

Early Learning Coalition of Broward County, Inc.  
**Executive Committee Meeting Agenda**  
**December 7, 2021 – 1:30 pm**  
**Virtual Meeting**

**Meeting Call-In Number: 1 (872)240-3412 Access Code: 534-097-765**

**Go To Meeting Access: <https://global.gotomeeting.com/join/534097765>**

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

		PAGE	
<b>I.</b>	<b>Call to Order</b>		Laurie Sallarulo, Chair
<b>II.</b>	<b>Roll Call</b>		Melody Martinez, Board Liaison
<b>III.</b>	<b>Chair Report</b>		Laurie Sallarulo, Chair
<b>IV.</b>	<b>CEO Report</b>	<b>2</b>	Renee Jaffe, CEO
<b>V.</b>	<b>Executive Committee Consent Agenda</b> a. Approve November 2, 2021 Executive Committee meeting minutes	<b>4</b>	Laurie Sallarulo, Chair
<b>VI.</b>	<b>Executive Committee Regular Business</b> a. EXC223RB1 – Consultant Presentation of 2021 Salary Survey	<b>7</b>	Christine Klima Mary Rizzuti, CEO of CRI
<b>VII.</b>	FYI <ul style="list-style-type: none"> <li>• FYI-1 Wait List Report</li> <li>• FYI-2 Contract List</li> <li>• FYI-3 Education and Quality Training Calendar</li> <li>• FYI-4 2021/2022 Board Calendar</li> <li>• FYI-5 Board Committee Member List 21/22</li> <li>• FYI-6 FY 21-22 Executive Committee Meeting Attendance</li> <li>• FYI-7 Glossary of Terms</li> </ul>	<b>23</b> <b>24</b> <b>26</b> <b>29</b> <b>30</b> <b>31</b> <b>32</b>	
<b>VIII.</b>	Unfinished Business New Business Matters from the Board Matters from the CEO Matters from our Partners Public Comment <a href="#">Next Executive Committee: February 1, 2022 @ 1:30pm</a> Adjourn		

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

**CEO Report**  
**Executive Committee Meeting – December 7, 2021**

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

School Readiness attendance for the month of October was 11,650 which was almost exactly the same amount of children who attended in September (11,710). This suggests a leveling off, understanding that children are enrolling in and leaving the system on a daily basis. In response to the increase in SR Waitlist funding, staff are continuing to pull children off the waitlist at an aggressive pace. In November 1,086 children were called off the waitlist. We will do another large pull in the middle of December. As of November 29th, there are 2,055 children on the SR waitlist. This is down more than 500 children from almost a month ago. Staff will continue to engage in outreach to alert Broward families of the availability of the SR program.

As explained previously, an additional and more accurate indicator of waitlist impact is lag time between the calendar date of waitlist sign-up and the date of names being pulled. As of November 30<sup>th</sup>, we are now pulling families off the waitlist that signed up as of 8/10/2021.

As of November 29<sup>th</sup>, there were 15,711 processed and approved VPK applications for the 21/22 VPK school year and 12,629 children actually enrolled in a VPK program (and assigned a classroom). To keep this in context, last year, there were 11,813 school year VPK enrollments and in the 2019-2020 school year, there were 15,928 enrollments, a 24% decrease. We are still below the numbers we saw pre-pandemic. VPK classes tend to begin either at the end of August or the beginning of September. Because of the surge of Delta variant, future enrollment/attendance in VPK are currently very difficult numbers to predict. Staff will continue to engage in outreach efforts to increase the number of children enrolled and have sent messages to parents who hold, but are not using their VPK certificates, explaining that they can be used for new classes opening in January, or for summer VPK. Staff has also sent a survey to these parents to gain a better understanding about why they haven't used their certificates.

**CRRSA COVID-19 Federal Relief Funding**

As we reported at the November board meeting, the State has now released CRRSA federal stimulus dollars that had been expected in August/September. Below is a summary of what has been released:

**Phase VI Provider Grants**

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

The sixth and largest of the Federal stimulus support grants for providers to date. Providers are encouraged to use the funds for payroll supports, hiring & background screen costs and other on-going operating costs needed to support business continuity, quality care and ease the economic strain caused by the COVID-19 pandemic. As of 11/30/21 there were 575 applications received for this grant money, of which 485 providers received payment on 11/30/21, totaling \$17,749,572.00 additionally, 79 providers are schedule for payment on 12/3/21 totaling \$2,739,988.00 The remainder are being processed and will be paid out once approved. As of today there is no official closure date so we will continue to provide updates.

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

This funding presents a much needed opportunity to strengthen, support and build a more robust child care system that has the ability **to recruit, upskill, and retain** a competitively compensated and professional child care staff, which supports high-quality experiences that improve the school readiness of young children. A survey to gauge specific provider needs in this area has been incorporated into the Phase VI online grant application process and analysis from the responses will be included in our application to access this award.

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

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

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

ELC staff has met internally to discuss and develop an outreach and awareness plan and timeline. The plan is being finalized and updates will be shared with the Board.

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

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

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

#### **Strategic Planning Process**

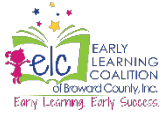
Reapproval for the ad hoc strategic planning committee occurred at the November Board meeting. Data and feedback from various sources is currently being gathered and will be shared with the Board along with the overall planning process and timeline at the upcoming ELC Board retreat scheduled for late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

#### **Ad-Hoc Fundraising Committee**

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

#### **December Board Meeting**

The December 20<sup>th</sup> Board meeting will be held in person and virtually. Please let Melody or Judith know if you plan to attend in person if you have not done so already. Currently we have confirmation of four Board members to attend in person.



Early Learning Coalition of Broward County, Inc.  
**Executive Committee Meeting Minutes**  
**November 2, 2021 – 1:30 pm**  
 Virtual Meeting

Members in Attendance	Chair, Laurie Salarullo; Dawn Liberta; Twan Russell; Cindy Arenberg-Seltzer; Monica King; Michael Asseff; Richard Campillo
Members Absent	Khalil Zeinieh
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Judith Merritt COO; Allison Metsch, Director of Education & Quality Initiatives; Stephanie Landreville, Controller; Elsy Silvestre, Contract Administrator Sandra Paul, Keisha, Lizbeth Juan, Executive Assistant; Melody Martinez, Board Liaison
Others in Attendance	Jacob Jackson, General Counsel; Cara Cerchione

Item	Action/Discussion
Welcome & Call to Order	Dawn Liberta stepped in for Laurie Salarullo as Chair and called the meeting to order at 1:31 PM. Roll was called and a quorum was established.
Chair Report	Nothing to report.
CEO Report	<p>CEO informed committee members that the new CRRSA grant was approved and we received a notice of award.</p> <ul style="list-style-type: none"> <li>• We received \$25.1 Million for provider grants that are going to go directly to childcare small businesses.</li> <li>• We are going to receive \$128,000 for VPK closures.</li> <li>• We are going to receive \$337,000 for outreach and family supports.</li> <li>• We have the ability to apply for \$2.3 million dollars in workforce initiatives. Applications are not open yet, however we have come up with a workforce initiative that has been partially approved by the Board already and we have another plan in motion that we are discussing with the workforce workgroup.</li> </ul>
<b>CONSENT AGENDA</b> a. Approve August 31, 2021 Executive Committee meeting minutes b. EXC222CA1 – City of Ft. Lauderdale SR Match Contract c. EXC222CA2 – Children’s Forum Sub Recipient Agreement	<p>There was a <b>Motion</b> to approve the items on the Consent Agenda by Monica King and <b>Seconded</b> by Cindy Arenberg Seltzer. <b>Motion Passes. Unanimously approved.</b></p>
<b>REGULAR BUSINESS</b> a. EXC222RB1 – NSU Agreement	<p><b>NSU Agreement</b></p> <p>On September 13, 2021 the Board approved a budget allocation of \$175,000 for ELC to pay the cost of registration fees for mandatory training and competency exams on behalf of newly hired early care educators in Broward County to help build and</p>



b. EXC222RB2 – Legal Services Agreement Cycle

sustain the Broward County child care workforce. Nova Southeastern University (NSU) holds the sole contract with the Department of Children and Families to offer these mandatory courses in Broward County and staff negotiated an Agreement to start paying the fees of new registrants for online courses as soon as possible. ELC will send weekly lists of new registrants to NSU.

NSU registers the students for classes and/or exams as appropriate and sends an invoice to ELC with the registration confirmations. If students do not complete the coursework they were registered for, ELC excludes them from future registrations.

Cindy Arenberg-Seltzer asked if this contract was in addition to or in lieu of the idea of the stipends to promote them taking them in the order that we want them to while this is not included in the nova contract, are we still considering that prioritization?

CAO and CPO replied yes, we would prioritize the aforementioned courses.

There was a **Motion** to approve the NSU Agreement to the Full Board by Cindy Arenberg-Seltzer and **Seconded** by Monica King.

**Motion Passes. Unanimously approved.**

**Legal Services Five Year Contract Expiration March 31, 2022**

As the expiration of the current five-year cycle approaches, CAO asked a processing question asking the Board for guidance on how they should proceed regarding the federal regulations pertaining to the vendor's contract renewal.

Staff recommend that the members select either option 1 or option 2 so that staff may develop a timeline and action plan for implementation before the current agreement expires on March 31, 2022

This is just the process question, not the negotiation itself.

Option 1: Renegotiate a new five-year contract cycle with the existing vendor prior to the March 31, 2022 expiration

Option 2: Conduct a competitive procurement for Legal Services prior to March 31, 2022 as a best practice

Option 3: Extend the current Agreement with the existing vendor one time, for up to six months

According to last year's market information, we are currently paying below market for legal services.

There was a **Motion** to stay with Option #1 by Laurie Salarullo and **Seconded** by Twan Russell. The following members voted:

- Laurie Salarullo – No
- Dawn Liberta – No
- Twan Russell – Yes
- Cindy Arenberg-Seltzer- No
- Monica King – No

<p>c. EXC222RB3 – CEO Goals FY 21/22</p>	<ul style="list-style-type: none"> <li>• Cara Cerchione – No</li> <li>• Michael Asseff – Yes</li> <li>• Richard Campillo - No</li> </ul> <p>There was a <b>Motion</b> to re negotiate a new up to a 5-year contract with the existing vendor prior to March 31, 2022 by Laurie Salarullo and <b>Seconded</b> by Twan Russell. The following members voted:</p> <ul style="list-style-type: none"> <li>• Laurie Salarullo – Yes</li> <li>• Dawn Liberta – No</li> <li>• Twan Russell – Yes</li> <li>• Cindy Arenberg-Seltzer- No</li> <li>• Monica King – No</li> <li>• Michael Asseff – Yes</li> <li>• Richard Campillo - Yes</li> </ul> <p><b>Motion Passes by a four to three vote, approved.</b></p> <p><b>CEO Goals FY 21/22</b></p> <p>In an effort to present suggested personal CEO goals to the committee, the Board Chair and CEO met to discuss personal CEO goal options. Additionally, feedback was elicited by the CEO from other Executive committee members and FY 20/21 CEO Performance Evaluation results were reviewed for growth opportunities. Executive member feedback revealed the majority of committee members did not feel the need for personal CEO goals.</p> <p>The prior CEO goals from the Strategic plan presented at the 8/31/21 Executive Committee meeting were provided and there was a recommendation that they be approved by the board without any additional items.</p> <p>There was a <b>Motion</b> to approve the CEO Goals for FY 21/22 to the Full Board by Michael Asseff and <b>Seconded</b> by Cindy Arenberg-Seltzer. <b>Motion Passes. Unanimously approved.</b></p>
<b>NEW BUSINESS</b>	There was no discussion.
<b>MATTERS FROM CHAIR</b>	There was no discussion.
<b>MATTERS FROM COMMITTEES</b>	There was no discussion.
<b>PUBLIC COMMENT</b>	There was no comment.
<b>NEXT MEETING DATE</b>	December 7, 2021 @ 1:30PM
<b>ADJOURN</b>	<b>A Motion</b> was made by Michael Asseff to adjourn at 2:24 PM.

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

<b>ITEM/MEETING</b>	B223RB1 / Executive
<b>DATE:</b>	December 7, 2021
<b>SUBJECT:</b>	2021 Salary Survey Results
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTIONS:</b>	<b>Recommend to the Board Whether or Not to Adjust the CEO Salary Following Independent Compensation Consultant Presentation and Member Discussion, and if so in What Amount.</b>
<b>AS RECOMMENDED BY</b>	N/A
<b>FINANCIAL IMPACT:</b>	TBD
<b>ELC STAFF LEAD</b>	C. Klima

**Background/History**

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

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

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

**Current Status**

CR completed the survey in 2021 in November and will present their findings to the Committee on December 7, 2021.

Highlights include:

- Compensation for most ELC staff has kept pace with the marketplace overall (averaging at or above the 30th percentile of each grade) since the salary structure was first implemented in 2018.
- ELC’s current performance-based salary increase policies that are implemented each year on July 1 will be sufficient to keep most staff between the 30th and 40th percentiles of their grades without the need for interim adjustments.
- The CEO’s compensation (base + bonus), which has remained un-adjusted since the 2018 survey, is the only ELC salary that has not kept pace with shifts in the marketplace and is now significantly below the market range: falling from the 25th percentile in 2018 down to the 16th percentile with the 2022 market range updates.

CEO Potential Salary Adjustment Key Considerations:

- ELC Salary administration policy targets bringing all staff compensation to at least the 30<sup>th</sup> percentile of their grade each year;
- The peer group mix and weighting used in the study;
- Responsibilities of the position, organizational revenue & services, and geographic area;
- DEL funds may be allocated to compensation amounts up to the maximum salary rate for Federal Contractors set by the Department of Health and Health Human Services (Executive Service Level II). Compensation amounts in excess of the Federal limit may be funded separately with non-State, non-Federal funds with permission of the funder;
- The current Executive Service Level II rate is \$199,300 and is projected to increase to \$203,000 on January 1.

**Recommended Action:**

Recommend to the Board whether or not to adjust the CEO Salary following Independent Compensation Consultant presentation and member discussion, and if so in what amount.

**Supporting Documentation**

- 2022 CEO Compensation Study Report of Findings (Discussion Draft)



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

**November 19, 2021**



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

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

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### Introduction and Purpose

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

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

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

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

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

**Executive Summary**

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

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

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

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

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

### Organizational Overview

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

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

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

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

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

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## 2022 CEO Compensation Study

### Report of Findings – Discussion Draft

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#### Methodology

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

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

#### **General**

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

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

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

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## 2022 CEO Compensation Study

### Report of Findings – Discussion Draft

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

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

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

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

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

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

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

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

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

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

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

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

**Market Consensus Calculations**

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

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

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

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

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**Report of Findings – Discussion Draft**

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

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

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

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

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

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

**Findings**

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

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

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

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

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

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

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

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

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



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

**Attachment A: Peer Listing**

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

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

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

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

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

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

### Attachment B: Published Survey Listing

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

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

## 2022 CEO Compensation Study

### Report of Findings – Discussion Draft

#### Glossary

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

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

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

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

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

#### Relative Market Position Definitions

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

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

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## 2022 CEO Compensation Study

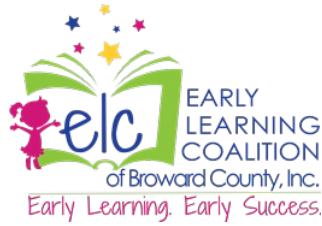
### Report of Findings – Discussion Draft

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

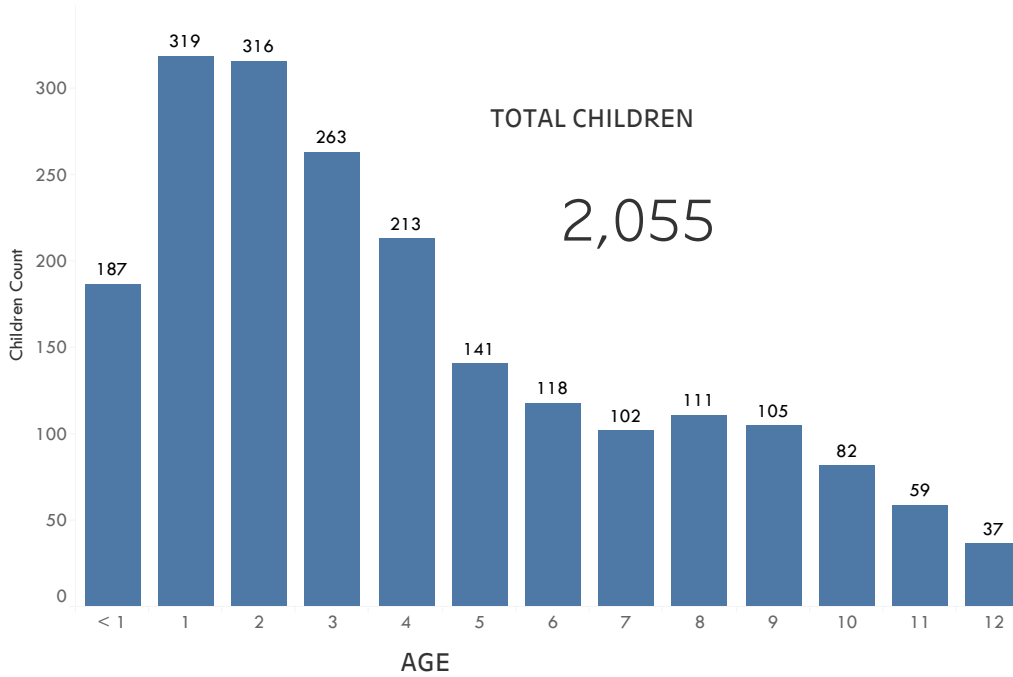
**Total Cash Compensation (TCC):** The value of Base Salary plus annual bonus/incentives.

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

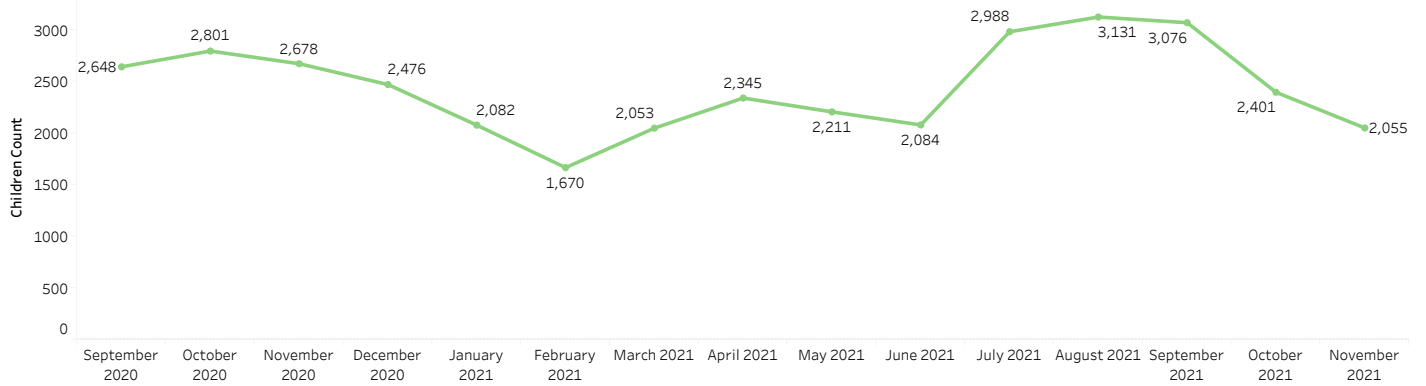
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**Waiting List Children by Age as of 11/29/2021**



Prior Month	Children ..	+/-	%
Sep 2020	2,648	-760	-29%
Oct 2020	2,801	153	5%
Nov 2020	2,678	-123	-5%
Dec 2020	2,476	-202	-8%
Jan 2021	2,082	-394	-19%
Feb 2021	1,670	-412	-25%
Mar 2021	2,053	383	19%
Apr 2021	2,345	292	12%
May 2021	2,211	-134	-6%
Jun 2021	2,084	-127	-6%
Jul 2021	2,988	904	30%
Aug 2021	3,131	143	5%
Sep 2021	3,076	-55	-2%
Oct 2021	2,401	-675	-28%
Nov 2021	2,055	-346	-17%

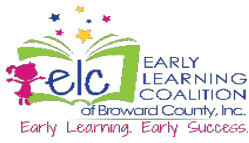


# ELC Broward Contract 2021-2022 List

<b>Funder or Vendor Name</b>	<b>Amount</b>	<b>Purpose</b>	<b>Type</b>	<b>Term</b>	<b>Status</b>
Division of Early Learning	\$149,035,486	<i>School Readiness, VPK &amp; PDG</i>	Revenue	7/1/21-6/30/22	Active
Broward County	\$2,342,795	<i>SR Match &amp; Special Needs</i>	Revenue	10/1/21- 9/30/22	Active
Children's Services Council	\$4,592,850	<i>Financially Assisted Child Care</i>	Revenue	10/1/21-9/30/22	Active
Children's Services Council	\$4,017,850	<i>Vulnerable Populations</i>	Revenue	10/1/20-12/30/21	Active
City of Fort Lauderdale	\$50,000	<i>SR Match Funds</i>	Revenue	10/1/21-9/30/22	Active
City of Hollywood	\$7,611	<i>SR Match Funds</i>	Revenue	10/1/21-9/30/22	Active
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/21-9/30/22	Active
United Way	\$130,000	<i>SR Match Funds</i>	Revenue	7/1/21-6/30/22	Active
Children's Forum, Inc.	\$225,450	<i>INCENTIVE\$® Program</i>	Sub-recipient	7/1/21-12/31/21	Extended
First Call for Help/211	\$461,092	<i>Community Referral Services</i>	Sub-recipient	7/1/21-6/30/22	Active
Abila	\$6,200.10	<i>MIP Accounting Software</i>	Vendor	6/20/21-6/19/22	Active
Allison Golden	\$10,000	<i>Mental Health Support Training</i>	Vendor	10/1/21-12/31/21	Active
Accessible Comm for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
AT&T	\$50,000	<i>Cell Phones and Hot Spots</i>	Vendor	7/1/21-12/19/21	Active
Biometrics4All, INC.	\$840	<i>Live Scan Software Support</i>	Vendor	7/1/21-6/30/22	Active
BlueJean Software, Inc.	\$33,000	<i>Hosting and Support Services</i>	Vendor	7/1/21-6/30/22	Active
Business Leadership Institute	\$50,000	<i>Business Development</i>	Vendor	7/1/21-6/30/22	Active
Causetech DBA Achieve	\$7,988	<i>Website Hosting &amp; Support/Maintenance</i>	Vendor	7/1/21/-6/30/22	Active
CLASS Observers (9)	\$33,500ea	<i>Independent CLASS Observers</i>	Vendor	7/1/21-6/30/22	Active
Comcast	\$4,368	<i>Internet</i>	Vendor	7/1/21-6/30/22	Active
Compensation Resources	\$34,650	<i>Competitive Market Study</i>	Vendor	8/6/21-6/30/22	Active
Crown Center	\$416,078	<i>Office Lease (est. annual cost)</i>	Lease	2/1/19-1/31/29	Active
FL Dept of Law Enforcement	\$1,863	<i>LiveScan Service (annual cost)</i>	Vendor	10/29/18-Ongoing	Active
Hillspoint Resources (1 <sup>st</sup> Day)	\$28,800	<i>Mental Health Support Training</i>	Vendor	10/23/21-12/31/21	Active
Intermedia.net, Inc.	\$21,540	<i>Office 365</i>	Vendor	7/12/21-7/12/22	Active
Jacob Jackson	\$90,000	<i>Legal Services</i>	Vendor	4/1/21-3/31/22	Active
Keefe McCullough, LLP	\$42,500	<i>External Audit Preparation</i>	Vendor	7/1/21-6/30/22	Active
LeBoffe & Associates LLC	\$8,000	<i>Senior Team Retreat/Follow up</i>	Vendor	7/1/21-12/31/21	Active
Nova Southeastern University	\$34,500	<i>Child Care Providers State mandated training &amp; competency exams</i>	Vendor	12/1/21-6/30/22	Pending
One Beat	\$7,200	<i>CPR/First Aid Training for Providers</i>	Vendor	9/1/21-12/31/21	Active
Piccolo Picasso LLC	\$25,000	<i>Online Learning Platform</i>	Vendor	7/1/21-6/30/22	Active
Racial Equity Institute	\$60,000	<i>Racial Equity Training</i>	Vendor	10/1/21-6/30/22	Active
Revation Systems, Inc.	\$18,000	<i>Voice Over Internet Phone Services</i>	Vendor	9/15/21-9/30/24	Active
School Board Broward County	\$10,210.60/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/19-9/5/22	Active
Sharp (State Term Contract)	\$14,353.12	<i>Copier and Printer Rental</i>	Vendor	11/1/20-9/1/25	Active
Teaching Strategies Gold	\$19,425	<i>Child Assessment Software</i>	Vendor	7/1/21-6/30/22	Active
The Journey Institute	\$25,500	<i>Mental Health Support Training</i>	Vendor	8/4/21-12/18/21	Active
Trusaic	\$6,500	<i>Monthly Fee for up to 500 W2's</i>	Vendor	6/1/21-6/30/22	Active
Webauthor	\$65,000	<i>CRM Software</i>	Vendor	7/1/21-6/30/22	Active
Brown & Brown	\$0	<i>Information Sharing Agreement</i>	MOU	8/1/20-7/31/26	Active
Broward County	\$0	<i>Crisis Intervention &amp; Support</i>	MOU	11/18/20-11/17/25	Active
Child Abuse Prevention - CAPTA	\$0	<i>Interagency Referrals</i>	MOU	9/1/21-8/31/26	Active
School Board Broward County	\$0	<i>Community Partnership</i>	MOU	TBD-6/1/2045	Pending
Seventeenth Circuit Court	\$0	<i>Cooperation Agreement</i>	MOU	6/23/20-Ongoing	Active

University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active
Women in Distress	\$0	<i>Community Partnership</i>	MOU	10/1/21-9/30/22	Pending





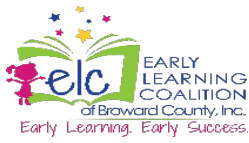
## December 2021 Training Calendar (ELC Staff and External Trainers)

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



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

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



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

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

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



**FY 21-22 – ELC of Broward County**  
**2021-2022 Board/ Committee Meeting Calendar**

July 2021						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

August 2021						
Su	Mo	Tu	We	Th	Fr	Sa
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15	16	17	18	19	20	21
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29	30	31				

September 2021						
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19	20	21	22	23	24	25
26	27	28	29	30		

October 2021						
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17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

November 2021						
Su	M	Tu	W	Th	Fr	Sa
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

December 2021						
Su	M	Tu	W	Th	Fr	Sa
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19	20	21	22	23	24	25
26	27	28	29	30	31	

January 2022						
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30	31					

February 2022						
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20	21	22	23	24	25	26
27	28					

March 2022						
Su	M	Tu	W	Th	Fr	Sa
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

April 2022						
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17	18	19	20	21	22	23
24	25	26	27	28	29	30

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

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

**Executive/Finance Meetings**

- August 31, 2021 at 1:00p
- November 2, 2021 at 1:30p (Exec)
- November 9, 2021 at 1:30p (Finance)
- December 7, 2021 at 1:30p
- February 1, 2022 at 1:30p
- March 29, 2022 at 1:30p
- April 26, 2022 (if needed) at 1:30p
- May 24, 2022 at 1:30p

**Full Board Meeting**

- September 13, 2021 at 12p
- November 15, 2021 at 12p
- December 20, 2021 at 12p
- February 14, 2022 at 12p
- April 11, 2022 at 12p
- May 9, 2022 (if needed) at 12p
- June 13, 2022 at 12p

- Program Review Committee:**  
 November 10, 2021 at 1:30PM

- Nominating Committee:**

- Governance Committee:**  
 December 10, 2021 at 12p

- Audit Committee:**  
 August 31, 2021 at 12:15p  
 December 7, 2021 at 1:00p

**ELC Offices closed for holidays on:**

- July 5; Sep 6; Nov 11; Nov 25 and 26; Dec. 24; December 31; Jan 3; Jan 17;  
 Feb 21; May 30

ELC of Broward County

Committee Membership 2021-2022

COMMITTEE	Member Name	Seat	By Laws
<b>EXECUTIVE</b>	<i>Members consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees)</i>		
Officer	Laurie Sallarulo	Chair	effective 4/2014 - Governor appointment
Officer	Dawn Liberta	First Vice Chair	effective June 2020
Officer	Twan Russell	Second Vice Chair	effective June 2020
Officer	Monica King	Secretary	effective June 2020
Officer	Cindy Arenberg Seltzer	Treasurer	effective June 2020
	Khalil Zeinieh	Program Review Chair	effective June 2020
	Michael Asseff	Nominating Com. Chair	effective June 2020
	Richard Campillo	Audit Com. Chair	effective June 2020
<b>FINANCE</b>	<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members. No Term Limits</i>		
	Cindy Arenberg Seltzer	Chair	
	Renee Podolsky	Member	
	Laurie Sallarulo	Member	
	Zachary Talbot	Member	effective June, 2020
	Twan Russell	Member	
	Khalil Zeinieh	Member	effective 9/13/21
	Dawn Liberta	Member	effective 9/13/21
<b>PROGRAM REVIEW</b>	<i>Members appointed by the Chair. Ad Hoc members with particular expertise may be appointed to assist in the given particular area of program. Reports directly to the Board and shall consist of at least (3) members. No Term Limits</i>		
	Khalil Zeinieh	Chair	effective 6/2020
	Laurie Rich Levinson	Member	
	Dawn Liberta	Member	
	Laurie Salarullo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	
	Cindy Arenberg-Seltzer	Member	
	Cara Cerchione	Member	effective 10/2019
<b>AUDIT</b>	<i>Members elected by Board. Consists of at least (5) five Members. Ad Hoc Members may be appointed to assist in accounting or financial management experience. No more than (1) one Member of the Finance Committee shall be a Member of the Audit Committee and in no event shall the chair of the Finance Committee be a Member of the Audit Committee. No Term Limits</i>		
	Richard Campillo	Chair	effective 7/1/18
	Michael Asseff	Member	
	Twan Russell	Member	effective 12/9/16
	Monica King	Member	effective 4/7/17
	Beverley Batson	Member	effective 12/19/19
<b>GOVERNANCE</b>	<i>Members Elected by Board. Consists of at least (5) five Members. First Vice Chair shall serve as chair of the Governance Committee. No</i>		
	Dawn Liberta	Chair	effective 6/30/20
	Cara Cerchione	Member	effective 6/2019
	Michael Asseff	Member	effective 6/2020
	Carol Hylton	Member	effective 2/2021
	Laurie Salarullo	Member	
	Kirk Englehardt	Member	effective 9/13/21
<b>NOMINATING</b>	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition. No Term Limits</i>		
	Michael Asseff	Chair	effective 6/2020
	William Karp	Member	effective 6/2019
	Twan Russell	Member	
	Dr. Amoy Reid	Member	effective 12/19/19
	Kristina West	Member	effective 9/13/21
	Laurie Salarullo	Member	
<b>AD HOC FUNDRAISING</b>	Michael Asseff	Chair	established 2/13/20
	Amoy Reid	Member	effective 2/13/20
	Cara Cerchione	Member	effective 2/13/20
	Richard Campillo	Member	effective 2/13/20
	Twan Russell	Member	effective 2/13/20
	Kristina West	Member	effective 9/13/21
	Michael Asseff	Member	effective 2/13/20
<b>AD HOC STRAT PLANNING</b>	Kirk Englehardt	Chair	effective 11/2021
	Laurie Salarullo	Member	effective 11/2021
	Cara Cerchione	Member	effective 11/2021
	Cindy Arenberg-Seltzer	Member	effective 11/2021
	Khalil Zeinieh	Member	effective 11/2021
	Ellie Schrot	Member	effective 11/2021
	William Karp	Member	effective 11/2021
	Dawn Liberta	Member	effective 11/2021
	Renee Podolsky	Member	effective 11/2021
<b>Workforce Workgroup</b>	William Karp	Member	effective 10/2021
	Laurie Rich Levinson	Member	effective 10/2021
	Cara Cerchione	Member	effective 10/2021
	Dawn Liberta	Member	effective 10/2021
	Laurie Salarullo	Member	effective 10/2021
	Carol Hylton	Member	effective 10/2021
	Cindy Arenberg-Seltzer	Member	effective 10/2021



Executive Finance Committee Attendance Chart FY 2021-2022

QUORUM # NEEDED: 5

Member	Position	Term Started	Term Exp	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
<b>EXECUTIVE</b>															
1 Laurie Sallarulo - CHAIR	Chair				V			P							
2 Dawn Liberta	First Vice Chair	June 2020	June 2023		V			V							
3 Twan Russell	Second Vice Chair	June 2020	June 2023		V			V							
4 Cindy Arenberg Seltzer	Treasurer	June 2020	June 2023		V			V							
5 Monica King	Secretary	June 2020	June 2023		V			V							
6 Khalil Zeinieh	Program Rev. Chair	June 2020	June 2023		V			ABS							
7 Michael Asseff	Nominating Chair	June 2020	June 2023		V			V							
8 Richard Campillo	Audit Chair	July 2018	June 2023		V			V							
<b>FINANCE</b>															
QUORUM # NEEDED: 4															
1 Cindy Arenberg Seltzer					V			V							
2 Renee Podolsky					P			V							
3 Laurie Sallarulo					V			ABS							
4 Twan Russell					V			ABS							
5 Zachary Talbot					ABS			V							
6 Khalil Zeinieh		August 2021						V							
7 Dawn Liberta		August 2021						V							
V - Virtual present at meeting															
ABS - Absent from Meeting															
FM First Meeting LM Last Meeting															
C- Confirmed Attendance															
P - Via Phone attendance															
Shaded areas - no meeting scheduled															
O:\Board\Board and Committee Meetings\Executive Finance Committee Packets\FY 2021-2022 Exec Finance Committee															

Except for Chair an Officers term is for two years

No officer may hold the same elected position for more than (1) term of two years

## FYI - ELC Broward Glossary of Terms (August 2019)

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



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

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

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

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