: School Readiness legislation & the Office of Early Learning Policies (OEL-PG-0002-10 “*Early Learning Coalition Board Membership*”) govern the requirements for Board membership. Please see applicable policies.

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

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

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

Kirk J. Englehardt
NAME

Click or tap here to enter text.
Signature

3/17/2021
Date

PRIVATE-SECTOR MEMBER

I, Kirk J. Englehardt , have read and reviewed OEL-PG-0002-10 “Early

PRINT NAME

Learning Coalition Board Membership” and that I meet the eligibility requirements for Early Learning Coalition Private-Sector membership in Broward County, as reflected therein, and that I do not have a substantial financial interest in early learning programs as defined by said policies. I agree to immediately notify the Board of Early Learning Coalition of Broward County, Inc. in writing, should that change during my term.

Click or tap here to enter text.

SIGNATURE

March 17, 2021

DATE

Self-Identification

Completion of the following section is optional:

Race:

☒ White, non-Hispanic

☐ Native Hawaiian/Other
Pacific Islander American

☐ Hispanic

☐ Indian/Alaska Native

☐ Black/African American

☐ Asian

Gender:

☐ Female

☒ Male

COMMITMENT AND OPERATIONAL STATEMENTS

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

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

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


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

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

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

Kirk J. Englehardt

NAME


Click or tap here to enter text.
Signature

3/17/2021

Date

PRIVATE-SECTOR MEMBER

I, Kirk J. Englehardt , have read and reviewed OEL-PG-0002-10 "Early
PRINT NAME

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

Click here to enter text.

SIGNATURE

March 17, 2021

DATE

Kirk Englehardt

10293 SW 55th Lane, Cooper City, FL 33328
786-562-4282

kenglehardt@cfbroward.org

Florida Atlantic University
Master of Public Administration

Florida State University
B.S., Communication

Experience

Vice President, Marketing and Communications
The Community Foundation of Broward

(May 2017 – Present)

As part of the Foundation's executive leadership team, I contribute to the overall strategic direction of the Foundation. This includes direct engagement with Board Members, Community Leaders, Elected Officials, Fundholders, Legacy Society Members, Professional Advisors, Nonprofits. I am ultimately responsible for all Foundation messaging, as well as the creation and execution of targeted communications and marketing strategies that get results.

Ongoing Results Fueled by Communications:

Foundation assets have grown from \$180 million (June 1, 2018) to \$212 million (July 1, 2019).

Raised \$22 million in new gifts (2018-19 FY) - stronger communications, strategic/targeted marketing, enhanced messaging, and outstanding cultivation efforts helped make it happen.

Developed and executed communications strategies for the BE BOLD Leadership Campaign, the largest in Foundation history - a 6-year \$500 million effort – nearly \$150 million raised to date.

Welcomed seven new Community Builders, each creating endowed charitable funds at the Foundation of \$1 million or more (2017-2019).

Grew Legacy Society to 153 members with planned gift promises topping \$300 million.

Broke down silos, mentored staff across departments, and fostered a culture of collaboration, communication and consistency at all levels of the organization.

Developed an editorial planning strategy linked to the Foundation's strategic priorities and grant cycle to ensure the right messages are sent at the right times – to the right audiences.

Launched a new website that generated a \$10 million planned gift in its first three months and continues to function as an active lead generation tool.

Launched a proactive media relations effort that – in the first year – earned placements with a potential audience of more than 164 million people, with an ad value equivalency of more than \$800,000 – dramatically increasing organizational visibility with key audiences.

Completely refreshed and relaunched the Foundation's visual identity and developed the organization's first Brand Standards Manual.

Developed a targeted advertising strategy to more effectively reach key audiences with the right messages.

Launched a video production program, a storytelling tool responsible for bringing the Foundation's work and community impact to life.

Developed enhanced communications mentorship, training and resources for Foundation grantees, staff and board.

Created new relationships with partner organizations to enhance Foundation visibility within key parts of our community, and with key audiences – such as professional advisors.

Conceptualized, coordinated and scripted dozens of Foundation events – from large-scale annual signature events to topic-specific educational events.

Earned 38 national awards for Foundation marketing and communications efforts since May 2017.

**Vice Chancellor for Marketing and Communications
The University of Tennessee at Chattanooga**

(January 2016 – May 2017)

Senior executive responsible for conceptualizing, planning and developing a broader communications and marketing program for the university. The resulting Strategic Marketing and Communications Plan received a national award.

Led a team responsible for marketing, media relations, writing and creative services, internal communication, video production, website design/development, social media, photography, crisis communication, issues management, executive communication and support to campus units.

Provided executive oversight of the university's NPR radio station, which completed its third record-setting membership drive – raising over \$165,000 in 10 days.

Created and implemented innovative student recruitment marketing efforts that drove 200+ more students to apply to the university's undergraduate programs as compared to the prior year.

Piloted a targeted digital marketing effort to raise awareness of the university's graduate programs and successfully doubled the number of online inquiry forms submitted to the graduate school.

Led the development of a multi-channel marketing campaign for campus housing to address concerns that not all units would be fully occupied. As a result, housing opened at capacity in the Fall of 2016.

Created and executed an award-winning collaborative marketing effort in collaboration with Chattanooga State Community College which raised awareness of the dual-enrollment program.

Partnered closely with the athletics department to redesign the print and digital materials used to promote all sports. The effort won two national MarCom Awards.

Developed a dynamic plan for seamlessly incorporating the university's visual identity into the campus environment and improve wayfinding.

Served on numerous campus committees, interfacing directly with student organizations & student government and serving as the campus liaison to state university system communications team.

Director of Research Communications (Promotion)
Georgia Institute of Technology

(March 2012 – Dec. 2015)

Georgia Tech's first executive-level communicator accountable for building a comprehensive research communication and marketing program from the ground up, which includes aligning the activities/staff of 6 colleges, 29 schools and 9 research institutes – as well as units focused on research administration, economic development, and industry collaboration.

Created the first Integrated Strategic Communication and Marketing Plan supporting the strategic goals for Georgia Tech's \$730 million research enterprise. Leveraged internal and external market research to produce an audience-focused and results-driven plan impacting the bottom line. Helped drive a 15% increase in industry research funding at Georgia Tech.

Led a 12-person team, that included 9 individuals reporting to other departments. Recruited and hired 8 new marketing communication managers working across Georgia Tech.

Forged new relationships that created a collaborative and inclusive culture, as well as a 'community of communicators' which worked to position Georgia Tech as a world-class technology-focused public research institution.

Founded the campus-wide Research Communicators Council, which met monthly for all persons involved in the communication of research. Facilitated the sharing of ideas and resources, while addressing challenges and bringing the community closer together.

Fortified communication for major philanthropic efforts related to research. Led a team of 24 communicators, from multiple units, on a special project that resulted in a philanthropic gift of \$43.6 million - the largest one-time gift in Georgia Tech history at the time.

Developed Georgia Tech's first lead generating research web pages. Broke from traditional university style, emphasized benefits to industry and catered to audience needs. Resulted in a 210% increase in unique page views and an 11.4% drop in the visitor bounce rate.

Established a client-services team providing creative, design, media, marketing, and other support to campus units lacking their own resources. Led to the production of higher quality materials with consistent messaging and visual identity.

Expanded the organization's visibility through positive relationships with key media outlets, government and industry research sponsors, industry/trade associations, professional societies and federal agencies. Expert use of social media to establish thought leadership, pitch stories and enhance a brand.

Senior Director of Communication (Promotion)
Director of Communication
Georgia Tech Research Institute

(2011 – 2012)

(2005 – 2011)

Chief communication official responsible for internal and external strategic marketing and communication, media relations, executive communication, crisis communication and creative services in support of the strategic visions of both Georgia Tech and GTRI. Named as the first Georgia Tech Communicator of the Year at the inaugural Gold Tower Awards in 2009.

PR News recognized GTRI's Communications Office in 2009 & 2010 as a *Top Place in the Nation to Work in Public Relations*.

Built and led an eleven-person department, the second largest communications unit at Georgia Tech at the time, with an annual budget of more than \$1.3 million. The team supported 1,500+ employees spread across 21 locations in the U.S. and Ireland.

Led the development and execution of GTRI's innovative branding/messaging platform. The project added clarity, consistency, resonance, and differentiation to the GTRI message and served as the foundation for GTRI's entire communications program, including a complete reworking of the GTRI website, publications and visual identity system.

Raised the profile of Georgia Tech by generating an average of 200 major media placements each year. These included stories in the *Wall Street Journal*, *The New York Times*, CNN, *USA Today*, *Scientific American*, *Popular Science*, *BusinessWeek*, MSNBC, *Georgia Trend*, *Atlanta Journal-Constitution* and other major news outlets.

GTRI strategic communications and rebranding activities contributed to a \$170 million increase in annual research revenue.

Developed a fresh web presence for GTRI, which led to a 555% increase in page views and a 409% increase in visitors per day. The site generated hundreds of new qualified business leads. GTRI was the first unit at Georgia Tech with a robust mobile website and launched a social media outreach effort using Twitter, Facebook, and LinkedIn.

GTRI's Communications Office received more than 60 awards for excellence in strategic communications & branding, media relations, research and evaluation techniques, and publications from local, state, national and international trade, industry and professional organizations.

**Public Information Officer
Georgia Department of Education**

(2003 – 2005)

Chief communication official and spokesperson for the Georgia Department of Education, the elected State Superintendent of Schools and the State Board of Education. Developed presentations, speeches, marketing campaigns and communication strategies in support of the Superintendent. Supported all units of the state agency, 181 Georgia school systems, statewide/national education media, education associations, Georgia's Governor, Senate and House Education Committees, as well as other elected officials and policymakers. Managed all agency media inquiries and led crisis communication efforts. Established Georgia's first collaborative statewide communications plan to help local school systems share complex information related to *No Child Left Behind* so it was understandable to their local stakeholders. The effort received national awards from the National School Public Relations Association and the Public Relations Society of America.

**Director of Community Relations
Broward County Public Schools**

(2001 – 2003)

Chief communication official leading all internal and external communication and media relations for what was the nation's fifth-largest school system (12 direct reports, 244 schools, 26,000 employees and a nine-member elected school board.) Enhanced media visibility and message consistency through the development of a unique decentralized structure, which included defined processes and media training for more than 200 employees. This role also included regular crisis response to school-related incidents and other major events such as 9/11, as well as representing the school system during disasters at the county's emergency operations center. This role also included collaborating with other local agencies and partner organizations.

**Media Relations Specialist
Broward County, FL Sheriff's Office**

(1998 – 2001)

Named State of Florida Public Information Officer of the Year (2000) – Florida Law Enforcement Public Information Officers Association.

Provided direct strategic communication support to Broward County's elected sheriff. Experienced at handling breaking news, crisis situations, special events, volatile live situations, and news conferences with professionalism and poise. Experienced in major crisis and disaster communications. Supported BSO activities in the county's emergency operations center during disasters and collaborated with partner organizations and other first responder agencies.

**Reporter / Anchor
WIOD Newsradio 610 – Miami, FL**

(1996 – 1998)

**Local Television Programming Producer
Jones Intercable – Davie, FL**

(1994 – 1996)

Selected Presentations:

- *Communications Training Seminar for Public School District Superintendents* – Instructor - Georgia School Superintendents Association – Macon, GA (November 2019)
- ***Represented CF Broward on Congressional Lobbying Trip with CEOs from Florida Community Foundations*** – Community Foundation Public Awareness Initiative – Washington, D.C. (October 2019)
- *Communications Training Seminar for Public School District Superintendents* – Instructor - Georgia School Superintendents Association – Macon, GA (November 2018)
- *Responsible Communication of Basic Biomedical Research* – Panelist – Federation of American Society for Experimental Biology and National Institute of General Medical Sciences NIH – Bethesda, MD (June 2017)
- *Science Communication and Social Media: What, Why and How* – St. Jude Children's Research Hospital Research Technologists – Memphis, TN (September 2016)
- *Thinking Strategically About Your Lab's Public Communication* – Association of Public Health Laboratories Annual Meeting – Albuquerque, NM (June 2016)

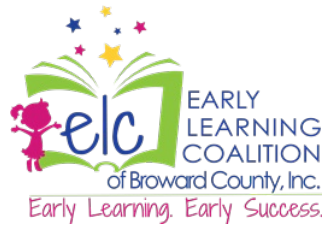
- Invited Panelist at the National Academy of Sciences for the National Research Council's roundtable workshop exploring the nature of trust in science – Washington, D.C. (May 2015)
- *Rethinking and Delivering Top Tier Research Communications and Going Social: How Scientists Can and Do Leverage Social Media to Enhance Reputation* – Two presentations at the U.S. Dept. of Energy Pacific Northwest National Laboratory - Richland, WA (April 2015)
- *Internal Communication: Engaging Employees and Strengthening Your Brand* – The 48th Annual Basic Economic Development Course – Georgia Tech Professional Education – Atlanta, GA (March 2015)
- *Enhancing Your College Brand Through Market Research and Developing Your Career Through Public Engagement* – Georgia Tech College of Architecture Faculty – Atlanta, GA (March 2015)
- *Establishing Yourself as a Thought Leader Through Public Engagement* – Georgia Tech College of Sciences New Faculty Workshop – Atlanta, GA (March 2015)
- *A Science Communication Revolution: From Publish or Perish to Post or Perish* – St. Jude Children's Research Hospital Post Doctoral Fellows – Memphis, TN (November 2014) & Purdue University Library and Data Science Faculty - West Lafayette, IN (October 2014)

Specialized Training:

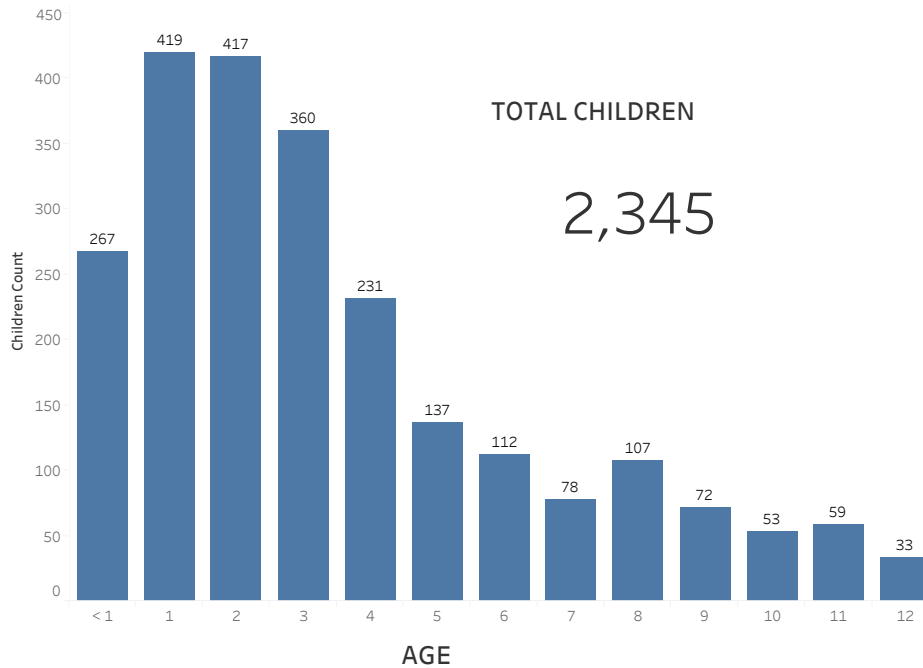
- Community Foundation Bootcamp by the Southeastern Council on Foundations and Florida Philanthropic Network (2017)
- Behavior-Based Interviewing Techniques for Employee Recruitment (2014)
- Basic Economic Development Course (2014)
- Working with Culturally Diverse and Distributed Work Teams (2013)
- Georgia Tech Masters Series Executive Development Program (2010)
- Advanced (Disaster and Crisis) Public Information Officer Training - FEMA (2001)

Community Involvement and Professional Affiliations:

- Board Member, Public Relations Society of America, Fort Lauderdale Chapter
- Member, Broward College Village Square
- Member, Broward's Tower Forum
- Member, Navy League of the United States, Fort Lauderdale Council
- Volunteer, Fort Lauderdale Division of U.S. Naval Sea Cadet Corps
- Member, Public Relations Society of America
- Member, Council for Advancement and Support of Education
- Member, Kappa Kappa Psi National Honorary Band Fraternity
- Member, Pi Alpha Alpha Global Honor Society for Public Affairs and Administration



Waitlist Children by Age as of 4/6/2021



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%
Jan 2021	2,082	-394	-19%
Feb 2021	1,670	-412	-25%
Mar 2021	2,053	383	19%
Apr 2021	2,345	292	12%



ELC OF BROWARD CONTRACT LIST 2021-2021

Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Office of Early Learning	\$121,306,212	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	9/22/20-11/30.21	Expired
United Way	\$56,000	Learning Pods	Revenue	10/8/20-11/30/20	Expired
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	3/1/21-9/30/21	Active
United Way	\$130,000	SR Match Funds	Revenue	7/1/20-6/30/21	Active
Children's Forum, Inc.	\$450,909	INCENTIVE\$® 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	10/6/20-3/31/21	Expired
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	Expired
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
Causestech DBA Achieve	\$10,000	Website Design & Hosting	Vendor	10/1/20/6/30/21	Active
CLASS Observers (7)	\$33,500ea	Independent CLASS Observers	Vendor	1/14/21-6/30/21	Active
Comcast	\$4,446	Internet	Vendor	7/1/20-6/30/21	Active
CSPI Office 365 Services	\$4,500	Migration & Licenses Office 356	Vendor	2/1/21-6/30/21	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	\$15,800	FLIP It Training & BECE Keynote	Vendor	7/13/20-6/30/21	Active
Family Central	\$14,420	CEU Services	Vendor	3/15/21-6/30/21	Active
FL Dept of Law Enforcement	\$1,863	LiveScan Service (annual cost)	Vendor	10/29/18-Ongoing	Active
Allison Golden	\$13,000	Mental Health Support Training	Vendor	4/15/21-6/30/21	Pending
Hillspoint Resources (1stDay)	\$26,400	Mental Health Support Training	Vendor	4/1/21-6/30/21	Active
Jacob Jackson	\$90,000	Legal Services	Vendor	4/1/20-3/31/21	Active
Keefe McCullough, LLP	\$42,500	External Audit Preparation	Vendor	7/1/20-6/30/21	Active
LeBoffe & Associates LLC	\$34,500	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	1/1/21-6/30/21	Active
RedTeam	\$2,550	External network penetration test	Vendor	4/7/21-6/30/21	Active
School Board Broward County	\$12,000/yr	Gulfstream Early Learning Ctr	Lease	9/5/19-9/4/22	On Hold
Sharp (State Term Contract)	\$9,569	Copier and Printer Rental	Vendor	11/1/20-6/30/21	Active
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	8/1/20-7/31/21	Active
Broward County	\$0	Crisis Intervention & Support	MOU	11/18/20-11/17/25	Active
Child Abuse Prevention -CAPTA	\$0	Interagency Referrals	MOU	9/1/16-8/31/21	Active
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

Women in Distress	\$0	<i>Community Partnership</i>	MOU	10/1/21-9/30/22	Pending
-------------------	-----	------------------------------	-----	-----------------	---------

TRAINING CALENDAR APRIL 2021

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Monday 4/5/2021	7pm – 8:30pm	Ana Avalos Atkinson & Natacha Herisse, Q&E Coaches, ELC	The Growing Brain - 2-A: The Factors Affecting Brain Growth and Development	https://zoom.us/meeting/ /register/tJckd- uvrjMvGtF6t9e9YWefL UMaKluar4Gp
Tuesday 4/6/2021	7pm – 8:30pm	Beatriz Pillier, Q&E Coach, ELC	Aprenda todo sobre CDA y la renovación de credenciales del director (Learn All About CDA and Director's Credential Renewal)	https://attendee.gotowe binar.com/register/8072 520226781049614
Thursday 4/8/2021	1pm – 2:30pm	Agnieszka Boddie & Aida Brar, Q&E Coaches, ELC	The Wonders of Literacy for Preschoolers	https://attendee.gotowe binar.com/register/8970 615617695708943
Monday 4/12/2021	7pm – 8:30pm	Ana Avalos Atkinson & Natacha Herisse, Q&E Coaches, ELC	The Growing Brain - 2-B: The Key Ingredients for Healthy Brain Development	https://zoom.us/meeting/ /register/tJ0scu2gqDIqG ty5qORT8pl3Yvp8fND exkM
Tuesday 4/13/2021	6:30pm – 8:30pm	Gordia Ross & Antoinette Shaw, Q&E Coaches, ELC	Sound Beginnings – Early Language Development: Best Practices for Early Learning Providers	https://attendee.gotowe binar.com/register/35521 34355330917643
Monday 4/19/2021	7pm – 8:30pm	Ana Avalos Atkinson & Natacha Herisse, Q&E Coaches, ELC	The Growing Brain 3-A: Communication Milestones and Strategies to Support Young Children (Birth through Three)	https://zoom.us/meeting/ /register/tJAqcOCrqTot GNInP3YDslYjDaa9joG xHnDl
Tuesday 4/20/2021	7pm – 8:30pm	Gordia Ross, Q&E Coach, ELC	Let's Talk About T.E.A.C.H.	https://attendee.gotowe binar.com/register/6641 958841962538511
Thursday 4/22/2021	1pm – 2:30pm	Agnieszka Boddie & Aida Brar, Q&E Coaches, ELC	Throwback Thursday Child Assessments: “What’s the Next Steps...”	https://attendee.gotowe binar.com/register/4756 614159187582731

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Monday 4/26/2021	7pm – 8:30pm	Ana Avalos Atkinson & Natacha Herisse, Q&E Coaches, ELC	The Growing Brain 3-B: Communication Milestones and Strategies to Support Young Children (Three through Five)	https://zoom.us/meeting/register/tJEsdOGurjMpHdWf-a4ZwJUYaylFkHhKcUm
Tuesday 4/27/2021	7pm – 8:30pm	Ana Avalos-Atkinson & Grethel Arroyo, Q&E Coaches, ELC	Linking Scientific Inquiry to Daily Planning in VPK	https://attendee.gotowebinar.com/register/2048742419918005263

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

TRAINING CALENDAR MAY 2021

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Monday 5/3/2021	7pm – 8:30pm	Ana Avalos Atkinson & Natacha Herisse, Q&E Coaches, ELC	The Growing Brain 4-A: Supporting the Process of Cognitive Development in Young Children	Zoom
Tuesday 5/4/2021	7pm – 8:30pm	Agnieszka Boddie & Stephanie Templin, Q&E Coaches, ELC	Let's Get CLASSy: Learn About Positive Interactions	
Thursday 5/6/2021	1pm – 2:30pm	Agnieszka Boddie & Aida Brar, Q&E Coaches, ELC	Transitions for Infants and Toddlers	
Monday 5/10/2021	7pm – 8:30pm	Ana Avalos Atkinson & Natacha Herisse, Q&E Coaches, ELC	The Growing Brain 4-B: Supporting Executive Functions and Understanding the Cognitive Processes	Zoom
Tuesday 5/11/2021	7pm – 8:30pm	Tiffanie Bernard, Q&E Manager, ELC	Encouraging Big Ideas: STEM Play in Pre-K	https://attendee.gotowebinar.com/register/5933977807648762637
Monday 5/17/2021	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	Zoom
Tuesday 5/18/2021	7pm – 8:30pm	Q&E Coaches, ELC	Sound Beginnings – Early Language Development: Best Practices for Early Learning Providers	
Thursday 5/20/2021	1pm – 2:30pm	Ayme Hamoui & Jenny Sanchez, Q&E, ELC	Emotional Intelligence for ECE Leaders (Spanish)	
Monday 5/24/2021	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	Zoom

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Tuesday 5/25/2021	7pm – 8:30pm	Debra Cruz & Stephanie Templin, Q&E Coaches, ELC	Linking Math to Daily Planning in VPK	

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 January 2021

Vendor Name	Amount	Purpose
ADP, Inc.	1,807.74	Processing Charges for PE 11/30/20, 12/12/20 & 12/26/20
AT&T Mobility	4,241.54	Cell Phone & Data Charges January 2021
Bluejean Software, Inc.	1,584.38	Cloud Hosting and Maintenance & Support for December 2020
Broward Family Life Magazine, Inc.	2,545.00	Jan./Feb 2021 Issue (Back Cover), Jan. 2021 Web & EBlast
Business Card	6,147.22	Bank of America Ops Purchases C. Klima (No Individual Items > \$1,000)
Business Card - Intermedia	2,984.61	Email Hosting for December 2020
Business Card - Amazon	1,126.99	Four Drawer Lateral Filing Cabinet
Business Leadership Institute	6,250.00	December 2020 Professional Development Training Services
CDW Government, Inc	1,249.59	Laptop Bags & Hard Drives
Colonial Life & Accident Insurance	4,790.50	December 2020 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges For 01/01 - 1/31/2021
Dell Marketing L.P.	31,800.00	Laptops
Fort Lauderdale Crown Center, LLC.	31,391.27	January 2021 Rent for Suite 301
Fort Lauderdale Crown Center, LLC.	31,391.27	February 2021 Rent for Suite 301
Guardian	8,882.86	February 2021 Employee Health Benefits
Jacob C. Jackson, P.A.	6,308.00	December 2020 Legal Services
Kaplan Early Learning Co.	1,790.06	Books to Distribute at Virtual Family Events
Malwarebytes	6,270.40	Malware Endpoint Protection for Jan. 2021- Jan. 2022
Mitel Cloud Services	4,441.46	Telephone Services for February 2021
The Children's Forum	19,769.84	November 2020 Sub-Contractor Payment
The Hartford	5,427.00	Final Audit for Workers' Compensation FY 20-21
The Lincoln National Life Insurance	6,449.48	February 2021 Employee Health Benefits
ThreatTrack Security, Inc.	3,069.00	VIPRE Antivirus Renewal (3/30/2021-3/29/2022)
Webauthor.com LLC	5,000.00	CRM Software License and Hosting January 2021
Western NRG, Inc.	1,059.30	Antivirus Software License For 12/27/20 - 12/26/21

FYI 5 – Cash Disbursements

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

Cash disbursement for February 2021

Vendor Name	Amount	Purpose
ADP, Inc.	1,805.53	Processing Charges for PE 1/09/21 & 1/23/21
AT&T Mobility	4,743.49	Cell Phone and Data Charges for February 2021
Bluejean Software, Inc.	1,790.63	Cloud Hosting and Maintenance & Support for January 2021
Broward Family Life Magazine, Inc.	2,200.00	February 2021 Issue (Education Family Resource Guide)
Business Card	9,343.14	Bank of America Ops Purchases C. Klima (No Individual Items > \$1,000)
Business Card - Intermedia	2,991.14	Email Hosting for January 2021
Business Card - Aatrix Software	2,234.94	1099 eFile Services (process, mail, and file) for 2020
Business Card - Intermedia	3,024.02	Email Hosting for February 2021
Business Leadership Institute	6,250.00	January 2021 Prof. Development Training Services
Colonial Life & Accident Insurance	7,185.75	January 2021 Employee Health Benefits
Colonial Life & Accident Insurance	4,940.96	February 2021 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 2/01/21 - 2/28/21
Entercom Communications Corp.	5,025.00	Feb. 2021 AP Radio Ads for VPK & School Readiness Enrollment
Entercom Communications Corp.	5,025.00	March 2021 Radio Ads for VPK & SR Enrollment & Outreach
Guardian	8,580.39	March 2021 Employee Health Benefits
Humana Insurance Co.	1,009.02	March 2021 Employee Health Benefits
Indeed	3,007.67	January 2021 Job Postings
Jacob C. Jackson, P.A.	5,491.00	Legal Services January 2021
Mitel Cloud Services	4,187.17	Telephone Services for March 2021
Sharp Electronics Corporation	1,700.91	February 2021 Equip Rental & Printing for Color Printer
The Children's Forum	27,499.53	December 2020 Sub-Contractor Payment
The Lincoln National Life Insurance	6,744.48	March 2021 Employee Health Benefits
Teaching Strategies	7,875.00	APT Renewal: Implementing GOLD: Exploring My Teaching Strategies
Webauthor.com LLC	5,000.00	CRM Software License & Hosting February 2021
Zoom Video Communications, Inc.	3,285.49	2/24-12/09/21 Webinar 1000 & Standard Pro Annual (Proration)

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	Not Approved	-
Parkland	Approved	3,000
Pembroke Park (Town)	Not Approved	
Pembroke Pines	Approved	35,000
Plantation	Approved	21,900
Pompano Beach	Approved	22,500
Tamarac	Not Approved	
Sunrise	Approved	55,890
Southwest Ranches	Not Approved	
West Park	Not Approved	
Weston	Approved	7,532
Wilton Manors	Not Approved	-
Total Municipalities		\$ 237,261
United Way	Contract Executed	130,000
Child Care Providers	Commitments Received	300,000
Broward County	Contract Executed	1,490,872
CSC	Contract Executed	3,331,605
Total All Match		\$ 5,489,738

Quarter 1 & 2 Strategic Plan Scorecard

FY 20-21 High Level Targeted Outcomes - PAGE 1	Goal	Q1 Results	Q2 Results	Quarter 2 (October - December 2020) & YTD Comments
At least 82% of the ELC's School Readiness expenditure will go towards child care slots.	82%	On HOLD	On HOLD	
ELC will serve at least 67.2% of Broward 4 year olds in VPK	67.20%	On HOLD	On HOLD	
75% of providers who score less than a 4.0 and participate in ELC Broward quality coaching and support initiative will improve to a 4 or higher in their CLASS composite score.	75%	On HOLD	On HOLD	
At lease 80% of observed SR providers will score at least a 4.0 in their CLASS composite	80%	On HOLD	On HOLD	
1. ELC will maintain its local advocacy efforts with Broward County Leadership. (Meet and educate on ELC's role in the community with at least 6 Key Legislators and 15 Key Municipality Leaders.)	6 K.L 15 K.M.L	In Process	In Process	
2. ELC will maintain Staff Satisfaction by achieving 85% satisfaction rating on the Annual Staff Satisfaction Survey.	85%	N/A	N/A	
3. NEW: ELC staff will conduct a minimum of 45 Educator Trainings per Quarter to ensure quality services are being maintained by ELC providers	45 Qtr	52	49	49 Trainings, 2,124 attendees, 68% of attendess completed satisfaction survey with a 95% Satisfaction Rating
4. NEW: Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care	8 Total	6	8	Exceeded Annual goal with 14 trainings completed YTD
FY 20-21 ELC Strategic Plan Scorecard				
Pillar 1-Deliver Outstanding Eligibility, Enrollment and Payment Services Objective: Create customer-centered focus	Goal	Q1 Results	Q2 Results	Quarter 2 (October - December 2020) & YTD Comments
1.1 Maintain a minimum of 85% parent satisfaction with ELC Services and staff	85%	99%	100%	203 participants responded with a 100% Satisfaction Rating
1.2 Ensure timely access to ELC services and staff by answering 85% of all calls to the Call Center	85%	91%	93%	
1.3 NEW Ensure quality of Eligibility services, by maintaining an error rate of less than 15% on quality assurance case reviews.	<15%	10%	15%	Provider Relations Error Rate - 12%, FSS Error Rate 18%
1.4 Assist parents, staff and providers by developing 4 additional web-based instructional training videos and evaluate their participation to ensure continued improvements are made to address the needs of the community	4	2	1	Quality Performance System Tutorial - November 19th
1.5 NEW: Maintain a minimum of 85% provider satisfaction with ELC Services and staff	85%	In Process	In Process	
Pillar 2 -Provide Quality Early Care Opportunities Objective: Increase Quality of Early Education in the Community	Goal	Q1 Results	Q2 Results	Quarter 2 (October - December 2020) & YTD Comments
2.1 To improve access to trainings for providers, ELC staff will conduct a minimum of 6 classes in VPK training series.	6	5	3	
2.2 80% of Educator respondents who participate in ELC trainings will show mastery of subject based on pre and post-testing.	80%	80%	83%	
2.3 NEW: ELC staff will conduct a minimum of 2 Community Practice workgroups for Center Directors Quarterly to ensure quality services are being maintained by ELC providers.	2 Qtr	3	2	Met Quarterly Requirements
2.4 NEW: Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care	8	6	8	Exceeded Annual goal, completed 14 trainings YTD
Pillar 3 -Advocate for the Early Care and Education System Objective: Be a leader in advocacy of early childhood development and subsidized child care system	Goal	Q1 Results	Q2 Results	Quarter 2 (October - December 2020) & YTD Comments
3.1 Educate and advise 100% of Broward's Legislative Delegation on ELC Legislative priorities	100%	0	19	Presented to the Broward Delegation in October, November and December
3.2 NEW: Present ELC's Legislative priorities to at least 6 legislators (local/non-local) sitting on PreK - 12 Education Committees (House and Senate) and/or high ranking members of the Broward Delegation.	6	2	7	Meetings with Representatives, Bartleman, Hunschofsky, Williams, Woodson, LaMarca and Sen. Jones and Polsky
3.3 Meet and/or present to a minimum of 15 of the 31 Broward Key Municipality Leadership, regarding ELC services, initiatives and possible partnerships opportunities	15	3	2	Presented to 1 city (Oakland Park) and 1 Education Advisory Board (Coconut Creek)
3.4 Demonstrate "thought leadership" through at least 4 media opportunities (articles, letters to editor, social media, etc.) to evoke engagement in early learning education within the community	4	1	0	

FY 20-21 ELC Strategic Plan Scorecard - PAGE 2				
Pillar 4 -Forge Strong and Strategic Partnerships	Goal	Q1 Results	Q2 Results	Quarter 2 (October - December 2020) & YTD Comments
Objective: Forge stronger relationships with community partners and funders				
4.1 Maintain and strengthen partnerships with Broward community sites who are offering remote eligibility services by achieving a minimum of 85% satisfaction with ELC services and staff.	85%	COVID N/A	COVID N/A	N/A due to COVID - no inperson ELC at sites
4.2 Form two new strategic partnerships to expand client and staff resources to better serve the community.	2	0	2	Contacts: Nancy J Cotterman Center, WSFL-TV
4.3 Maintain and strengthen resources for clients, by actively participate in a minimum of 10 local community system of care workgroups/committee meeting	10	10	10	Allison - Broward Healthy Start, Gulfstream Community School Cabinet, Special Needs Advisory Committee Keisha & Staff - Broward County Community Court, DCF Local Review Team Nora - Broward County Racial Equity Workgroup Howard - Homeless Coalition Pablo - Broward County Children Services Board Advocacy Committee, United Way Public Policy Committee, Greater Fort Lauderdale Alliance Education Subcommittee
4.4 NEW: ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.	5	0	2	Contacts: Nancy J Cotterman Center, WSFL-TV
Pillar 5 -Strengthen and Develop the ELC Broward Organization	Goal	Q1 Results	Q2 Results	Quarter 2 (October - December 2020) & YTD Comments
Objective: Build organizational capabilities through partnerships, staff and technology				
5.1 NEW: Phase II - Develop additional key performance indicators (KPI's) to track recruitment process, identify average length of time to hire, identify areas of improvement, then identify reduction percentage and create improvement strategy.	Dev KPI's Track KPI's Adjust Practices	In Process	In Process	
5.2 NEW: During the first quarter, each department will create a Training/Development Plan for their respective staff. During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter	Dev Plan Dev Staff Plans	In Process	In Process	
5.3 NEW: During the first quarter, develop an Equity Plan specifically addressing racial equity and anti-racism. The goals outlined in the plan are to increase staff's awareness of Equity challenges in organizations and communities. During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.	75% Q2,3,4	In Process	In Process	
5.4 NEW: Phase II Increase Organizational Effectiveness and Efficiency by producing 2 additional CRM components per quarter	2 Qtr	2	4	Developed 4 CRM components
5.5 Secure a minimum of 1 prospective external funder and/or funding opportunity	1	In Process	In Process	

Early learning supports the economy and foundational learning

The Voluntary Prekindergarten Education Program (VPK) is the state's largest school choice program, with approximately 170,000 children served annually and an annual taxpayer investment of \$400 million. This investment is complemented by the School Readiness program, which provides subsidized, educational child care for working families starting at birth.

THE NEED

Parents are missing the tools necessary to make informed choices about how to best meet their child's needs.

- ➔ There is no comprehensive source of performance outcomes for the state's diverse array of early learning providers—private child care, public schools, and/or non-public schools.
- ➔ VPK provider readiness rates are currently released about eight (8) months into the school year, alerting families too late if they chose a “low performing provider.”

Early learning providers are getting mixed messages.

- ➔ 71% of VPK providers offer School Readiness. Currently these programs have different requirements making it tedious to implement and difficult for parents to navigate.

VPK program components are not aligned with Florida's K-12 system.

- ➔ Current progress monitoring data for grades K-3 is collected at the district level and cannot be aggregated statewide over time to evaluate student performance and inform education policy and practice.

43% of children "not ready" for kindergarten

Between VPK and School Readiness, we invest almost \$1 billion dollars a year on early learning. We need to align the program requirements and performance metrics to best prepare Florida children for kindergarten.



THE SOLUTION

HB 419 and SB 1282 create alignment between the state's early learning programs and our K-12 education system and will result in more efficient use of taxpayer funds, informed parent choice, and children who are better prepared for school.

DRAFT

Early Learning Provider Performance Profile

The profile provides information on each provider's performance in the areas of child development, health and safety, and family engagement. It is used by parents to make informed choices about their child's early learning experience.

Provider Name: [Redacted]
Address: [Redacted]
Phone: [Redacted]
Email: [Redacted]

Program Service Information: Gold Seal: Yes/No
Ages Served: 0-5
Program Options: [Redacted]
Serves Children with Special Needs: Yes/No
Transportation: Yes/No
Child Care Food Program: Yes/No

Star Rating: 3.99

AP

Infant Composite Score: 4.00 and 4.00

Toddler Composite Score: 4.00 and 4.00

Preschool Composite Score: 4.00 and 4.00

VPK Composite Score: 4.00 and 4.00

Child Learning Status: Level 1

Child Achievement Level: Low

These bills support parity in the operational requirements of the School Readiness and VPK programs to ease implementation, inform parent choice, and support long-term data collection--leading to better prevention and intervention strategies supporting students to read at or above grade level by 3rd grade.

The bills revise the VPK accountability system, measuring program effectiveness through a research-based, teacher-child interaction tool that includes emotional support, instructional support, and classroom organization. Combined with measures of child learning gains and child achievement, this tool will support a robust VPK performance metric that will appear on a detailed child care program profile families can use to guide their school choice.

The legislation also supports a new, comprehensive VPK through 3rd grade progress monitoring program, chosen and supported by a Council for Early Grade Success. The Council, comprised of stakeholders and experts, would be responsible for recommendations to the Department of Education to support our literacy goals for 3rd grade students.

Below are some highlights from **HB 419** the comprehensive early learning bill proposed by Representative Erin Grall (Indian River) with the respective lines. The bill is still pending a full review by Committee Staff.

Office of Early Learning governance and Responsibilities

- ★ Moves Florida's Office of Early Learning (OEL) into the State's Department of Education (DOE). (251)
- ★ Moves rule-making authority from OEL into and the State Board of Education (SBE). (2312)
- ★ Moves OEL budget authority under DOE including determining prevailing market rates. (2474)
- ★ Requires DOE to develop an integrated Early Learning to 20 information system. (4134)
- ★ Requires DOE and OEL to develop standards trainings for credentials. (1520,1542)
- ★ Requires DOE to develop and implement performance standards for Early Learning Coalitions. (2226)
- ★ DOE must provide programmatic and fiscal monitoring of Coalitions biennially (2659).

Early Learning Coalitions Accountability and Responsibilities

- ★ Allows DOE and OEL to remove Early Learning Coalitions from eligibility to offer SR and VPK or to merge one or more Coalitions as a result of noncompliance with established performance standards. (2747)
- ★ Allows Head Start and Early Head Start as allowable enrollments for waiving parent copayments. (2942)
- ★ Increases transparency and limits conflicts of interest for Board Members of Coalitions. (3002)
- ★ Requires ELCs to provide prompt and accurate reports as requested by the SBE. (4241)
- ★ Coalitions must submit the CEO/Executive Director's annual performance evaluation to the SBE. (2887)
- ★ Adds oversight jurisdiction of the Coalitions to the SBE and sets the max at 30 ELCs. (267,2831)
- ★ DOE's Commissioner may appoint interim Board Chair if vacant and pending gubernatorial appointment and to request a new Board Member if a current is non-participating. (2842,2859)
- ★ Requires Coalitions to conduct customer service surveys and achieve at least a 60% level or higher satisfaction with those who do not meet that standard being placed on corrective action plans. (2726)

Gold Seal Designations

- ★ Moves the Gold Seal Program from Department of Children and Families (DCF) to the SBE. (601)
- ★ Expands options for accrediting agencies but requires they must provide onsite monitoring at least every five years with an annual reporting process that requires risk-based on-site monitoring. (474)
- ★ Establishes a minimum Gold Seal differential of 20% per each child served. (599)
- ★ Allows those providers operating for 5 years or longer who are cited with a Class 1 Violation (and no other violations) to appeal to DOE/SBE for a waiver to maintain their Gold Seal designation. (583)
- ★ Sets up independent third party consultants to recommend Counties' School Readiness market rate.

Estimating Conference

- ★ Mandates School Readiness data be included in biennial estimating conference by DOE/SBE. (350)
- ★ The Early Learning Programs Estimating Conference will now set statewide reimbursement rates plus the application of differentials by each county rate, the level of care, and the provider type. (3383)
- ★ Revises use of "average" market rate to "*prevailing*" market rate for the funding formula. (2405)

Coordinated Screening and Assessments

- ★ Requires all children in VPK to participate in coordinated screening and assessment system. (1325)
- ★ Requires assessment tool to include math domains and to detect early signs of dyslexia. (3827)
- ★ Student performance results shared with parents within seven days of completing assessment. (1804)
- ★ Kids with reading deficiencies at end of VPK referred for services in kindergarten public schools. (3959)
- ★ Formalizes Committee for Early Grades Success with responsibility of working with DOE to implement the new Coordinated Screening and Assessment program from PreK to third grade. (3873)

VPK Accountability

- ★ VPK providers must participate in program assessments with thresholds like School Readiness. (1806)
- ★ Modifies VPK readiness rates to a “performance metric” that includes child pre/post-assessments, learning gains, final achievement score and program assessment (no longer uses FLKRS after 20/21)
- ★ Results of program assessment and learning gains are calculated under new methodology towards a designation of Unsatisfactory, Approaching Proficiency, Proficient, Highly Proficient, or Excellent. (1876)
- ★ Development of enhanced provider profiles to display quality indicators for families. (1233)
- ★ Includes exceptions in good cause exemptions for providers serving kids with special needs. (1990)
- ★ Requires approval of improvement plans submitted by low performing providers to include the adoption of an approved curricula AND staff development instead of just one of those options. (2569)

VPK Trainings:

- ★ VPK Providers will receive training on new program assessments as in School Readiness based on teacher child interactions and including emotional and behavioral components. (1806)
- ★ Requires DOE to make available at least 8 hours of training for VPK instructors for competency of teacher-child interactions, and requires 3 courses on emergent literacy for all instructors. (1542)
- ★ Specialized training and professional development will be required for VPK directors and educators to ensure they are equipped with the necessary knowledge, skills and abilities to support child outcomes. Requires VPK Directors train on curriculum and use student level data to deliver instruction. (1231)

Other changes:

- ★ Clarifies DOD military child care programs may participate in SR and VPK programs. (1343,1458)
- ★ Requires study of current methodology for the funding and the impact of quality differentials. (1850)
- ★ Sets up independent third party consultants to recommend School Readiness market rates. (3380)

We are currently tracking the bill’s changes as it goes through different committees this session.

For any questions please contact **Renee Jaffe, CEO:** rjaffe@elcbroward.org

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
	Carol Hylton	Member	effective 2/2021
	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 3/2021
	Monica King	Member	effective 3/2021
	Cara Cerchione	Member	effective 3/2021
	Dawn Liberta	Member	effective 3/2021
	Laurie Salarullo	Member	effective 3/2021



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:

September 2, 2020 at 2:00 PM
 December 15, 2020 at 10:00 AM
 March 17, 2021 at 11:00 AM
 June 7, 2021 at 10:00 AM

Governance Committee:

August 24, 2020 at 2:00 PM
 September 11, 2020 at 3:00 PM
 December 10, 2020 at 11:00 AM
 February 10, 2021 at 1:30 PM
 May 25, 2021 at 11:00 AM

Nominating Committee:

March 23, 2021 at 11:00 AM
 April 6, 2021 at 10:30 AM

Audit Committee:

February 12, 2021 at 1:00 PM
 March 12, 2021 at 2:30 PM

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



FY 21-22 – ELC of Broward County

2021-2022 Board/ Committee Meeting Calendar

July 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

August 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				

September 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		

October 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						

November 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				

December 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	

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

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

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

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

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

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

Executive/Finance Meetings

August 24, 2021 at 1:30p
 October 26, 2021 at 1:30p
 February 1, 2022 at 1:30 p
 March 22, 2022 at 1:30 p
 April 26, 2022 (if needed) at 1:30p
 May 24, 2022 at 1:30p

Full Board Meeting

September 13, 2021 at 12p
 November 8, 2021 at 12p
 February 14, 2022 at 12p
 April 4, 2022 at 12p
 May 9, 2022 (if needed) at 12p
 June 13, 2022 at 12p

Program Review Committee:

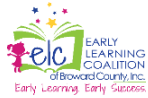
Nominating Committee:

Governance Committee:

Audit Committee:

ELC Offices closed for holidays on:

July 5; Sep 6; Nov 11; Nov 25 and 26; Dec. 24; December 31; Jan3; Jan 17;
 Feb 21; May 30



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 Iudica	9.7.17	N/A	V		ABS	V				1
2	Cara Cerchione	4.4.19	N/A	V		V	V				0
3	Cindy Arenberg Seltzer	#NAME?	N/A	V		V	V				0
4	Dawn Liberta	6.2018	N/A	V		V	V				0
5	William Karp	4.2019	N/A	ABS		V	V				1
6	Ellie Schrot	6.2014	N/A	V		V	V				0
7	Khalil Zeinieh	5.12.17	6.30.21	V		V	ABS				1
8	Monica King	5.12.17	6.30.21	V		V	V				0
9	Laurie Rich Levinson	11.2014	N/A	V		ABS	ABS				2
10	Laurie Sallarulo	4.2014	4.2018	V		V	V				0
11	Mason Jackson	1999	N/A	X							0
12	Michael Asseff	5.7.2013	5.7.2018	V		V	V				0
13	Renee Podolsky	6.2014	N/A	V		ABS	V				1
14	Richard Campillo	5.12.17	6.30.21	V		V	V				0
15	Twan Russell	2.2016	N/A	ABS		V	V				1
16	Dr. Amoy Reid	9.2019	N/A	V		ABS	V				1
17	Beverly Batson	9.2019	N/A	V		V	V				0
18	Zachary Talbot	2.2020	N/A	V		V	ABS				1
19	Carol Hylton	9.2020	N/A	N/A		V	V				0
20	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. 7/2019Subject	Acronym	Definition
Ages and Stages Questionnaire®	ASQ	A developmental and social-emotional screening for children from one month to 5 ½ years. Highly reliable and valid, ASQ looks at strengths and trouble spots, educates parents about developmental milestones, and incorporates parents' expert knowledge about their children.
Association of Early Learning Coalitions	AELC	The Association of Early Learning Coalitions (AELC) is an organization comprised of 31 Early Learning Coalitions throughout the State of Florida. The AELC supports the role of the Early Learning Coalitions to develop and administer a comprehensive school readiness program and voluntary pre-kindergarten program that prepares preschool children to succeed in school and in life. Each Early Learning Coalition's service area is as unique as the population it serves, with some Coalitions serving a single county while others are serving two to seven counties.
Billing Group	BG	<p>An eligibility category that aligns with Chapter 411, Florida Statutes, which describes the different groups or defined categories of children served; a category of direct service costs. The following defines the various billing groups:</p> <p><u>BG1 – At Risk Populations:</u> School readiness services for a child in a family that is: referred for investigation by the Broward Sheriff's Office (BSO); under the supervision of ChildNet (in home, foster care or relative/no relative placement); in the custody of a parent who is homeless, as verified in law; in the custody of a parent who is the victim of domestic violence, residing in a certified DCF shelter or; actively participating in a diversion program as required by law.</p> <p><u>BG3 – Temporary Assistance for Needy Families (TANF), also referred to as Temporary Cash Assistance (TCA)</u> Families who are receiving TCA, and subject to the federal work requirements.</p> <p><u>BG3R – Relative Caregiver</u> Child who is in receipt of the Relative Caregiver (RCG) payment, who is adjudicated by a Florida court and placed in the home of a relative through ChildNet.</p> <p><u>BG5 – Transitional Child Care (TCC)</u> Family that is transitioning from the receipt of TCA (from a workforce program) into employment, as defined by law.</p> <p><u>BG8 – Income Eligible</u> Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability.</p> <p><u>CSC – Children's Services Council Vulnerable Populations Program</u> Eligibility mirrors the Income Eligible (BG8) criteria. Other conditions may be set by CSC, on an as needed (case-by-case) basis.</p>
Categories Exempt from Licensing		Certain religious affiliated and non-public schools may be exempt from licensure but must register with Broward County and receive approval prior to operating. Programs for children grades six and above and summer day camps for elementary school aged children are exempt from licensure.
Center-Based Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children in a nonresidential setting for fewer than 24-hours a day per child.
Child Assessment		<p>An individual assessment performed on each child for the purpose of measuring the child's growth in specific developmental domains. Child care providers who perform this detailed assessment can be reimbursed at a higher rate per child.</p> <p>Teaching Strategies Gold (TSG) is one of three ongoing assessment tools that is approved by OEL for child care providers to receive a Quality Performance Incentive Differential. TSG helps teachers observe children during regular everyday activities, plan for their development and assess their needs. Training is needed to become a reliable observer in the tool.</p>
Child Care Development Fund	CCDF	The federal Child Care and Development Fund (CCDF) is an aggregate of several funding sources that is distributed in block grants by the federal government to the states and territories. The majority of the funds are to be used to provide child care services to families who meet certain income and need criteria. A portion of the funding (at least 4 percent of the block grant amount) is to be used for activities to improve the quality of child care. Another portion (not to exceed 5 percent of the block grant amount) is to be used to pay for costs of administering the CCDF. The purpose of the CCDF is to increase the availability, affordability, and quality of child care services.
Child Care Development Plan		Every two years, states and territories receiving CCDF funds must prepare and submit to the federal government a plan detailing how these funds will be allocated and expended.

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

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

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

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