

Executive Meeting Agenda
September 9, 2025, at 1:30 PM
(Immediately following the Finance meeting)
Zoom Meeting

Meeting ID: 828 6018 5386 Passcode: 301368

<https://us06web.zoom.us/j/82860185386?pwd=BWjLMNPmjDU47lbfoqzKDafjEmnN3t.1>

Members are reminded of conflict-of-interest provisions. In declaring a conflict, please refrain from voting or discussing 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 | | |
|------|---|---|
| 1. | Call to Order | Laurie Sallarulo, Chair |
| 2. | Roll Call | Melody Martinez, Board Liaison |
| 3. | Chair Report | Laurie Sallarulo, Chair |
| 4. | CEO Report | 3 Renee Jaffe, CEO |
| 5. | Consent Agenda <ol style="list-style-type: none"> 1. Approve June 3, 2025, Committee meeting minutes 2. EXC261CA1 – Approve CSC Financially Assisted Child Care 2025-2026 Agreement Renewal 3. EXC261CA2 – Approve CSC Vulnerable Populations Program 2025-2026 Agreement Renewal 4. EXC261CA3 – Authorize the Chair to Execute the Broward County School Readiness & Special Needs 2025-2026 Agreement Renewal when it becomes available 5. EXC261CA4 – Ratify Broward County School Readiness & Special Needs 2024-2025 Agreement Budget Increase Amendment 6. EXC261CA5 – Ratify City of Pompano Beach Match Funding 2025-2026 Agreement 7. EXC261CA6 – Authorize Board Chair to Execute FY 2026 Help Me Grow Agreement when it becomes available 8. EXC261CA7 – Approve Amendments to Citrin Cooperman Agreements for Year 2 Audit and Tax Services 2025-2026 9. EXC261CA8 – Approve Children’s Forum Sub Recipient INCENTIVE\$ Budget Reduction Amendment FY26 | 5 8 11 14 17 20 22 23 40 Laurie Sallarulo, Chair |
| 6. | Regular Business <ol style="list-style-type: none"> 1. EXC261RB1 – Approve CEO Performance Evaluation Results & CEO Salary Discussion 2. EXC261RB2 – Review Strategic Plan Year 3 Results | 41 Christine Klima, CAO 50 Renee Jaffe, CEO |
| 7. | FYI <ul style="list-style-type: none"> • FYI-1 Contract List • FYI-2 Board Engagement Calendar • FYI-3 Board Calendar FY 25/26 • FYI-4 Committee Member List FY 25/26 • FYI-5 Executive Committee Meeting Attendance FY 25/26 • FYI-6 Glossary of Terms | 58 60 61 62 63 64 |

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| 8. | Unfinished Business New Business Matters from the CEO Matters from the Committee Matters from our Partners Public Comment | | |
| 9. | Next Executive Committee Meeting: November 4, 2025 | | |
| 10. | Adjourn | | |
| <p>Please Note: Agenda is subject to revisions and additions at the discretion of the Chair of the Coalition. Notification will be sent of any such revisions or additions.</p> <p>Members of the Public: Please sign up at the entry desk for public comments to be made on any particular agenda items no later than five minutes after the Coalition meeting has been called to order.</p> <p><i>“As per any person who decides to appeal any decision of the Board with respect to any matter considered at this meeting will need a record of the proceedings and for such purpose, may need to ensure that a verbatim record of the proceedings is made, which record includes testimony and evidence upon which the appeal is to be based.”</i></p> | | | |

CEO Report

Executive Meeting – September 9, 2025

School Readiness Enrollment Update

As we finished the last fiscal year, ELC was steadily enrolling in response to the additional one-time funds it had received. With paid monthly enrollment surpassing 15,200 and wait times for approval for services inside of one month, we had once again found a sweet spot of meeting more of the County's needs and meeting them quickly. Looking ahead to FY26, we will likely need to slow enrollment to bring the average number served down to 14,300 children per month to align with reduced allocations and the higher costs of new family co-pay rules that started taking effect on a rolling basis on July 1.

As of August 28th, there are 3,260 children on waitlist for School Readiness. The approximate waiting time is 6 months.

VPK Enrollment Update

The new VPK year started in coordination with the first day of public school. As of August 29th, we have approved 12,389 VPK school year applications, and we have 9,925 children who have enrolled in a VPK classroom. At this time last year, we had approximately 450 more children enrolled. This decreased amount, however, tracks with the VPK Estimating Conference's decreased amount of Broward children enrolling in VPK. Last year's school year/summer estimate was 13,060, while this year's estimate is 11,571. Additionally, the VPK year has just begun, and it is too early to draw any solid conclusions yet. We'll keep the board updated concerning enrollment throughout the year.

VPK Provider Performance Accountability Update

The new VPK provider progress monitoring holds providers accountable for quality instruction which leads to children learning growth and readiness for kindergarten. To track progress, school-year programs test their children three times using the Florida Assessment of Student Thinking (FAST) Star Early Literacy. The first progress monitoring (PM1) occurs in the first 30 days of the program year, progress monitoring 2 (PM2) occurs at the midway point and progress monitoring 3 (PM3) occurs the last 30 days of the program (PM3).

Each VPK provider's Performance Accountability score is calculated by DEL using three factors:

- The quality classroom instruction score uses the CLASS Composite Program Assessment Score. (50%)
- The child achievement score is calculated as the percentage of eligible children who demonstrate kindergarten readiness on their progress monitoring 3 (PM3). (20%)
- The learning gains score calculates learning gains as a growth rate of 12 points or more between their PM1 and PM3. (30%)

When we say Broward is the Best, we mean it. We are proud to announce the FY 25 VPK Accountability scores for Broward Providers released in August:

- Excellent or Above Expectations: **77%**
- Meet Expectations: **16%**
- Incomplete: **5%** (insufficient data to complete the metric)
- Below Expectations (9) or Unsatisfactory (2): **2%**

Broward County's VPK providers' scores ranked us 5th statewide compared to other coalitions, and we ranked first for larger coalitions. We are working with the 7% of providers who scored as Below Expectations, Unsatisfactory, or Incomplete to make sure they comply with the state required Improvement Plan in the hopes of improvement during this year's program.

ELC Collaboration Project

Great news, the Broward Workshop has secured the majority of funding needed for the joint Florida Chamber Foundation and ELC Broward collaborative research project to better understand the early learning landscape in Broward. The study will be used to drive the creation of a future early learning Broward roadmap.

The project will include surveys, focus groups, and listening sessions with early learning stakeholders and partners, including parents, childcare owners/directors, early educators, and the Broward school district. The Foundation in collaboration with the ELC will design surveys for parents, childcare providers, and early educators, and collect additional data, including but not limited to ALICE populations, housing, population trends, socioeconomic status, demographics, etc. The ELC will conduct focus groups and provide meaningful internal data to the Foundation to be used in their analysis. This data, along with the Foundation's data, survey results, focus group, and stakeholder feedback, will be analyzed by the Foundation's research team and included in a comprehensive report. The final report will include the state of childcare in Broward as well as challenges, successful practices, and an early learning road map for the future. The study is anticipated to take place from September/October (2025) to March/April (2026), but may vary based on the Chamber's timeline.

Broward County School District Superintendent Meeting

ELC Broward CEO, Renee Jaffe, met with Broward School District's Superintendent, Howard Hepburn, and other senior district staff members on July 21st to discuss various collaborative efforts, including how to better understand the impact of early learning on future learning and continued efforts to partner on early learning related services and initiatives. It was a very productive meeting that led to exploratory meetings between the two entities in hopes of entering into a future data-sharing agreement. ELC staff will keep the board posted on the exciting effort.

Kindness Counts:

During these interesting times, the ELC is excited to launch our inaugural Kindness Counts initiative during the month of October. We will be recruiting childcare providers to help us promote acts of kindness throughout preschool classrooms. In addition to recommending kindness activities (for classrooms and parents) and promoting books focused on kindness, we will help coordinate municipal leaders' visits to their cities' childcare facilities. We will also coordinate the creation of kindness posters, created in classrooms and hung either at the childcare facilities' respective cities, or here at the ELC. Finally, on October 21st and 22nd, we will be hosting two Kindness Counts story-time events in our model classroom. We'd love for you to join us, and we will send calendar invitations (if we haven't already done so)!

Deerfield Partnership

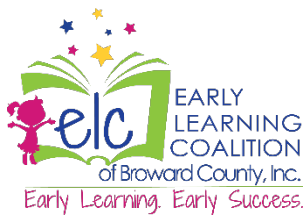
We are very excited to become part of the exciting and innovative work being done by Deerfield Community Cares, under the leadership of Joel Smith. Joel has brought together a host of community funders, providers, and community representatives to improve the lives of individuals and families living in Deerfield and beyond. He and his fantastic staff manage to provide food, counseling, youth development, and multiple other services (bike club, women's group, etc.) in response to what the people living in Deerfield have indicated they need. ELC is coordinating with Deerfield Community Cares to provide focused training to the Deerfield childcare providers, and we are doing outreaching at Deerfield Community Care's weekend events to provide developmental screenings through our Help Me Grow program. We will also be hosting one of our Books, Blocks, and Balls events at his September 20th community event.

Florida Kindergarten Readiness Solution Summit:

ELC Broward CEO, Renee Jaffe, presented to hundreds of virtual attendees at the Florida Chamber's Kindergarten Readiness Solution Summit on August 26th. Renee's presentation focused on Professional Development that Moves Outcomes and included details and data about the many support services and initiatives we offer that have made an impact on strengthening early educators and child outcomes in Broward.

March 2026 Board Meeting:

Every year, a March meeting is necessary to approve the annual financial audit report. The originally released Board Meeting calendar for FY 26 did not include a March 2026 meeting. An updated calendar is included in the packet with a March 9 meeting date added.



Early Learning Coalition of Broward County, Inc.

Executive Committee Meeting Minutes

(Immediately following the Finance meeting)

June 3, 2025, at 1:30 PM

Virtual Meeting

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|----------------------------|---|
| Members in Attendance | Chair, Laurie Sallarulo; Dawn Liberta; Michael Asseff; Ellie Schrot; Cindy Arenberg-Seltzer; Dr. Amoy Reid; Renee Podolsky |
| Members Absent (Excused) | |
| Members Absent (Unexcused) | |
| Staff in Attendance | Renee Jaffe, CEO; Christine Klima, CAO; Judith Merritt, COO; Howard Bakalar, CPO; Hubert Cesar, CIO; Melody Martinez, Board Liaison & Executive Assistant; Allison Metsch, Sr. Director of Education & Quality; Amy Moore, Sr. Director of Family Services & Customer Services; Ancel Pratt III, Sr. Director of Communications & Outreach; Andres Calero, Accountant; Beverly Hung, Director of HR; Daniel Hollenbaugh, AP and Payroll Manager; Kasey LaFrance, Contracts Administration Manager; Megan DeGraaf, Purchasing & Procurement Specialist; Reinier Potts, Financial Analyst; Roy Persaud, Accountant; Sandra Paul, Sr. Dir. of Provider Reimbursement; Sarane Epps, Contract Specialist |
| Others in Attendance | Julie Klahr, Legal Counsel |

| Item | Action/Discussion |
|--|---|
| Welcome & Call to Order | Chair Laurie Sallarulo called the meeting to order at 2:03 PM. The roll was called, and a quorum was established. |
| Chair Report | Chair Laurie Sallarulo reminded all Board Members that "A Day in K" will take place tomorrow at MODS and expressed hope of seeing Board Members in attendance. |
| CEO Report | CEO Renee Jaffe provided a summary of the CEO Report. |
| Consent Agenda <ol style="list-style-type: none"> 1. Approve April 29, 2025, Committee meeting minutes 2. EXC257CA1 – Authorize Board Chair to Execute FY26 Grant Agreement 3. EXC257CA2 – Ratify Budget Increase Amendment to the Broward County School Readiness Match Funding Agreement 4. EXC257CA3 – Approve United Way School Readiness Match Revenue Agreement 5. EXC257CA4 – Approve Children's Forum Sub Recipient INCENTIVE\$ Agreement 6. EXC257CA5 – Approve 211 Broward Sole Source Vendor Agreement | <p>Chief Administrative Officer (CAO) Christine Klima requested two changes to the agenda. First, to add a voting item under Regular Business for the <i>Help Me Grow</i> contract, which was unintentionally omitted from Regular Business in the Agenda. Second, to move the Grant Agreement item from the Consent Agenda to Regular Business due to new information that requires an updated motion.</p> <p>A Motion was made by Ellie Schrot and Seconded by Dawn Liberta to move item #2 from the consent agenda and be placed to regular business, and to add the Help Me Grow contract to Regular Business on the Agenda. The Motion was unanimously approved. Motion Passed.</p> <p>A Motion was made by Cindy Arenberg-Seltzer and Seconded by Amoy Reid to approve the Consent Agenda, excluding Item #2. The Motion was unanimously approved. Motion Passed.</p> <p>A Motion was made by Cindy Arenberg-Seltzer and Seconded by Dawn Liberta to Authorize the Board Chair to execute the finalized FY 2026 DEL Grant Agreement when it becomes available, pending legal review. The Motion was unanimously approved. Motion Passed.</p> |

3. EXC257RB3 – Approve FY 26
Estimated Related Party
Purchases and Agreements

FY 2026 Estimated Related Party Purchases and Agreements

A **Motion** was made by Dawn Liberta and **Seconded** by Ellie Schrot to Approve FY 2026 Estimated Related Party Purchases and Agreements. The **Motion was unanimously approved. Motion Passed.**

| Item No. | Estimated Amount | Related Party and Affiliated Organization | Activity |
|----------|------------------|--|--|
| a. | \$4,200,000 | Sharonda Bailey/Broward County Public Schools | Provider Contracts for VPK Services |
| b. | \$510,000 | Amy Hauser / Davie Academy | Provider Contract for SR and/or VPK Services |
| c. | \$387,000 | Kristie Castillo / Viva Christian Academy | Provider Contract for SR and/or VPK Services |
| d. | \$25,000 | Cindy Arenberg Seltzer / Children's Services Council of Broward County | Sponsorship for annual publication of the Broward County Family Resource Guide |
| e. | \$20,000 | Cindy Arenberg Seltzer / Children's Services Council of Broward County | Sponsorship for annual Read for the Record Collaborative book purchase |

Abstentions:

- Cindy Arenberg-Seltzer abstained from (Item D & E) as she is the CEO of CSC.

Unfinished Business

None

New Business

None

Matters from the CEO

None

Matters from the Committee

None

Public Comments

There was no discussion.

Next Meeting

September 9, 2025

Adjourn

Meeting adjourned at 2:18 PM by Dawn Liberta

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

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|----------------------------|--|
| ITEM/ MEETING: | EXC261CA1 / Executive Committee |
| DATE: | September 9, 2025 |
| SUBJECT: | Children's Services Council (CSC) Financially Assisted Child Care Agreement Renewal |
| FOR ACTION: | YES |
| RECOMMENDED ACTION: | Approve CSC Financially Assisted Child Care Agreement renewal for October 1, 2025, to September 30, 2026, pending legal review. |
| FINANCIAL IMPACT: | <p>\$2,694,637.50 FY 2025 Revenue Budget (Oct-Jun)</p> <p><u>\$898,212.50 FY 2026 Revenue Budget (Jul-Sep)</u></p> <p>\$3,592,850 Total All Years</p> |
| ELC STAFF LEAD | C. Klima |

Background

Since inception, the Coalition has received support and funding from the Children's Services Council (CSC) to supplement and match State School Readiness funding for children ages birth to 5 (not yet in kindergarten). CSC's Financially Assisted Child Care program allows income-eligible children to be enrolled in educational programs that prepare them to enter kindergarten ready to learn, enhance their early learning experience, prevent child abuse and neglect, and help families attain economic self-sufficiency. With the approximately \$3.5 million provided under the Agreement each year, the Coalition is able to:

1. Expand School Readiness services through a dollar-for-dollar Federal match to enroll more income-eligible children, including those from families with income up to 70% of the State Median Income level (equivalent to 200% of poverty). The Children's Services Council is the largest School Readiness Match pool funder and plays a leadership role, along with Broward County and the United Way to help the ELC raise additional match funding from Broward municipalities.
2. Supplement State School Readiness funding for income-eligible families and enroll additional children beyond match funding targets, as applicable.

On May 15, 2025, CSC awarded \$3,592,850 to serve a minimum of 413 children during the period October 1, 2025, to September 30, 2026.

Current Status:

The final draft of the Agreement from CSC is pending legal review.

Recommended Action:

ELC staff recommend the Executive Committee recommends that the Board approve CSC Financially Assisted Child Care Agreement renewal for October 1, 2025, to September 30, 2026.

Supporting Documents:

- CSC FACC FY 25-26 Contract Fact Sheet

CSC OF BROWARD COUNTY

Financially Assisted Child Care Services – Contract Fact Sheet

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

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| CONTRACT NAME: | Children’s Services Council of Broward County Financially Assisted Child Care Services |
| CONTRACT NUMBER: | 23-2580 |
| POINT OF CONTACT: | Adria Dewson Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000 |
| BUDGET AMOUNT: | \$3,592,850.00 |
| METHOD OF PAYMENT: | This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services |
| PAYMENT SCHEDULE: | Monthly |
| TERM: | October 1, 2025 – September 30, 2026, with 1 remaining renewal option |
| ANTICIPATED NUMBER OF PARTICIPANTS: | 413 |
| SCOPE OF WORK: | The funding will allow the ELC to provide additional School Readiness financial assistance for child care slots for low income families living in Broward County. The program serves children ages birth through 5 (not yet in Kindergarten). |
| DELIVERABLES: | Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice: <ul style="list-style-type: none"> • Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF). • Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program. • Participating in the PROVIDER’s School Readiness Program Assessment with a CLASS® score at or higher than the threshold set by the Florida Department of Education Division of Early Learning (DEL). |

VI. PERFORMANCE MEASURES

The PROVIDER is required to submit participant performance measure data within the time frames and formats specified by the CSC. The PROVIDER shall also report any barriers and/or noteworthy activities experienced in performance measure achievement occurring during the term of this Agreement, as required. Performance measures and related processes are subject to change at the discretion of the CSC in response to changes in service delivery (e.g., response to natural disasters or events that impact typical service provision).

DESIRED RESULT: Children will succeed in school.

Results based accountability utilizes data to improve performance outcome measures to achieve the desired customer result. When applied, performance measurement answers the following key questions:

| Key Question | Performance | Council Goal | Evaluation Tool | Admin Schedule |
|-------------------------------|---|--------------|--------------------|-----------------------------|
| How Much Did We Do? | # of providers who are serving school readiness children birth-5 | Outputs Only | Semi-Annual Report | Semi-Annual Data Submission |
| | # of children birth-5 receiving CSC funding | Outputs Only | Semi-Annual Report | Semi-Annual Data Submission |
| How Well Did We Do It? | % of client satisfaction with services | 80% | Semi-Annual Report | Semi-Annual Data Submission |
| | % of children who attended a SR program for a minimum of 6 months | 80% | Semi-Annual Report | Semi-Annual Data Submission |
| Is Anybody Better Off? | % of children who received a referral for additional services based on ASQ recommendations. | 95% | Semi-Annual Report | Semi-Annual Data Submission |

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| ITEM/ MEETING: | EXC261CA2 / Executive Committee |
| DATE: | September 9, 2025 |
| SUBJECT: | Children's Services Council (CSC) Vulnerable Populations Contract Renewal |
| FOR ACTION: | YES |
| RECOMMENDED ACTION: | Recommend to authorize the chair to execute the CSC Vulnerable Populations Program Agreement renewal for October 1, 2025, to September 30, 2026, when it becomes available and pending legal review. |
| FINANCIAL IMPACT: | <p>\$3,193,628.25 FY 2025 Revenue Budget (Oct-Jun)</p> <p><u>\$1,064,542.75 FY 2026 Revenue Budget (Jul-Sep)</u></p> <p>\$4,258,171.00 Total All Years</p> |
| ELC STAFF LEAD: | C. Klima |

Background

The Children's Services Council (CSC) Vulnerable Populations Financially Assisted Child Care Program provides funding for child care services for children from birth to 5 (not yet in kindergarten) in exceptionally vulnerable populations throughout Broward County that are not already enrolled in an ELC School Readiness program. Families are referred for services through a variety of CSC-funded family support programs and other community partners regardless of citizenship and/or immigration status. Eligibility is redetermined every six months, and children are transferred to long-term School Readiness funding when called from the waitlist, if applicable. Children who are over the age of 5 but are still determined to be vulnerable and in need of services are approved by CSC on a case-by-case basis.

Families that are eligible are promptly enrolled in childcare to:

- Prevent further breakdown of what may already be difficult family situations,
- Help families in becoming or remaining economically self-sufficient, and
- Prepare preschool-aged children to be successful in school.

During the past two contract years, this popular program has steadily grown to serve more than 550 children each month. This growth, combined with rising costs of care and diminishing availability of funding for longer-term School Readiness funding for families that are otherwise eligible to transfer, has increased the program's overall cost to nearly \$7 million annually. CSC has indicated that they will modify program eligibility and operating rules starting in the upcoming contract years to gradually reduce the number of children served each month or their length of stay in the program to bring costs down to a more sustainable level.

Current Status

On May 15, 2025, CSC awarded \$4,258,171 to serve approximately 384 children during the period October 1, 2025, to September 30, 2026. However, this amount will likely need to be increased later in the year to allow time for new program rules to take effect.

The Agreement's final draft is pending finalization by CSC and legal review.

Recommended Action

Staff recommends that the members authorize the chair to execute the CSC Vulnerable Populations Program Agreement renewal for October 1, 2025, to September 30, 2026, when it becomes available and pending legal review.

Supporting Documents

CSC Vulnerable Populations FY 25-26 Contract Fact Sheet

CSC OF BROWARD COUNTY

Vulnerable Population Financially Assisted Childcare – Contract Fact Sheet

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

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|--|--|
| CONTRACT NAME: | Children’s Services Council of Broward County Vulnerable Population Financially Assisted Childcare Program |
| CONTRACT NUMBER: | 23-2581 |
| POINT OF CONTACT: | Andria Dewson Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000 |
| BUDGET AMOUNT: | \$4,258,171.00 |
| METHOD OF PAYMENT: | This is a revenue-generating contract for which the ELC is reimbursed for units (days) of child care services |
| PAYMENT SCHEDULE: | Monthly |
| TERM: | October 1, 2025 – September 30, 2026, with 1 remaining renewal option |
| ANTICIPATED NUMBER OF PARTICIPANTS: | 384 |
| SCOPE OF WORK: | <p>The funding will allow the ELC to provide financial assistance for quality child care “slots” for children from birth to age 5 (not yet in kindergarten) living in exceptionally vulnerable families throughout Broward County. Families that are eligible shall receive childcare quickly to:</p> <ul style="list-style-type: none">• Prevent further breakdown of what may already be difficult family situations,• Help families in becoming or remaining economically self-sufficient, and• Prepare preschool aged children to be successful in school. |
| DELIVERABLES: | <p>Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice:</p> <ul style="list-style-type: none">• Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).• Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.• Participating in the PROVIDER’s School Readiness Program Assessment with a CLASS® score at or above the threshold set by the Florida Department of Education, Division of Early Learning. |

The PROVIDER is required to submit participant performance measure data within the time frames and formats specified by the CSC. The PROVIDER shall also report any barriers and/or noteworthy activities experienced in performance measure achievement occurring during the term of this Agreement, as required. Performance measures and related processes are subject to change at the discretion of the CSC in response to changes in service delivery (e.g., response to natural disasters or events that impact typical service provision).

DESIRED RESULT: Children are ready to succeed in school.

Results-Based Accountability utilizes data to improve performance outcome measures to achieve the desired customer result. When applied, performance measurement answers the following key questions:

| Key Question | Performance | Council Goal | Evaluation Tool | Admin Schedule |
|-------------------------------|--|--------------|--|------------------------------------|
| How Much Did We Do? | # of children receiving quality child care. | 381 | ELC monthly report | Analyzed monthly |
| | % of funded allocation utilized. | 95% | SAMIS Data | Analyzed monthly |
| How Well Did We Do It? | % of children remaining in quality child care for a minimum of 6 months with regular attendance. | 80% | ELC monthly report | Analyzed monthly |
| | Data Integrity | 95% | SAMIS Quality Assurance Report | Analyzed on a semi-annual schedule |
| Is Anybody Better Off? | % of parents/caregivers who report benefits by receiving child care services (e.g., respite, pursue/maintain opportunities for employment, therapeutic treatment, etc.). | 80% | A descriptive survey from the initial referral process & survey conducted with parent/caregiver at redetermination | Semi-Annual data submission |
| | % of families with no verified abuse findings during program participation. | 85% | This outcome is to be measured collaboratively between BSO and CSC | Analyzed on a semi-annual schedule |

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|----------------------------|---|
| ITEM/ MEETING: | EXC261CA3 / Executive Committee |
| DATE: | September 9, 2025 |
| SUBJECT: | Broward County School Readiness Match & Special Needs Funding Agreement Renewal |
| FOR ACTION: | YES |
| RECOMMENDED ACTION: | Authorize the Chair to execute the Broward County School Readiness Match & Special Needs Funding Agreement renewal for October 1, 2025, to September 30, 2026, when it becomes available and pending legal review |
| FINANCIAL IMPACT: | <p>\$1,757,096.25 FY 2025 Revenue Budget (Oct-Jun)</p> <p><u>\$585,698.75 FY2026 Revenue Budget (Jul-Sep)</u></p> <p>\$2,342,795.00 Total Revenue All Years</p> |
| ELC STAFF LEAD: | C. Klima |

Background

Since 2017, the Coalition has received funding from Broward County for School Readiness Match and Special Needs childcare for children ages birth to 5 (not yet in kindergarten). At approximately \$2.3 million per year over five years, the Agreement allows the Coalition to:

1. Immediately enroll Special Needs children into childcare while they wait to be enrolled for longer term services in the School Readiness Program; and
2. Expand School Readiness services through a dollar-for-dollar Federal match to enroll more income eligible children, including those from families with income at or below 70% of the State Median Income level (equivalent to 200% of poverty).

On September 30, 2022, the Coalition's initial 5-year sole sourced award cycle for this funding ended and a new cycle began October 1, 2022. October 1, 2025, will mark the third of four possible annual renewals.

Current Status:

The draft renewal amendment is expected to be released in September and must be signed without delay pending legal review. The renewal term will be October 1, 2025, to September 30, 2026, for a total award of \$2,342,795.

Recommended Action:

ELC staff recommend the members authorize the Chair to execute the Broward County School Readiness Match & Special Needs Funding Agreement renewal for October 1, 2025, to September 30, 2026, when it becomes available and pending legal review.

Supporting Documents:

Contract Fact Sheet



BROWARD COUNTY - CONTRACT FACT SHEET

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

CONTRACT NAME: Broward County

CONTRACT NUMBER: 23-CP-CSA-3516-01

POINT OF CONTACT: Deborah Scott
Contract Grant Administrator
Broward County Human Services Department
Community Partnership Division
Children Services Administration
115 S. Andrews Ave, A370
Fort Lauderdale, FL 33301

BUDGET AMOUNT: \$2,342,795

METHOD OF PAYMENT: This is a revenue-generating contract for which the ELC is reimbursed for units (days) of child care services

PAYMENT SCHEDULE: Monthly

TERM: October 1, 2025 – September 30, 2026

ANTICIPATED NUMBER OF PARTICIPANTS: 1,159

SCOPE OF WORK: The funding will allow the ELC to reimburse eligible childcare providers, licensed through the Broward County Child Care Licensing and Enforcement Section, for the provision of childcare services for children younger than 6 years of age and not yet in kindergarten who meet all the eligibility requirements:

- a. Be a Broward County resident;
- b. Be younger than 6 years of age;
- c. Not yet in kindergarten;
- d. Be a member of a family with a gross income at or below 70% of the State Median Income for family size (Equivalent to 200% of the Federal Poverty Level); and
- e. Be in one or more of the following categories:
 - i. Be eligible for and on the waitlist for the School Readiness Program and have special needs as defined in Chapter 6M-4, Florida Administrative Code;
 - ii. Be eligible for the School Readiness Program and be at risk of abuse, neglect, abandonment, or exploitation in Broward County; or
 - iii. Be eligible for the School Readiness Program and be a member of a family with parent(s)/guardian(s) working or participating in an educational activity, such as attending college or trade school at least twenty (20) hours per week.

DELIVERABLES: Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice.

PERFORMANCE

MEASURE(S):

| Program Name | Outcomes | Indicators | Data Source (Where the data used to complete the quarterly report is found, verified, and kept) | Data Collection Method (Who collects data, when, how; special calculation instructions, if needed) |
|---|---|--|---|--|
| Program 1: Child Care Expense Assistance | Satisfaction with quality of service provision. | 85% of Clients who have received services for at least three (3) months report that they are satisfied with the services provided. | Enhanced Field System Modernization (EFS Mod) Survey results | Provider compiles data and reports to County quarterly. Calculation: Number of Clients served for at least three (3) months and who have reported that they are overall satisfied with the services provided / Total number of Clients served for at least three (3) months and who have completed survey |

| | |
|----------------------------|---|
| ITEM/ MEETING: | EXC261CA4 / Executive Committee |
| DATE: | September 9, 2025 |
| SUBJECT: | Broward County School Readiness Match Agreement Amendment |
| FOR ACTION: | YES |
| RECOMMENDED ACTION: | Ratify Executed Budget Increase Amendment 23-CP-CSA-3516-01 CA# 5 to the Broward County School Readiness Match Funding Agreement for the October 1, 2024, to September 30, 2025, Contract Year. |
| FINANCIAL IMPACT: | \$524,000 FY25 Contract Year Supplemental Revenue (Jul-Sep 2025) |
| ELC STAFF LEAD | C. Klima |

Background

Since 2017, the Coalition has received funding from Broward County for School Readiness Match and Special Needs childcare for children ages birth to 5 (not yet in kindergarten). At \$2.3 million per year over five years, the Agreement allows the Coalition to:

1. Immediately enroll Special Needs children into childcare while they wait to be enrolled for the long term in the School Readiness Program; and
2. Expand School Readiness services through a dollar-for-dollar Federal match to enroll more income-eligible children, including those from families with income up to 200% of poverty (compared to 150% for non-matched School Readiness)

Current Status:

On August 21, 2025, the Broward County Commission approved a recommendation made by the Broward County Children Services Board to allocate \$524,000 in additional funding to the School Readiness Match Funding Program using funds that are available on a non-recurring basis. The increase brings the total Agreement amount to \$3,131,795 for the FY25 contract year (October 1, 2024, to September 30, 2025).

The additional allocation will help expand the Coalition's pool of match funding and help us keep School Readiness enrollments as high as possible in a challenging budget year. The basic scope and purpose of the Agreement will remain unchanged.

The Board Chair signed the Amendment at the request of the County on August 25, 2025. Coalition legal counsel has reviewed the Amendment and approved it as to legal sufficiency. The County has not yet returned a fully executed copy.

Recommended Action:

Ratify Executed Budget Increase Amendment 23-CP-CSA-3516-01 CA# 5 to the Broward County School Readiness Match Funding Agreement for October 1, 2024, to September 30, 2025, Contract Year.

Supporting Documents:

Executed Amendment 23-CP-CSA-3516-01 CA#5

**CONTRACT ADJUSTMENT FORM
FOR BROWARD COUNTY UNIT OF SERVICE FUNDING AGREEMENTS**

Funding Agreement: Broward County and Early Learning Coalition of Broward County, Inc.

Funding Agreement #: 23-CP-CSA-3516-01

Change Type: Funding Increase pursuant to the Standard Terms and Conditions

Contract Adjustment #: 5

1. This Contract Adjustment is between Broward County ("County") and Early Learning Coalition of Broward County, Inc. ("Provider") in accordance with the Funding Agreement dated March 13, 2023 for Child Care Expense Assistance ("Funding Agreement"). County and Provider are collectively referred to as the "Parties."
2. All capitalized terms not expressly defined within this Contract Adjustment have the meaning ascribed to such terms in the Agreement.
3. Amendments to the Agreement made under this Contract Adjustment are indicated herein by use of strikethroughs to indicate deletions and underlining to indicate additions.
4. The Parties desire to make the adjustments detailed below as authorized in the Standard Terms and/or Funding Agreement.

Adjustment(s):

- a. In accordance with Article 4 and Section 4.4.2., Exhibit A of the Agreement is amended as follows:

3. Maximum Funding:

| Period | Maximum Not-to-Exceed Funding Amount | |
|---------------------------------|--|--------------------|
| Initial Term: | \$3,242,795 | |
| Option Period 1: | \$3,563,795 | |
| Option Period 2: | \$2,607,795 | <u>\$3,131,795</u> |
| Option Period 3 (if exercised): | \$2,342,795 | |
| Option Period 4 (if exercised): | \$2,342,795 | |
| Extension Period | Amount appropriated by the Board for Provider's Services for the Extension Period. | |

...

- b. Exhibit D-1 - Scope of Services, Section I.C., for Program #1, "Child Care Expense Assistance", is revised in its entirety to read as follows:

I. Scope of Services

- C. A minimum of ~~1,230~~ 1,549 unduplicated Clients must be provided services under this Agreement during the Option Period 2.

5. This Contract Adjustment will be effective June 1, 2025.

6. Except as modified herein, all remaining terms and conditions of the Agreement will remain in full force and effect.

IN WITNESS WHEREOF, the Parties have made and executed this Contract Adjustment No. 5: Broward County, by and through its Human Services Director or Deputy Director, as authorized pursuant to Article 5 of the Agreement, and Provider, signing by and through its Board Chairman duly authorized to execute same.

County

Broward County, by and through its
Human Services Director or Deputy Director

By: _____

_____ day of _____, 2025

Provider

Early Learning Coalition of Broward County, Inc.

By: Laurie Sallarulo
Authorized Signature

Laurie Sallarulo Board Chair

Print Name and Title

_____ day of _____, 2025

By: Julie Klahr
Authorized Signature

Julie Klahr General Counsel

Print Name and Title

22 August
_____ day of _____, 2025

| | |
|----------------------------|--|
| ITEM/MEETING | EXC261CA5 / Executive Committee |
| DATE: | September 9, 2025 |
| SUBJECT: | City of Pompano Beach School Readiness Match Funding Agreement |
| FOR ACTION: | Yes |
| RECOMMENDED ACTION: | Ratify the Board Chair's signature on the City of Pompano Beach School Readiness Match Funding Agreement for the period October 1, 2025, to September 30, 2026, pending City of Pompano Beach Commission Approval. |
| FINANCIAL IMPACT: | <p>\$11,250 FY2026 Revenue Budget (Oct- Jun)</p> <p>\$3,750 FY2027 Revenue Budget (Jul-Sep)</p> <p>\$15,000 All Years</p> |
| ELC STAFF LEAD | C. Klima |

Background

Under specific appropriation in the Florida fiscal year 2025-2026 budget, all 31 Early Learning Coalitions throughout the state compete for funding from a \$30 million statewide School Readiness Program match pool. Awards are based on the documented match commitments received from local government or private funders from each early learning coalition. For FY26, Broward was awarded approximately \$5.9 million from this pool based on commitments from more than 20 County and Municipal funding sources.

The City of Pompano Beach has been one of ELC's most reliable municipal match funders yearly.

Current Status

On July 22, 2025, the City of Pompano Beach notified Coalition staff that a \$15,000 contract for continued match funding has been recommended for approval by the City of Pompano Beach Commission and that the Coalition Board Chair must sign and return the Agreement by September 12, 2025, to be included on the October 14, 2025, City Commission agenda. The Agreement has been approved as a form by legal counsel, the Chair has signed it, and the Agreement has been submitted to the City. The Agreement term runs from October 1, 2025, through September 30, 2026.

Recommend Action:

ELC staff recommend that the members ratify the Board Chair's signature on the City of Pompano Beach School Readiness Match Funding Agreement for the period October 1, 2025, to September 30, 2026, pending City of Pompano Beach Commission Approval.

Supporting Documentation:

- Contract Fact Sheet

CONTRACT FACT SHEET

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

| | |
|--|--|
| CONTRACT NAME: | City of Pompano Beach 2025 - 2026 Miscellaneous Appropriations Agreement |
| CONTRACT NUMBER: | N/A Pending |
| POINT OF CONTACT: | Kelly Vitale President Strategic Philanthropy, Inc. 954-800-9549 nicole@strategicphilanthropyinc.com |
| PROCUREMENT: | Revenue Generating Contract |
| CONTRACT TYPE: | Local Municipality Match Funding |
| BUDGET AMOUNT: | \$15,000 |
| METHOD OF PAYMENT: | Revenue-generating contract for which the ELC is reimbursed for childcare expenses |
| PAYMENT SCHEDULE: | Funds will be distributed on a reimbursement basis, usually within 30 days of invoicing. |
| TERM: | October 1, 2025, through September 30, 2026 |
| ANTICIPATED NUMBER OF PARTICIPANTS: | 2,353 children |
| SCOPE OF WORK: | Funding will be used as a match to draw down federal funds for subsidized childcare services for children living in the City of Pompano Beach. |
| DELIVERABLES: | Reimbursements to Child Care Providers for Services to School Readiness Income Eligible Children assigned to each funding source. |
| PERFORMANCE MEASURES: | None specified |

| | |
|----------------------------|---|
| ITEM/MEETING | EXC261CA6 / Executive Committee |
| DATE: | September 9, 2025 |
| SUBJECT: | The Children's Forum Help Me Grow Program FY26 Revenue Agreement |
| FOR ACTION: | Yes |
| RECOMMENDED ACTION: | Authorize the Chair to execute an FY26 Revenue Agreement with the Children's Forum for the Broward Help Me Grow Program, pending award and legal review |
| FINANCIAL IMPACT: | Up to \$200,000 FY26 Revenue Budget |
| ELC STAFF LEAD | C. Klima |

Background Information:

Help Me Grow® Florida (HMGF), a Division of Early Learning (DEL)-funded program administered by the Children's Forum (the Forum), provides free information for parents on child development and ensures children and families are connected to needed community-based services and supports, when necessary to address developmental and behavioral needs. Working with community partners and child healthcare providers, caregivers are engaged and educated about child development and encouraged to utilize simple developmental and behavioral screenings provided through HMGF. Screening results are analyzed and shared, and referrals are made to appropriate community resources, including Early Steps and FDLRS, when necessary.

Children's Forum awarded \$200,000 to the Coalition to launch a Help Me Grow program in Broward from December 2, 2024, through June 30, 2025. They subsequently invited us to apply for renewed funding for FY26 but have not yet issued awards due to allocation delays from their State funders. Children's Forum anticipates issuing new awards that will be retroactive to July 1, 2025, sometime in September. We requested \$200,000 to cover the two contractually required positions (a full-time dedicated staff position and part-time supervisory role) and administrative costs up to 5%.

Current Status:

Children's Forum anticipates issuing new awards that will be retroactive to July 1, 2025, sometime in September. We requested \$200,000 to cover the two contractually required positions (a full-time dedicated staff position and part-time supervisory role) and administrative costs up to 5%.

When the agreement becomes available and legal review is complete, staff would like to execute the Agreement without delay so we can immediately invoice for expenses incurred since July 1, 2025. Since the next Board meeting after September will not be until November, we request that the members authorize the Chair to execute the agreement before the next meeting.

Recommended Action:

Authorize the Chair to execute a FY26 Revenue Agreement with the Children's Forum for the Broward Help Me Grow Program, pending award and legal review.

Supporting Documentation:

- None

| | |
|----------------------------|--|
| MEETING | EXC261CA7 / Executive Committee |
| DATE: | September 9, 2025 |
| SUBJECT: | Citrin Cooperman Contract Amendments for Year 2 Services |
| FOR ACTION: | Yes |
| RECOMMENDED ACTION: | Approve Amendments for Citrin Cooperman Audit and Tax Services for Year 2 October 16, 2025, to October 15, 2026, pending Audit Committee and Legal Review: <ul style="list-style-type: none"> a. Amendment# 001 to Agreement ELCB35 with Citrin Cooperman Advisors, LLC for Tax Preparation and Consulting Services b. Amendment #001 to Agreement ELCB36 with Citrin Cooperman & Company LLP for Audit and Attest Services. |
| FINANCIAL IMPACT: | <ul style="list-style-type: none"> a. \$6,165 Citrin Cooperman Advisors LLC October 16, 2025, to October 15, 2026 b. <u>\$50,182 Citrin Cooperman & Company LLP October 16, 2025, to October 15, 2026</u> <p>\$56,347 Total</p> |
| ELC STAFF LEAD | C Klima |

Background:

In September 2024 the Board selected Citrin Cooperman & Company LLP and Citrin Cooperman Advisors LLC to provide Audit and Tax Preparation services for the five (5) year period from October 16, 2024, through October 15, 2029, after an RFP process. “Citrin Cooperman” is the brand under which Citrin Cooperman & Company, LLP, a licensed independent CPA firm, and Citrin Cooperman Advisors LLC serve clients’ business needs. The two firms operate as separate legal entities in an alternative practice structure. Citrin Cooperman is an independent member of Moore North America, which is itself a regional member of Moore Global Network Limited (MGNL). Coalition’s previous audit firm, Keefe McCullough, became the firm’s Fort Lauderdale office when an ownership change took effect on February 1, 2024.

Current Status:

Citrin Cooperman & Company LLP and Citrin Cooperman Advisors have provided new Audit and Tax Preparation Engagement letters for the following upcoming services:

Citrin Cooperman Advisors LLC Tax Advisory Services ELBC035:

- Prepare the Coalition’s Informational 2024 Tax Form 990
- Prepare the Coalition’s Retirement Plan Form 5500 for the plan year ending December 31, 2024

Citrin Cooperman & Company LLP Audit & Attest Services ELCB036:

- Audit the Coalition’s Financial Statements for the fiscal year ended June 30, 2025
- Audit the Coalition’s Retirement Plan for the plan year ending December 31, 2025

The proposed amendments to Agreements ELBC35 and ELBC36 will incorporate these updated letters (currently pending review and approval by the Audit Committee) as attachments for year 2 and replace the now-expiring letters from year 1 of the Agreements. The amendment will also correct scrivener’s errors in the fee schedules in Exhibit A of both Agreements. The draft amendments are attached below.

Recommended action:

Approve Amendments for Citrin Cooperman Audit and Tax Services for Year 2, October 16, 2025, to October 15, 2026, pending legal review:

- a. Amendment# 001 to Agreement ELCB35 with Citrin Cooperman Advisors, LLC for Tax Preparation and Consulting Services Pending Audit Committee and Legal Review
- b. Amendment #001 to Agreement ELCB36 with Citrin Cooperman & Company LLP for Audit and Attest Services Pending Audit Committee and Legal Review

Supporting Documents

- Proposed ELCB35 Amendment 001 with Citrin Cooperman Advisors, LLC pending Audit
- Proposed ELCB36 Amendment 001 with Citrin Cooperman & Company, LLP

Amendment # 001 to Vendor Agreement
Between Early Learning Coalition of Broward County, Inc.
and
Citrin Cooperman Advisors, LLC
___ Scope of Services ___ Budget X Other

This amendment is entered into between **the Early Learning Coalition of Broward County, Inc.**, hereinafter referred to as the “COALITION” and **Citrin Cooperman Advisors, LLC** hereinafter referred to as the “VENDOR,” (“Amendment”) and amends the contract identified as Vendor Agreement Between Early Learning Coalition of Broward County, Inc. and the VENDOR dated November 23, 2024 for Tax Preparation and Consulting Services between the COALITION and the VENDOR, as amended (hereinafter referred to as the “Agreement”).

WHEREAS, the COALITION and VENDOR entered into the Agreement effective October 16, 2024, for an initial five (5) year term that expires on October 15, 2029, and

WHEREAS, the COALITION wishes to incorporate updated engagement letters that cover the services that will be provided in year two of the Agreement; and

WHEREAS, the COALITION wishes to correct scrivener’s errors in section **3 Billing and Schedule** in **Exhibit A** of the Agreement.

NOW THEREFORE, in consideration of the mutual terms, conditions, promises, covenants and payments hereinafter set forth in the Amendment, the parties to this Amendment hereby agree to amend the Agreement as follows:

1. **Exhibit A** shall be deleted in its entirety and replaced with a new **Exhibit A** which is attached herein and will correct the date ranges in header of fee chart for years two through 5 of the Agreement.
2. **Attachment 1 to Exhibit A, Form 990 Engagement Letter** for 2024 shall be deleted in its entirety and replaced with a new **Attachment 1 to Exhibit A, Form 990 Engagement Letter** for 2024 attached herein.
3. **Attachment 2 to Exhibit A, Form 5500 Engagement Letter** for plan year 2024 shall be deleted in its entirety and replaced with a new **Attachment 2 to Exhibit A, Form 5500 Engagement Letter** for plan year 2025 attached herein.
4. Except as modified herein, all remaining terms and conditions of this Contract shall remain in full force and effect.

All provisions in the Agreement and any attachments thereto in conflict with this Amendment shall be changed to conform with this Amendment.

IN WITNESS WHEREOF, the parties hereto have caused this amendment to be executed by their officials thereunto duly authorized:

EARLY LEARNING COALITION OF BROWARD COUNTY, INC.:

By: _____
Laurie Sallarulo, Board Chair
_____ day of _____, 2025

Approved as to form:

By: _____
Julie Klahr, ELC General Counsel

VENDOR:

SIGNED BY: _____

NAME: _____

TITLE: _____

DATE: _____

Exhibit A

Scope of Services

1) DEFINITIONS:

None

2) DESCRIPTION OF THE SCOPE OF WORK:

The Vendor will provide the following services in accordance with the Scope of Services described in the Coalition's Request for Proposals (RFP) PR25-5073 issued July 3, 2024, the Vendor's response submitted under PR25-5073 and the engagement letters signed by the Chair of the Audit Committee attached to this **Exhibit A** as **Attachments 1** and **Attachment 2**:

- 1) Preparation and filing of the COALITION's IRS form 990 beginning with 2023 and for the four (4) subsequent years thereafter.
- 2) Preparation and filing of the COALITION's IRS form 5500 beginning with the 2024 plan year and for the four (4) subsequent years thereafter.
- 3) Ad hoc tax compliance and advisory services as needed during the term of the Agreement

Additional Requirements:

- a. **Attestation of Background Screens:** The Coalition has determined that this requirement does not apply.
- b. **Certificate of Insurance:** The Vendor shall provide a Certificate of Insurance upon execution of this Agreement, and annually as appropriate, as required in **Section 15. INSURANCE** for the following coverages:
 - a. General Liability
 - b. Worker's Compensation
- c. All Coalition data shall be stored on servers located and accessed by persons within the continental United States.

Any conflict between the provisions of this Agreement and the various documents related to this Agreement or which may modify the terms of this Agreement, shall be resolved in the following order of priority:

- i. Federal law;
- ii. State law;
- iii. This Agreement;
- iv. Coalition's Request for Proposals PR25-5073;
- v. Vendor's response to PR25-5073;
- vi. Engagement letters signed by the Coalition's Chair of the Audit Committee, including the Additional Terms and Conditions of Engagement Addendum.

3) BILLING AND SCHEDULE:

| Service | Year 1 10/16/24- 10/15/25 | Year 2 10/16/25- 10/15/26 | Year 3 10/16/26- 10/15/27 | Year 4 10/16/27- 10/15/28 | Year 5 10/16/28- 10/15/29 | Total |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|-----------------|
| Preparation of Coalition Form 990 | \$3,465 | \$3,569 | \$3,676 | \$3,786 | \$3,900 | \$18,396 |
| Preparation of Coalition Form 5500 | 2,520 | 2,596 | 2,673 | 2,754 | 2,836 | 13,379 |
| Total Fixed Fee Amount Not to Exceed | \$5,985 | \$6,165 | \$6,349 | \$6,540 | \$6,736 | \$31,775 |

Vendor will submit invoices at the completion of the engagement or as progress billings based on services rendered to date not more often than once per month as detailed in Attachment 1 and Attachment 2 of this Exhibit A.

In the event there is a conflict between **Section 3 of Exhibit A** of this Agreement and **Section 3 (Compensation and Billing)** of this Agreement in terms of the time of invoicing and payment, **Section 3 of Exhibit A** shall prevail. Except as stated herein, all other matters concerning compensation and billing hereunder shall be as set forth in Section 3 of this Agreement.

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

- Coalition Offices
- Vendor's Offices
- Remotely Online

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

6) PROPERTY: The Parties agree that the Coalition shall not be responsible for the security, maintenance or storage of Vendor's equipment, accessories, materials, documents, uniforms, or other property at the Coalition's property or program sites. Unless otherwise agreed to by the Parties, Vendor shall keep and maintain its equipment, documents, materials, accessories, uniforms or other property at a location other than the Coalition's property or program sites set forth in **Exhibit A**. In the event the Parties agree that Vendor may keep its equipment, accessories, materials, documents, uniforms or other property at any Coalition's property or program sites, the Coalition shall not be liable for any damage or destruction of said equipment, materials, documents, uniforms or other property of the Vendor. Any tangible or nonexpendable property purchased by the Vendor, in part or in whole, for the Scope of Services as set forth in **Exhibit A** using federal funds shall be used for the purposes of that federal program and will be accounted for in accordance with applicable federal and state statutes, rules and regulations. Vendor will comply with 45 C.F.R. 74.32 for real property, 45 C.F.R. 74.34 for equipment and 45 C.F.R. 74.35 for supplies. Vendor acknowledges that property purchases with funds as stated herein will revert in terms of title and ownership to the Coalition upon termination of the contract. Property will not be purchased using program funds without the prior written approval of the Coalition. Contingencies such as liens or other liabilities shall not be placed upon assets or services owned or paid for by the Coalition nor shall nonexpendable property owned, paid for or in the possession of the Coalition be used as collateral by the Vendor.

7) Background Screening

A Qualified Entity includes a business or organization, whether public, private, operated for profit or not-for-profit, or voluntary, which provides care or care placement services, including a business or organization that licenses or certifies others to provide care or care placement services in accordance with §943.0542, Florida Statutes.

A Covered Individual includes individuals who have, seeks to have, or may have access to children, to a childcare location, to the children, families, or child care centers served by the Coalition or other Qualified Entity.

If the services required in the Scope of Services qualifies the Vendor as a Qualified Entity and the Vendor's employee, subcontractor, or agent qualify as Covered Individuals, prior to providing any services under this Agreement, the Vendor shall require its employees, subcontractors, or agents providing services under this Agreement to undergo a level 2 background screening or rescreening in accordance with §435.04, Florida Statutes, to include fingerprinting for statewide criminal history records checked through the Florida Department of Law Enforcement and national

criminal history records through the Federal Bureau of Investigation, and may include local criminal records checks through local law enforcement agencies.

If the Vendor qualifies as a Qualified Entity but the Coalition determines that certain of the Vendor's employees do not meet the definition of a Covered Individual, but that such persons have access to Confidential or Proprietary Information as defined in **Section 9 (Confidential And Proprietary Information; Disclosure; Records)**, those individuals shall undergo a level 1 background screening or rescreening in accordance with §435.03, Florida Statutes, including screening for employment history, statewide criminal correspondence checks through the Florida Department of Law Enforcement, a check of the Dru Sjodin National Sex Offender Public Website, and a local criminal records check through local law enforcement agencies.

The Vendor shall provide a completed Background Screening Attestation utilizing the Coalition's form, identifying the specific individuals which will be performing services under the Agreement certifying that they comply with the requirements of §§435.01 or 435.02, Florida Statutes, as applicable. In the event a background screening or rescreening of the Vendor its employees is required by the Coalition and said screening reveals information that either would place the Coalition or the Vendor in violation of applicable law or raises legitimate concerns for the Coalition, the Vendor and its employees, representatives, or agents will not be allowed to perform service under this Agreement until such time as the Vendor receives the prior written consent of the Coalition that it is in compliance with applicable laws. The Vendor shall require its employees, subcontractors, or agents performing under this Agreement to notify the Vendor upon arrest for any criminal offense. The Vendor shall notify the Coalition within 24 hours of learning of the arrest of such employee or agent.

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Attachment 1 to Exhibit A

Form 990 Engagement Letter

DRAFT

Attachment 2 to Exhibit A

Form 5500 Engagement Letter

DRAFT

Amendment # 001 to Vendor Agreement
Between Early Learning Coalition of Broward County, Inc.
and
Citrin Cooperman & Company, LLP
___ Scope of Services ___ Budget X Other

This amendment is entered into between **the Early Learning Coalition of Broward County, Inc.**, hereinafter referred to as the “COALITION” and **Citrin Cooperman & Company, LLP** hereinafter referred to as the “VENDOR,” (“Amendment”) and amends the contract identified as Vendor Agreement Between Early Learning Coalition of Broward County, Inc. and the VENDOR dated November 23, 2024 for Attestation and Audit Services between the COALITION and the VENDOR, as amended (hereinafter referred to as the “Agreement”).

WHEREAS, the COALITION and VENDOR entered into the Agreement effective October 16, 2024, for an initial five (5) year term that expires on October 15, 2029, and

WHEREAS, the COALITION wishes to incorporate updated engagement letters that cover the services that will be provided in year two of the Agreement; and

WHEREAS, the COALITION wishes to correct scrivener’s errors in section **3 Billing and Schedule** in **Exhibit A** of the Agreement.

NOW THEREFORE, in consideration of the mutual terms, conditions, promises, covenants and payments hereinafter set forth in the Amendment, the parties to this Amendment hereby agree to amend the Agreement as follows:

1. **Exhibit A** shall be deleted in its entirety and replaced with a new **Exhibit A** which is attached herein and will correct the date ranges in header of fee chart for years two through 5 of the Agreement.
2. **Attachment 1 to Exhibit A, Single Audit Engagement Letter** for fiscal year 2023-2024 shall be deleted in its entirety and replaced with a new **Attachment 1 to Exhibit A, Single Audit Engagement Letter** for fiscal year 2024-2025 attached herein.
3. **Attachment 2 to Exhibit A, Retirement Plan Audit Engagement Letter** for plan year 2024 shall be deleted in its entirety and replaced with a new **Attachment 2 to Exhibit A, Retirement Plan Audit Engagement Letter** for plan year 2025 attached herein.
4. Except as modified herein, all remaining terms and conditions of this Contract shall remain in full force and effect.

All provisions in the Agreement and any attachments thereto in conflict with this Amendment shall be changed to conform with this Amendment.

IN WITNESS WHEREOF, the parties hereto have caused this amendment to be executed by their officials thereunto duly authorized:

EARLY LEARNING COALITION OF BROWARD COUNTY, INC.:

By: _____
Laurie Sallarulo, Board Chair
_____ day of _____, 2025

Approved as to form:

By: _____
Julie Klahr, ELC General Counsel

VENDOR:

SIGNED BY: _____

NAME: _____

TITLE: _____

DATE: _____

Exhibit A

Scope of Services

1) DEFINITIONS:

None

2) DESCRIPTION OF THE SCOPE OF WORK:

The Vendor will provide the following services in accordance with the Scope of Services described in the Coalition's Request for Proposals (RFP) PR25-5073 issued July 3, 2024, the Vendor's response submitted under PR25-5073 and the engagement letters signed by the Chair of the Audit Committee attached to this **Exhibit A** as **Attachments 1** and **Attachment 2**:

- 1) Single Audit of Coalition financial statements beginning with the fiscal year ended June 30, 2024 and for the four (4) subsequent fiscal years thereafter
- 2) Audit of the Coalition employee retirement plan beginning with the plan year ending on December 31, 2024 and for the four (4) subsequent plan years thereafter.

Additional Requirements:

- a. **Attestation of Background Screens:** The Vendor shall provide a completed attestation form to the Coalition confirming level I background screens as described in Section 7 of this Exhibit A upon execution of this Agreement and prior to the first day of services.
- b. **Certificate of Insurance:** The Vendor shall provide a Certificate of Insurance upon execution of this Agreement, and annually as appropriate, as required in **Section 15. INSURANCE** for the following coverages:
 - I. General Liability
 - II. Worker's Compensation
- c. All Coalition data shall be stored on servers located and accessed by persons within the continental United States.

Any conflict between the provisions of this Agreement and the various documents related to this Agreement or which may modify the terms of this Agreement, shall be resolved in the following order of priority:

- i. Federal law;
- ii. State law;
- iii. This Agreement;
- iv. Coalition's Request for Proposals PR25-5073;
- v. Vendor's response to PR25-5073;
- vi. Engagement letters signed by the Coalition's Chair of the Audit Committee, including the Additional Terms and Conditions of Engagement Addendum.

3) BILLING AND SCHEDULE:

| Service | Year 1 10/16/24- 10/15/25 | Year 2 10/16/25- 10/15/26 | Year 3 10/16/26- 10/15/27 | Year 4 10/16/27- 10/15/28 | Year 5 10/16/28- 10/15/29 | Total |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|------------------|
| Single Audit of Coalition Financial Statements | \$34,965 | \$36,014 | \$37,094 | \$38,207 | \$39,353 | \$185,634 |
| Audit of Coalition Retirement Plan | 13,755 | 14,168 | 14,593 | 15,030 | 15,481 | 73,027 |
| Total Fixed Fee Amount Not to Exceed | \$48,720 | \$50,182 | \$51,687 | \$ 53,238 | \$ 54,835 | \$258,661 |

Vendor will submit invoices at the completion of the engagement or as progress billings based on services rendered to date not more often than once per month as detailed in Attachment 1 and Attachment 2 of this Exhibit A.

In the event there is a conflict between **Section 3 of Exhibit A** of this Agreement and **Section 3 (Compensation and Billing)** of this Agreement in terms of the time of invoicing and payment, **Section 3 of Exhibit A** shall prevail. Except as stated herein, all other matters concerning compensation and billing hereunder shall be as set forth in Section 3 of this Agreement.

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

- Coalition Offices
- Vendor's Offices
- Remotely Online

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

6) PROPERTY: The Parties agree that the Coalition shall not be responsible for the security, maintenance or storage of Vendor's equipment, accessories, materials, documents, uniforms, or other property at the Coalition's property or program sites. Unless otherwise agreed to by the

Parties, Vendor shall keep and maintain its equipment, documents, materials, accessories, uniforms or other property at a location other than the Coalition's property or program sites set forth in **Exhibit A**. In the event the Parties agree that Vendor may keep its equipment, accessories, materials, documents, uniforms or other property at any Coalition's property or program sites, the Coalition shall not be liable for any damage or destruction of said equipment, materials, documents, uniforms or other property of the Vendor. Any tangible or nonexpendable property purchased by the Vendor, in part or in whole, for the Scope of Services as set forth in **Exhibit A** using federal funds shall be used for the purposes of that federal program and will be accounted for in accordance with applicable federal and state statutes, rules and regulations. Vendor will comply with 45 C.F.R. 74.32 for real property, 45 C.F.R. 74.34 for equipment and 45 C.F.R. 74.35 for supplies. Vendor acknowledges that property purchases with funds as stated herein will revert in terms of title and ownership to the Coalition upon termination of the contract. Property will not be purchased using program funds without the prior written approval of the Coalition. Contingencies such as liens or other liabilities shall not be placed upon assets or services owned or paid for by the Coalition nor shall nonexpendable property owned, paid for or in the possession of the Coalition be used as collateral by the Vendor.

7) Background Screening

A Qualified Entity includes a business or organization, whether public, private, operated for profit or not-for-profit, or voluntary, which provides care or care placement services, including a business or organization that licenses or certifies others to provide care or care placement services in accordance with §943.0542, Florida Statutes.

A Covered Individual includes individuals who have, seeks to have, or may have access to children, to a childcare location, to the children, families, or child care centers served by the Coalition or other Qualified Entity.

If the services required in the Scope of Services qualifies the Vendor as a Qualified Entity and the Vendor's employee, subcontractor, or agent qualify as Covered Individuals, prior to providing any services under this Agreement, the Vendor shall require its employees, subcontractors, or agents providing services under this Agreement to undergo a level 2 background screening or rescreening in accordance with §435.04, Florida Statutes, to include fingerprinting for statewide criminal history records checked through the Florida Department of Law Enforcement and national criminal history records through the Federal Bureau of Investigation, and may include local criminal records checks through local law enforcement agencies.

If the Vendor qualifies as a Qualified Entity but the Coalition determines that certain of the Vendor's employees do not meet the definition of a Covered Individual, but that such persons have access to Confidential or Proprietary Information as defined in **Section 9 (Confidential And Proprietary Information; Disclosure; Records)**, those individuals shall undergo a level 1 background screening or rescreening in accordance with §435.03, Florida Statutes, including screening for employment history, statewide criminal correspondence checks through the Florida Department of Law Enforcement, a check of the Dru Sjodin National Sex Offender Public Website, and a local criminal records check through local law enforcement agencies.

The Vendor shall provide a completed Background Screening Attestation utilizing the Coalition's form, identifying the specific individuals which will be performing services under the Agreement certifying that they comply with the requirements of §§435.01 or 435.02, Florida Statutes, as applicable. In the event a background screening or rescreening of the Vendor its employees is required by the Coalition and said screening reveals information that either would place the Coalition or the Vendor in violation of applicable law or raises legitimate concerns for the Coalition, the Vendor and its employees, representatives, or agents will not be allowed to perform service under this Agreement until such time as the Vendor receives the prior written consent of the Coalition that it is in compliance with applicable laws. The Vendor shall require its employees, subcontractors, or agents performing under this Agreement to notify the Vendor upon arrest for any criminal offense. The Vendor shall notify the Coalition within 24 hours of learning of the arrest of such employee or agent.

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Attachment 1 to Exhibit A

Single Audit Engagement Letter

DRAFT

Attachment 2 to Exhibit A

Retirement Plan Audit Engagement Letter

DRAFT

| | |
|----------------------------|---|
| ITEM/MEETING | EXC261CA8/ Executive Committee |
| DATE: | September 9, 2025 |
| SUBJECT: | Children’s Forum INCENTIVE\$ Sub Recipient Budget Reduction Amendment FY 2026 |
| FOR ACTION: | Yes |
| RECOMMENDED ACTION: | Approve Amendment 001 to FY 2026 Children’s Forum Sub Recipient Agreement Reducing the Budget for Administering the INCENTIVE\$ Program Pending Program Review Committee and Legal Review |
| FINANCIAL IMPACT: | \$250,000 decrease FY 2025 Budget |
| ELC STAFF LEAD | C. Klima |

Background

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

For over 20 years, the Coalition has partnered with the Children’s Forum, the sole licensee in Florida for the North Carolina-Based Child Care INCENTIVE\$® Program as a sole-sourced vendor to administer the program in Broward County. In FY 2022, the INCENTIVE\$ program rolled out a new, higher stipend scale and changed program participation rules to encourage more Directors to support their staff in applying to the program. In FY25, the program currently has approximately 450 active participants from more than 200 childcare centers in Broward. Semi-annual wage supplements range from \$225 up to \$2,500, and the average semi-annual supplement paid is approximately \$750

When stimulus funding became available in 2020, the Coalition more than doubled the funding for the INCENTIVE\$ program to over \$1 million and reduced it down to \$958,974 in FY2025 when the stimulus funding ended.

Current Status

In the absence of the non-recurring stimulus funding and with ELC Broward experiencing reductions to our overall School Readiness funding, staff will be discussing a gradual return to pre-COVID funding levels with the Program Review Committee on September 5, 2025. The decision was made following careful consideration and extensive budget-related conversations taking into consideration which quality/education efforts are core to our mission and current education model.

To accomplish this without disrupting the benefits of existing participants, we propose amending our subrecipient agreement with the Children’s Forum to reduce the overall budget by a total of \$250,000 in FY 2026 as follows:

| Item | Current | Revised | Change |
|------------------|------------------|------------------|-----------------|
| Wage Supplements | \$748,000 | \$553,000 | -\$195,000 |
| Program Support | 163,025 | 120,436 | -\$42,500 |
| Administration | 47,949 | 35,449 | -12,500 |
| Total | \$958,974 | \$708,974 | -250,000 |

Recommended Action:

Approve Amendment 001 to FY 2026 Children’s Forum Sub Recipient Agreement for Administering the INCENTIVE\$ Program, pending Program Review Committee and Legal Review

Supporting Documentation

- None

| | |
|----------------------------|--|
| ITEM/MEETING | EXC261RB1 / Executive Committee |
| DATE: | September 9, 2025 |
| SUBJECT: | CEO Performance Evaluation Results |
| FOR ACTION: | Yes |
| RECOMMENDED ACTION: | 1. Recommend Approval of CEO Evaluation Results to the Full Board 2. Recommend Adjusting the CEO Salary to 2026 HHS Salary Cap on effective date of enacted federal legislation, as applicable. |
| FINANCIAL IMPACT: | Estimated \$2,257 January 1, 2026-December 31, 2027 |
| ELC STAFF LEAD | C. Klima |

Background:

Each year the CEO's performance is evaluated by ELC Board members following the close of the fiscal year. At last year's May 12th Board meeting members approved adopting the Division of Early Learning's (DEL) CEO Performance Evaluation tool instead of the ELC Broward adopted tool previously used now that DEL's tool is required statute and included in the grant agreement as of FY 23. For the past two years ELC staff converted information from the ELC Broward tool into the DEL one, which was time-consuming and inefficient.

Each year board members receive the CEO Performance Evaluation tool as well as the CEO's self-assessment and then members rate each section of the evaluation with the option provide comments. The Board's individual ratings for each of the performance indicators are aggregated to provide an overall performance evaluation score. Scores from members on the board less than 6 months are not included in the scoring.

Current Status:

The CEO Evaluation tool was sent out to all Board members on August 4, 2025. The Board member response rate was 100% with 16 responses.

CEO's performance was 2.84 on a 3-point scale across 6 leadership domains. The breakdown of responses for each section along with member comments is attached as a supporting document. Below is a breakdown of the aggregate score for each domain.

| Performance Domain | Rating Averages |
|--|------------------------|
| Domain 1: Board Administration and Support | 2.9 |
| Domain 2: Program and Service Delivery | 2.81 |
| Domain 3: Financial Sustainability and Mission Impact | 2.88 |
| Domain 4: Human Resource Management, Staff and Administrative Relations | 2.83 |
| Domain 5: Community, State, and Public Relations | 2.85 |
| Domain 6: Professional Skills and Abilities | 2.80 |
| Overall Rating | 2.84 |

The above scores were submitted to DEL by the August 30 deadline (pending board review).

The CEO would like to thank members again for taking the time to complete the evaluation. She is grateful to receive the great feedback and use it to continue to grow as a leader.

Last September, the Board agreed to discontinue the annual performance-based bonus of up to \$10,000 and instead adjust her salary annually to the Federal Salary Cap.

For the calendar year 2026, the President has proposed increasing Federal Pay rates by 1%. Senate and House lawmakers are expected to enact this proposed change in December, effective January 1, 2026. If passed, a 1% increase will adjust the salary cap as follows:

| Current Salary Cap 2025 | President's Proposed Salary Cap 2026 | Total Increase 1% |
|-------------------------------|--|----------------------|
| \$225,700 | \$227,957 | \$2,257 |

Except for the CEO, all ELC staff were eligible for merit increases of between 3% and 5% of their base pay rates. After these increases are applied, the average place in range for all employees who have been with the organization for a year or more rose to the 46th percentile, which is just below the midpoint for the marketplace of each grade. The CEO's salary, by contrast, including the proposed 1% increase, would fall toward the lower range of the marketplace for her grade at the 35th percentile.

Should the Board wish to raise the CEO salary above the HHS cap, outside funding would have to be secured that was either given to ELC for this specific purpose or given to ELC without restriction. ELC would need to secure such funding.

Recommended Actions:

1. Recommend Approval of CEO Evaluation Results to the Full Board
2. Recommend Adjusting the CEO Salary to 2026 HHS Salary Cap on the effective date of enacted federal legislation, as applicable.

Supporting Documentation:

- CEO Performance Self Evaluation Report FY 24/25
- CEO Performance Evaluation Results FY 24/25 2025 Ratings/Comments
- CEO DEL Performance Evaluation FY 2025

1. CEO Self-Assessment FY 24/25 (July 1, 2024 – June 30, 2025)

A Note from the CEO to Board Members:

In the self-assessment below, I have highlighted the many accomplishments that occurred during FY 25. I am extremely proud of these achievements and the collective impact on the community. I'd like to acknowledge that many of these accomplishments were only possible because of the extraordinary dedication and hard work of our ELC staff and the amazing leadership of the Senior/Executive team. I am so fortunate to lead such a committed team and deeply grateful for all their hard work. Thank you for the opportunity to share the ELC's collective efforts.

Domain 1: Board Administration and Support – Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff.

- Provides the Board with professional advice and recommendations based on the organization's strategic plan
- Engages the Board in establishing the ELC's policy direction; interprets and executes the intent of Board policy; supports Board policy and actions to the public and staff
- Communicate with the Board chair and other members of the Board to provide accurate, sufficient and relevant information regarding Board policy and operations in a timely manner
- Fosters a harmonious working relationship with the Board
- Provides support for Board teamwork and effectiveness as ELC advocates in the community; promotes and supports Board recruitment, education and development

FY 24/25 Key Highlights:

- Continuously worked to form and build stronger relationships with board members.
- Made a constant effort to be available to members; Took the initiative to reach out to provide updates, answer questions, collaborate and/or get feedback on important issues/topics.
- Hosted our 2nd year of Meet Greet and Eat breakfasts (before board meetings) to help foster a cohesive board and enable members to get to know each other and ELC staff better.
- Provided frequent updates to board members through my CEO reports, board bulletins in between meetings, updates at board/committee meetings, and through ELC provider newsletters and social media postings.
- Continued to offer many board engagement opportunities including:
 - Childcare Provider visits
 - Board Meet and Greets
 - Provider Appreciation Event
 - Staff Appreciation Event
 - PLAN meetings (for childcare Directors/Owners)
 - A Day in K (kindergarten) Event
 - State of Childcare Event
 - CDA and Bootcamp Graduations
 - Broward Read for the Record
- Provided board engagement opportunities and relevant early learning and related conferences information in the FYI section of every board packet.
- In FY 25 efforts were ramped up to recruit more private sector board members, which resulted in securing 1 new provider representative, 2 new private sector board members with an additional 2 – 4 private sector applicants currently in process to go to the board in September.

Domain 2: Program and Service Delivery – Oversees development, implementation, and quality assurance of all Coalition programs and services.

- Communicates ELC's vision and goals to staff, community and others; builds commitment to mission and priorities of ELC
- Provides direction and defines priorities to assure that the ELC's programs and services respond to the needs of families, children, and providers
- Identifies problems and issues confronting the ELC and recommends/implements appropriate changes and directions
- Encourages and promotes long range planning and implementation of plans; keeps Board and others informed of trends and decisions that may impact the ELC
- Measures the extent to which ELC programs improve enrolled children's school readiness skills for transitioning into kindergarten, reports findings to the Board and community

FY 24/25 Key Highlights:

- Successfully met, exceeded or on track with 21 out of 22 or 95% of the 5-year Strategic Plan Outcomes
 - 1 Not Met Outcome (4.5%)
 - 5 On Track Outcomes (23%)
 - 1 Met Outcomes (4.5%)
 - 15 Exceeded Outcomes (68%)
- The CEO and Sr. Staff met quarterly to review Scorecard data and status of the Strategic Plan to monitor progress towards organizational goals and objectives.
- Continue to foster a collaborative culture that encourages new and/or innovative ideas/ways to achieve the goals of the organization (operationally and programmatically) to ensure we "keep moving the needle".
- ELC's customer service unit received 96,156 total calls in FY 25 alone and answered 81,446 of them (85% answer rate), meeting our annual goal.
- Enrolled 3,700 SR children (from the waitlist), which is more than half the children enrolled in school readiness statewide.
- Enrolled/re-enrolled SR children with a quality assurance error rate of less than 10%, exceeding our goal.
- Broward CLASS scores continue to climb, exceeding the State's average scores:
 - VPK CLASS: increased from 5.4 to 5.6 (State average is 5.3).
 - SR CLASS: increased from 5.4 to 5.51 (State average is 5.21).
- ELC's education team conducted 181 professional development trainings for 2,497 educators (duplicated).
- Graduated 91 early educators with their National CDA Credential (120 training hours); Graduated 69 early educators in our Childcare Educator Boot Camp for new educators.
- Successfully secured the Help Me Grow Florida grant for Broward County and managed to achieve our annual goals in 6 months.
- Continued to conduct ELC's popular Behavior Bites Zoom Inclusion Support series for educators seeking guidance on working with children with challenging behaviors.
- Maintained outside funding that allowed ELC to maintain 2 Peer Support Specialists to help families navigate the evaluation process for children identified as having challenges/special needs resulting in: a birth to 2-year-old evaluation show up rate of 57%; and a 73% evaluation show up rate for children 3–5-year-old. This is a huge improvement from previous years, however this data is based on a new tracking methodology, so these numbers represent a new baseline.
- Successfully distributed bundles of books (5 books per bundle) to 9,477 children/families (with books in English, Spanish, and Creole).
- Held our 2nd successful A Day in K – Kindergarten Transition event with (and at) the Museum of Discovery and Science, which was a huge hit with approximately 1,800 raising K students and their families in attendance.
- ELCs IT dept built/rolled out 7 NEW CRM components to increase operational and program efficiency and improve/increase data collection capacity.

- Supported parents and childcare providers through a DEL system upgrade riddled with issues; created necessary workarounds and technical assistance that enabled ELC Broward to continue enrolling new children, complete annual redeterminations, and pay providers on time.
- Completion of and utilization of the new Model Classroom and updated STEM waiting room.

Domain 3: Financial Sustainability and Mission Impact – Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-range planning. Works with the staff, finance committee and the Board to prepare budgets, monitor progress, initiate changes (to operations and budgets) as appropriate, and resolve fiscal issues that affect the ELC.

- Recommends yearly budget for Board approval
- Manages the Coalition's resources within budget guidelines according to authorized policies and procedures that comply with current laws and regulations
- Possesses a robust understanding of the ELC's financial needs and communicates them clearly
- Provides leadership and supports appropriate strategies for attracting funds for the SR Match Program
- Oversees the planning and implementation of match development activities, including establishing resource requirements, identifying funding sources and establishing strategies to approach potential donors

FY 24/25 Key Highlights:

I worked closely and collaboratively with the ELC's Chief Administrative Officer and the Finance Dept to accomplish the following:

- In close collaboration with the CEO, the Fiscal department shepherded the organization's finances through a complex and constantly changing funding picture throughout the year and landed almost exactly on target with full utilization, maximized enrollment, and accurate overall spending at year's end.
- Established a financial position that minimized the negative impact of FY25 (and FY 26) funding changes and reductions.
- Successfully advocated and secured an additional **\$13 million** in School Readiness funding from DEL and local funding sources to cover the gaps in enrollments funding.
- Raised **\$116,500** in outside/non-DEL program funding to cover expenses not billable to DEL, which included funding for BECE, A Day in K, State of Childcare and other program related initiatives and events. Donors included Children's Services Council (CSC), Brown and Brown, AD Henderson, Childcare Careers, PNC Bank, Lakeshore, Age of Learning, Marco Polo, Highlights, LENA, Florida Blue, Sun Life.
- Secured additional local ad hoc funding when available by earning the confidence of funders that our financial management processes are strong and effective.
- Paid providers on time, every time despite significant challenges with the State system (EFS MOD).
- Accelerated the process of monthly provider batch completion and monthly financial statement by nearly a week. This improvement, combined with expanded, relevant financial data analytics, made management decision-making on financial strategies more timely and easier.
- Earned all clean audits and monitoring reviews again this year.
- Successfully on boarded a new audit firm and met the challenge of new, more intense audit standards.
- Received special recognition from State funders (DEL) for excellence in transaction documentation clarity.
- ELC's Chief Administrative Officer initiated a robust negotiation process (still in process) with the IRS to resolve historical compliance issues related to our 403B Retirement plan that date back to the inception of the agency. Board members kept apprised of developments and issues along the way.

Domain 4: Human Resource Management, Staff and Administrative Relations – Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations.

- Provides leadership for developing and executing sound personnel procedures and practices that incorporate directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the organization
- Recruits and retains a talented and diverse staff
- Ensures compliance with relevant workplace and employment laws; maintains a safe, respectful, and inclusive working environment
- Encourages and supports staff to participate in ongoing professional development opportunities
- Establishes clear patterns of authority, responsibility, supervision, and communication with staff

FY 24/25 Key Highlights:

- Fostered a positive workplace culture, reflected in an 87% staff satisfaction rate (from an external survey).
- ECL's turnover rate was 7.6% overall, with only 5.24% attributed to voluntary turnover.
- Staff Retention for 1 year (new hires) is up from 77% in FY 23 to 82% in FY 24 to **100%** in FY 25!
- Ensured all staff remain at or above the 30th percentile of the current salary market rate.
- Recipient of the Sun Sentinel's Top Workplace 2025 (for the 4th time)
- Offered increased professional development opportunities to ELC staff including a management track.
- Various onsite staff health fairs offered to encourage healthy living (and drive down the cost of our health insurance).
- Held a staff recognition event to celebrate staff years employed at ELC and thank them for their hard work.
- Held regular staff meetings, continued to create and distribute our quarterly staff newsletter (The Buzz), and provided Staff Bulletin emails to ensure all staff are aware of things going on in the organization, upcoming events, implementation of our COOP and recognizing staff accomplishments.
- Successfully completed organization-wide succession planning initiative.

Domain 5: Community, State, and Public Relations – Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders.

- Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to the ELC
- Represents and promotes the ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities dealing with early childhood education and family issues
- Encourages community involvement and contribution to the ELC
- Provides leadership on behalf of the ELC at the state level; advocates the needs of the ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents, including lobbying the state legislature within the parameters permitted by state and federal law and regulation
- Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public.

FY 24/25 Key Highlights:

- Successfully advocated to DEL (and legislators) for additional funding (from supplemental funding pots set aside for gaps in SR funding and de-obligated funds from other Coalitions), resulting in an additional \$13 million in School Readiness funding for FY 25.
- Continued strengthening Advocacy efforts through:
 - local and statewide legislator meetings in Broward and Tallahassee (18).
 - Presentation of ELC's legislative priorities to the Broward Delegation.
 - Successful State of Childcare Event, attended by 55 individuals, including local legislators, municipal elected and non-elected officials, as well as community partners, and board members.
 - With the help of key staff, attended/Presented at 9 Municipality Commission meetings.
- Continued to have Municipal leaders and local Legislators share ELC information, resources, and our ELC Newsletter with their constituencies.

- Began working closely and collaboratively with the Director of Early Learning at the Florida Chamber Foundation and members of the Broward Workshop (and other community partners) on an upcoming early learning roadmap initiative scheduled to launch early FY 25/26.
- Outreach efforts resulted in a great deal of traffic to the ELC website, including 45,639 views (from 41,888) to the School Readiness web page, 27,594 (from 27,552) on the VPK page, and 16,138 views to the Bookworms page (where views remained flat).
- ELC communications team posted 1,267 Social Media posts (Meta, Instagram, X).
- Met with many community organizations to partner or brainstorm ways to collaborate and/or increase efforts to best serve children and families in Broward including but not limited to Broward School District, The Journey Institute, Helios Foundation, Bluebird pediatrics, Fort Lauderdale Diaper Bank, Ambetter Health, New World Reading, CSC, Healthy Start, Deerfield Cares, Broward Behavioral Health Council, Museum of Discovery and Science, FSU Center for Prevention & Early Intervention Policy, etc.)
- ELC staff conducted and/or participated in 26 Outreach/Community events.
- Continued to serve on more than 5 community boards/workgroups as well as AELC (Statewide).
- Member and participant of the Greater Fort Lauderdale Chamber of Commerce.
- Member/Attended Broward League of Cities meetings/events.
- Co-Chair of Broward Reads.
- Served as Vice Chair of the AELC Board and as a member of the Executive Committee (which allows for increased visibility with the Chancellor and Senior team at DEL).
- Member of the AELC Legislative Committee, which creates and advocates Statewide early learning priorities.
- Participation in regular Statewide DEL and AELC meetings and other community boards/work groups to advocate or request policy changes and obtain new information to help advance the organization.
- Well respected, strong relationships within the community and Statewide.

Domain 6: Professional Skills and Abilities

- Maintains high standards of ethics, honesty, and integrity in all professional matters
- Is well organized and efficient in the accomplishment of objectives
- Skillful at analyzing and addressing problems, challenges, and conflicts, even under stress
- Effectively communicates verbally and in written form
- Actively engages in continuous professional development

FY 24/25 Key Highlights:

- Consistently worked to increase organization-wide efficiencies through streamlined processes, tweaks to the staffing configuration, and technology, including our CRM, which now includes 57 components, 7 rolled out FY 25.
- Ensure ELC Broward follows and is up to date on all State, Federal, and local rules/regulations (as evidenced by clean audits and DEL Monitorings).
- Continue to expand internal quality assurance reviews across the organization to ensure a low error rate and identify training needs.
- All required State/Federal/local documents, reports, and status updates were completed and turned in on time.
- Ensured staff, board, providers, parents and community partners/leaders received necessary communication from the ELC (through bulletins and newsletter; ensuring website is up to date).
- Continued to use and seek out professional development opportunities.
- Participated in the CEO nonprofit peer-to-peer group.
- Attended relevant early learning and related conferences and webinars and kept up to date on childcare-related research and best practices (through articles and newsletters, etc.).
- FY 2025 Personal, Professional, and Organizational Awards included:
 - The Journey Institute Agent of Change for Babies (Renee Jaffe)
 - Community Care Plan/211 Non-Profit Organization of the Year for Collaboration.
 - Sun Sentinel Top Workplace (for 4th year in a row).
 - Sun Sentinel Leadership Award (Renee Jaffe), for medium-sized organizations.

- Sun Sentinel Culture Badges (acknowledgement for areas where the organization excelled) for Innovation, work life flexibility, compensation and benefits, leadership, and purpose and values.
- USA Today (National) Top Workplace
- Top Non-Profit Philanthropy Power Leader by the South Florida Business Journal (Renee Jaffe).

Evaluation Period 1 July 2024 – 30 June 2025

Position Summary

The Chief Executive Officer (CEO) is responsible for providing direction, leadership, and oversight to the Coalition in support of its mission, strategic plan, and annual goals and objectives. The CEO must effectively work with Board members, volunteers, government officials, community leaders, business leaders, childcare providers, and the clients and families that the ELC serves. The CEO provides leadership to internal staff and is responsible for daily operations of the business, including oversight of financial management, human resources, fund development, program quality and delivery, and public relations.

Evaluate the CEO performance in the domains below using the following ratings:

3 = Exceeds Expectations

2 = Meets Expectations

1 = Does Not Meet Expectations

Comments must be included for each factor with a rating of “Does Not Meet Expectations.” Additional comments may be attached to this form.

2. Overall Board Rating results for all 6 domains (based on a 3-point scale)

| # | Responders | Domain 1 Board Administration and Support | Domain 2 Program and Service Delivery | Domain 3 Financial Sustainability and Mission Impact | Domain 4 Human Resource Management, Staff and Administrative Relations | Domain 5 Community, State, and Public Relations | Domain 6 Professional Skills and Abilities | Total Average |
|----|---------------------------|--|--|--|---|---|---|------------------|
| 1 | Laurie Sallarulo | 2.6 | 2.6 | 2.6 | 2.4 | 2.6 | 2.4 | 3 |
| 2 | Dawn Liberta | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | Michael Asseff | 2.8 | 2.4 | 3 | 2.6 | 2.4 | 2.4 | 3 |
| 4 | Ellie Schrot | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 5 | Cindy J. Arenberg-Seltzer | 3 | 3 | 2.6 | 2.8 | 3 | 2.6 | 3 |
| 6 | Sharonda Bailey | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 7 | Krystie Castillo | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 8 | Kirk J. Englehardt | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 9 | Amy Hauser | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 10 | Maria Hernandez | 2.4 | 2.2 | 2.4 | 2.6 | 2 | 2.4 | 3 |
| 11 | Carol Hylton | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 12 | Renee Podolsky | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 13 | Dr. Amoy Reid | 3 | 2.6 | 3 | 2.8 | 3 | 2.8 | 3 |
| 14 | Traci Schweitzer | 3 | 2.8 | 3 | 3 | 3 | 3 | 3 |
| 15 | Zachary Talbot | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 16 | Julie Winburn | 2.6 | 2.4 | 2.4 | 2 | 2.6 | 2.2 | 3 |
| | Total Average | 3 | 3 | 3 | 3 | 3 | 3 | 3 |

3. Board Member Comments for each of the 6 domains

| Board Member | Comments- Domain 1: Board Administration and Support - Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff. |
|---------------------------|---|
| Cindy J. Arenberg-Seltzer | Renee has made a conscious effort to increase communication with the Board and it shows. |
| Kirk J. Englehardt | This has improved each year I've been a board member. |
| Carol Hylton | Renee is doing a great job! |
| Dawn Liberta | Renee communicates effectively and works well with the Board. |
| Laurie Salarullo | I would like to see more discussions and updates on strategic plan with board. |
| Traci Schweitzer | Ms. Jaffe works hard to keep the board informed and knowledgeable about ELC. |

| Board Member | Comments- Domain 2: Program and Service Delivery - Oversees development, implementation, and quality assurance of all Coalition programs and services. |
|------------------|--|
| Carol Hylton | I would like to hear about the quality of the centers in a Bd. meeting. Goals to improve if needed |
| Dawn Liberta | Renee works with staff to implement changes effectively. |
| Laurie Salarullo | More data on LT impact of early learning education at the board level. How we're changing stats |

| Board Member | Comments- Domain 3: Financial Sustainability and Mission Impact. Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-range planning. Works with the staff, finance committee and the Board to prepare budgets, monitor progress, initiate changes (to operations and budgets) as appropriate, and resolve fiscal issues that affect the ELC. |
|------------------|---|
| Michael Asseff | Renee and her team do an amazing job managing our constantly changing financial environments. |
| Maria Hernandez | Renee should become the organization's chief connector, spending more time in the community. |
| Dawn Liberta | Renee and her team do an excellent job managing budgets and working effectively within any constrain |
| Laurie Salarullo | I think identifying other resources may be an area CEO can focus on more. |

| Board Member | Comments- Domain 4: Human Resource Management, Staff and Administrative Relations - Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations |
|------------------|--|
| Laurie Salarullo | Extend prof dev opp to Director level. Last question: I don't have enough knowledge to rate fairly |
| Traci Schweitzer | Ms. Jaffe has led ELC in being the top workplace 4 years in a row and staff satisfaction is at 87%. |

| Board Member | Comments- Domain 5: Community, State, and Public Relations - Directs and coordinates public relations and community awareness efforts. Assures that the Coalition and its mission, programs, and services are consistently presented in a favorable public image to relevant stakeholders. |
|--------------------|--|
| Kirk J. Englehardt | Communications and Marketing continue to be strong. |
| Dawn Liberta | Renee and her staff are actively engaged in the community. |
| Traci Schweitzer | Ms. Jaffe is an effective spokesperson and shares all the good that ELC staff do on a regular basis. |

| Title | Comments- Domain 6: Professional Skills and Abilities |
|------------------|---|
| Laurie Salarullo | There's room to develop presentation skills, storytelling, less pp. Driving interest from the heart |

| | |
|----------------------------|---|
| MEETING | EXC261RB2 / Executive Committee |
| DATE: | September 9, 2025 |
| SUBJECT: | Strategic Plan Year 3 Quarter 3 Results |
| FOR ACTION: | No |
| RECOMMENDED ACTION: | Review Current Status |
| FINANCIAL IMPACT: | No |
| ELC STAFF LEAD | R. Jaffe |

Background:

On September 12, 2023, the ELC Board approved a new 5-Year Strategic Plan (SP). It was agreed at that meeting that ELC staff would report annually on the results of each goal. Since then, staff have shared Strategic Plan status updates annually at the September board meeting and May Board retreat or Annual Board meeting in June. Programmatic goals from the plan are shared and discussed at each regularly scheduled PRC meeting.

Internally, ELC staff review each of the goals, objectives, and outcomes quarterly and following the end of each fiscal year to determine if any updates or changes to the plan are needed based on the annual results.

At the June 23, 2025, Board meeting, ELC staff shared outcome status data from the Strategic Plan data for year 3 through quarter 3 and informed the board that an update would be shared with the board following the close of the fiscal year.

The Approved Strategic Plan is attached for reference.

Current Status:

Following the close of the fiscal year, staff updated all Strategic Plan data outcomes. The results, which were shared with board members as part of the CEO's Performance evaluation, included the following results:

ELC staff Successfully Met, exceeded, or were on track with 21 out of 22, or 95% of the 5-year Strategic Plan Outcomes

- 7 On Track Outcomes (23%)
- 1 Met Outcome (4.5%)
- 14 Exceeded Outcomes (68%)
- 1 Outcome On Hold

Over the summer all plan data was reviewed and discussed by ELC's Senior Team. Minor changes believed to be necessary/appropriate for year 4 of the plan were suggested and will be reviewed at the next Governance meeting.

ELC Staff will review highlights of the Strategic Plan FY 25 data at the Executive Committee meeting.

Recommended action:

Executive Committee Review YTD Year 3 Strategic Plan data.

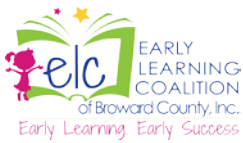
Supporting Documents

- Strategic Plan approved October 14, 2024
- FY 24-25 Strategic Plan Report

| GOAL 1 Eligible families will be aware of and access ELC SR Services | | | | | | |
|--|---|-------------|---------------------|--|-----------|---|
| Objective | Outcomes | Target | REPORTING FREQUENCY | Year 3 * = updated metric from CEO Eval | Status | FY 24/25 Year 3 Summary As of Qtr 3 |
| 1. Deploy a successful targeted outreach and enrollment initiative | 1. ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services. | 20 Annually | Quarterly | 26 | Exceeding | 9 Municipality Meetings 26 Outreach/Enrollment Events 18 Legislator ELC Engagement Meetings |
| | 2. ELC communications staff will place a minimum of 60 social media posts concerning the importance of child care and early learning. | 60 Annually | Quarterly | *1,267 | Exceeding | 558 Meta Posts 399 Instagram Posts 310 X Posts |
| 2. Families that are eligible to continue receiving SR services will receive them. | 1. The overall retention rates for potentially SR eligible families will stabilize at 80% | 80% | Semi-Annually | 75% | On Track | Staff continue to try new techniques to increase % of successful redeterminations (texts, etc.). |
| GOAL 2 Eligible families will be aware of and access ELC VPK services. | | | | | | |
| Objective | Outcomes | Target | REPORTING FREQUENCY | Year 3 | Status | FY 24/25 Year 3 Summary As of Qtr 3 |
| 1. ELC will reach and enroll as many VPK-eligible families as possible. | 1. ELC Broward will meet or exceed the State of Florida estimating conference estimates for VPK | 13,060 | Semi-Annually | 13,070 | Met | The estimating conference predicted 13,060 VPK enrollments per last update in March 2025 (School Year & Summer). ELC's total enrollment was 13,070. |
| GOAL 3 Broward's childcare centers/homes are high quality, nurturing settings. | | | | | | |
| Objective | Outcomes | Target | REPORTING FREQUENCY | Year 3 | Status | FY 24/25 Year 3 Summary As of Qtr 3 |
| 1. The countywide CLASS score average for School Readiness child care providers who are CLASS assessed will increase to a 6.0 | 1. CLASS scores will incrementally grown year over year for the 5 year strategic plan. | 6.0 | Annually | 5.51 | On Track | Over the past 3 years of the Strat Plan, we have seen a steady increase in the SR CLASS scores due training and coaching with Broward educators. We ended FY 24 - 25 with a SR CLASS average score of 5.51, which is an increase from 5.40 in FY 23-24. |
| GOAL 4. Broward's VPK sites offer high quality services in a nurturing environment. | | | | | | |
| Objective | Outcomes | Target | REPORTING FREQUENCY | Year 3 | Status | FY 24/25 Year 3 Summary As of Qtr 3 |
| Objective 1: The countywide CLASS score average for VPK child care providers who are CLASS assessed will increase to a 6.0 | 1. CLASS scores will incrementally grow year over year for the 5 year strategic plan. | 6.0 | Annually | 5.60 | On Track | Over the past 3 years of the Strat Plan, we have seen a steady increase in the SR CLASS scores due training and coaching with Broward educators. We ended FY 24 - 25 with a VPK CLASS average score of 5.6, which is an increase from 5.4 in FY 23-24. |
| Goal 5. Children will enter kindergarten with the tools, skills, and support they need to succeed | | | | | | |
| Objective | Outcomes | Target | REPORTING FREQUENCY | Year 3 | Status | FY 24/25 Year 3 Summary As of Qtr 3 |
| 1. SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential. | 1. 65% of families with children ages 0-2 who have received a referral will follow through with their referrals to Early Steps | 65% | Quarterly | *57% | *On Track | This is up from last year's 55%. |
| | 2. 75% of families with children ages 3-5 who have received a referral will follow through with their referrals to FDLRS | 75% | Quarterly | *73% | *On Track | This is up from last year's 61% |

| | 3. Through funding or partnerships, four (4) additional, comprehensive support services will be added or expanded to children/families (such as but not limited to vision, hearing, dental screenings, mental health, nutrition services, and general medical) | 4 | Annually | 5 | Exceeding | In Fiscal Year 24 - 25, we were awarded the Help Me Grow grant in Broward County. We successfully met all our requirements in this first year (in half the time). Through this new opportunity and our continued work in and around the community, we successfully partnered with additional organizations such as Bluebird Kids Health, ambetter Health, New World Reading and the Greater Fort Lauderdale Diaper Bank. We also expanded our relationships with 211 Broward with the partnership of Help Me Grow as a direct referral source for families to us. This year we also partnered with Deerfield Beach Community Cares and look to grow this partnership in tFY 26. |
|--|--|--------------------------|---------------------|----------------|-----------|---|
| 2. Expand ELC Literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to the reading experience | 1. Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000 | Old:15,000 New: 8,250 | Quarterly | 9,477 | Exceeding | Outcome changed in FY25 due to Bookworm funding reduction from \$500,00 per year to \$200,000 (due to decreased budget). Board assigned an additional \$75K in Q3. Therefore with only 55% of the amount, the new goal became 8,250 which was exceeded with 9,477 book bundles distributed. |
| | 2. ELC will participate in at least 15 literacy events throughout the year, utilizing new and existing partnerships/events, as well as creating its own. | 15 | Quarterly | 24 | Exceeding | 24 Outreach Events for the year. We continued to attend various events throughout the county that promote literacy. Staff attended the Summer Literacy Institute, our Family Engagement Specialist read at various schools, we continue our Facebook Live story time in English, Spanish and Creole, we participate in Read for the Record and more. |
| Goal 6. The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning. | | | | | | |
| Objective | Outcomes | Target | REPORTING FREQUENCY | Year 3 | Status | FY 24/25 Year 3 Summary As of Qtr 3 |
| 1. Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities. | 1. At the start of each fiscal year, ELC staff will identify which state legislators, Broward County Commissioners/County Administration, and elected municipal leaders, they need to meet with and meet with at least 90% of them. | 90% | Semi-Annually | 100% | Exceeding | 9 Municipality Meetings 18 Legislator ELC Engagement Meetings |
| 2. ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events. | 1. ELC will actively participate in a minimum of 30 community engagement activities/events annually to promote ELC's services. | 30 | Semi-Annually | *34 | Exceeding | 34 Outreach/Enrollment Events Additional activities (not included in the 34 events): 104 Flyer drop off locations |
| Goal 7. ELC Broward is a healthy, efficient, and effective organization. | | | | | | |
| Objective | Outcomes | Target | REPORTING FREQUENCY | | Status | FY 24/25 Year 3 Summary As of Qtr 3 |
| 1. The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively. | 1. ELC is hiring the right staff for the right positions and retaining them, as evidenced by retaining 75% of new hires in one year. | 75% | Semi-Annually | 100% | Exceeding | 100% of new staff hired remained employed at the ELC for their one year anniversary and beyond. |
| | 2. ELC annual staff turnover will be at or below 15% | 15% | Semi-Annually | 7.62% 5.24% | Exceeding | Our Overall turnover rate is 7.62%, however our Voluntary Turnover Rate is only 5.24% |

| | | | | | | |
|---|--|----------|---------------|-----------|-----------|--|
| | 3. 35% of advancement opportunities are filled internally. | 35% | Semi-Annually | 38% | Exceeding | We had 27 advancement opportunities. Four of them were in either Finance, HR or IT where specialized skills were required (and not found internally) so outside recruitment was needed. We therefore removed those from the 27, making 24 advancement opportunities which gave us a result of 37.5% |
| | 4. At least 85% of Staff respond that they are overall satisfied working at the ELC. | 85% | Annually | 87% | Exceeding | |
| 2. Continue to optimize the use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security. | 1. 85% of the CRM Plan will be fully implemented. | 85% | Annually | 76% | On Track | In FY 24 -25 ELC rolled out 7 new CRM components for a total of 57 components. |
| | 2. 90% of ELC data infrastructure will be stored in the cloud. | 90% | Annually | 79% | On Track | All files have been migrated to the cloud with the exception of one department's files, which are scheduled to migrate in FY 26. |
| 3. End each year with a net positive in reserves | 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year. | | Annually | | Not Met | This effort is on hold. |
| 4. Obtain dedicated funding for specific unallowable expenses. | 1. ELC will have funds for items for meetings, programming, and training. | \$25,000 | Annually | \$116,500 | Exceeding | Funding for BECE, A Day in K, State of Childcare and other program related initiatives and events were possible due to the generous donations from: Children's Services Council (CSC), Brown and Brown, AD Henderson, Childcare Careers, PNC Bank, Lakeshore, Age of Learning, Marco Polo, Highlights, LENA, Florida Blue, Sun Life. |
| 5. The ELC board is engaged, educated and works well with staff. | 1. Results of the annual staff and board survey will show at least a 90% rating in all categories. | 90% | Annually | 95% | Exceeding | 1 Individual Ratings 92% 2 Board Ratings 97% 3 Staff Ratings 96% |



5 Year Strategic Plan

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 promote and deliver high-quality early learning experiences to young children, accessible to all eligible families in Broward County.

Core Values

- Customer Centric: Delivering outstanding customer service to providers, families, community partners, etc. is at the core of everything we do and vital to delivering our mission
- Education: We believe ongoing education/educational support and advocacy promote positive early learning experiences and the opportunity for all children in our community to succeed.
- Inclusion: We believe all children develop and learn at their own pace. Inclusive learning environments allow for positive learning experiences, development, and social/emotional growth to help children reach their full potential regardless of economic means
- Innovation: We are committed to finding innovative and creative ways to better help and support our families, providers, partners, staff, and community
- Quality: We are committed to providing quality services, programs, and support and take pride in the assistance, programs, and services we provide to our providers, families, children, and partners
- Collaborative: We forge collaborations with our community, partners, providers, and parents who are the "Most important individuals to ensure a child's success"
- Equity: Equity, inclusion, and cultural competence is embodied in our values, practices, and programming so that all children, parents, families, and providers have the opportunity to be successful.

5 Year Strategic Plan

2022-2027 GOALS

Goal 1: Eligible families will be aware of and can access ELC SR services.

Objective 1: Deploy a successful targeted outreach and enrollment initiative.

Outcome 1: ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services.

Reported: Quarterly

Outcome 2: ELC communications staff will place a minimum of 60 social media posts concerning the importance of child care and early learning.

Reported: Quarterly

Objective 2: Families that are eligible to continue receiving SR services will receive them.

Outcome 1: The overall retention rates for potentially SR eligible families will stabilize at 80%

Reported: Semi-annual

GOAL 2: Eligible families will be aware of and access ELC VPK services.

Objective 1: ELC will reach and enroll as many VPK eligible families as possible.

Outcome 1: ELC Broward will meet or exceed State of Florida estimating conference estimates for VPK

Reported: Semi-annually

GOAL 3: Broward's childcare centers/homes are high quality, nurturing settings.

Objective 1: The countywide CLASS score average for School Readiness child care providers who are CLASS assessed will increase to a 6.0

Outcome 1: CLASS scores will incrementally grow year over year for the 5 year Strategic Plan.

Reported: Annually

GOAL 4: Broward's VPK sites offer high quality services in a nurturing environment.

Objective 1: The countywide CLASS score average for VPK child care providers who are CLASS assessed will increase to a 6.0

Outcome 1: CLASS scores will incrementally grow year over year for the 5 year Strategic Plan.

Reported: Annually

5 Year Strategic Plan

Goal 5: Children will enter kindergarten with the tools, skills, and support they need to succeed.

Objective 1: SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.

Outcome 1: 65% of families with children ages 0-2 who have received a referral, will follow through with their referrals to Early Steps

Reported: Quarterly

Outcome 2: 75% of families with children ages 3-5 who have received a referral, will follow through with their referrals to FDLRS

Reported: Quarterly

Outcome 3: Through funding or partnerships, four (4) additional comprehensive support services will be added or expanded to children/families (such as but not limited to vision, hearing, dental screenings, mental health, nutrition services and general medical)

Reported: Annually

Objective 2: Expand ELC's literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to reading experiences.

Outcome 1: Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000 families.

Reported: Quarterly

Outcome 2: ELC will participate in at least 15 literacy events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.

Reported: Quarterly

Goal 6: The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.

Objective 1: Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.

Outcome 1: At the start of each fiscal year, ELC staff will identify which state legislators, Broward County commissioners/county administration, and elected municipal leaders, they need to meet with and meet with at least 90% of them.

Reported: Semi-annual

Objective 2: ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.

Outcome 1: ELC will actively participate in a minimum of 30 community engagement activities/events annually to promote ELC's services.

Reported: Semi-annual

5 Year Strategic Plan

Goal 7: ELC Broward is a healthy, efficient, and effective organization.

Objective 1: The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.

Outcome 1: ELC is hiring the right staff, for the right positions and retaining them as evidenced by retaining 75% of new hires at one year.

Reported: Semi-annual

Outcome 2: ELC annual staff turnover will be at or below 15%.

Reported: Semi-annual

Outcome 3: 35% of advancement opportunities are filled internally.

Reported: Semi-annual

Outcome 4: At least 85% of Staff respond they are overall satisfied working at the ELC.

Reported: Annually

Objective 2: Continue to optimize use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.

Outcome 1: 85% of the CRM Plan will be fully implemented.

Reported: Annually

Outcome 2: 90% of ELC data infrastructure will be stored in the cloud.

Reported: Annually

Objective 3: End each year with a net positive in reserves

Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.

Reported: Annually

Objective 4: Obtain dedicated funding for specific unallowable expenses.

Outcome 1: ELC will have funds for items for meetings, programming, and training.

Reported: Annually

Objective 5: The ELC board is engaged, educated and works well with staff.

Outcome 1: Results of the annual staff and board survey will show at least a 90% rating in all categories.

Reported: Annually

ELC Broward Contract List 2025-2026

| Funder or Vendor Name | Amount | Purpose | Type | Term | Status | Contract Number |
|-------------------------------------|---------------|-------------------------------------|-------------------------|-------------------|---------|-------------------|
| Division of Early Learning | \$167,370,443 | School Readiness, VPK | Revenue | 7/1/25-6/30/26 | Active | EL096 |
| A.D. Henderson Foundation | \$269,280 | Peer Support Specialists | Revenue | 7/1/24-6/30/26 | Active | 224007 |
| A.D Henderson | \$70,000 | Food and Training Support | Revenue | 10/23/24-6/30/26 | Active | 224031 |
| United Way | \$136,500 | SR Match Funds | Revenue | 7/1/25-6/30/26 | Active | 1718-04-06-01 |
| City of Pompano Beach | \$20,000 | SR Match Funds | Revenue | 10/1/24-9/30/25 | Active | Match Contract |
| City of Pompano Beach | \$15,000 | SR Match Funds | Revenue | 10/1/25-9/30/26 | Active | Match Contract |
| City of Hollywood | \$15,000 | SR Match Funds | Revenue | 10/1/24-9/30/25 | Active | Match Contract |
| City of Deerfield | \$15,000 | SR Match Funds | Revenue | 10/1/24-9/30/2025 | Active | Match Contract |
| City of Fort Lauderdale | \$100,000 | SR Match Funds | Revenue | 10/1/24-9/30/25 | Active | Match Contract |
| Broward County | \$3,131,795 | SR Match & Special Needs | Revenue | 10/1/24-9/30/25 | Active | 23-CP-CSA-3516-01 |
| Broward County | \$2,342,795 | SR Match & Special Needs | Revenue | 10/1/25-9/30/26 | Pending | 23-CP-CSA-3516-01 |
| Children's Services Council | \$3,592,850 | Financially Assisted Child Care | Revenue | 10/1/24-9/30/25 | Active | 23-2580 |
| Children's Services Council | \$3,592,850 | Financially Assisted Child Care | Revenue | 10/1/25-9/30/26 | Pending | 23-2580 |
| Children's Services Council | \$7,033,171 | Vulnerable Populations | Revenue | 10/1/24-9/30/25 | Active | 23-2581 |
| Children's Services Council | \$4,258,171 | Vulnerable Populations | Revenue | 10/1/25-9/30/26 | Pending | 23-2581 |
| Children's Forum | \$200,000 | Developmental Support -Help Me Grow | Revenue | | Pending | |
| Children's Forum | \$958,974 | INCENTIVE\$ Program | Sub Recipient Agreement | 7/1/25-6/30/26 | Active | ELCB1-FY26 |
| First Call for Help/211 Broward | \$125,000 | Community Referral Services | Vendor | 7/1/25-6/30/26 | Active | ELCB40 |
| Allison Gonzalez CLASS Observer | \$30,250 | CLASS Assessor | Vendor | 10/1/24-9/30/26 | Active | ELCB33 |
| Lianne Betancourt CLASS ASSESSOR | \$9,500 | CLASS Assessor | Vendor | 10/1/24-9/30/26 | Active | ELCB32 |
| Maria Lopez CLASS Observer | \$30,250 | CLASS Assessor | Vendor | 10/1/24-9/30/26 | Active | ELCB34 |
| BlueJean Software, Inc. | \$15,000 | Hosting and Support Services | Vendor | 7/1/24-6/30/26 | Active | ELCB23 |
| Bryan, Miller, Olive, Attorneys | \$25,000 | Labor and employment legal services | Vendor | 7/1/25-6/30/26 | Active | ELCB4-R1 |
| Causetech DBA Achieve | \$10,447 | Website Hosting | Vendor | 7/1/24-6/30/26 | Active | ELCB25 |
| Comcast | \$4,730.64 | Internet Services | Vendor | 7/1/25-6/30/26 | Active | ----- |
| CPR954 | \$15,000 | CPR and First Aid Training | Vendor | 8/15/24-6/30/26 | Active | ELCB30 |
| Crown Castle | \$21,240 | Internet Services | Vendor | 3/24/24-3/23/27 | Active | ----- |
| Vantiv Health | \$10,231 | Appointment Software | Vendor | 7/1/24-6/30/26 | Active | ELCB26 |

| | | | | | | |
|--|--------------|---|---------------|--------------------|---------|----------------------|
| Webauthor | \$184,992.00 | CCR&R Software | Vendor | 7/1/2024-6/30/2026 | Active | ELCB24 |
| WEBAUTHOR | \$250,000.50 | Web Hosting Service | Vendor | 5/01/2024-9/30/26 | Active | ELCB7 |
| FL Dept of Law Enforcement | \$1,500/yr | LiveScan Service (est. annual cost) | Vendor | 10/29/18-Ongoing | Active | ----- |
| Goren, Cherof, Doody, Ezrol, PA | \$75,000 | Legal Services | Vendor | 7/1/25-6/30/26 | Active | POC 22-5024- 00-FY26 |
| Momentive | \$9,105 | MIP Service Contract | Vendor | 6/20/25-6/19/26 | Active | ----- |
| Intermedia, Inc | \$220,155 | Cloud Base Communication Services | Vendor | 9/16/24-9/15/27 | Active | ELCB31 |
| Klausner, Kaufman, Jensen, Levinson | \$25,000 | Retirement Plan legal services | Vendor | 7/11/25-6/30/26 | Active | ELCB3-R1 |
| Citrin Cooperman Advisors LLC | \$31,775 | Tax Advisors | Vendor | 10/16/24-10/15/29 | Active | ELCB35 |
| Citrin Cooperman and Company LLP | \$258,661 | Auditors | Vendor | 10/16/24-10/15/29 | Active | ELCB36 |
| Corporate Translation Services DBA Language Link | \$2,000 | Translation and Document Translation Services | State Term PO | 7/1/25-6/30/26 | Active | ----- |
| Maro Polo Learning, Inc. | \$285,012 | Learning Technology | Vendor | 5/1/24-9/20/25 | Active | ELCBB8 |
| Scholastic, Inc | \$475,000 | Supply and Distribution of Children's Books | Vendor | 7/1/24-6/30/26 | Active | ELCB27 |
| Age of Learning | \$269,500 | Online Development Training | Vendor | 5/15/24-11/15/25 | Active | ELCB22 |
| ADP | \$33,522 | Payroll Processing | Vendor | Ongoing | Active | |
| School Board Broward County | \$37,838.85 | Gulfstream Early Learning Ctr | Lease | 9/5/22-9/4/25 | Active | |
| School Board Broward County | \$41,326 | Gulfstream Early Learning Ctr | Lease | 9/5/25-9/4/28 | Pending | |
| Crown Center | \$4,877,208 | Office Lease (including est. CAM and Janitorial expenses) | Lease | 7/16/18-12/16/28 | Active | 4852-0671-1913.3 |
| Sharp | \$35,000 | Copier and Printer Rental | State Term PO | 12/1/20-12/1/25 | Active | 101-0018142 |
| UKG | \$270,000 | Payroll Processing | Vendor | 7/25/25-12/31/31 | Active | ----- |
| AT&T | \$95,000 | Cell Phones and Hot Spots | State Term PO | 7/1/25-6/30/26 | Ongoing | ----- |
| School Board of Broward County | \$0 | Community Partnership | MOU | 1/20/21-6/1/43 | Active | |
| Brown & Brown | \$0 | Information Sharing Agreement | MOU | 8/1/25-7/31/30 | Active | |
| Broward County | \$0 | Crisis Intervention & Support | MOU | 11/18/20-11/17/25 | Active | |
| Child Abuse Prevention-CAPTA | \$0 | Interagency Referrals Cooperation | MOU | 9/1/21-8/31/29 | Active | |
| Seventeenth Circuit Court | \$0 | Cooperation Agreement | MOU | 6/23/20-Ongoing | Active | |
| University of Florida | \$0 | Data Use Agreement | MOU | 1/1/19-Ongoing | Active | |
| University of Florida | \$0 | Data Use Agreement | MOU | 8/19/25-Ongoing | Active | |


Legend:

Bolded Items: Recently Added/Updated

Grayed Out: Past Events

Board Engagement Calendar FY 25-26

Childcare Small Business Site Visits

***Please email Melody Martinez at Mmartinez@elcbroward.org if you would like to RSVP for a site visit.**

| Date | Childcare Center Name | Address | Time |
|---------------|----------------------------------|---|--------------------|
| Sep. 25, 2025 | Pacesetter Academy | 10950 Pembroke Rd. Miramar, FL 33025 | 9:30 AM - 11:00 AM |
| Nov. 12, 2025 | Emerald Hills School | 3270 Stirling Rd. Hollywood, FL 33021 | 9:30 AM - 11:00 AM |
| Dec. 11, 2025 | Early Learning Center of Margate | 6050 SW 7th St. Margate, FL 33068 | 9:30 AM - 11:00 AM |
| Jan. 13, 2026 | KIA (TBD) | Ft. Lauderdale, FL | 9:30 AM - 11:00 AM |
| Feb. 10, 2026 | Tutor Time | 851 SW 78th Ave, Plantation, FL 33324 | 9:30 AM - 11:00 AM |
| Mar. 10, 2026 | Little Bee's Academy | 185 NE 2nd Ave, Deerfield Beach, FL 33441 | 9:30 AM - 11:00 AM |
| Apr. 30, 2026 | Soaring Eagles Academy | 5835 N University Dr, Tamarac, FL 33321 | 9:30 AM - 11:00 AM |

Monthly PLAN Meetings

ELC Broward: 1475 W. Cypress Creek Rd., Suite 301, Fort Lauderdale, FL 33309

| Date | Location | Time |
|--------------------------|---------------------------------------|--------------------------------|
| Jul. 16, 2025 | ELC Broward, Training Room | 10:00 AM - 12:00 PM |
| Aug. 20, 2025 | ELC Broward, Training Room | 10:00 AM - 12:00 PM |
| Sep. 17, 2025 | ELC Broward, Training Room | 10:00 AM - 12:00 PM |
| Oct. 15, 2025 | ELC Broward, Training Room | 10:00 AM - 12:00 PM |
| Nov. 19, 2025 | ELC Broward, Training Room | 10:00 AM - 12:00 PM |
| Dec. 17, 2025 | ELC Broward, Training Room | 10:00 AM - 12:00 PM |
| Jan. 21, 2026 | ELC Broward, Training Room | 10:00 AM - 12:00 PM |
| Feb. 18, 2026 | ELC Broward, Training Room | 10:00 AM - 12:00 PM |
| Mar. 18, 2026 | ELC Broward, Training Room | 10:00 AM - 12:00 PM |
| Apr. 15, 2026 | ELC Broward, Training Room | 10:00 AM - 12:00 PM |
| May 20, 2026 | ELC Broward, Training Room | 10:00 AM - 12:00 PM |

ELC Kindness Counts Event & Author Reading

***Please email Lizbeth DelVecchio at Ldelvecchio@elcbroward.org if you would like to RSVP for one of our Author Reading Events.**

| Date | Location | Time |
|------------------|------------------------------|---------------------|
| Oct. 21-22, 2025 | ELC Broward, Model Classroom | 10:30 AM - 12:00 PM |

Notable Early Learning Conferences

Please Reach out to Melody Martinez at Mmartinez@elcbroward.org if you would like assistance organizing accommodations

| Dates | Conference Name | Location | Reg. Info |
|-----------------------------|--|----------------------|--|
| Jul. 16-18, 2025 | One Goal Summer Conference | Tampa, FL | Click to Register |
| Oct. 7-10, 2025 | DEC2025 | Portland, OR | Click to Register |
| Oct. 8-11, 2025 | 2025 Early Educators Leadership Conference | Orlando, FL | Click to Register |
| Oct. 15-19, 2025 | Florida Association for the Education of Young Children (FLAEYC) | Orlando, FL | Click to Register |
| Nov. 19-22, 2025 | NAEYC Annual Conference | Orlando, FL | Click to Register |
| Jan. 22-24, 2026 | Southern Early Childhood Association Conference | Huntsville, AL | Click to Register |
| Jan. 26-29, 2026 | National Head Start Winter Leadership Institute | Washington, D.C. | Click to Register |
| Mar. 12-14, 2026 | Virginia Association for the Education of Young Children (vaeyc) | Hampton, VA | TBA |
| Apr. 16-17, 2026 | Rocky Mountain Early Childhood Conference | Denver, CO | Click to Register |
| May 4-7, 2026 | National Head Start Conference | Minneapolis, MN | TBA |
| TBA | InterAct CLASS Summit | TBA | TBA |
| TBA | Childcare Aware 2025 Symposium | TBA | TBA |
| TBA | 2026 FL Prosperity & Economic Opportunity Solution Summit | TBA | TBA |
| TBA | FL Family Childcare Home Association Annual Conference | TBA | TBA |
| TBA | 2026 FL Learners to Earners Workforce Solution Summit | Tampa, FL | TBA |

ELC of Broward County

FY 2025-2026 Board/Committee Meetings Calendar

| July 2025 | | | | | | | August 2025 | | | | | | | September 2025 | | | | | | | October 2025 | | | | | | | November 2025 | | | | | | | December 2025 | | | | | | |
|--------------|----|----|----|----|----|----|---------------|----|----|----|----|----|----|----------------|----|----|----|----|----|----|--------------|----|----|----|----|----|----|---------------|----|----|----|----|----|----|---------------|----|----|----|----|----|----|
| S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S |
| | | 1 | 2 | 3 | 4 | 5 | | | | | | 1 | 2 | | 1 | 2 | 3 | 4 | 5 | 6 | | | | 1 | 2 | 3 | 4 | | | | | | | 1 | | 1 | 2 | 3 | 4 | 5 | 6 |
| 6 | 7 | 8 | 9 | 10 | 11 | 12 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| 13 | 14 | 15 | 16 | 17 | 18 | 19 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 20 | 21 | 22 | 23 | 24 | 25 | 26 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 27 | 28 | 29 | 30 | 31 | | | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 28 | 29 | 30 | | | | | 26 | 27 | 28 | 29 | 30 | 31 | | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 28 | 29 | 30 | 31 | | | |
| | | | | | | | 31 | | | | | | | | | | | | | | | | | | | | | 30 | | | | | | | | | | | | | |
| January 2026 | | | | | | | February 2026 | | | | | | | March 2026 | | | | | | | April 2026 | | | | | | | May 2026 | | | | | | | June 2026 | | | | | | |
| S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S |
| | | | | 1 | 2 | 3 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | | | | 1 | 2 | 3 | 4 | | | | | | 1 | 2 | | 1 | 2 | 3 | 4 | 5 | 6 |
| 4 | 5 | 6 | 7 | 8 | 9 | 10 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | | 29 | 30 | 31 | | | | | 26 | 27 | 28 | 29 | 30 | | | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 28 | 29 | 30 | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | 31 | | | | | | | | | | | | | |

Board

Mon. at 9:30 am

- Sep 15, 25
- Nov 17, 25
- Dec 15, 25
- Feb 9, 26
- Mar 9, 26
- May 11, 26
- Jun 22, 26

Finance/ Exec

Tue. at 1:30 pm

- Sep 9, 25
- Nov 4, 25
- Dec 9, 25
- Feb 3, 26
- Mar 3, 26
- May 5, 26
- Jun 9, 26

Governance

(No Set Date/Time)

- Sep 4, 25 at 10:30 am

Nominating

(No Set Date/Time)

- Aug 27, 25 at 10:30 am

Audit

(No Set Date/Time)

- Sep 10, 25 at 10:00 am

Program Review

(No Set Date/Time)

- Sep 5, 25 at 11:30 am

Ad-Hoc Fundraising

(No Set Date/Time)

- Sep 12, 25 at 11:00 am

ELC offices closed for holidays on:

July 3, 4 Independence; Sep 1 Labor; Oct 13 Columbus/Indigenous (Observance); Nov 11 Veterans; Nov 27 Thanksgiving; Nov 28 Day after Thanksgiving; Dec 25 Christmas; Jan 1 New Year's Day; Jan 19 MLK; Feb 16 President; Apr. 3 Spring Day; May 25 Memorial;

Federal Holidays:

Oct 13 Colombus; Jun 19 Juneteenth;

Holidays:

Sep 22-24 Rosh Hashanah; Oct 1-2 Yom Kippur; Oct 6-13 Sukkot; Dec 14-22 Hannukah; Feb 18 Ash Wed; April 1-9 Passover; May 21-23 Shavuot; Mar 16-20 Spring Break; Apr 3 Good Friday

First Day of School: August 11, 2025

Last Day of School: June 3, 2026

ELC of Broward County

Committee Members 2025-2026

| COMMITTEE | Member Name | Seat | By Laws |
|---|--|-----------------------------|------------------------------|
| EXECUTIVE <i>4 needed for a Quorum</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) | | |
| | Officer | 1 Laurie Sallarulo | Chair |
| | Officer | 2 Dawn Liberta | First Vice Chair/Governance |
| | Officer | 3 Michael Asseff | Second Vice Chair |
| | Officer | 4 Ellie Schrot | Secretary |
| | Officer | 5 Cindy Arenberg Seltzer | Treasurer/Finance Chair |
| | | 6 Amoy Reid | Nominating Com. Chair |
| | | 7 Renee Podolsky | Audit Com. Chair |
| FINANCE <i>4 needed for a Quorum</i> | Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members EXCLUDING CHAIR. No Term Limits | | |
| | | 1 Cindy Arenberg Seltzer | Chair |
| | | 2 Maria Hernandez | Member |
| | | 3 Dawn Liberta | Member (Officer) |
| | | 4 Renee Podolsky | Member |
| | | 5 Amoy Reid | Member |
| | | 6 Laurie Sallarulo | Member (Board Chair) |
| | | 7 Zachary Talbot | Member |
| PROGRAM REVIEW <i>4 needed for a Quorum</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 EXCLUDING CHAIR. No Term Limits | | |
| | | 1 Maria Hernandez | Chair |
| | | 2 Cindy Arenberg-Seltzer | Member (Officer) |
| | | 3 Krystie Castillo | Member |
| | | 4 Dawn Liberta | Member (Officer) |
| | | 5 Renee Podolsky | Member |
| | | 6 Ellie Schrot | Member (Officer) |
| | | 7 Amy Hauser | Member |
| AUDIT <i>3 needed for a Quorum</i> | Members elected by Board. Consists of at least (5) five Members including Chair. 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 | | |
| | | 1 Renee Podolsky | Chair |
| | | 2 Michael Asseff | Member (Officer) |
| | | 3 Sharonda Bailey | Member |
| | | 4 Ellie Schrot | Member (Officer) |
| | | 5 Traci Schweitzer | Member |
| GOVERNANCE <i>4 needed for a Quorum</i> | Members Elected by Board. Consists of at least (5) five Members, EXCLUDING CHAIR. First Vice Chair shall serve as chair of the Governance Committee. No Term Limits | | |
| | | 1 Dawn Liberta | Chair |
| | | 2 Michael Asseff | Member (Officer) |
| | | 3 Kirk Englehardt | Member |
| | | 4 Carol Hylton | Member |
| | | 5 Laurie Sallarulo | Member (Board Chair) |
| | | 6 Renee Podolsky | Member |
| | | 7 Amoy Reid | Member |
| NOMINATING <i>4 needed for a Quorum</i> | Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition . No Term Limits | | |
| | | 1 Amoy Reid | Chair |
| | | 2 Michael Asseff | Member (Officer) |
| | | 3 Sharonda Bailey | Member |
| | | 4 Krystie Castillo | Member |
| | | 5 Laurie Salarullo | Member (Board Chair) |
| | | 6 Traci Schweitzer | Member |
| | | 7 Julie Winburn | Member |
| AD HOC FUNDRAISING <i>5 needed for a Quorum</i> Re-established 8/2022 Reports to Executive Comm | | 1 Michael Asseff | Co-Chair (Officer) |
| | | 2 Traci Schweitzer | Co-Chair |
| | | 3 Krystie Castillo | Member |
| | | 4 Kirk Englehardt | Member |
| | | 5 Dawn Liberta | Member (Officer) |
| | | 6 Amoy Reid | Member |
| | | 7 Jessica Rodriguez | Member |
| | | 8 Zachary Talbot | Member |
| | | * Beverly Batson (Honorary) | Non-Voting Member/ No Quorum |

[illegible][illegible]

| Members who left During FY 24 - 25 Term | | | | | | | | | | | | |
|---|---|----------|--------------|----------|--------|--------|--------|--------|--------|--------|--------|-------------------|
| | FINANCE | Position | Term Started | Last Day | Aug-27 | Oct-01 | Dec-10 | Jan-28 | Mar-04 | Apr-29 | Jun-03 | TOTAL FY ABSENCES |
| | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | |
| | EXECUTIVE | Position | Term Started | Last Day | Aug-27 | Oct-01 | Dec-10 | Jan-28 | Mar-04 | Apr-29 | Jun-03 | TOTAL FY ABSENCES |
| 1 | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | V= Virtual Meeting | | | | | | | | | | | |
| | X= Present at meeting | | | | | | | | | | | |
| | ABS= Absent from Meeting | | | | | | | | | | | |
| | P= phone attendance | | | | | | | | | | | |
| | FM= First Meeting | | | | | | | | | | | |
| | LM= Last Meeting | | | | | | | | | | | |
| | Shaded areas - no meeting scheduled | | | | | | | | | | | |
| | O:\Elc of Broward County\Board - Documents\Board- Committee & Board Meetings\Executive Finance\FY 2024-2025 | | | | | | | | | | | |

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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. |

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

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

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

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| 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. |