



Board Membership

2020-2021

1475 W. Cypress Creek Road, Suite 301, Fort Lauderdale, FL 33309



ELC Main number: (954) 377-2188

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Mission Statement

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

Vision Statement

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

Background

Since 2000, the Early Learning Coalition of Broward County has been dedicated to creating the highest quality early education system for children and families. The ELC is responsible for early education resources in Broward County while developing plans to identify and address early learning needs.

The Early Learning Coalition leads a variety of quality initiatives for early child care centers and their teachers in Broward County. ELC Staff provides intensive coaching and training to child care centers and homes across the county to ensure the highest of quality standards are met, ensuring Broward County's children are successful lifetime learners.

The Early Learning Coalition is proud of the support of its valued Community partners: Children's Services Council of Broward County, Broward County Government, United Way of Broward County and Wells Fargo.

Board of Directors

Laurie Sallarulo - Chair
President/Chief Executive Officer, Junior Achievement

Michael Asseff - First Vice Chair
President, Structured Asset Holdings

Renee Podolsky - Second Vice Chair
Community Health Director, FL Dept. of Health (Broward County)

Nicholas Kaniaris - Treasurer
VP Corporate & Institutional Banking, PNC Bank

Twan Russell - Secretary
Senior Director of Community Affairs, Miami Dolphins

Beverly Batson
Director, Ark Christian Preschool

Richard Campillo
Business and Community Advisor

Cara Cerchione
Director/Owner, Michelle's Int'l Learning House

Dr. Angela Iudica, Ph.D.
Director, Head Start/Early Intervention, Broward County Public Schools

Mason Jackson
Chief Executive Officer, CareerSource Broward

William Karp
Child Care Licensing and Enforcement Manager, Broward County

Monica King
Executive Director, Broward Healthy Start Coalition

Dawn Liberta
Community Development Director, Department of Children and Families

Dr. Amoy Reid
Associate Dean, Academic Affairs, Broward College

Laurie Rich Levinson
School Board Member, Broward County Public Schools

Ellie Schrot
Director of Early Steps, Children's Diagnostic & Treatment Center

Cindy Arenberg Seltzer, M.P.A., J.D.
Chief Executive Officer, Children's Services Council of Broward County

Khalil Zeinieh
Grants Research & Compliance Officer, The Jim Moran Foundation



Annual Report

2018-2019

Shaping
the Future of
Broward County

(954) 377-2188

1475 W. Cypress Creek Rd. Fort Lauderdale, FL 33309

www.elcbroward.org

Stay Connected



What We Do

The Early Learning Coalition of Broward County is dedicated to ensuring high-quality early education for children in Broward County. We are a nonprofit 501c3 funded primarily by the federal child care and development fund block grant as well as through State and local funding. Florida's Office of Early Learning administers the funding to local early learning coalitions.



Mission... Lead and support the early learning community to deliver high-quality early learning experiences to young children and their families.

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

Our Program and Services

2018-2019 Highlights

School Readiness... The School Readiness Program provides financial assistance to low-income families for early care and education services. The program helps children get the support they need to be prepared for Kindergarten and successful in school while also providing support for parents so they can work or attend school.

Over **20,000** children enrolled in School Readiness

Voluntary Pre-kindergarten (VPK)... VPK is a free prekindergarten program for 4 and 5-year-olds who reside in Florida. The state funded program is designed to prepare every child for kindergarten and build the foundation for their educational success.

Over **17,000** children enrolled in VPK

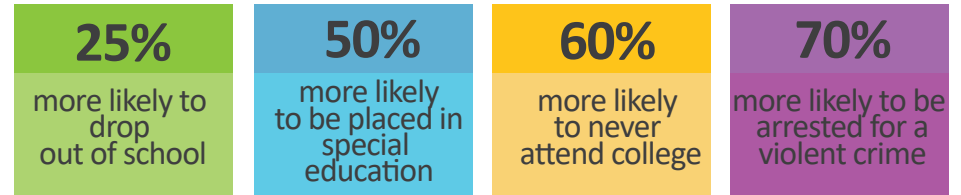
Education and Quality... We are dedicated to the implementation of an integrated, high-quality, early care and education service delivery system for children. We support over 800 early childhood education providers with a wide variety of trainings throughout the county as well as provide technical assistance, coaching and mentoring at local preschools. Our Inclusion Specialists provide assistance and consultation to child care centers and family child care homes regarding health, development, disability and special needs issues.

182 Provider Trainings offered to educators

Call Center & Child Care Resource and Referral CCR&R... Our call center handled over 56K calls in 2018-2019. Our CCR&R services provides families with valuable resources and tools to help make informed decisions when selecting early learning and school-age programs for their children.

Impacts of Early Learning

Early childhood development directly influences economic, health and social outcomes for individuals and society. At-risk children who don't receive high-quality early childhood education are:



Every **\$1** invested in early childhood education can save **\$7** in the long-term through reduced costs associated with remedial education, criminal justice and social services payments.

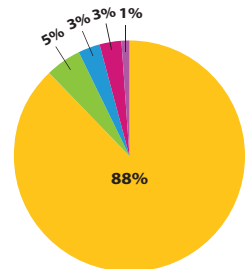


Financial Overview

2018-2019 Total Expenditures

● Subsidized Child Care Reimbursements	\$92,670,099
● Program Support for Subsidized Child Care	\$4,868,934
● Quality & Education Activities	\$3,259,108
● Administration	\$2,665,564
● Stipends or Financial Incentives to Providers	\$516,752

Total: \$103,980,457



Thank you to our Partners



2021 Legislative Priorities

It is time for Florida to commit to building a high quality early learning system to provide our youngest learners with a strong foundation for life-long learning success. Strengthening the early learning system will allow more children to have high quality learning experiences and better prepare them for success in Kindergarten and beyond! This can only be achieved by adequately funding a system based on the following priorities:



MEET THE NEEDS OF EACH CHILD INDIVIDUALLY

- Utilize a coordinated screening & assessment system that is developmentally appropriate, measures learning gains and includes social and emotional development & identifies early delays in development
- Collect longitudinal data to better understand the needs of each child and which interventions and supports should be used to promote learning gains and emotional development

IMPLEMENT AN EFFECTIVE ACCOUNTABILITY & SUPPORT SYSTEM FOR VPK PROVIDERS

- Incrementally raise the VPK Base Student Allocation (BSA) as quality increases or introduce differentials to incentivize quality
- Increase professional development opportunities and incentivize educators to attend training classes
- Ensure learning gains and executive functioning are included in provider performance rates
- Establish minimum program quality threshold in alignment with the School Readiness (SR) program

GIVE PARENTS MORE ACCESS TO DATA/INFORMATION

- Provide parents access to view program quality indicators/measures and information
- Increase funding for child care to allow parents better access to more quality programs
- Link parents to longitudinal data on their child's development



STRATEGIES TO ADDRESS COVID-19 RELATED CRISES IN EARLY LEARNING

Continue Provider Reimbursement Based on Enrollments

★ **PROBLEM:** Due to COVID-19 child care attendance is low and many programs are limiting the number of children per classroom to prevent the spread of the virus. These factors drastically reduce their reimbursements.

★ **SOLUTION:** Reimburse providers based on enrollment to mitigate the lost revenue.

Child Care Provider Grants

★ **PROBLEM:** More than 2/3 of ELC's contracted child care centers report struggling with their operating budgets due to higher variable costs related to COVID and no reduction in fixed costs like rent and utilities.

★ **SOLUTION:** Provide maintenance grants to keep the doors of Florida's child care small businesses open.

Health and Safety Supplies

★ **PROBLEM:** To keep children and teachers safe, centers are utilizing costly supplies such as masks, gloves, cleaning supplies and other items per CDC guideline.

★ **SOLUTION:** Provide dedicated funding to purchase critical supplies such as PPE, thermometers, etc.

Tailored Community Supports

★ **PROBLEM:** Due to the varying impact of COVID-19 across the State, different regions need different supports.

★ **SOLUTION:** Provide local discretion and flexibility with funding so local coalitions can adjust financial supports to best meet the needs of their provider community instead of a one-size-fits-all approach.

Mental Health Supports

★ **PROBLEM:** Since the start of the pandemic many children in care have been exposed to trauma and/or stress impacting the child's ability to learn and thrive.

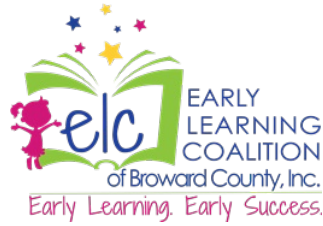
★ **SOLUTION:** Provide additional funding for mental health supports such as Trauma-Informed Care.

Recruitment and Retention Strategies

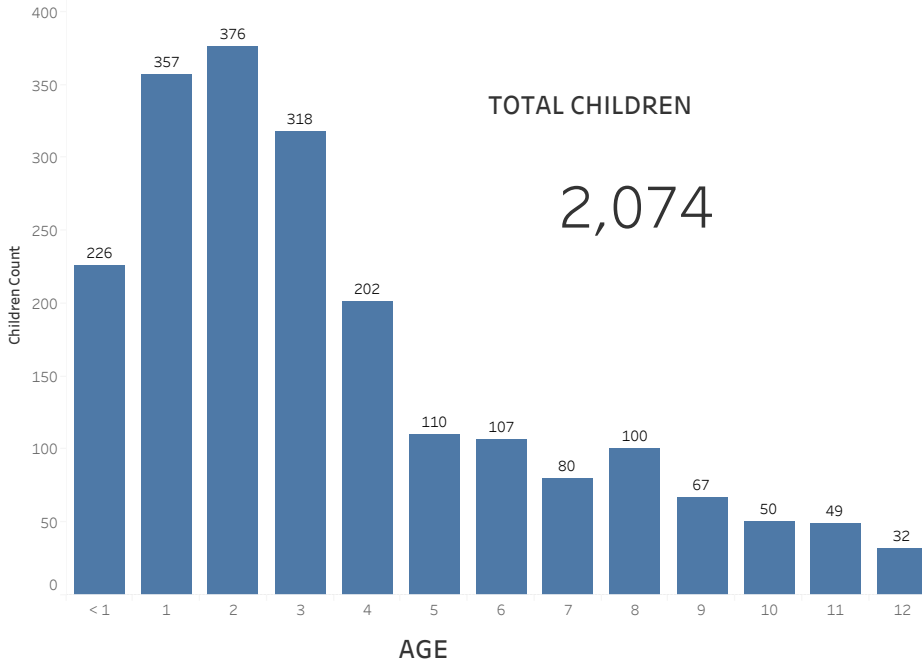
★ **PROBLEM:** Due to the pandemic child care programs are experiencing higher than normal staff turnover and difficulty replacing and/or finding staff.

★ **SOLUTION:** Allocate funds for strategies such as signing and/or retention bonuses, training fee waivers, etc. to attract potential employees to offset the high turnover burdening ECE programs.



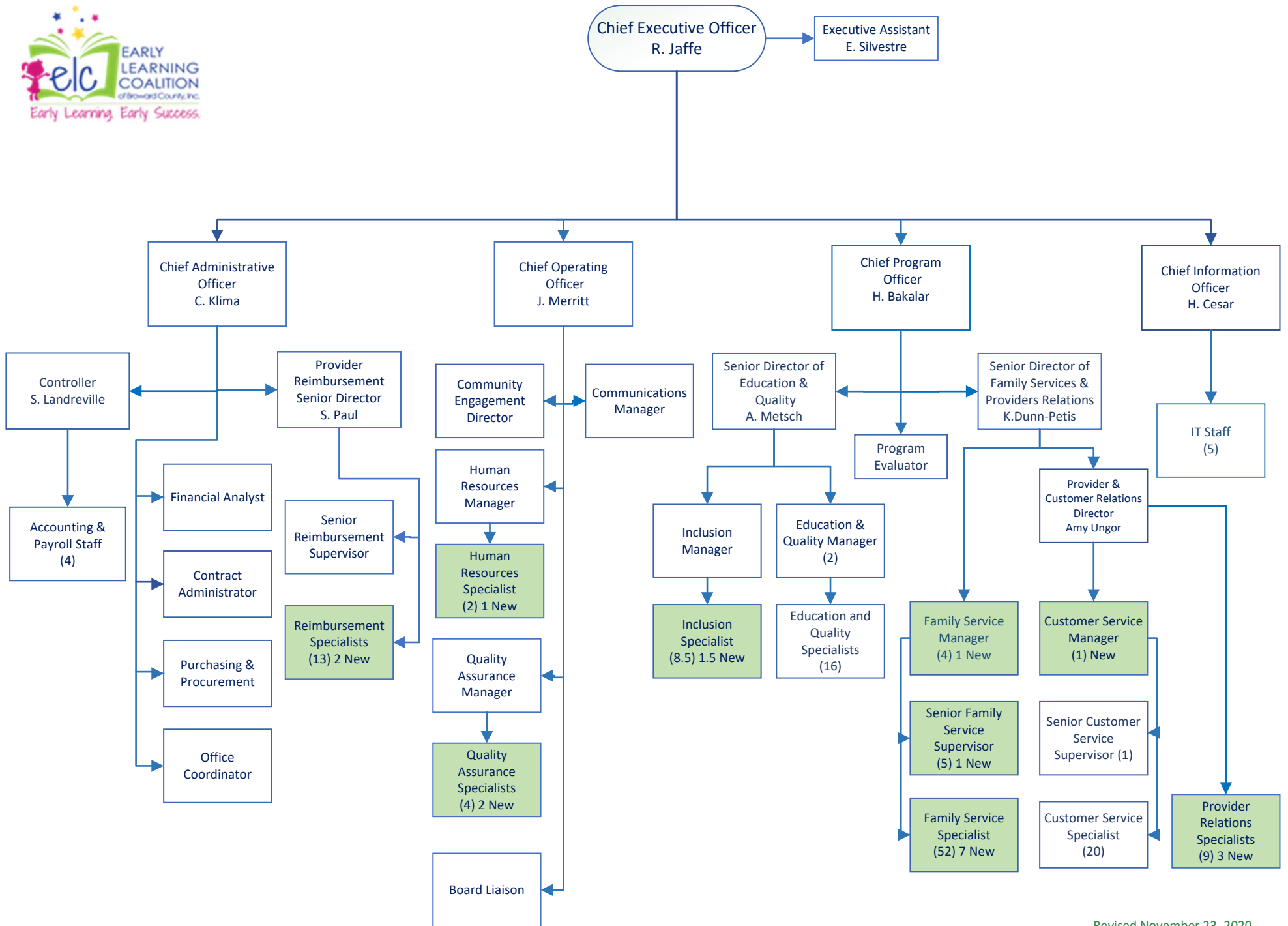


Waitlist Children by Age as of 5/2/2021



Prior Month	Children Count	+/-	%
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%
May 2021	2,074	-271	-13%





ELC Staff Directory for Board Members

ELC STAFF	TITLE	Number	Cell
Renee Jaffe	CEO	954-377-2194	954-870-0813
Elsy Silvestre	Executive Administrative Assistant	754-300-2531	954-498-0082
	ADMINISTRATIVE/BUSINESS		
Christine Klima	Chief Administrative Officer	954-377-2190	954-295-2821
	EDUCATION & QUALITY		
Howard Bakalar	Chief Program Officer	954-377-2198	954-821-1697
	IT		
Hubert Cesar	Chief Information Officer	954-377-2193	954-295-3776
	OPERATIONAL		
Judith Merritt	Chief Operations Officer	754-300-2830	954-257-7621

I. COALITION OPERATIONS

A. Membership

Please complete the **Coalition Membership Form**.

Early Learning Coalition of Broward County Approved as of [date added when approved by OEL]								
Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
1	Chair, appointed by the Governor Gubernatorial Appointee	Yes	Laurie Sallarulo 1130 Coconut Creek Blvd. Coconut Creek, FL 33066 (954) 326-8586 laurie@jasouthflorida.org	President, CEO Junior Achievement	N/A	2009* *joined board in 2009-2013 (Term1) Governor appointed chair in 2014-2018 (Term 2)	4 years 2018	Awaiting Governor Re- appoint ment
2	Private sector appointed by the Governor Gubernatorial Appointee	Yes	Michael Asseff 3625 W. Broward Blvd. Second Floor Fort Lauderdale, FL 33312 (w) 954-455-6060 ext 1901 (c) 954-830-1244 Michael@sa-holdings.com	CEO, Structured Asset Holdings	N/A	May 2013 2013 - 2017 (Term 1) 2017 – 2021 (Term 2)	May 2021	Awaiting Governor Re- appoint ment

Early Learning Coalition of Broward County
Approved as of [date added when approved by OEL]

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								Term 2 : 2017- 2021
3	Private sector appointed by the Governor Gubernatorial Appointee	Yes	Vacant		N/A	Application submitted. Pending Governor approval		
4	Department of Children & Family Services Circuit Administrator or designee Ex-Officio	Yes	Dawn Liberta 1400 West Commercial Blvd., Rm 260B Fort Lauderdale, FL 33309 (954) 267-2094 dawn.liberta@myflfamilies.com	Community Development Administrator, Fl. Dept. of Children and Families	N/A	June 2018	4 Years 2018-2022 (Term 1) As long as designated	1
5	District superintendent of schools or designee Ex-Officio	Yes	Laurie Rich- Levinson 600 SE 3 rd Avenue Fort Lauderdale, FL 33301 (754) 321-2006 Laurie.richlevinson@browardschools.com	School Board of Broward County Superintendent Designee	N/A	November 2014 2014-2018 (Term 1)	4 Years 2018-2022 (Term 2) As long as designated	2
6	Regional workforce board executive director or designee Ex-Officio	Yes	Carol Hylton, CEO 2890 W. Cypress Creek Road Fort Lauderdale, Fl 33309 954-202-3835 chylton@careersourcebroward.com	Career Source CEO	N/A	October 2020 2020-2024 (Term 1)	4 Years 2020-2024 (Term 1) As long as designated	1

Early Learning Coalition of Broward County
Approved as of [date added when approved by OEL]

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7	County health department director or designee Ex-Officio	Yes	Renee Podolsky 780 SW 24 th Street Ft. Lauderdale, FL 33315 (954) 467-4700 Ext 4005 Renee.Podolsky@Flhealth.gov	Director of Community Health, Broward County Health Department Designee	N/A	June 23, 2014 2014-2018 (Term 1) 2018-2022 (Term 2)	4 Years 2018-2022 (Term 2) As long as designated	2
8	President of a Florida College System institution or his or her permanent designee Ex-Officio	Yes	Dr. Amoy Reid 3501 Davie Road Davie, FL 33314 (954) 201-6559 areid@broward.edu	Associate Dean, Academic Affairs	N/A	July, 2019 2019-2023 (Term 1)	4 Years 2019-2023 (Term 1) As long as designated	1
9	Member appointed by Board of County Commissioners or the governing board of a municipality Ex-Officio	Yes	Twan Russell Miami Dolphins 347 Don Shula Drive Miami Gardens, FL 33056 P: 305.943.6790 TRussell@dolphins.com	Sr. Director of Community Affairs Miami Dolphins	N/A	February 2016 2016-2020 (Term 1) 2020-2024 (Term 2)	4 Years 2020 – 2024 (Term 2) As long as designated	2

Early Learning Coalition of Broward County
Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
10	Head Start Director Ex-Officio	Yes	Dr. Angela Iudica, Ph.D. 600 SE 3 rd Ave. Fort Lauderdale, FL 33301 (754) 321-1972 aiudica@browardschools.com	Director, Head Start/Early Intervention	N/A	September 2017 2017-2021 (Term 1)	4 Years 2017-2021 (Term 1) As long as designated	1
11	Representative of private for-profit child care providers Ex-Officio	Yes	Cara Cerchione 1800 Cathedral Drive Margate, FL 33063 (954) 972-0437 Caraashley79@gmail.com	Director & Owner, Michelle's International Learning House	N/A	April 2019 2019-2023 (Term 1)	4 Years 2019-2023 (Term 1) As long as designated	1
12	Representative of faith based child care providers Ex-Officio	Yes	Beverley Batson 420 NE 33 rd Street Oakland Park, FL 33334 (954) 410-0097 bbatson@arccint.org	Director, Ark Christian Preschool	N/A	September 2019 2019-2023 (Term 1)	4 Years 2019-2023 (Term 1) As long as designated	1
13	Representative of program under federal Individuals with Disabilities Education Act Ex-Officio	Yes	Ellie Schrot 1401 S Federal Highway Fort Lauderdale, FL 33316 (954) 728-1090 eschrot@browardhealth.org	Director, Broward Early Steps	N/A	June 2014 2015-2018 (Term 1) 2018-2022 (Term 2)	4 Years 2018-2022 (Term 2) As long as designated	2

Early Learning Coalition of Broward County
Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
14	Children services council or juvenile welfare board chair or executive director Ex-Officio	Yes, if applicable	Cindy J. Arenberg-Seltzer, CEO 6600 West Commercial Blvd. Lauderhill, FL 33319 (954) 377-1000 Fax (954) 377-1683 carenberg@cscbroward.org	Children's Services Council CEO	N/A	Since inception	As long as designated	N/A
15	Child care licensing agency head Ex-Officio	Yes, if applicable	William Karp 1 N. University Drive, Suite 203 Plantation, FL 33324 (954) 357-4800 Wskarp@broward.org	Child Care Licensing Administrative Officer, Broward County Childcare Licensing	N/A	April 2019 2019-2023 (Term 1)	4 Years 2019-2023 (Term 1) As long as designated	1
16	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Monica King 4620 N State Road 7 Suite 102/ Bldg H Lauderdale Lakes, FL 33319 (954) 563-5294 mking@browardhsc.org	Chief Executive Officer, Broward Healthy Start Coalition	N/A	April 2017 2017-2021 (Term 1)	4 Years 2017-2021 (Term 1)	1
17	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Khalil Zeinieh 100 Jim Moran Blvd. Deerfield Beach, FL 33442 (954) 993-8872 khalil.zeinieh@jim Moran foundation.org	Grant Research and Compliance Officer JM Family/The Jim Moran Foundation	N/A	April 2017 2017-2021 (Term 1)	4 Years 2017-2021 (Term 1)	1
18	Private Sector Business	Yes, if needed to meet private sector	Richard Campillo 2208 Sunrise Key Blvd.	Executive	N/A	April 2017	4 Years 2017-2021	1

Early Learning Coalition of Broward County
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		percentage or multi-county representation	Fort Lauderdale, FL 33304 954-371-9174 Rcny99@gmail.com			2017-2021 (Term 1)	(Term 1)	
19	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Zachary Talbot 110 SE 6 th St., Suite 1420 Ft. Lauderdale, FL 33301 954-376-0235 ztalbot@cresa.com	Principal, Cresa	N/A	February 2020 2020-2024 (Term 1)	4 Years 2020-2024 (Term 1)	1
20	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Kristina West 7121 Fairway Drive, Suite 300 Palm Beach Gardens, FL 33418 561-308-0308 Kristina.west@pnc.com	Client and Community Relations Assistant Director, PNC Bank	N/A	April 2021 2021-2025 (Term 1)	4 Years 2021-2025	1
21	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Kirk J. Englehardt 910 East Las Olas Blvd Fort Lauderdale, FL 33301 786-562-4282 kenglehardt@cfbroward.org	Vice President, Marketing and Communications , Community Foundation of Broward	N/A	April 2021 2021-2025 (Term 1)	4 Years 2021-2025	1

**Early Coalition of [Insert coalition name] Membership Management
Approved as of [date added when approved by OEL]**

- I. TOTAL MEMBERSHIP: 20**
- II. TOTAL PRIVATE SECTOR MEMBERSHIP:6, PRIVATE SECTOR PERCENTAGE: 40%**
- III. TOTAL NON-VOTING EX OFFICIO MEMBERSHIP: 0**
- IV. NUMBER OF VACANCIES IN REQUIRED POSITIONS: 1**

OPERATIONAL\BOARD\Board Membership\Coalition Operations Membership
Rev.4/30/2021

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
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March 2022						
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April 2022						
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May 2022						
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June 2022						
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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

FLORIDA COMMISSION ON ETHICS



GUIDE
to the
SUNSHINE AMENDMENT
and
CODE of ETHICS
for Public Officers and Employees

2019

State of Florida
COMMISSION ON ETHICS

Guy W. Norris, Chair
Lake City

Kimberly Bonder Rezanka, Vice Chair
Cocoa

Jason David Berger
Palm City

Daniel Brady, PH.D.
Miami Shores

Antonio Carvajal
Tallahassee

Joanne Leznoff
Tallahassee

F. Shields McManus
Stuart

William "Willie" N. Meggs
Tallahassee

Garrett S. Richter
Naples

Virlindia Doss
Executive Director
P.O. Drawer 15709
Tallahassee, FL 32317-5709
www.ethics.state.fl.us
(850) 488-7864*

*Please direct all requests for information to this number.

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I. HISTORY OF FLORIDA'S ETHICS LAWS

Florida has been a leader among the states in establishing ethics standards for public officials and recognizing the right of citizens to protect the public trust against abuse. Our state Constitution was revised in 1968 to require a code of ethics, prescribed by law, for all state employees and non-judicial officers prohibiting conflict between public duty and private interests.

Florida's first successful constitutional initiative resulted in the adoption of the Sunshine Amendment in 1976, providing additional constitutional guarantees concerning ethics in government. In the area of enforcement, the Sunshine Amendment requires that there be an independent commission (the Commission on Ethics) to investigate complaints concerning breaches of public trust by public officers and employees other than judges.

The Code of Ethics for Public Officers and Employees is found in Chapter 112 (Part III) of the Florida Statutes. Foremost among the goals of the Code is to promote the public interest and maintain the respect of the people for their government. The Code is also intended to ensure that public officials conduct themselves independently and impartially, not using their offices for private gain other than compensation provided by law. While seeking to protect the integrity of government, the Code also seeks to avoid the creation of unnecessary barriers to public service.

Criminal penalties, which initially applied to violations of the Code, were eliminated in 1974 in favor of administrative enforcement. The Legislature created the Commission on Ethics that year "to serve as guardian of the standards of conduct" for public officials, state and local. Five of the Commission's nine members are appointed by the Governor, and two each are appointed by the President of the Senate and Speaker of the House of Representatives. No more than five Commission members may be members of the same political party, and none may be lobbyists, or hold any public employment during their two-year terms of office. A chair is selected from among the members to serve a one-year term and may not succeed himself or herself.

In 2018, Florida's Constitutional Revision Commission proposed, and the voters adopted, changes to Article II, Section 8. The earliest of the changes will take effect December 31, 2020, and will prohibit officials from abusing their position to obtain a disproportionate benefit for themselves or their spouse, child, or employer, or for a business with which the official contracts or is an officer, partner, director, sole proprietor, or in which the official owns an interest. Other changes made to the Constitution place restrictions on lobbying by certain officeholders and employees, and put additional limits on lobbying by former public officers and employees. These changes will become effective December 31, 2022.

II. ROLE OF THE COMMISSION ON ETHICS

In addition to its constitutional duties regarding the investigation of complaints, the Commission:

- Renders advisory opinions to public officials;
- Prescribes forms for public disclosure;
- Prepares mailing lists of public officials subject to financial disclosure for use by Supervisors of Elections and the Commission in distributing forms and notifying delinquent filers;
- Makes recommendations to disciplinary officials when appropriate for violations of ethics and disclosure laws, since it does not impose penalties;
- Administers the Executive Branch Lobbyist Registration and Reporting Law;
- Maintains financial disclosure filings of constitutional officers and state officers and employees; and,
- Administers automatic fines for public officers and employees who fail to timely file required annual financial disclosure.

III. THE ETHICS LAWS

The ethics laws generally consist of two types of provisions, those prohibiting certain actions or conduct and those requiring that certain disclosures be made to the public. The following descriptions of these laws have been simplified in an effort to provide notice of their requirements. Therefore, we suggest that you also review the wording of the actual law. Citations to the appropriate laws are in brackets.

The laws summarized below apply generally to all public officers and employees, state and local, including members of advisory bodies. The principal exception to this broad coverage is the exclusion of judges, as they fall within the jurisdiction of the Judicial Qualifications Commission.

Public Service Commission (PSC) members and employees, as well as members of the PSC Nominating Council, are subject to additional ethics standards that are enforced by the Commission on Ethics under Chapter 350, Florida Statutes. Further, members of the governing boards of charter schools are subject to some of the provisions of the Code of Ethics [Sec. 1002.33(26), Fla. Stat.], as are the officers, directors, chief executive officers and some employees of business entities that serve as the chief administrative or executive officer or employee of a political subdivision. [Sec. 112.3136, Fla. Stat.].

A. PROHIBITED ACTIONS OR CONDUCT

1. *Solicitation and Acceptance of Gifts*

Public officers, employees, local government attorneys, and candidates are prohibited from soliciting or accepting anything of value, such as a gift, loan, reward, promise of future employment, favor, or service that is based on an understanding that their vote, official action, or judgment would be influenced by such gift. [Sec. 112.313(2), Fla. Stat.]

Persons required to file financial disclosure FORM 1 or FORM 6 (see Part III F of this brochure), and state procurement employees, are prohibited from **soliciting** any gift from a political committee, lobbyist who has lobbied the official or his or her agency within the past 12 months, or the partner, firm, employer, or principal of such a lobbyist or from a vendor doing business with the official's agency. [Sec. 112.3148, Fla. Stat.]

Persons required to file FORM 1 or FORM 6, and state procurement employees are prohibited from directly or indirectly **accepting** a gift worth more than \$100 from such a lobbyist, from a partner, firm, employer, or principal of the lobbyist, or from a political committee or vendor doing business with their agency. [Sec.112.3148, Fla. Stat.]

However, notwithstanding Sec. 112.3148, Fla. Stat., no Executive Branch lobbyist or principal shall make, directly or indirectly, and no Executive Branch agency official who files FORM 1 or FORM 6 shall knowingly accept, directly or indirectly, **any expenditure** made for the purpose of lobbying. [Sec. 112.3215, Fla. Stat.] Typically, this would include gifts valued at less than \$100 that formerly were permitted under Section 112.3148, Fla. Stat. Similar rules apply to members and employees of the Legislature. However, these laws are not administered by the Commission on Ethics. [Sec. 11.045, Fla. Stat.]

Also, persons required to file Form 1 or Form 6, and state procurement employees and members of their immediate families, are prohibited from accepting any gift from a political committee. [Sec. 112.31485, Fla. Stat.]

2. *Unauthorized Compensation*

Public officers or employees, local government attorneys, and their spouses and minor children are prohibited from accepting any compensation, payment, or thing of value when they know, or with the exercise of reasonable care should know, that it is given to influence a vote or other official action. [Sec. 112.313(4), Fla. Stat.]

3. Misuse of Public Position

Public officers and employees, and local government attorneys are prohibited from corruptly using or attempting to use their official positions or the resources thereof to obtain a special privilege or benefit for themselves or others. [Sec. 112.313(6), Fla. Stat.]

4. Disclosure or Use of Certain Information

Public officers and employees and local government attorneys are prohibited from disclosing or using information not available to the public and obtained by reason of their public position, for the personal benefit of themselves or others. [Sec. 112.313(8), Fla. Stat.]

5. Solicitation or Acceptance of Honoraria

Persons required to file financial disclosure FORM 1 or FORM 6 (see Part III F of this brochure), and state procurement employees, are prohibited from **soliciting** honoraria related to their public offices or duties. [Sec. 112.3149, Fla. Stat.]

Persons required to file FORM 1 or FORM 6, and state procurement employees, are prohibited from knowingly **accepting** an honorarium from a political committee, lobbyist who has lobbied the person's agency within the past 12 months, or the partner, firm, employer, or principal of such a lobbyist, or from a vendor doing business with the official's agency. However, they may accept the payment of expenses related to an honorarium event from such individuals or entities, provided that the expenses are disclosed. See Part III F of this brochure. [Sec. 112.3149, Fla. Stat.]

Lobbyists and their partners, firms, employers, and principals, as well as political committees and vendors, are prohibited from **giving** an honorarium to persons required to file FORM 1 or FORM 6 and to state procurement employees. Violations of this law may result in fines of up to \$5,000 and prohibitions against lobbying for up to two years. [Sec. 112.3149, Fla. Stat.]

However, notwithstanding Sec. 112.3149, Fla. Stat., no Executive Branch or legislative lobbyist or principal shall make, directly or indirectly, and no Executive Branch agency official who files FORM 1 or FORM 6 shall knowingly accept, directly or indirectly, **any expenditure** made for the purpose of lobbying. [Sec. 112.3215, Fla. Stat.] This may include honorarium event related expenses that formerly were permitted under Sec. 112.3149, Fla. Stat. Similar rules apply to members and employees of the Legislature. However, these laws are not administered by the Commission on Ethics. [Sec. 11.045, Fla. Stat.]

B. PROHIBITED EMPLOYMENT AND BUSINESS RELATIONSHIPS

1. Doing Business With One's Agency

(a) A public employee acting as a purchasing agent, or public officer acting in an official capacity, is prohibited from purchasing, renting, or leasing any realty, goods, or services for his or her agency from a business entity in which the officer or employee or his or her spouse or child owns more than a 5% interest. [Sec. 112.313(3), Fla. Stat.]

(b) A public officer or employee, acting in a private capacity, also is prohibited from renting, leasing, or selling any realty, goods, or services to his or her own agency if the officer or employee is a state officer or employee, or, if he or she is an officer or employee of a political subdivision, to that subdivision or any of its agencies. [Sec. 112.313(3), Fla. Stat.]

2. Conflicting Employment or Contractual Relationship

(a) A public officer or employee is prohibited from holding any employment or contract with any business entity or agency regulated by or doing business with his or her public agency. [Sec. 112.313(7), Fla. Stat.]

(b) A public officer or employee also is prohibited from holding any employment or having a contractual relationship which will pose a frequently recurring conflict between the official's private interests and public duties or which will impede the full and faithful discharge of the official's public duties. [Sec. 112.313(7), Fla. Stat.]

(c) Limited exceptions to this prohibition have been created in the law for legislative bodies, certain special tax districts, drainage districts, and persons whose professions or occupations qualify them to hold their public positions. [Sec. 112.313(7)(a) and (b), Fla. Stat.]

3. Exemptions—Pursuant to Sec. 112.313(12), Fla. Stat., the prohibitions against doing business with one's agency and having conflicting employment may not apply:

(a) When the business is rotated among all qualified suppliers in a city or county.

(b) When the business is awarded by sealed, competitive bidding and neither the official nor his or her spouse or child have attempted to persuade agency personnel to enter the contract. NOTE: Disclosure of the interest of the official, spouse, or child and the nature of the business must be filed prior to or at the time of submission of the bid on Commission FORM 3A with the Commission on Ethics or Supervisor of Elections, depending on whether the official serves at the state or local level.

(c) When the purchase or sale is for legal advertising, utilities service, or for passage on a common carrier.

(d) When an emergency purchase must be made to protect the public health, safety, or welfare.

(e) When the business entity is the only source of supply within the political subdivision and there is full disclosure of the official's interest to the governing body on Commission FORM 4A.

(f) When the aggregate of any such transactions does not exceed \$500 in a calendar year.

(g) When the business transacted is the deposit of agency funds in a bank of which a county, city, or district official is an officer, director, or stockholder, so long as agency records show that the governing body has determined that the member did not favor his or her bank over other qualified banks.

(h) When the prohibitions are waived in the case of ADVISORY BOARD MEMBERS by the appointing person or by a two-thirds vote of the appointing body (after disclosure on Commission FORM 4A).

(i) When the public officer or employee purchases in a private capacity goods or services, at a price and upon terms available to similarly situated members of the general public, from a business entity which is doing business with his or her agency.

(j) When the public officer or employee in a private capacity purchases goods or services from a business entity which is subject to the regulation of his or her agency where the price and terms of the transaction are available to similarly situated members of the general public and the officer or employee makes full disclosure of the relationship to the agency head or governing body prior to the transaction.

4. Additional Exemptions

No elected public officer is in violation of the conflicting employment prohibition when employed by a tax exempt organization contracting with his or her agency so long as the officer is not directly or indirectly compensated as a result of the contract, does not participate in any way in the decision to enter into the contract, abstains from voting on any matter involving the employer, and makes certain disclosures. [Sec. 112.313(15), Fla. Stat.] A qualified blind trust established pursuant to Sec. 112.31425, Fla. Stat., may afford an official protection from conflicts of interest arising from assets placed in the trust.

5. Legislators Lobbying State Agencies

A member of the Legislature is prohibited from representing another person or entity for compensation during his or her term of office before any state agency other than judicial tribunals. [Art. II, Sec. 8(e), Fla. Const., and Sec. 112.313(9), Fla. Stat.]

6. Employees Holding Office

A public employee is prohibited from being a member of the governing body which serves as his or her employer. [Sec. 112.313(10), Fla. Stat.]

7. Professional and Occupational Licensing Board Members

An officer, director, or administrator of a state, county, or regional professional or occupational organization or association, while holding such position, may not serve as a member of a state examining or licensing board for the profession or occupation. [Sec. 112.313(11), Fla. Stat.]

8. Contractual Services: Prohibited Employment

A state employee of the executive or judicial branch who participates in the decision-making process involving a purchase request, who influences the content of any specification or procurement standard, or who renders advice, investigation, or auditing, regarding his or her agency's contract for services, is prohibited from being employed with a person holding such a contract with his or her agency. [Sec. 112.3185(2), Fla. Stat.]

9. Local Government Attorneys

Local government attorneys, such as the city attorney or county attorney, and their law firms are prohibited from representing private individuals and entities before the unit of local government which they serve. A local government attorney cannot recommend or otherwise refer to his or her firm legal work involving the local government unit unless the attorney's contract authorizes or mandates the use of that firm. [Sec. 112.313(16), Fla. Stat.]

10. Dual Public Employment

Candidates and elected officers are prohibited from accepting public employment if they know or should know it is being offered for the purpose of influence. Further, public employment may not be accepted unless the position was already in existence or was created without the anticipation of the official's interest, was publicly advertised, and the officer had to meet the same qualifications and go through the same hiring process as other applicants. For elected public officers already holding public

employment, no promotion given for the purpose of influence may be accepted, nor may promotions that are inconsistent with those given other similarly situated employees. [Sec. 112.3125, Fla. Stat.]

C. RESTRICTIONS ON APPOINTING, EMPLOYING, AND CONTRACTING WITH RELATIVES

1. Anti-Nepotism Law

A public official is prohibited from seeking for a relative any appointment, employment, promotion, or advancement in the agency in which he or she is serving or over which the official exercises jurisdiction or control. No person may be appointed, employed, promoted, or advanced in or to a position in an agency if such action has been advocated by a related public official who is serving in or exercising jurisdiction or control over the agency; this includes relatives of members of collegial government bodies. NOTE: This prohibition does not apply to school districts (except as provided in Sec. 1012.23, Fla. Stat.), community colleges and state universities, or to appointments of boards, other than those with land-planning or zoning responsibilities, in municipalities of fewer than 35,000 residents. Also, the approval of budgets does not constitute “jurisdiction or control” for the purposes of this prohibition. This provision does not apply to volunteer emergency medical, firefighting, or police service providers. [Sec. 112.3135, Fla. Stat.]

2. Additional Restrictions

A state employee of the executive or judicial branch or the PSC is prohibited from directly or indirectly procuring contractual services for his or her agency from a business entity of which a relative is an officer, partner, director, or proprietor, or in which the employee, or his or her spouse, or children own more than a 5% interest. [Sec. 112.3185(6), Fla. Stat.]

D. POST OFFICE HOLDING AND EMPLOYMENT (REVOLVING DOOR) RESTRICTIONS

1. Lobbying by Former Legislators, Statewide Elected Officers, and Appointed State Officers

A member of the Legislature or a statewide elected or appointed state official is prohibited for two years following vacation of office from representing another person or entity for compensation before the government body or agency of which the individual was an officer or member. Former members of the Legislature are also prohibited for two years from lobbying the executive branch. [Art. II, Sec. 8(e), Fla. Const. and Sec. 112.313(9), Fla. Stat.]

2. Lobbying by Former State Employees

Certain employees of the executive and legislative branches of state government are prohibited from personally representing another person or entity for compensation before the agency with which

they were employed for a period of two years after leaving their positions, unless employed by another agency of state government. [Sec. 112.313(9), Fla. Stat.] These employees include the following:

(a) Executive and legislative branch employees serving in the Senior Management Service and Selected Exempt Service, as well as any person employed by the Department of the Lottery having authority over policy or procurement.

(b) Persons serving in the following position classifications: the Auditor General; the director of the Office of Program Policy Analysis and Government Accountability (OPPAGA); the Sergeant at Arms and Secretary of the Senate; the Sergeant at Arms and Clerk of the House of Representatives; the executive director and deputy executive director of the Commission on Ethics; an executive director, staff director, or deputy staff director of each joint committee, standing committee, or select committee of the Legislature; an executive director, staff director, executive assistant, legislative analyst, or attorney serving in the Office of the President of the Senate, the Office of the Speaker of the House of Representatives, the Senate Majority Party Office, the Senate Minority Party Office, the House Majority Party Office, or the House Minority Party Office; the Chancellor and Vice-Chancellors of the State University System; the general counsel to the Board of Regents; the president, vice presidents, and deans of each state university; any person hired on a contractual basis and having the power normally conferred upon such persons, by whatever title; and any person having the power normally conferred upon the above positions.

This prohibition does not apply to a person who was employed by the Legislature or other agency prior to July 1, 1989; who was a defined employee of the State University System or the Public Service Commission who held such employment on December 31, 1994; or who reached normal retirement age and retired by July 1, 1991. It does apply to OPS employees.

PENALTIES: Persons found in violation of this section are subject to the penalties contained in the Code (see PENALTIES, Part V) as well as a civil penalty in an amount equal to the compensation which the person received for the prohibited conduct. [Sec. 112.313(9)(a)5, Fla. Stat.]

3. Additional Restrictions on Former State Employees

A former executive or judicial branch employee or PSC employee is prohibited from having employment or a contractual relationship, at any time after retirement or termination of employment, with any business entity (other than a public agency) in connection with a contract in which the employee participated personally and substantially by recommendation or decision while a public employee. [Sec. 112.3185(3), Fla. Stat.]

A former executive or judicial branch employee or PSC employee who has retired or terminated employment is prohibited from having any employment or contractual relationship for two years with

any business entity (other than a public agency) in connection with a contract for services which was within his or her responsibility while serving as a state employee. [Sec.112.3185(4), Fla. Stat.]

Unless waived by the agency head, a former executive or judicial branch employee or PSC employee may not be paid more for contractual services provided by him or her to the former agency during the first year after leaving the agency than his or her annual salary before leaving. [Sec. 112.3185(5), Fla. Stat.]

These prohibitions do not apply to PSC employees who were so employed on or before Dec. 31, 1994.

4. Lobbying by Former Local Government Officers and Employees

A person elected to county, municipal, school district, or special district office is prohibited from representing another person or entity for compensation before the government body or agency of which he or she was an officer for two years after leaving office. Appointed officers and employees of counties, municipalities, school districts, and special districts may be subject to a similar restriction by local ordinance or resolution. [Sec. 112.313(13) and (14), Fla. Stat.]

E. VOTING CONFLICTS OF INTEREST

State public officers are prohibited from voting in an official capacity on any measure which they know would inure to their own special private gain or loss. A state public officer who abstains, or who votes on a measure which the officer knows would inure to the special private gain or loss of any principal by whom he or she is retained, of the parent organization or subsidiary or sibling of a corporate principal by which he or she is retained, of a relative, or of a business associate, must make every reasonable effort to file a memorandum of voting conflict with the recording secretary in advance of the vote. If that is not possible, it must be filed within 15 days after the vote occurs. The memorandum must disclose the nature of the officer's interest in the matter.

No county, municipal, or other local public officer shall vote in an official capacity upon any measure which would inure to his or her special private gain or loss, or which the officer knows would inure to the special private gain or loss of any principal by whom he or she is retained, of the parent organization or subsidiary or sibling of a corporate principal by which he or she is retained, of a relative, or of a business associate. The officer must publicly announce the nature of his or her interest before the vote and must file a memorandum of voting conflict on Commission Form 8B with the meeting's recording officer within 15 days after the vote occurs disclosing the nature of his or her interest in the matter. However, members of community redevelopment agencies and district officers elected on a one-acre, one-vote basis are not required to abstain when voting in that capacity.

No appointed state or local officer shall participate in any matter which would inure to the officer's special private gain or loss, the special private gain or loss of any principal by whom he or she is retained, of the parent organization or subsidiary or sibling of a corporate principal by which he or she is retained, of a relative, or of a business associate, without first disclosing the nature of his or her interest in the matter. The memorandum of voting conflict (Commission Form 8A or 8B) must be filed with the meeting's recording officer, be provided to the other members of the agency, and be read publicly at the next meeting.

If the conflict is unknown or not disclosed prior to the meeting, the appointed official must orally disclose the conflict at the meeting when the conflict becomes known. Also, a written memorandum of voting conflict must be filed with the meeting's recording officer within 15 days of the disclosure being made and must be provided to the other members of the agency, with the disclosure being read publicly at the next scheduled meeting. [Sec. 112.3143, Fla. Stat.]

A qualified blind trust established pursuant to Sec. 112.31425, Fla. Stat., may afford an official protection from voting conflicts of interest arising from assets placed in the trust.

F. DISCLOSURES

Conflicts of interest may occur when public officials are in a position to make decisions that affect their personal financial interests. This is why public officers and employees, as well as candidates who run for public office, are required to publicly disclose their financial interests. The disclosure process serves to remind officials of their obligation to put the public interest above personal considerations. It also helps citizens to monitor the considerations of those who spend their tax dollars and participate in public policy decisions or administration.

All public officials and candidates do not file the same degree of disclosure; nor do they all file at the same time or place. Thus, care must be taken to determine which disclosure forms a particular official or candidate is required to file.

The following forms are described below to set forth the requirements of the various disclosures and the steps for correctly providing the information in a timely manner.

1. FORM 1 - Limited Financial Disclosure

Who Must File:

Persons required to file FORM 1 include all state officers, local officers, candidates for local elective office, and specified state employees as defined below (other than those officers who are required by law to file FORM 6).

STATE OFFICERS include:

- 1) Elected public officials not serving in a political subdivision of the state and any person appointed to fill a vacancy in such office, unless required to file full disclosure on Form 6.
- 2) Appointed members of each board, commission, authority, or council having statewide jurisdiction, excluding members of solely advisory bodies; but including judicial nominating commission members; directors of Enterprise Florida, Scripps Florida Funding Corporation, and CareerSource Florida, and members of the Council on the Social Status of Black Men and Boys; the Executive Director, governors, and senior managers of Citizens Property Insurance Corporation; governors and senior managers of Florida Workers' Compensation Joint Underwriting Association, board members of the Northeast Florida Regional Transportation Commission, and members of the board of Triumph Gulf Coast, Inc.; members of the board of Florida is for Veterans, Inc.; and members of the Technology Advisory Council within the Agency for State Technology.
- 3) The Commissioner of Education, members of the State Board of Education, the Board of Governors, local boards of trustees and presidents of state universities, and members of the Florida Prepaid College Board.

LOCAL OFFICERS include:

- 1) Persons elected to office in any political subdivision (such as municipalities, counties, and special districts) and any person appointed to fill a vacancy in such office, unless required to file full disclosure on Form 6.
- 2) Appointed members of the following boards, councils, commissions, authorities, or other bodies of any county, municipality, school district, independent special district, or other political subdivision: the governing body of the subdivision; a community college or junior college district board of trustees; a board having the power to enforce local code provisions; a planning or zoning board, board of adjustments or appeals, community redevelopment agency board, or other board having the power to recommend, create, or modify land planning or zoning within the political subdivision, except for citizen advisory committees, technical coordinating committees, and similar groups who only have the power to make recommendations to planning or zoning boards, except for representatives of a military installation acting on behalf of all military installations within that jurisdiction; a pension board or retirement board empowered to invest pension or retirement funds or to determine entitlement to or amount of a pension or other retirement benefit.
- 3) Any other appointed member of a local government board who is required to file a statement of financial interests by the appointing authority or the enabling legislation, ordinance, or resolution creating the board.

- 4) Persons holding any of these positions in local government: mayor; county or city manager; chief administrative employee or finance director of a county, municipality, or other political subdivision; county or municipal attorney; chief county or municipal building inspector; county or municipal water resources coordinator; county or municipal pollution control director; county or municipal environmental control director; county or municipal administrator with power to grant or deny a land development permit; chief of police; fire chief; municipal clerk; appointed district school superintendent; community college president; district medical examiner; purchasing agent (regardless of title) having the authority to make any purchase exceeding \$20,000 for the local governmental unit.
- 5) Members of governing boards of charter schools operated by a city or other public entity.
- 6) The officers, directors, and chief executive officer of a corporation, partnership, or other business entity that is serving as the chief administrative or executive officer or employee of a political subdivision, and any business entity employee who is acting as the chief administrative or executive officer or employee of the political subdivision. [Sec. 112.3136, Fla. Stat.]

SPECIFIED STATE EMPLOYEE includes:

- 1) Employees in the Office of the Governor or of a Cabinet member who are exempt from the Career Service System, excluding secretarial, clerical, and similar positions.
- 2) The following positions in each state department, commission, board, or council: secretary or state surgeon general, assistant or deputy secretary, executive director, assistant or deputy executive director, and anyone having the power normally conferred upon such persons, regardless of title.
- 3) The following positions in each state department or division: director, assistant or deputy director, bureau chief, assistant bureau chief, and any person having the power normally conferred upon such persons, regardless of title.
- 4) Assistant state attorneys, assistant public defenders, criminal conflict and civil regional counsel, assistant criminal conflict and civil regional counsel, public counsel, full-time state employees serving as counsel or assistant counsel to a state agency, judges of compensation claims, administrative law judges, and hearing officers.
- 5) The superintendent or director of a state mental health institute established for training and research in the mental health field, or any major state institution or facility established for corrections, training, treatment, or rehabilitation.

6) State agency business managers, finance and accounting directors, personnel officers, grant coordinators, and purchasing agents (regardless of title) with power to make a purchase exceeding \$20,000.

7) The following positions in legislative branch agencies: each employee (other than those employed in maintenance, clerical, secretarial, or similar positions and legislative assistants exempted by the presiding officer of their house); and each employee of the Commission on Ethics.

What Must Be Disclosed:

FORM 1 requirements are set forth fully on the form. In general, this includes the reporting person's sources and types of financial interests, such as the names of employers and addresses of real property holdings. NO DOLLAR VALUES ARE REQUIRED TO BE LISTED. In addition, the form requires the disclosure of certain relationships with, and ownership interests in, specified types of businesses such as banks, savings and loans, insurance companies, and utility companies.

When to File:

CANDIDATES for elected local office must file FORM 1 together with and at the same time they file their qualifying papers.

STATE and LOCAL OFFICERS and SPECIFIED STATE EMPLOYEES are required to file disclosure by July 1 of each year. They also must file within thirty days from the date of appointment or the beginning of employment. Those appointees requiring Senate confirmation must file prior to confirmation.

Where to File:

Each LOCAL OFFICER files FORM 1 with the Supervisor of Elections in the county in which he or she permanently resides.

A STATE OFFICER or SPECIFIED STATE EMPLOYEE files with the Commission on Ethics. [Sec. 112.3145, Fla. Stat.]

2. *FORM 1F - Final Form 1 Limited Financial Disclosure*

FORM 1F is the disclosure form required to be filed within 60 days after a public officer or employee required to file FORM 1 leaves his or her public position. The form covers the disclosure period between January 1 and the last day of office or employment within that year.

3. *FORM 2 - Quarterly Client Disclosure*

The state officers, local officers, and specified state employees listed above, as well as elected constitutional officers, must file a FORM 2 if they or a partner or associate of their professional firm represent a client for compensation before an agency at their level of government.

A FORM 2 disclosure includes the names of clients represented by the reporting person or by any partner or associate of his or her professional firm for a fee or commission before agencies at the reporting person's level of government. Such representations do not include appearances in ministerial matters, appearances before judges of compensation claims, or representations on behalf of one's agency in one's official capacity. Nor does the term include the preparation and filing of forms and applications merely for the purpose of obtaining or transferring a license, so long as the issuance of the license does not require a variance, special consideration, or a certificate of public convenience and necessity.

When to File:

This disclosure should be filed quarterly, by the end of the calendar quarter following the calendar quarter during which a reportable representation was made. FORM 2 need not be filed merely to indicate that no reportable representations occurred during the preceding quarter; it should be filed ONLY when reportable representations were made during the quarter.

Where To File:

LOCAL OFFICERS file with the Supervisor of Elections of the county in which they permanently reside.

STATE OFFICERS and SPECIFIED STATE EMPLOYEES file with the Commission on Ethics. [Sec. 112.3145(4), Fla. Stat.]

4. *FORM 6 - Full and Public Disclosure*

Who Must File:

Persons required by law to file FORM 6 include all elected constitutional officers and candidates for such office; the mayor and members of the city council and candidates for these offices in Jacksonville; the Duval County Superintendent of Schools; judges of compensation claims (pursuant to Sec. 440.442, Fla. Stat.); members of the Florida Housing Finance Corporation Board and members of expressway authorities, transportation authorities (except the Jacksonville Transportation Authority), bridge authority, or toll authorities created pursuant to Ch. 348 or 343, or 349, or other general law.

What Must be Disclosed:

FORM 6 is a detailed disclosure of assets, liabilities, and sources of income over \$1,000 and their values, as well as net worth. Officials may opt to file their most recent income tax return in lieu of listing sources of income but still must disclose their assets, liabilities, and net worth. In addition, the form requires the disclosure of certain relationships with, and ownership interests in, specified types of businesses such as banks, savings and loans, insurance companies, and utility companies.

When and Where To File:

Incumbent officials must file FORM 6 annually by July 1 with the Commission on Ethics. CANDIDATES must file with the officer before whom they qualify at the time of qualifying. [Art. II, Sec. 8(a) and (i), Fla. Const., and Sec. 112.3144, Fla. Stat.]

5. *FORM 6F - Final Form 6 Full and Public Disclosure*

This is the disclosure form required to be filed within 60 days after a public officer or employee required to file FORM 6 leaves his or her public position. The form covers the disclosure period between January 1 and the last day of office or employment within that year.

6. *FORM 9 - Quarterly Gift Disclosure*

Each person required to file FORM 1 or FORM 6, and each state procurement employee, must file a FORM 9, Quarterly Gift Disclosure, with the Commission on Ethics on the last day of any calendar quarter following the calendar quarter in which he or she received a gift worth more than \$100, other than gifts from relatives, gifts prohibited from being accepted, gifts primarily associated with his or her business or employment, and gifts otherwise required to be disclosed. FORM 9 NEED NOT BE FILED if no such gift was received during the calendar quarter.

Information to be disclosed includes a description of the gift and its value, the name and address of the donor, the date of the gift, and a copy of any receipt for the gift provided by the donor. [Sec. 112.3148, Fla. Stat.]

7. *FORM 10 - Annual Disclosure of Gifts from Government Agencies and Direct-Support Organizations and Honorarium Event Related Expenses*

State government entities, airport authorities, counties, municipalities, school boards, water management districts, and the South Florida Regional Transportation Authority, may give a gift worth more than \$100 to a person required to file FORM 1 or FORM 6, and to state procurement employees, if a public purpose can be shown for the gift. Also, a direct-support organization for a governmental entity

may give such a gift to a person who is an officer or employee of that entity. These gifts are to be reported on FORM 10, to be filed by July 1.

The governmental entity or direct-support organization giving the gift must provide the officer or employee with a statement about the gift no later than March 1 of the following year. The officer or employee then must disclose this information by filing a statement by July 1 with his or her annual financial disclosure that describes the gift and lists the donor, the date of the gift, and the value of the total gifts provided during the calendar year. State procurement employees file their statements with the Commission on Ethics. [Sec. 112.3148, Fla. Stat.]

In addition, a person required to file FORM 1 or FORM 6, or a state procurement employee, who receives expenses or payment of expenses related to an honorarium event from someone who is prohibited from giving him or her an honorarium, must disclose annually the name, address, and affiliation of the donor, the amount of the expenses, the date of the event, a description of the expenses paid or provided, and the total value of the expenses on FORM 10. The donor paying the expenses must provide the officer or employee with a statement about the expenses within 60 days of the honorarium event.

The disclosure must be filed by July 1, for expenses received during the previous calendar year, with the officer's or employee's FORM 1 or FORM 6. State procurement employees file their statements with the Commission on Ethics. [Sec. 112.3149, Fla. Stat.]

However, notwithstanding Sec. 112.3149, Fla. Stat., no executive branch or legislative lobbyist or principal shall make, directly or indirectly, and no executive branch agency official or employee who files FORM 1 or FORM 6 shall knowingly accept, directly or indirectly, **any expenditure** made for the purpose of lobbying. This may include gifts or honorarium event related expenses that formerly were permitted under Sections 112.3148 and 112.3149. [Sec. 112.3215, Fla. Stat.] Similar prohibitions apply to legislative officials and employees. However, these laws are not administered by the Commission on Ethics. [Sec. 11.045, Fla. Stat.] In addition, gifts, which include anything not primarily related to political activities authorized under ch. 106, are prohibited from political committees. [Sec. 112.31485 Fla. Stat.]

8. *FORM 30 - Donor's Quarterly Gift Disclosure*

As mentioned above, the following persons and entities generally are prohibited from giving a gift worth more than \$100 to a reporting individual (a person required to file FORM 1 or FORM 6) or to a state procurement employee: a political committee; a lobbyist who lobbies the reporting individual's or procurement employee's agency, and the partner, firm, employer, or principal of such a lobbyist; and vendors. If such person or entity makes a gift worth between \$25 and \$100 to a reporting individual or state procurement employee (that is not accepted in behalf of a governmental entity or charitable

organization), the gift should be reported on FORM 30. The donor also must notify the recipient at the time the gift is made that it will be reported.

The FORM 30 should be filed by the last day of the calendar quarter following the calendar quarter in which the gift was made. If the gift was made to an individual in the legislative branch, FORM 30 should be filed with the Lobbyist Registrar. [See page 35 for address.] If the gift was to any other reporting individual or state procurement employee, FORM 30 should be filed with the Commission on Ethics.

However, notwithstanding Section 112.3148, Fla. Stat., no executive branch lobbyist or principal shall make, directly or indirectly, and no executive branch agency official or employee who files FORM 1 or FORM 6 shall knowingly accept, directly or indirectly, **any expenditure** made for the purpose of lobbying. This may include gifts that formerly were permitted under Section 112.3148. [Sec. 112.3215, Fla. Stat.] Similar prohibitions apply to legislative officials and employees. However, these laws are not administered by the Commission on Ethics. [Sec. 11.045, Fla. Stat.] In addition, gifts from political committees are prohibited. [Sec. 112.31485, Fla. Stat.]

9. *FORM 1X AND FORM 6X - Amendments to Form 1 and Form 6*

These forms are provided for officers or employees to amend their previously filed Form 1 or Form 6.

IV. AVAILABILITY OF FORMS

LOCAL OFFICERS and EMPLOYEES who must file FORM 1 annually will be sent the form by mail from the Supervisor of Elections in the county in which they permanently reside not later than JUNE 1 of each year. Newly elected and appointed officials or employees should contact the heads of their agencies for copies of the form or download it from www.ethics.state.fl.us, as should those persons who are required to file their final disclosure statements within 60 days of leaving office or employment.

ELECTED CONSTITUTIONAL OFFICERS, OTHER STATE OFFICERS, and SPECIFIED STATE EMPLOYEES who must file annually FORM 1 or 6 will be sent these forms by mail from the Commission on Ethics by JUNE 1 of each year. Newly elected and appointed officers and employees should contact the heads of their agencies or the Commission on Ethics for copies of the form or download it from www.ethics.state.fl.us, as should those persons who are required to file their final disclosure statements within 60 days of leaving office or employment.

Any person needing one or more of the other forms described here may also obtain them from a Supervisor of Elections or from the Commission on Ethics, P.O. Drawer 15709, Tallahassee, Florida 32317-5709. They are also available on the Commission's website: www.ethics.state.fl.us.

V. PENALTIES

A. *Non-criminal Penalties for Violation of the Sunshine Amendment and the Code of Ethics*

There are no criminal penalties for violation of the Sunshine Amendment and the Code of Ethics. Penalties for violation of these laws may include: impeachment, removal from office or employment, suspension, public censure, reprimand, demotion, reduction in salary level, forfeiture of no more than one-third salary per month for no more than twelve months, a civil penalty not to exceed \$10,000, and restitution of any pecuniary benefits received, and triple the value of a gift from a political committee.

B. *Penalties for Candidates*

CANDIDATES for public office who are found in violation of the Sunshine Amendment or the Code of Ethics may be subject to one or more of the following penalties: disqualification from being on the ballot, public censure, reprimand, or a civil penalty not to exceed \$10,000, and triple the value of a gift received from a political committee.

C. *Penalties for Former Officers and Employees*

FORMER PUBLIC OFFICERS or EMPLOYEES who are found in violation of a provision applicable to former officers or employees or whose violation occurred prior to such officer's or employee's leaving public office or employment may be subject to one or more of the following penalties: public censure and reprimand, a civil penalty not to exceed \$10,000, and restitution of any pecuniary benefits received, and triple the value of a gift received from a political committee.

D. *Penalties for Lobbyists and Others*

An executive branch lobbyist who has failed to comply with the Executive Branch Lobbying Registration law (see Part VIII) may be fined up to \$5,000, reprimanded, censured, or prohibited from lobbying executive branch agencies for up to two years. Lobbyists, their employers, principals, partners, and firms, and political committees and committees of continuous existence who give a prohibited gift or honorarium or fail to comply with the gift reporting requirements for gifts worth between \$25 and \$100, may be penalized by a fine of not more than \$5,000 and a prohibition on lobbying, or employing a lobbyist to lobby, before the agency of the public officer or employee to whom the gift was given for up to two years. Any agent or person acting on behalf of a political committee giving a prohibited gift is personally liable for a civil penalty of up to triple the value of the gift.

Executive Branch lobbying firms that fail to timely file their quarterly compensation reports may be fined \$50 per day per principal for each day the report is late, up to a maximum fine of \$5,000 per report.

E. Felony Convictions: Forfeiture of Retirement Benefits

Public officers and employees are subject to forfeiture of all rights and benefits under the retirement system to which they belong if convicted of certain offenses. The offenses include embezzlement or theft of public funds; bribery; felonies specified in Chapter 838, Florida Statutes; impeachable offenses; and felonies committed with intent to defraud the public or their public agency. [Sec. 112.3173, Fla. Stat.]

F. Automatic Penalties for Failure to File Annual Disclosure

Public officers and employees required to file either Form 1 or Form 6 annual financial disclosure are subject to automatic fines of \$25 for each day late the form is filed after September 1, up to a maximum penalty of \$1,500. [Sec. 112.3144 and 112.3145, Fla. Stat.]

VI. ADVISORY OPINIONS

Conflicts of interest may be avoided by greater awareness of the ethics laws on the part of public officials and employees through advisory assistance from the Commission on Ethics.

A. Who Can Request an Opinion

Any public officer, candidate for public office, or public employee in Florida who is in doubt about the applicability of the standards of conduct or disclosure laws to himself or herself, or anyone who has the power to hire or terminate another public employee, may seek an advisory opinion from the Commission about himself or herself or that employee.

B. How to Request an Opinion

Opinions may be requested by letter presenting a question based on a real situation and including a detailed description of the situation. Opinions are issued by the Commission and are binding on the conduct of the person who is the subject of the opinion, unless material facts were omitted or misstated in the request for the opinion. Published opinions will not bear the name of the persons involved unless they consent to the use of their names; however, the request and all information pertaining to it is a public record, made available to the Commission and to members of the public in advance of the Commission's consideration of the question.

C. How to Obtain Published Opinions

All of the Commission's opinions are available for viewing or download at its website:
www.ethics.state.fl.us.

VII. COMPLAINTS

A. Citizen Involvement

The Commission on Ethics cannot conduct investigations of alleged violations of the Sunshine Amendment or the Code of Ethics unless a person files a sworn complaint with the Commission alleging such violation has occurred, or a referral is received, as discussed below.

If you have knowledge that a person in government has violated the standards of conduct or disclosure laws described above, you may report these violations to the Commission by filing a sworn complaint on the form prescribed by the Commission and available for download at www.ethics.state.fl.us. The Commission is unable to take action based on learning of such misdeeds through newspaper reports, telephone calls, or letters.

You can obtain a complaint form (FORM 50), by contacting the Commission office at the address or phone number shown on the inside front cover of this booklet, or you can download it from the Commission's website:
www.ethics.state.fl.us.

B. Referrals

The Commission may accept referrals from: the Governor, the Florida Department of Law Enforcement, a State Attorney, or a U.S. Attorney. A vote of six of the Commission's nine members is required to proceed on such a referral.

C. Confidentiality

The complaint or referral, as well as all proceedings and records relating thereto, is confidential until the accused requests that such records be made public or until the matter reaches a stage in the Commission's proceedings where it becomes public. This means that unless the Commission receives a written waiver of confidentiality from the accused, the Commission is not free to release any documents or to comment on a complaint or referral to members of the public or press, so long as the complaint or referral remains in a confidential stage.

A COMPLAINT OR REFERRAL MAY NOT BE FILED WITH RESPECT TO A CANDIDATE ON THE DAY OF THE ELECTION, OR WITHIN THE 30 CALENDAR DAYS PRECEDING THE ELECTION DATE, UNLESS IT IS BASED ON PERSONAL INFORMATION OR INFORMATION OTHER THAN HEARSAY.

D. How the Complaint Process Works

Complaints which allege a matter within the Commission's jurisdiction are assigned a tracking number and Commission staff forwards a copy of the original sworn complaint to the accused within five working days of its receipt. Any subsequent sworn amendments to the complaint also are transmitted within five working days of their receipt.

Once a complaint is filed, it goes through three procedural stages under the Commission's rules. The first stage is a determination of whether the allegations of the complaint are legally sufficient: that is, whether they indicate a possible violation of any law over which the Commission has jurisdiction. If the complaint is found not to be legally sufficient, the Commission will order that the complaint be dismissed without investigation, and all records relating to the complaint will become public at that time.

In cases of very minor financial disclosure violations, the official will be allowed an opportunity to correct or amend his or her disclosure form. Otherwise, if the complaint is found to be legally sufficient, a preliminary investigation will be undertaken by the investigative staff of the Commission. The second stage of the Commission's proceedings involves this preliminary investigation and a decision by the Commission as to whether there is probable cause to believe that there has been a violation of any of the ethics laws. If the Commission finds no probable cause to believe there has been a violation of the ethics laws, the complaint will be dismissed and will become a matter of public record. If the Commission finds probable cause to believe there has been a violation of the ethics laws, the complaint becomes public and usually enters the third stage of proceedings. This stage requires the Commission to decide whether the law was actually violated and, if so, whether a penalty should be recommended. At this stage, the accused has the right to request a public hearing (trial) at which evidence is presented, or the Commission may order that such a hearing be held. Public hearings usually are held in or near the area where the alleged violation occurred.

When the Commission concludes that a violation has been committed, it issues a public report of its findings and may recommend one or more penalties to the appropriate disciplinary body or official.

When the Commission determines that a person has filed a complaint with knowledge that the complaint contains one or more false allegations or with reckless disregard for whether the complaint contains false allegations, the complainant will be liable for costs plus reasonable attorney's fees incurred by the person complained against. The Department of Legal Affairs may bring a civil action to recover such fees and costs, if they are not paid voluntarily within 30 days.

E. Dismissal of Complaints At Any Stage of Disposition

The Commission may, at its discretion, dismiss any complaint at any stage of disposition should it determine that the public interest would not be served by proceeding further, in which case the Commission will issue a public report stating with particularity its reasons for the dismissal. [Sec. 112.324(12), Fla. Stat.]

F. Statute of Limitations

All sworn complaints alleging a violation of the Sunshine Amendment or the Code of Ethics must be filed with the Commission within five years of the alleged violation or other breach of the public trust. Time starts to run on the day AFTER the violation or breach of public trust is committed. The statute of limitations is tolled on the day a sworn complaint is filed with the Commission. If a complaint is filed and the statute of limitations has run, the complaint will be dismissed. [Sec. 112.3231, Fla. Stat.]

VIII. EXECUTIVE BRANCH LOBBYING

Any person who, for compensation and on behalf of another, lobbies an agency of the executive branch of state government with respect to a decision in the area of policy or procurement may be required to register as an executive branch lobbyist. Registration is required before lobbying an agency and is renewable annually. In addition, each lobbying firm must file a compensation report with the Commission for each calendar quarter during any portion of which one or more of the firm's lobbyists were registered to represent a principal. As noted above, no executive branch lobbyist or principal can make, directly or indirectly, and no executive branch agency official or employee who files FORM 1 or FORM 6 can knowingly accept, directly or indirectly, **any expenditure** made for the purpose of lobbying. [Sec. 112.3215, Fla. Stat.]

Paying an executive branch lobbyist a contingency fee based upon the outcome of any specific executive branch action, and receiving such a fee, is prohibited. A violation of this prohibition is a first degree misdemeanor, and the amount received is subject to forfeiture. This does not prohibit sales people from receiving a commission. [Sec. 112.3217, Fla. Stat.]

Executive branch departments, state universities, community colleges, and water management districts are prohibited from using public funds to retain an executive branch (or legislative branch) lobbyist, although these agencies may use full-time employees as lobbyists. [Sec. 11.062, Fla. Stat.]

Online registration and filing is available at www.floridalobbyist.gov. Additional information about the executive branch lobbyist registration system may be obtained by contacting the Lobbyist Registrar at the following address:

Executive Branch Lobbyist Registration
Room G-68, Claude Pepper Building
111 W. Madison Street
Tallahassee, FL 32399-1425
Phone: 850/922-4987

IX. WHISTLE-BLOWER'S ACT

In 1986, the Legislature enacted a "Whistle-blower's Act" to protect employees of agencies and government contractors from adverse personnel actions in retaliation for disclosing information in a sworn complaint alleging certain types of improper activities. Since then, the Legislature has revised this law to afford greater protection to these employees.

While this language is contained within the Code of Ethics, the Commission has no jurisdiction or authority to proceed against persons who violate this Act. Therefore, a person who has disclosed information alleging improper conduct governed by this law and who may suffer adverse consequences as a result should contact one or more of the following: the Office of the Chief Inspector General in the Executive Office of the Governor; the Department of Legal Affairs; the Florida Commission on Human Relations; or a private attorney. [Sec. 112.3187 - 112.31895, Fla. Stat.]

X. ADDITIONAL INFORMATION

As mentioned above, we suggest that you review the language used in each law for a more detailed understanding of Florida's ethics laws. The "Sunshine Amendment" is Article II, Section 8, of the Florida Constitution. The Code of Ethics for Public Officers and Employees is contained in Part III of Chapter 112, Florida Statutes.

Additional information about the Commission's functions and interpretations of these laws may be found in Chapter 34 of the Florida Administrative Code, where the Commission's rules are published, and in The Florida Administrative Law Reports, which until 2005 published many of the Commission's final orders. The Commission's rules, orders, and opinions also are available at www.ethics.state.fl.us.

If you are a public officer or employee concerned about your obligations under these laws, the staff of the Commission will be happy to respond to oral and written inquiries by providing information about the law, the Commission's interpretations of the law, and the Commission's procedures.

XI. TRAINING

Constitutional officers and elected municipal officers are required to receive a total of four hours training, per calendar year, in the area of ethics, public records, and open meetings. The Commission on Ethics does not track compliance or certify providers.

Visit the training page on the Commission's website for up-to-date rules, opinions, audio/video training, and opportunities for live training conducted by Commission staff. A comprehensive online training course addressing Florida's Code of Ethics, as well as Sunshine Law, and Public Records Act is available via a link on the Commission's homepage.

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE
MAILING ADDRESS	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:
CITY COUNTY	<input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input type="checkbox"/> OTHER LOCAL AGENCY
DATE ON WHICH VOTE OCCURRED	NAME OF POLITICAL SUBDIVISION:
	MY POSITION IS: <input type="checkbox"/> ELECTIVE <input type="checkbox"/> APPOINTIVE

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies equally to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing the reverse side and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which inures to his or her special private gain or loss. Each elected or appointed local officer also is prohibited from knowingly voting on a measure which inures to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent organization or subsidiary of a corporate principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

* * * * *

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

* * * * *

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you otherwise may participate in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on other side)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, _____, hereby disclose that on _____, 20 _____:

(a) A measure came or will come before my agency which (check one)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, _____;
- inured to the special gain or loss of my relative, _____;
- inured to the special gain or loss of _____, by whom I am retained; or
- inured to the special gain or loss of _____, which is the parent organization or subsidiary of a principal which has retained me.

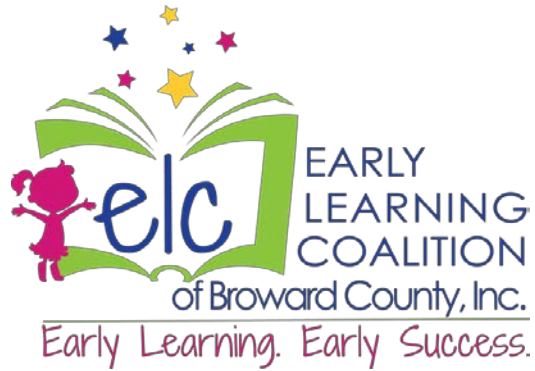
(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

Date Filed

Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

Early Learning Coalition of Broward County, Inc.



Bylaws

Board Approved 12/19/19

Early Learning Coalition of Broward County, Inc.

Bylaws

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Early Learning Coalition of Broward County, Inc. BYLAWS

ARTICLE I: NAME

The name of the organization shall be Early Learning Coalition of Broward County, Inc., hereinafter sometimes referred to as the “Coalition.”

ARTICLE II: MISSION AND PURPOSE

Section 2.1 Mission:

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

Section 2.2 Purpose and Goals:

To further the goals and intent of the Legislature as set forth in the Florida Statutes, the Florida Administrative Code(s) and the policies and procedures of the applicable governing agencies.

ARTICLE III: MEMBERSHIP

Section 3.1 Definition

A “Member” who is a person appointed or selected in accordance with the standards and guidelines set forth in applicable Florida Statutes, Florida Administrative Codes, the applicable governing agency’s policies and procedures and the Coalition’s Bylaws. A Member who serves by virtue of their positions with a state or local agency, board, commission, council or district is hereinafter referred to as “Ex Officio Member”. A Member who is appointed by the Governor for the State of Florida is hereinafter referred to as a “Gubernatorial Appointee”. The membership of the Coalition is hereinafter referred to collectively as the “Board” and individually as a “Member.” For purposes of the Coalition Bylaws, the term “Member” shall also include those persons designated as an Ex Officio Member or a Gubernatorial Appointee unless specifically excepted within the Coalition Bylaws.

Section 3.2 Term

Except for a Gubernatorial Appointee or an Ex Officio Member as defined in Section 3.1 of the Coalition Bylaws, the term of membership for a Member shall be four (4) years. Once a Member's term of service is completed, a Member shall have the option of serving for an additional four (4) year term by providing written notice to the Chair prior to the expiration of their initial four (4) year term. A Member who opts to serve as a Member for an additional four (4) year term will not be required to go through the Nominating Committee or obtain Board approval so long as written notification regarding continued membership is provided to the Chair and the Chief Executive Officer of the Coalition prior to the expiration of their initial term of service; said person is eligible to be a Member of the Coalition; the additional term is consecutive; and said Member is not in violation of the Coalition Bylaws, applicable Florida Statutes, Florida Administrative Codes, and the policies and procedures of the Coalition. The Coalition is under no obligation or duty to re-appoint a Member to the Board if said Member has served two (2) full terms as set forth herein, or is not eligible for membership with the Coalition. For purposes of this section, "eligibility" means that the Member meets the Florida statutory requirement for membership with the Coalition and is not in violation of Coalition Bylaws, applicable Florida Statutes, Florida Administrative Codes, and the policies and procedures of the Coalition at the time of consideration or notice to the Chair and Chief Executive Officer.

Notwithstanding the foregoing, any person who serves as a Member of the Board for a term as defined herein and resigns either upon the expiration of, or during their term of membership, whichever is earlier, must be vetted and recommended by the Nominating Committee prior to being considered for any future membership by the Board.

A Gubernatorial Appointee to the Board shall serve for the term specified pursuant to Florida Statutes. In the event the term of service of a Gubernatorial Appointee expires in accordance with Florida Statutes, said Gubernatorial Appointee may continue to serve on the Board with full voting privileges until such time that Gubernatorial Appointee is either reappointed by the Governor, or a new Gubernatorial Appointee replaces the current Gubernatorial Appointee. Nothing in the Coalition Bylaws shall prevent a Gubernatorial Appointee whose term has expired, or who is replaced by the Governor of the State of Florida from serving in a non-gubernatorial capacity as a Member so long as said former Gubernatorial Appointee is eligible to be a Member of the Coalition and said selection is done in accordance with the Coalition Bylaws and Florida Statutes.

Section 3.3 Voting Rights

Except as set forth herein, A Member shall vote on all matters that come before them during any Board meeting or, if applicable, any Board committee meeting

so long as a quorum has been first established in accordance with the Coalition Bylaws. A Member cannot abstain from voting on a matter before the Board or a Board committee unless said Member has a conflict of interest pursuant to applicable Florida law, the policies and procedures of the Coalition, and/or the Coalition Bylaws.

Except as otherwise permitted by Florida Statutes, a Member, may not appoint a designee to vote in his or her place on the Board. In the event a representative is appointed by a state or local entity that is an Ex Officio Member of the Coalition to serve on the Board, said representative of the ex officio entity shall be considered a Member of the Coalition. The ex officio entity shall inform the Coalition of the name of its Ex Officio Member in writing and only said named Ex Officio Member shall be allowed to vote on matters that come before the Coalition.

Section 3.4 Resignation

A Member who decides to resign from the Board shall provide a written notice to the Chair of the Board of the Coalition. The Chair shall make the Board aware of the Member's resignation. Such resignation may take effect on the date specified in the statement of resignation. The acceptance of a Member's resignation shall not be necessary to make a resignation effective.

Section 3.5 Meeting Attendance

Members shall be expected to attend all Board and assigned committee meetings. Absences from three (3) consecutive board meetings or four (4) total regularly scheduled board meetings, within a twelve (12) month fiscal year may be cause for termination of membership with the Coalition. A Member who has exceeded the number of allowed absences as stated herein shall have their membership status and absences reviewed by the Governance Committee. Where applicable, the Governance Committee may recommend removal of a Member to the Board. In the event the Governance Committee determines that an absence of a Member is excusable, the Governance Committee shall include said determination in its recommendation to the Board regarding membership. A recommendation of removal of a Member with excessive absences will not be forwarded to the Board for consideration if the Member has submitted a written resignation to the Coalition prior to consideration by the Board.

Prior to consideration of a Member's membership status by the Governance Committee and, if applicable, the Board, the Member whose attendance is being considered by the committee shall be provided with written notice of the date, time and place where said Member's Board membership status will be discussed and determined by the Governance Committee and, if applicable, the Board.

Section 3.6 Vacancies

The Coalition staff shall post and advertise vacancies for board membership pursuant to the policies and procedures as set forth by the applicable governing agencies and the Coalition. All nominations presented to the Board must be approved by the Nominating Committee prior to being submitted to the Board for approval. The Nominating Committee shall use best efforts within (120) day of the official posting and advertising of any Board vacancy to review all qualified applicants and provide recommendation(s) to the Board for the filling of non-gubernatorial and non ex-officio Member vacancies to the Board.

Section 3.7 Removal of a Member

Except for a Gubernatorial Appointee or Ex-Officio Member, a Member may be removed from the Board or a Board committee for cause by a 2/3 majority vote of the Board in attendance at a regularly scheduled Board meeting. For purposes of this section, "cause" shall mean a Member's violation of the Coalition Bylaws, Florida Statutes or the Coalition's policies and procedures. A Member may be removed by a 2/3 majority vote in attendance at a regularly scheduled Board meeting for failure to attend Board or Board committee meetings as set forth in the Coalition Bylaws.

With respect to a Member serving in an ex-officio capacity or as a Gubernatorial Appointee, the Board, after first receiving a recommendation from the Governance Committee, shall provide written notification to the appointing entity of the Member regarding the Member's membership status.

ARTICLE IV: OFFICERS

Section 4.1 Officers

The Governor shall appoint the Chair of the Board. The Board shall elect a First Vice-Chair, a Second Vice-Chair, Secretary, and Treasurer from the Members of the Coalition. The elected Members of the Board shall be considered "Officers" for the Coalition and shall be part of the Executive Committee of the Coalition.

Section 4.2 Elections and Terms of Office

Except for the Chair, each Officer shall be elected by a majority vote of the Board for a two (2) year term ("term of office"). No Officer may hold the same elected position for more than one (1) term of office but may be elected to the same position after a one (1) term absence from position. Terms of office shall coincide with the Coalition's fiscal year. Election of Officers shall take place at the annual meeting in June of each fiscal year. If an Officer has resigned from

their elected position, or if an Officer has been removed from their elected position by the Board more than (60) days prior to the June election date stated herein, the Board shall have special election at the next regularly scheduled Board meeting for said vacant office. In the event of a special election for a new Officer of the Board, the Nomination Committee shall oversee the nomination process in accordance with the Coalition Bylaws. The term of an Immediate Past Chair of the Board shall not exceed one (1) term of two (2) years and said term shall coincide with the Coalition's fiscal year.

Section 4.3 Duties of Officers

- A. The Chair shall:
1. preside at all Board meetings;
 2. except as provided for in the Coalition Bylaws, serve as a Member of all standing and ad hoc committees of the Board;
 3. except as provided for in the Coalition Bylaws, appoint all standing and ad hoc committee members and chairs of the Board committees. The Chair may not serve as a chair of a standing committee other than the Executive Committee as set forth herein;
 4. execute all contracts, agreements, renewals, and amendments as duly approved by the Board in accordance with the policies and procedures of the Coalition, the policies and procedures of the applicable governing agencies, Florida Statutes, and the Florida Administrative Code; and
 5. perform all of the duties usually pertaining to the office of Chair and as set forth pursuant to Florida Statutes, Florida Administrative Code, the policies and procedures of the applicable governing agencies, the policy and procedures of the Coalition and as directed by the Board.
- B. The First Vice-Chair shall:
1. serve as the Chair of the Governance Committee;
 2. preside at all Board meetings in the absence of the Chair;
 3. assume the duties of the Chair in the event the office becomes vacant, there is a conflict of interest, or due to the unavailability of the Chair; and
 4. perform such duties as designated by the Chair.
- C. The Second Vice-Chair shall:
1. preside at the Board meetings in the absence of the Chair and the First Vice Chair;
 2. assume the duties of the First Vice-Chair, in the event that office becomes vacant, there is a conflict of interest, or due to the unavailability of the Chair; and
 3. perform such duties as designated by the Chair.

- D. The Secretary shall:
1. preside at the Board meetings in the absence of the Chair, First Vice-Chair and Second Vice-Chair;
 2. confirm recording of the official minutes at each meeting of the Board;
 3. review the minutes for accuracy prior to submission to the Board and certify the minutes after approval by the Board; and
 4. perform such duties as designated by the Chair.
- E. The Treasurer shall:
1. preside at the Board meetings in the absence of the Chair, First Vice-Chair, Second Vice-Chair and Secretary;
 2. chair the Finance Committee; and
 3. perform such duties as designated by the Chair.

Section 4.4 Resignation and Removal of Officers

Resignation of Officers shall be accepted under the same terms as those pertaining to Members as defined in the Coalition By-laws. Officers elected midterm shall fulfill the unexpired term of said office and shall be eligible for one (1) additional consecutive full term. An Officer who has exceeded the number of allowed absences as stated herein shall have their position and absences reviewed by the Governance Committee. Where applicable, the Governance Committee may recommend removal of an Officer from the Executive Committee due to attendance. Except for the Chair, the Board may remove any Officer at any time, with or without cause, by two-thirds vote of the Members in attendance at a meeting for which a quorum is present. Vacancies created by the resignation or removal of an Officer shall be filled by the Board in accordance with the Coalition Bylaws. The process for recommending a new Officer due to resignation or removal shall be conducted by the Nominating Committee.

ARTICLE V: MEETINGS

Section 5.1 Meeting Times

The Board shall meet a minimum of five (5) times per year. All meetings must be publicly noticed and in compliance with applicable Florida law. The Coalition's annual meeting shall be held in June of each fiscal year.

Section 5.2 Fiscal Year

The Coalition's fiscal year shall commence July 1 of each year and continue through June 30 of the following year.

Section 5.3 Notices of Meetings

All meeting notices shall be in writing and shall set forth the time, date, and place of any meeting. A notice shall be delivered to Members by US mail, in person, by facsimile, or by electronic mail at least 48 hours prior to the meeting. Notice for a special meeting shall be as set forth in herein unless said special meeting is an emergency in in which case said notice shall be as soon as practicable.

Section 5.4 Special Meetings

The Chair, or any Officer acting as Chair in accordance with Coalition Bylaws may call a special or emergency meeting for any purpose(s) with adequate notice. The Board may direct the Chair to call a special meeting so long as said direction and special meeting is done in accordance with the Coalition Bylaws and if applicable, the Coalition's policies and procedures.

Notice of a special meeting shall be given to all Members. The minutes of the special meeting shall state the manner and method of notice given to the Board or if applicable, a Board committee.

Section 5.5 Audio or Video Participation by a Member

The Coalition may establish policies and procedures for audio or video participation of the Board or a Board committee. Such policies and procedures shall ensure reasonable public access and participation, as appropriate. In the event the Coalition does not have policy and procedures for audio or video participation of Members for a Board or Board committee meeting, audio or video participation shall be done in accordance with applicable Florida law.

Section 5.6 Quorum

A majority of the Members shall constitute a quorum required to conduct business of the Coalition at any Board, Board committee, or special meeting. While physical attendance at meetings of the Board of Directors is an expectation of membership, the Early Learning Coalition board may use any method of telecommunications to conduct committee or Board meetings, including establishing a quorum through telecommunication (provided that the public is given proper notice of the telecommunications meeting and reasonable access to observe, and when appropriate, participate).

Section 5.7 Minutes

Minutes of each meeting of the Board and Board committees shall be accurately taken, preserved and provided to Members at or before the next regular Board or Board committee meeting. The minutes of each meeting shall become the official record of the Coalition upon adoption by the Board and certification by the Secretary of the Board.

Section 5.8 Parliamentary Authority

All Board and Board committee meetings of the Coalition shall be conducted pursuant to Robert's Rules of Order, unless the same conflicts with Florida Statutes, Florida Administrative Code, and/or the Coalition Bylaws.

ARTICLE VI: COMMITTEES

Section 6.1 Standing Committees

The Board may establish or dissolve standing committees by majority vote of the Board. The term of membership on a standing committee for a Member shall be consistent with the fiscal year.

Except as set forth in the Bylaws, there is no limit to the length of time a Member may serve on a Board standing committee, however, a Member of a standing committee who has either been appointed to said committee by the Chair of the Board or selected to a standing committee by a majority vote of the Board, whichever is applicable, may be removed by a majority vote of the Board after serving on a committee for 1 year, or at any time for violation of ethics and conduct as set forth in the Bylaws, Florida Statute or the ELC's Code of Conduct or other applicable policies and procedures, or may be removed for lack of attendance. In the event a removal of a Member is due to the above mentioned reasons, such matter shall first go to the Governance Committee for review and consideration in accordance with Sections 3.5 and 3.7 of the Bylaws, whichever is applicable.

Only Members appointed to a standing committee by the Chair or, if applicable, by the Board in accordance with the Coalition Bylaws may vote and act on matters coming before said committee. The length of term of a Committee Chair shall be a two (2) year term ("Committee Chair term") and whenever possible, the commencement of a Committee Chair term should coincide with the election of Officers of the Board. Chairs may be re-appointed to serve one additional consecutive Committee Chair term. The Chair of the Executive Committee is not subject to these specific term limitations as set forth in this section 6.1 of the Bylaws. All standing committees of the Coalition, with the exception of the Audit Committee, shall be responsible for the delivery of committee recommendations and reports to the Executive Committee.

Standing committees shall consist of the following:

A. Executive Committee

The Executive Committee shall be a committee that reports directly to the Board. The Executive Committee of the Coalition shall consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees (hereinafter referred to as "Committee Chairs").

The Executive Committee shall have the authority to do the following:

- i. Assist in the development of the agenda for the Board meeting in collaboration with the Chief Executive Officer;
- ii. oversee the annual performance evaluation of the Chief Executive Officer. The Executive Committee shall forward its recommendations regarding the Chief Executive Officer to the Board;
- iii. review and recommend to the Board the approval, rejection, retention or termination of any contracts or agreements including any amendments and renewals thereto, that are brought to the Executive Committee by the Chief Executive Officer or the Coalition staff. Notwithstanding the foregoing, the Chief Executive Officer may have monetary approval authority for certain contracts and agreements as set forth in the policies and procedures of the Coalition or by majority vote of the Board, so long as said approval authority does not violate Florida Statutes, Florida Administrative Codes, the most current funding agreement between the Coalition and its governing agency ("Grant Agreement"), and the policies and procedures of the applicable governing agencies;
- iv. except as provided for in the Coalition Bylaws, review the reports and recommendations of the standing and ad hoc committees and, if applicable, make recommendations to the Board.
- v. take action on those general administrative and/or operational Coalition matters that are brought before the Executive Committee by the Chief Executive Officer or Coalition staff. This authority shall be limited to the ability to correct minor mistakes in contracts, agreements and/or policies and procedures of the Coalition such as scrivener's errors, identification of proper parties and their contact information, and/or references to out of date or inapplicable agencies or laws. The Executive Committee shall inform the Board of any action taken hereunder without the Board's prior approval at the next scheduled Board meeting;
- vi. review and if necessary, take action as it pertains to contract, statutory and/or agency compliance issues concerning contracted providers and vendors with the Coalition that are non-monetary in nature. If said

compliance matters or issues are monetary in nature and/or will have a fiscal impact on the Coalition, the Executive Committee shall review those matters and forward recommendations to the Board for review and approval; and

- vii. take and approve any action, without prior approval of the Board, in response to an emergency or special circumstance that requires immediate action by the Coalition or the Coalition's third party contractors, providers or vendors. For purposes of this section, "emergency" shall be a situation where substantial harm has, or would be likely to be caused to child, parent, guardian, Coalition staff, or to the community due to the acts or omissions of the Coalition or the Coalition's third party contractors, providers or vendors, or due to circumstances beyond the control of the Coalition such as actions or omissions of a third party (including but not limited the actions or omissions of a local, state or federal agency,), natural disaster, environmental hazard, or acts of God. The Executive Committee shall inform the Board of the action taken hereunder without the Board's prior approval within the 48 hours of said action and report said action at the next Board meeting. The nomination or removal of a Member or an Officer is specifically excluded from this authority.

B. Governance Committee

The Governance Committee shall be a committee that reports directly to the Board and shall consist of at least five (5) Members elected by the Board and the First Vice-Chair of the Board shall serve as chair of the Governance Committee.

The Governance Committee shall have the authority to do the following:

- i. review and if necessary, recommend changes to the employment and/or governance, manuals or any other manual or guidance required for certification purposes for the Coalition;
- ii. except as stated in the Coalition Bylaws, review and if necessary recommend changes, deletions and/or the creation of policies and procedures for the Coalition;
- iii. review and if necessary, recommend changes to the Coalition's organizational documents (e.g. Bylaws, Coalition Plan and Articles of Incorporation);
- iv. review, respond and make recommendations to the Board, which include, but not limited to corrective actions to be done by the Coalition and/or its contractors in response to findings or conclusions from an investigation, report or monitoring by a Florida or federal agency, commission, board or other entity for those matters that would not clearly fall under the

responsibilities of the Audit Committee pursuant to the Coalition Bylaws.

C. Finance Committee

The Finance Committee shall be a committee that reports directly to the Board and shall consist of at least five (5) Members. The Treasurer of the Board shall serve as chair of the Finance Committee. The Chair shall make a good faith effort to appoint Members to the Finance Committee that have significant accounting or financial management experience. In the event the Finance Committee is unable to recruit or identify a Member to serve on the committee that has significant accounting or financial management experience in accordance with this section, the Finance Committee may appoint Ad Hoc Member(s) as defined and set forth in the Coalition Bylaws with significant accounting or financial management experience to assist the Members of the Finance Committee.

The Finance Committee shall have the authority to do the following:

- i. review, and/or recommend revisions to the annual operating budget for the Coalition to the Board;
- ii. review the Coalition's monthly and quarterly financial statements;
- iii. provide reports and recommendation to the Board for review and approval;
- iv. creation, review and alteration, of accounting and financial related policies and procedures for the Coalition;
- v. ensure that budget to actual variances are done after each year- end numbers are finalized;
- vi. recommend budget amendments;
- vii. analyze budget variances; and
- viii. monitor compliance with State of Florida property guidelines as it pertains to surplusing, write offs and property inventory.
- ix. review and monitor the financial operations of the Coalition in order to determine compliance with applicable Florida and federal laws as well as in accordance with generally accepted financial and accounting standards where applicable.

D. Nominating Committee

The Nominating committee shall be a committee that reports directly to the Board. The Board, at any regular scheduled Board meeting, shall elect

Members to serve on the Nominating Committee. The Nominating Committee shall consist of at least three (3) Members who are not Officers of the Coalition.

The Nominating committee shall have the authority to do the following:

- i. oversee and conduct the nomination process for Members and Officers as set forth in the Coalition Bylaws.
- ii. review and recommend potential applicants for membership for the Board and forward the committee's recommendations to the Board in accordance with the Coalition Bylaws.
- iii. recommend to the Board policies and procedures that govern the selection of Members who are not Ex-Officio Members and Gubernatorial Appointees as set forth in the Coalition Bylaws.

E. Audit Committee

The Audit Committee shall be a committee that reports directly to the Board. The Audit Committee Membership shall consist of, at least, five (5) Members elected by the Board with a minimum of one (1) of the committee Members having significant accounting or financial management experience. In the event the Audit Committee is unable to recruit or identify a Member to serve on the committee that has significant accounting or financial management experience in accordance with this section, the Audit Committee may appoint Ad Hoc Members as defined and set forth in the Coalition Bylaws with significant accounting or financial management experience to assist the Members of the Audit Committee. No more than one (1) Member of the Finance Committee shall be a Member of the Audit Committee and in no event shall the chair of the Finance Committee be a Member of the Audit Committee. No Member of the Audit Committee shall have a business, contractual, beneficial, or monetary interest, whether direct or indirect, with the Coalition. In no event shall the Chair of the Board be a member of the Audit Committee nor shall the chair of the Governance Committee be the chair of the Audit Committee.

The Audit Committee shall have the authority to do the following:

- i. recommend the selection, retention, and termination of the internal and independent external auditor(s) to the Board and shall be responsible for recommending the compensation of the auditors;
- ii. oversee the auditing function of the Coalition, which includes, but is not limited to a review of the internal and external operations of the Coalition;
- iii. monitor and report on the adequacy of the Coalition's financial disclosure;
- iv. review and recommend approval of the audit plan;

- v. monitor and report on the status of the Coalition's compliance with applicable Florida and federal statutes, codes and regulations.
- vi. ensure that an annual audit of the Coalition is done by the auditors for each fiscal year; and
- vii. Make recommendations, if applicable, to the Board based on the committee's review of any and all accountability, risk, financial, monitoring or other reports or audits done by the Coalition and/or its governing agencies.
- viii. recommend an investigation into any alleged or actual violations of any financial or compliance related laws or rules committed by the Coalition, its employees, its contractors, its vendors or its service providers that come before, or to the attention of the Audit committee.

F. Program Review Committee

The Program Review committee shall be a committee that reports directly to the Board. The Chair shall make every effort to appoint Members that have relevant program experience. The Program Review Committee shall consist of at least three (3) Members.

The Program Review committee shall have the authority to do the following:

- i. Review and discuss internal and external program and quality reports
- ii. Review and discuss relevant program area and quality outcomes and benchmark included in the ELC's strategic plan
- iii. Review and discuss programmatic (non-financial) audits
- iv. Discuss new or outstanding program/quality issues presented to the committee
- v. Discuss new program ideas and/or initiatives
- vi. Discuss existing and potential community partnerships and program/quality related grant opportunities

Section 6.2 Ad Hoc Membership and Committees

For purposes of this section, an "Ad Hoc Member" shall mean a person who has been appointed by the Chair to a committee of the Coalition that is not a Member as defined by the Coalition Bylaws. The Ad Hoc Member shall be subject to applicable Florida Statutes, Florida Administrative Codes, the policies and procedures of the applicable governing agencies, the policies and procedures of the Coalition and the Coalition Bylaws, which shall include but not be limited to the following: Florida Sunshine Law, confidentiality, ethics, conflicts of interest, reporting/disclosure requirements and public records.

Ad Hoc Committee may be created from time to time by the Board to review and/or provide recommendations for special or assigned tasks and/or projects as circumstances may warrant on behalf of the Coalition. Upon creation of an ad hoc committee by the Board, the Chair shall appoint Members and/or Ad Hoc Members, as maybe needed by the Board, to serve on an ad hoc committee. The authority of an ad hoc committees shall be limited to those activities and tasks for which said committee was created as set forth by the Board. Unless otherwise directed by the Board, an ad hoc committee composed solely of Members shall report to the Executive Committee. The recommendations of ad hoc committee shall require final approval of the Board.

Ad Hoc Member shall receive no compensation or reimbursement for their service to the Coalition. An Ad Hoc Member shall not hold a position of employment with the Coalition. An ad hoc committee may achieve quorum for a meeting in the same manner as a standing committee in accordance with the Coalition Bylaws. In no event shall an Ad Hoc Member have any voting rights or be counted for quorum as set forth in the Coalition Bylaws for a standing committee of the Coalition, or for an ad hoc committee in which there are at least three (3) Members of the Board serving on said committee.

Upon completion of the special or assigned task or project, all ad hoc committee members shall be discharged of their duties under said committee and the ad hoc committee shall be automatically dissolved within thirty (30) days after delivery of a final report or recommendation to the Board.

Notwithstanding the foregoing, the ad hoc committee will not be dissolved if the Executive Committee or the Board requests further comment, consideration, and/or review of an issue, task, and/or recommendation contained in a final report or list of recommendations.

ARTICLE VII: CHIEF EXECUTIVE OFFICER

The Chief Executive Officer (“CEO”) shall be employed by at least two-thirds a (2/3) majority vote of all Members of the Coalition Meeting. The CEO shall perform such administrative duties as specified in the Coalition’s CEO job description and the policies and procedures of the Coalition. In the event the Coalition desires to terminate the CEO, said termination shall only be effective upon at least a two-thirds (2/3) majority vote of all Members of the Coalition. Except as provided in the Coalition Bylaws, the hiring and termination of the CEO shall be noticed no less than ten (10) working days before a Board meeting.

ARTICLE VIII: LIABILITY

The Coalition shall indemnify to the full extent permitted by Florida Statutes against a n y damages, judgments, settlements, costs, charges and expenses incurred in connection with

the defense of any action, suit or proceeding or any appeal there from, any Member or Coalition employee, including the CEO, made or threatened to be made a party to such action, suit or proceeding, whether civil or criminal, by reason of the fact that such person is or was a Coalition employee or Member of the Coalition and was acting in an official capacity on behalf of the Coalition unless such Coalition employee's or Member's actions or omissions are in violation of Florida Statutes or any other relevant law, code or regulation.

ARTICLE IX: ETHICS, CONFLICT OF INTEREST AND PUBLIC MEETINGS

Section 9.1 Ethics

Each Member and employee of the Coalition is subject to those applicable Florida Statutes as it pertains to the code of conduct of public officials and employees.

Section 9.2 Conflict of Interest (Voting of Members)

No Members may participate or vote upon any measure that would inure to their special private gain or loss or that of the principal whom they represent. The term "participate" means any attempt to influence a decision by oral or written communication. It is the duty of all Members to make known through verbal or written communication to the Chair and the Members of the Board of all possible or apparent conflicts and to refrain from voting and/or participation regarding actions to be taken on the item on which they have a conflict of interest. This does not preclude Members from responding to informational questions directed to them. In the event a Member has, or believes in good faith to have a conflict of interest on matter that is before the Board or if applicable, a Board committee for a vote, the Member shall declare said conflict on the record, abstain from voting on the matter and shall file the required paperwork in accordance with the Coalition Bylaws and applicable Florida law.

Section 9.3 Conflict of Interest (Contracting with the Coalition)

A Member, relative of a Member, or a Coalition employee may not contract with the Coalition except as provided by Florida law and as approved by the Board.

Section 9.4 Public Meetings and Records

The Coalition shall comply with all applicable Florida Statutes and Florida Administrative Codes as it concerns public meetings, public records and disclosure.

ARTICLE X: REVISION/REPEAL/SUSPENSION OF BYLAWS

The Coalition Bylaws may be amended, suspended, repealed or altered in whole or in part, at any regular or special meeting, by a two-thirds (2/3) majority vote of the Members of the Board present at a Board meeting. Any proposal to amend, repeal, or alter the Coalition Bylaws shall be delivered in writing to Members of the Board not less than fifteen (15) calendar days before the meeting in which the proposal is to be considered and voted upon. The Coalition's Articles of Incorporation and Bylaws are a part of the Coalition's required Plan and any amendment to them shall require an amendment to the Plan.

ARTICLE XI: CONFLICT OF LAWS

In the event there is an unallowable conflict between applicable federal law, Florida law, the Coalition's Plan, the most current funding between the applicable governing state agency and the Coalition, and the Coalition Bylaws, said applicable federal law, Florida law, Coalition's Plan, and/or the most current funding agreement between the applicable governing state agency and the Coalition shall prevail. For purposes of this section, the "Plan" shall be the early learning coalition plan as described pursuant to Florida Statutes.

ARTICLE XII: POLICIES AND PROCEDURES

The Board may develop policies and procedures to supplement the Coalition Bylaws. In the event the Board approves policies and procedures to supplement the Coalition Bylaws, said policies and procedures shall be binding on the Coalition so long as said policies and procedures do not conflict with applicable federal law, Florida law, the Coalition Plan and, the most current funding agreement between the applicable governing agency and the Coalition. Members and Coalition employees shall be subject to those applicable Coalition's policies and procedures. In the event there is a conflict between the Coalition Bylaws and the policies and procedures of the Coalition, the Coalition Bylaws will prevail.

ARTICLE XIII: IMPLEMENTATION

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



Early Learning Coalition of Broward - Strategic Plan Overview-

UPDATED 9/1/2020 for FY 20-21

July 1, 2018 (FY 19) – June 30, 2021 (FY 21)

Vision:

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

Mission:

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

Guiding Principles:

We believe in environments of success for our children and educators.

All children develop at their own pace and learn in different ways.

All children have the ability to reach full potential regardless of economic means.

Play and imagination are essential learning components.

Early learning helps to build the foundation for future success.

Highly skilled educators create the best learning opportunities for ALL children.

Parents are the "Most important individuals to ensure child's success. "

Delivering outstanding customer service is vital to delivering our mission.

We are committed to hiring and developing great employees.

NEW: We are dedicated to addressing historical and structural racism and implicit bias

Pillars for Delivering on Our Vision and Mission:

Pillar One: Deliver Outstanding **Eligibility, Enrollment and Payment Services**

Pillar Two: Provide **Quality Early Care** Opportunities

Pillar Three: **Advocate** for the Early Care and Education System

Pillar Four: Forge Strong long term Strategic **Partnerships**

Pillar Five: Strengthen and Develop the **ELC Staff** and Organization

2020-2021 High-Level Targeted Outcomes:

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.)
2. ELC will maintain Staff Satisfaction by achieving 85% satisfaction rating on the Annual Staff Satisfaction Survey.
3. **NEW:** Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care.

FY 2020 – 2021 Outcomes and Objectives

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Objective:

1. Create customer-centered focus

Outcomes:

- 1.1 Maintain a minimum of 85% parent satisfaction with ELC Services and staff
- 1.2 Ensure timely access to ELC services and staff by answering 85% of all calls to the Call Center
- 1.3 **NEW:** Ensure quality of Eligibility services, by maintaining an error rate of less than 15% on quality assurance case reviews.
- 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
- 1.5 **NEW:** Maintain a minimum of 85% provider satisfaction with ELC Services and staff

PILLAR 2: Provide Quality Early Care Opportunities

Objective:

1. Increase Quality of Early Education in the Community

Outcomes:

- 1.1 To improve access to trainings for providers, ELC staff will conduct a minimum of 6 classes in VPK training series.
- 1.2 80% of Educator respondents who participate in ELC trainings will show mastery of subject based on pre and post-testing.
- 1.3 **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.
- 1.4 **NEW:** Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care

PILLAR 3: Advocate for the Early Care and Education System

Objective:

1. Be a leader in advocacy of early childhood development and subsidized child care system.

Outcomes:

- 1.1 Educate and advise 100% of Broward's Legislative Delegation on ELC Legislative priorities.
- 1.2 **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
- 1.3 Meet and/or present to a minimum of 15 of the 31 Broward Key Municipality Leadership, regarding ELC services, initiatives and possible partnerships opportunities.
- 1.4 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.

PILLAR 4: Forge Strong and Strategic Partnerships

Objective:

1. Forge stronger relationships with community partners and funders.

Outcomes:

- 1.1 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.
- 1.2 Form two new strategic partnerships to expand client and staff resources to better serve the community.
- 1.3 Maintain and strengthen resources for clients, by actively participate in a minimum of 10 local community system of care workgroups/committee meeting.
- 1.4 **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.

PILLAR 5: Strengthen and Develop the ELC Broward Organization

Objective:

1. Build organizational capabilities through partnerships, staff and technology.

Outcomes:

- 1.1 **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.
- 1.2 **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.
- 1.3 **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.
- 1.4 **NEW:** Phase II Increase Organizational Effectiveness and Efficiency by producing 2 additional CRM components per quarter.
- 1.5 Secure a minimum of 1 prospective external funder and/or funding opportunity

The 2019 Florida Statutes

<u>Title</u>	<u>XLVIII Chapter</u>	<u>1002</u>	<u>View Entire</u>
K-20 EDUCATION CODE	STUDENT AND PARENTAL RIGHTS AND EDUCATIONAL CHOICES	<u>Chapter</u>	

1002.83 Early learning coalitions.—

(1) Thirty-one or fewer early learning coalitions are established and shall maintain direct enhancement services at the local level and provide access to such services in all 67 counties. Two or more early learning coalitions may join for purposes of planning and implementing a school readiness program and the Voluntary Prekindergarten Education Program.

(2) Each early learning coalition shall be composed of at least 15 members but not more than 30 members.

(3) The Governor shall appoint the chair and two other members of each early learning coalition, who must each meet the same qualifications as private sector business members appointed by the coalition under subsection (5).

(4) Each early learning coalition must include the following member positions; however, in a multicounty coalition, each ex officio member position may be filled by multiple nonvoting members but no more than one voting member shall be seated per member position. If an early learning coalition has more than one member representing the same entity, only one of such members may serve as a voting member:

(a) A Department of Children and Families regional administrator or his or her permanent designee who is authorized to make decisions on behalf of the department.

(b) A district superintendent of schools or his or her permanent designee who is authorized to make decisions on behalf of the district.

(c) A local workforce development board executive director or his or her permanent designee.

(d) A county health department director or his or her designee.

(e) A children's services council or juvenile welfare board chair or executive director, if applicable.

(f) An agency head of a local licensing agency as defined in s. [402.302](#), where applicable.

(g) A president of a Florida College System institution or his or her permanent designee.

(h) One member appointed by a board of county commissioners or the governing board of a municipality.

(i) A Head Start director.

(j) A representative of private for-profit child care providers, including private for-profit family day care homes.

(k) A representative of faith-based child care providers.

(l) A representative of programs for children with disabilities under the federal Individuals with Disabilities Education Act.

(m) A central agency administrator, where applicable.

(5) Including the members appointed by the Governor under subsection (3), more than one-third of the members of each early learning coalition must be private sector business members, either for-profit or nonprofit, who do not have, and none of whose relatives as defined in s. [112.3143](#) has, a substantial financial interest in the design or delivery of the Voluntary Prekindergarten Education Program created under part V of this chapter or the school readiness program. To meet this requirement, an early learning coalition must appoint additional members. The office shall establish criteria for appointing private sector business members. These criteria must include standards for determining whether a member or relative has a substantial financial interest in the design or delivery of the Voluntary Prekindergarten Education Program or the school readiness program.

(6) A majority of the voting membership of an early learning coalition constitutes a quorum required to conduct the business of the coalition. An early learning coalition may use any method of telecommunications to conduct meetings, including establishing a quorum through telecommunications, provided that the public is given proper notice of a telecommunications meeting and reasonable access to observe and, when appropriate, participate.

(7) A voting member of an early learning coalition may not appoint a designee to act in his or her place, except as otherwise

provided in this subsection. A voting member may send a representative to coalition meetings, but that representative does not have voting privileges. When a regional administrator for the Department of Children and Families appoints a designee to an early learning coalition, the designee is the voting member of the coalition, and any individual attending in the designee's place, including the district administrator, does not have voting privileges.

(8) Each member of an early learning coalition is subject to ss. 112.313, 112.3135, and 112.3143. For purposes of s. 112.3143(3)(a), each voting member is a local public officer who must abstain from voting when a voting conflict exists.

(9) For purposes of tort liability, each member or employee of an early learning coalition shall be governed by s. 768.28.

(10) An early learning coalition serving a multicounty region must include representation from each county.

(11) Each early learning coalition shall establish terms for all appointed members of the coalition. The terms must be staggered and must be a uniform length that does not exceed 4 years per term. Coalition chairs shall be appointed for 4 years in conjunction with their membership on the Early Learning Advisory Council pursuant to s. 20.052. Appointed members may serve a maximum of two consecutive terms. When a vacancy occurs in an appointed position, the coalition must advertise the vacancy.

(12) State, federal, and local matching funds provided to the early learning coalitions may not be used directly or indirectly to pay for meals, food, or beverages for coalition members, coalition employees, or subcontractor employees. Preapproved, reasonable, and necessary per diem allowances and travel expenses may be reimbursed. Such reimbursement shall be at the standard travel reimbursement rates established in s. 112.061 and must comply with applicable federal and state requirements.

(13) Each early learning coalition shall use a coordinated professional development system that supports the achievement and maintenance of core competencies by school readiness

program teachers in helping children attain the performance standards adopted by the office.

(14) Each school district shall, upon request of the coalition, make a list of all individuals currently eligible to act as a substitute teacher within the school district, pursuant to rules adopted by the school district pursuant to s. 1012.35, available to an early learning coalition serving students within the school district. Child care facilities as defined in s. 402.302 may employ individuals listed as substitute instructors for the purpose of offering the school readiness program, the Voluntary Prekindergarten Education Program, and all other legally operating child care programs.

History.—s. 17, ch. 2013-252; s. 177, ch. 2014-17; s. 46, ch. 2016-216.

FYI - ELC Broward Glossary of Terms (August 2019)

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

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

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

Match		Refers to a statutorily specified percentage of program or project costs that must be contributed by an entity in order to be eligible for State or Federal funding; the value of third-party in-kind contributions and that portion of project or program costs not borne by the State or Federal government
Market Rate		The price that a child care provider charges for daily, weekly, or monthly child care services.
Office of Child Care	OCC	The Office of Child Care (OCC) supports low-income working families by providing access to affordable, high-quality early care and afterschool programs. OCC administers the Child Care and Development Fund (CCDF) and works with state, territory and tribal governments to provide support for children and their families juggling work schedules and struggling to find child care programs that will fit their needs and that will prepare children to succeed in school. The Office of Child Care was established in September 2010 and replaces the former Child Care Bureau. The Office of Child Care partners with states, territories, and tribes to administer the Child Care and Development Fund (CCDF) program.
Other Cost Accumulator	OCA	OCA is a cost accounting system to maintain the collection of costs in an organized and systematic manner.
Professional Development Initiative	PD	A continuum of learning and support activities designed to prepare individuals for work with and on behalf of young children and their families, as well as ongoing experiences to enhance this work, leading to improvements in knowledge, skills, practices, and dispositions.
Performance Funding Project	PFPP	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.