

**Early Learning Coalition of Broward County, Inc.**

**Executive Meeting Agenda**

**June 6, 2023, at 1:30 PM**

**Zoom Meeting**

**Meeting ID: 864 3880 4582      Passcode: 304851**

<https://us06web.zoom.us/j/86438804582?pwd=T1lyTlJaMHhWanJLTvltbEFGB2UrQT09>

*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.*

		<b>PAGE</b>
<b>1.</b>	<b>Call to Order</b>	Laurie Sallarulo, Chair
<b>2.</b>	<b>Roll Call</b>	Melody Martinez, Board Liaison
<b>3.</b>	<b>Chair Report</b>	Laurie Sallarulo, Chair
<b>4.</b>	<b>CEO Report</b>	<b>3</b> Renee Jaffe, CEO
<b>5.</b>	<b>Consent Agenda</b> <ol style="list-style-type: none"> <li>1. Approve March 28, 2023, Committee meeting minutes</li> <li>2. EXC236CA1 – Approve FY 2024 DEL Grant Agreement</li> <li>3. EXC236CA2 – Approve FY 2024 United Way School Readiness Match Revenue Agreement</li> <li>4. EXC236CA3 – Approve FY 2024 Children’s Forum Sub Recipient Agreement Renewal</li> <li>5. EXC236CA4 – Approve FY 2024 211 Broward Sub Recipient Agreement Renewal</li> <li>6. EXC236CA5 – Approve FY 2024 BLI Vendor Agreement</li> <li>7. EXC236CA6 – Approve FY 2024 A.D Henderson Foundation Agreement</li> <li>8. EXC236CA7 – Approve FY 2024 Goren Cherof Doody &amp; Ezrol Agreement for Legal Services Renewal</li> <li>9. EXC236CA8 – Approve FY 2024 ATT State Term Contract</li> <li>10. EXC236CA9 – Approve FY 2024 Webauthor Agreement Renewal</li> <li>11. EXC236CA10 – Approve FY 2024 Keefe McCullogh Agreement Renewal</li> <li>12. EXC236CA11 – Approve FY 2024 Sole Sourced Award to Teachstone</li> </ol>	<b>5</b> <b>7</b> <b>10</b> <b>11</b> <b>14</b> <b>17</b> <b>19</b> <b>23</b> <b>26</b> <b>27</b> <b>28</b> <b>29</b>
<b>6.</b>	<b>Regular Business</b> <ol style="list-style-type: none"> <li>1. EXC236RB1 – Approve FY 2024 Related Party Contracts</li> <li>2. EXC236RB2 – Approve CEO Performance Evaluation Tool</li> </ol>	Renee Jaffe, CEO <b>30</b> <b>32</b> Laurie Sallarulo, Chair Christine Klima, CAO Judith Merritt, COO

7.	<b>FYI</b> <ul style="list-style-type: none"> <li>• FYI-1 Contract List</li> <li>• FYI-2 Board Engagement Calendar</li> <li>• FYI-3 2022/2023 Board Calendar</li> <li>• FYI-4 2023/2024 Board Calendar</li> <li>• FYI-5 Board Committee Member List 22/23</li> <li>• FYI-6 FY 22-23 Executive Committee Meeting Attendance</li> <li>• FYI-7 Glossary of Terms</li> </ul>	51 52 54 55 56 57 59	
8.	<b>Unfinished Business</b> <b>New Business</b> <b>Matters from the Board</b> <b>Matters from the CEO</b> <b>Matters from the Committee</b> <b>Matters from our Partners</b> <b>Public Comment</b>		
9.	<b>Next ELC Executive Meeting: August 29, 2023, at 1:30 PM</b>		
10.	<b>Adjourn</b>		
<p><b>Please Note:</b> 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. <b>Members of the Public:</b> 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 <a href="#">§286.0105, Fla. Stat.</a> 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 – June 6, 2023**

#### **School Readiness Enrollment Update**

Staff continues to enroll families eligible for School Readiness services. As discussed at previous meetings, we have “taken our foot off the gas,” but we haven’t hit the brakes. At this point, our monthly enrollment rate is approximately 343 children, while our monthly attrition rate is approximately 355 children. In other words, we are at a relatively even keel, enrolling roughly the same number of children who are dropping out of the system monthly. This was our natural next phase, and it is also where the Division of Early Learning indicated they want us to be, pending the finalization of the FY24 Budget Act in June. Staff will continue to monitor enrollments and spending and will continue the dialogue with DEL in the coming months. This will be discussed in greater length in the Finance Committee report and Finance meeting.

#### **ARPA Grants and Workforce Initiative**

As of May 26, 2023, Broward ELC has approved a total of \$2,525,500 in recruitment and training bonuses that have gone directly to childcare educators. An additional \$1,823,454 has been approved for Continuous Quality Improvement grants for child care programs that have earned a 5 or higher on their CLASS score. We are now in the last month of Workforce Initiative training, as this program, along with almost all ARPA initiatives, will end June 30<sup>th</sup>.

#### **New APRA Spending Plan Approved**

The ELC was recently notified that DEL received state budget authority to spend \$55 million (of the \$952 million) from the ARPA Discretionary pot to fund five initiatives that include:

- Build CLASS capacity through assessment quality assurance; targeted training; and ensuring assessor capacity
- Invest in Florida’s early learning workforce (by building a talent pipeline)
- Expand access to curriculum and develop a Florida comprehensive curriculum
- Strengthen Data Systems
- Early Learning Research to inform strategies and strengthen the overall early learning system
- DEL Administrative Supports

We await DEL’s guidance as to individual allocations and specific rules for expending these dollars.

#### **Provider Appreciation Day**

ELC Broward hosted a Provider Appreciation reception at the Museum of Discovery and Science on May 17, 2023. Attendees were treated to appetizers and beverages supplied by ARC Broward, and Commissioner Beam Furr’s office issued a proclamation praising the good work of child care providers, which was read at the event. We thank all board members who were able to attend, and we look forward to next year!

#### **New Board Members and Committee Memberships**

We are pleased to announce that Broward County Public Schools have approved School Board member Dr. Allen Zeman to serve as their representative on the Early Learning Coalition of Broward County Board. Mr. Zeman has been invited to attend our next Board meeting on June 14<sup>th</sup>.

Ellie Schrot has now officially joined the Program Review Committee and Maria Hernandez will be joining the Finance Committee in the new fiscal year. Additionally, Michael Asseff has agreed to co-chair the Ad Hoc Fundraising committee (along with co-chair Kristina West).

#### **Legislative Update**

While the 2023 Legislative session ended on May 5<sup>th</sup>, the proposed budget for Early Learning is still awaiting the Governor’s approval. The proposed School Readiness (SR) budget for FY 23/24 (approved by the House and Senate), includes a \$100 million increase in base SR funding and \$77 million to sustain or expand SR enrollments. As previously mentioned, this increase was intended to offset the loss of approximately \$143 million in School Readiness funding (for hold harmless and enrollment expansion) allocated to Coalitions this Fiscal year.

On the VPK side, there is an additional \$20 million in the proposed budget to increase the Base Student Allocation for school year VPK students from \$2,803 to \$2,941 (an *increase of \$138*) and \$2,393 to \$2,511 (an *increase of \$118*) for summer VPK.

It should be noted that based on the State's Estimating Conference there are fewer 4-year-olds expected to enroll in VPK for the 23/24 school year. As a result, the overall VPK budget was reduced by \$46 million. Additionally, the \$100 million in the budget this fiscal year for child care small businesses that agreed to pay their staff \$15 per hour was not included for FY 23/24.

It is anticipated that all SR, VPK, and an additional \$315 million in ARPA discretionary funding, will be approved by the Governor prior to the start of the new fiscal year.



**Early Learning Coalition of Broward County, Inc.**  
**Executive Committee Meeting Minutes**  
**March 28, 2023, at 1:30 PM**  
Virtual Meeting

Members in Attendance	Chair, Laurie Sallarulo; Dawn Liberta; Twan Russell; Monica King; Cindy Arenberg-Seltzer; Michael Asseff; Renee Podolsky
Members Absent	
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Judith Merritt, COO; Howard Bakalar, CPO; Hubert Cesar, CIO; Melody Martinez, Board Liaison; Lizbeth Juan, Executive Assistant; Reinier Potts, Financial Analyst; Kasey Lafrance, Contracts Administration Manager; Megan DeGraaf, Purchasing and Procurement Specialist; Sandra Paul, Senior Director of Provider Reimbursements; Stephanie Landreville, Controller; Allison Metsch, Senior Director of Education & Quality; Ancel Pratt III, Senior Director of Communications; Samantha Dempsey, Accountant
Others in Attendance	Kristina West; Julie Klahr, Legal Counsel

Item	Action/Discussion
Welcome & Call to Order	Chair Laurie Sallarulo called the meeting to order at 2:29 PM. The roll was called, and a quorum was established.
Chair Report	Laurie Sallarulo shared information from Broward Workshop breakfast meeting. They spoke about the workforce, unemployment, childcare, and the housing issue for the workforce, including the early learning population.
CEO Report	The CEO provided an updated and highlighted ELC had been awarded Top Workplace South Florida for 2022 and that once she had additional information on the unspent ARPA dollars, she would inform the Board.
<b>Consent Agenda</b>  1. Approve January 31, 2023, meeting minutes 2. EXC235CA1 – Procurement of On-Line Recruitment Vendor 3. EXC235CA2 – Procurement of 211 Sole Source Vendor 4. EXC235CA3 – Procurement of Children’s Forum Sole SourceVendor 5. EXC235CA4 – Approve Sliding Fee Schedule – July 2023	There was a <b>Motion</b> to move the Consent Agenda by Monica King and <b>Seconded</b> by Cindy Arenberg-Seltzer. <b>Unanimously approved. Motion Passes.</b>
<b>Unfinished Business</b>	None
<b>New Business</b>	None
<b>Matters from the Chair</b>	None

<b>Public Comments</b>	There was no discussion.
<b>Next Meeting</b>	<a href="#">May 2, 2023</a>
<b>Adjourn</b>	Meeting adjourned at 2:34 PM.

*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.*

DRAFT

<b>ITEM/MEETING</b>	EXC236CA1 / Executive Committee
<b>DATE:</b>	June 6, 2023
<b>SUBJECT:</b>	FY 2024 DEL Grant Agreement
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTIONS:</b>	<b>Authorize the Board Chair to execute the finalized FY 2024 DEL Grant Agreement when it becomes available, Pending Legal Review</b>
<b>AS RECOMMENDED BY</b>	N/A
<b>FINANCIAL IMPACT:</b>	TBD Pending Issuance of Notice of Award
<b>ELC STAFF LEAD</b>	C. Klima

**Background/History**

The annual Florida Department of Education, Division of Early Learning (DEL) Grant Agreement supplies the majority of funding and compliance guidelines for Early Learning Coalitions throughout Florida. The Grant Agreement plays a key role in guiding nearly all ELC Broward activities and includes the Federal and State legal framework in which we operate. An agreement draft for FY24 was shared with the Coalitions for comment in April, but the finalized Agreement will not be issued until after the Florida FY24 Budget Act is signed. None of the proposed changes are significant. See the complete list attached.

The annual Grant Agreement includes School Readiness, VPK, Federal Stimulus and other program grants awarded by DEL throughout each fiscal year.

**Current Status**

Since the finalized Agreement might not be issued until after the ELC Board breaks for the summer, staff requests that the ELC Board Chair be empowered to execute the FY 2023 DEL Grant Agreement when it is issued (pending legal review) as has been the practice in previous years. The Agreement must be executed on or before June 30, 2024.

**Recommended Action**

Authorize the Board Chair to execute the finalized FY 2024 DEL Grant Agreement when it becomes available, Pending Legal Review

**Supporting Documentation**

- Draft Agreement Updates

# 2023-2024

## DRAFT Grant Agreement Updates

Page Number	Section	Edit
2	B. Agreement Docs	Removed VPK Monitoring Tool as an Exhibit. Tool will be provided in guidance.
3	2.12	Updated to reflect Chapter 60GG-2 State of Florida Cyber Security Standards.
5	2.17.34	Added Rule 6M-9.120
5	Funding	Removed reference to chapter and laws of Florida and added GAA
7	Execution	Removed Department of Education 2 <sup>nd</sup> execution box
8-10	Exhibit I. E. Background Screening	Updated based on recent clarifications.
10	Exhibit I. E. 17	Adding subrecipient
17	Exhibit I. S. 1. Logo Usage	No change to current requirement but clarified the ELC is not required to use DEL logos.
19	Exhibit I. AA. Policy Compliance	Added #29 Program Guidance 530.05
19	Exhibit I. AA. Policy Compliance	Removed Program Guidance 300.01 and 300.02. These are no longer applicable and throughout requirements have been replaced with Chapter 60 GG-2 - State of Florida Cyber Security Standards.
24	Exhibit I. II. Records Retention, 9.	Added path to DOE AUP form
24	Exhibit I. II. Records Retention, 10.	Added additional language from GS1-SL to expand
25	Exhibit I. LL. Sponsorship/Public Announcements, 1.	Removed Division of Early Learning from sponsorship language since this is not a part of the quoted language.
26	Exhibit I. OO. Termination of Agreement, 4.5	Added “and records retention”
30	Exhibit II. Scope of Work B. Terms and definitions, 9, 17, and 28	Added definitions for Community Outreach, Differential Fee, and Gold Seal Quality Care Program
34	Exhibit II. Scope of Work B. Terms and definitions 43	Removed reference to 6M 4.741 repealed
37	Exhibit II. C. 2.14	Removed reference to PG 300.01 and 300.02 and added 60GG-2 and DOE AUP



39	Exhibit II. C. 3.13.24 and 3.13.25	Added elements required by statute
40	Exhibit II. C. 3.19	Removed language
43	Exhibit II. C. 5.2.4	Added reference to rule
44	Exhibit II. C. 5.5	Developmental screening language updated
44	Exhibit II. C. 7.1.3.	Added statute reference
45	Exhibit II. C. 7.1.8.	Updated language to reflect current statutory requirements re. performance metric
46	Exhibit II. C. 7.4. VPK Provider kindergarten readiness rate [removed]	Deleted entire section, no longer applicable
46	Exhibit II. C. 7.4 VPK program assessment and coordinated screening and progress monitoring	Added rule references
49	Exhibit II. D. 6.6 performance monitoring	Updated statutory reference
49	Exhibit II. D. 6.7	Added reference to new program guidance
51	Exhibit II. D. 6.9	Added reference to new program guidance. Deleted list of elements 6.9.1-6.9.13 as guidance will contain the details.
51	Exhibit II. D. 10	Replaced PG 300.01 with State of Florida Cybersecurity Standards
52	Exhibit II. F. 1.2	Combined the former 1.3 with 1.2 and removed 1.3.2
53	Exhibit II. F. 3.2 – Advance Payment Return	Date changed to September 30
53	Exhibit II. F. 5 Budget	Updated language to reflect upload to SharePoint. 5.3 removed
54	Exhibit II. F. 6.2 Return of Funds	Added “calendar” days
54	Exhibit II. F. 7.1.7	Removed -Infant toddler minimum
55	Exhibit II. F. 7.2.2	Removed- VPK \$15.00 hr
55	Exhibit II. F. 7.4	Removed CARES and added CRRSA



<b>ITEM/MEETING</b>	EXC236CA2 / Executive Committee
<b>DATE:</b>	June 6, 2023
<b>SUBJECT:</b>	FY 2024 United Way School Readiness Match Agreement
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Approve FY 2024 United Way School Readiness Match Revenue Agreement Pending Legal Review</b>
<b>FINANCIAL IMPACT:</b>	\$130,000
<b>ELC STAFF LEAD</b>	C. Klima

**Background Information:**

United Way of Broward County (United Way) has provided match funding for School Readiness dollars since the inception of the Early Learning Coalition. This funding allows ELC to draw down federal funds for the provision of child care services for Broward families. Historically, United Way has been one of the Coalition’s largest sources of match funds and has been a key partner in assisting ELC to meet DEL School Readiness Program local match participation requirements. The United Way has elected to maintain the status quo for this contract year with \$130,000 in funding.

100% of the funds are used for the cost of child care services.

**Current Status:**

The draft agreement is currently pending legal review.

**Recommendation:**

Approve FY 2024 United Way School Readiness Match Revenue Agreement Pending Legal Review.

**Supporting Documentation:**

None



<b>ITEM/MEETING</b>	EXC236CA3 / Executive Committee
<b>DATE:</b>	June 6, 2023
<b>SUBJECT:</b>	Children’s Forum INCENTIVE\$ Sub Recipient Agreement FY 2024
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Approve FY 2024 Children’s Forum Sub Recipient Agreement Renewal for Administering the INCENTIVE\$ Program Pending Legal Review</b>
<b>FINANCIAL IMPACT:</b>	\$575,000 FY 2024
<b>ELC STAFF LEAD</b>	C. Klima

**Background**

Early Childhood Educator INCENTIVE\$, formerly known as Child Care WAGE\$® 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 child care program.

For 20 years ELC 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.

**Current Status**

In FY 2023 the INCENTIVE\$ program has provided \$608,694 in grants to over 500 participants as of March 2023, a 15% increase from FY 2022. With the assistance of “boots on the ground” Above and Beyond Guidance Counselor Specialists, ELC staff drove educator enrollment in INCENTIVE\$. We were able to provide customized support concerning enrollment, starting CDA coursework, and educating the educators about INCENTIVE\$ eligibility requirements. The average total supplement amount per educator per year was \$730.

While we were able to increase participation, we in turn increased the amount of dollars added to the INCENTIVE\$ program through CRSSA and ARPA stimulus funds. While staff expects to be able to continue or expand present funding once the Division of Early Learning releases the \$315 million of remaining ARPA stimulus funds, there will be a lag time between the beginning of the next fiscal year and the availability of those stimulus funds. Because of this lag time, ELC proposes to fund the INCENTIVE\$ program for \$575,000 initially in order to ensure the currently enrolled participants will receive their scheduled supplements. After DEL finalizes the ELC’s allocations in October, the Agreement may be amended with a budget increase if additional funds become available. The initial budget for the Agreement is as follows:

Item	FY23	FY24 Initial Renewal	Difference (Pending Funding)	% Total
Wage Supplements	\$841,361	\$448,500	\$392,861	78%
Program Support	183,375	97,750	85,625	17%
Administration	53,933	28,750	25,183	5%
<b>Total</b>	<b>\$1,078,669</b>	<b>\$575,000</b>	<b>\$503,669</b>	<b>100%</b>

**Recommended Action:**

Approve FY 2024 Children’s Forum Sub Recipient Agreement for Administering the INCENTIVE\$ Program Pending Legal Review

**Supporting Documentation**

- Sub Recipient Agreement Fact Sheet

## CHILDREN'S FORUM - 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:** Children's Forum, Inc.

**CONTRACT NUMBER:** POC 18-5004-00

**POINT OF CONTACT:** Lori Stegmeyer  
Program Director  
1211 Governors Square Blvd, Suite 200  
Tallahassee, FL 32301

**PROCUREMENT:** Single Source

**CONTRACT TYPE:** Sub Recipient

**BUDGET AMOUNT:** \$575,000

**METHOD OF PAYMENT:** Invoice

**PAYMENT SCHEDULE:** Monthly

**TERM:** July 1, 2023 to June 30, 2024

### **PARTICIPANT ELIGIBILITY:**

Child Care Professionals who work for licensed providers of early care and education who have an executed contract with ELC for School Readiness (SR) services and/or Voluntary Prekindergarten (VPK) services are eligible for Child Care INCENTIVE\$ (formerly known as WAGE\$®) services. Priority given to Broward County teachers who are willing to participate and:

- Have been continuously employed at the same child care program for a minimum of six months; and
- Work at least 20 hours per week with children ages 0-5 (supplements will be prorated based on a 40-hour work week); and
- Have a formal child care credential and/or some education beyond a high school diploma; and
- Earn less than \$17.50 per hour as a child care professional.

### **SCOPE OF WORK:**

Conduct outreach, eligibility verification, technical assistance and administration for funds provided by ELC to supplement the salaries of qualified child care providers in Broward County. The *Child Care INCENTIVE\$*® Project ("Program") is designed to improve child care quality by reducing turnover and encouraging the continued education of child care teachers. The Program provides education-based salary supplements to low-paid child care teachers working with children between the ages of 0-5.

**DELIVERABLES:**

Provide written management reports: quarterly, end-of-fiscal year, and a historical cumulative report showing the number of staff in each professional development level, the number who progressed to a higher level from the previous year, the dates, locations, methods and results of outreach, and comparative data from TEACH on scholarships accessed by INCENTIVE\$ participants. Quarterly reports shall include an itemized list of all recipients, date of disbursement and disbursement amounts made against the contract funds.

End-of-fiscal year (annual) report shall include an itemized list of all recipients, date of disbursement and disbursement amounts made against the contract funds. The report shall also include data listing the college or programs that issued degrees to INCENTIVE\$ participants.

**PERFORMANCE  
MEASURE:**

The turnover rate of Broward County teachers participating in the Child Care INCENTIVE\$® project will be at least 10% lower than the average turnover rate of all states reported in the National Annual Child Care INCENTIVE\$® report produced by Child Care Services Association of North Carolina.

The INCENTIVE\$® program is promoted and made available to 100% of Broward Child Care Providers that have a School Readiness Contract. INCENTIVE\$® representatives will conduct onsite outreach at least two ELC events for providers such as ELC's PLAN meeting or the Broward Early Care and Education Conference.

<b>ITEM/MEETING</b>	EXC236CA4 / Executive Committee
<b>DATE:</b>	June 6, 2023
<b>SUBJECT:</b>	211 Broward FY 2024 Sub Recipient Services for Community Service Referrals
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Approve FY 2024 211-Broward Sub Recipient Agreement for Community Service Referrals pending Legal Review</b>
<b>FINANCIAL IMPACT:</b>	\$462,000 FY 2024 Budget
<b>ELC STAFF LEAD</b>	C. Klima

**Background Information:**

Since July 2019, Community Resource Referral Services First Call for Help d/b/a 211 Broward has been a sole-sourced sub recipient vendor providing community resource referral, call center back up, and customer service training services to the Coalition. 211 also promotes the availability of School Readiness, VPK and other ELC services at all Community Resource events they attend. 211 Broward is the sole FCC-designated 211 resource for community services in Broward County and holds the exclusive license to operate in Broward County using the three-digit FCC designated dialing number. 211 Broward is the only 24/7 comprehensive agency that provides support services for individuals seeking crisis intervention assistance and/or information and referral services.

**Current Status/Recommendation**

In FY 2023 as of March 31, 2023, 211 Broward has provided over 529 referrals to families to connect with ELC services, conducted 126 community outreach activities, and answered 1,351 calls for ELC Customer Service overflow, and is on track to meet all benchmarks by June 30, 2023. In FY 2024 211 Broward is projected to provide over 600 community referrals to ELC services. The budget for the agreement is as follows:

Item	Cost	% Total
211 Program Staff Costs	\$337,000	73%
Administration	125,000	27%
<b>Total</b>	<b>\$462,000</b>	<b>100%</b>

**Recommended Action:**

Approve FY 2024 211-Broward Sub Recipient Agreement for Community Service Referrals pending Legal Review

**Supporting Documentation:**

- Sub Recipient Fact Sheet



## 211 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:** 2-1-1 Broward (First Call for Help of Broward, Inc.)

**CONTRACT NUMBER:** POC 23-5040

**POINT OF CONTACT:** Frank Isaza, COO  
First Call for Help of Broward, Inc.  
3317 NW 10<sup>th</sup> Terrace Suite 403  
Fort Lauderdale, FL 33309

**PROCUREMENT:** Sole Sourced Award Pending FY 2023-24

**CONTRACT TYPE:** Sub Recipient

**BUDGET AMOUNT:** \$462,000

**METHOD OF PAYMENT:** Cost Reimbursement

**PAYMENT SCHEDULE:** Monthly

**TERM:** July 1, 2023 through June 30, 2024

**SCOPE OF WORK:** To provide resource support, outreach, call routing, customer service training and overflow call answering support to ELC's CCR&R-Customer Service Unit.

**DELIVERABLES:**

- (1) Updated and Accessible Community Resource Directory for COALITION Clients
- (2) Documented Results of at least 36 Outreach Events
- (3) All CCR&R and COALITION Service-Related Calls Directed to COALITION Certified Counselors
- (4) Seamless Supplemental Community Resource Referrals
- (5) Seamless Coverage for COALITION Customer Service Calls during unplanned closures or ELC staff pre-arranged in-service.
- (6) High Quality Customer Service Training for ELC Staff.

**PERFORMANCE MEASURES:**

- (1) COALITION CCR&R Counselors will have access to a continuously updated Directory of Community Services in Broward tailored to comply with OEL CCR&R Grant Agreement standards.
- (2) One hundred percent (100%) of callers seeking CCR&R or Other COALITION Services shall be referred to the COALITION for follow up [Measured by Call Traffic Reports and Secret Shopper Inquiries].

- (3)** Coverage of COALITION customer service calls and transfers of calls from the COALITION to CONTRACTOR are handled seamlessly with minimal disruption to COALITION clients. [Measured by Call Traffic Reports and Secret Shopper Inquiries].
- (4)** Ninety-five percent (95%) of COALITION staff participating in CONTRACTOR's Customer Service training series will demonstrate knowledge of new skills and techniques. [Measured by pre and post training knowledge tests].
- (5)** CONTRACTOR. spending forecasts and analyses, and budget management shall result in balanced fiscal year budgets, with no deficit spending and with no significant surplus of funds that have been contracted for services. [Measured by COALITION records].

**REPORTS:**

- (1)** Monthly Call Traffic and Outreach Event Reports.
- (2)** Customer Service training Pre and Post Tests.



<b>ITEM/MEETING</b>	EXC236CA5 / Executive Committee
<b>DATE:</b>	June 6, 2023
<b>SUBJECT:</b>	Business Leadership Institute (BLI) Program FY24 Agreement Renewal
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Approve FY 2024 Renewal Agreement with Business Leadership Institute for Business Development Training for Child Care Operators, pending availability of funds and legal review</b>
<b>FINANCIAL IMPACT:</b>	\$50,000, pending availability of funding in FY 2024 Budget
<b>ELC STAFF LEAD</b>	Christine Klima, CAO

**Background Information:**

In FY 2020, ELC selected the Business Leadership Institute to provide a range of training programs designed to improve child care center operation and help directors to grow their capacity to deliver high quality educational services to young children. BLI has remained a constant for child care providers since then, pivoting to virtual workshops during the pandemic and pivoting back to in-person classes this past year.

This past year, BLI launched its series of once-a-month, full-day Saturday workshops beginning in September and ending in May. Workshop topics included creating a growth mindset, successful negotiation techniques, strategies for dealing with difficult people, and Human Resources tips. The week after the May workshop, BLI attendees had an official graduation ceremony, which coincided with Congresswoman Debbie Wasserman-Shultz’s Small Business Conference at Nova University. BLI achieved each of its contractual goals for this fiscal year, and its goals which were based on progress from last year’s class as shown in the attached chart.

**Current Status:**

Since the Coalition has not yet received its full funding allocations from DEL for FY 2024 and the BLI Workshop series is not scheduled to begin until September 2023, staff will wait until August to execute the renewal when finalized notices of award are likely. In the meantime, staff requests authority to initiate and execute the renewal (the 5<sup>th</sup> in a 5-year cycle) pending the availability of funds and legal review.

**Recommended Action:**

Approve FY 2024 Renewal Agreement with Business Leadership Institute for Business Development Training for Child Care Operators, pending availability of funds and legal review.

**Supporting Documentation:**

- FY 2023 Outcome Chart

## Business Leadership Institute for Business Development Training for Child Care Operators FY 2023 Outcomes

Measure	Benchmark	Result
Each participant in the Student Cadre will have an individualized Business Plan with a minimum of four target organization goals.	Training Participants will demonstrate progress toward attainment of at least 50% of organizational goals six months post program completion.	As a requirement to graduate BLI, all participants must work with SCORE to create a business plan. This past year, all participants reported achieving at least 50% of their goals, with 80 percent of them achieving at least 75 percent of their goals. <b><i>It should be noted that Broward's SCORE Program, was named as top SCORE in the country by the Small Business Administration at this year's Small Business Conference.</i></b>
Program participants will demonstrate learning gains as a result of workshop participation.	75% of all workshop participants will demonstrate newly acquired skills, following each workshop, using a pre/post measurement instrument.	The average gains from the workshops was 90 percent. No individual workshop had gains of less than 83 percent.
Training Participants will benefit from the services of an assigned coach/mentor.	75% of Training Participants will gain business knowledge from assigned coaches/mentors, using a measurement instrument approved prior to contract execution.	88% of participants felt that, overall, their mentor was an asset and benefit to them.
Training participants will demonstrate improved business financial viability	75% of Participants will report/demonstrate improved business operations and financial strength of their business	100 percent of program participants reported that they are still in business, and that they remain financially viable.
Participants will report satisfaction with the business training program	85% of participants will report being satisfied or highly satisfied with the business training program.	100 percent of program participants reported being satisfied or highly satisfied with the business training program. On a scale of 1-5, the average score was a 4.52.



<b>ITEM/MEETING</b>	EXC236CA6 / Executive Committee
<b>DATE:</b>	June 6, 2023
<b>SUBJECT:</b>	A.D Henderson Foundation FY24 Revenue Agreement
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Approve FY 2024 Revenue Agreement with A.D Henderson Foundation pending legal review</b>
<b>FINANCIAL IMPACT:</b>	\$160,000 FY24 Budget
<b>ELC STAFF LEAD</b>	C. Klima

**Background Information:**

The A.D Henderson Foundation was founded by Alexander D. Henderson and his wife Lucy in 1959 to help improve the education and support systems for children to ensure that all children reach their full potential. The Foundation focuses its grantmaking on strengthening early childhood programs and supporting programs that enable families with young children to thrive in Broward County, Florida, and the State of Vermont. The Coalition requested \$160,000 from A.D Henderson Foundation for FY24 for two Peer Support Specialists to assist families in Broward County whose young children (0-5) have been identified as possibly having a special need.

For families who are receiving childcare subsidies and whose children score with a concern on the ASQ, the ELC’s Inclusion Specialists make a referral for an intensive evaluation of the child’s cognitive, behavior, and physical abilities. Inclusion Specialists attempt to build and maintain a rapport with both the parents and the child’s school to promote strategies that may help the child in the classroom. However, these Peer Support Specialist would be present and supportive during the time between referral, evaluation, and next steps.

The Peer Support Specialists will have personal experience navigating through the early childhood system of care for children with special needs. While their job description lists a bachelor’s degree preferred, their most important assets will be their experience, their empathy, and their ability to support and facilitate families’ journeys. Peer Support Specialists will coordinate very closely with the Inclusion Specialists to discuss progress made/barriers still occurring with targeted families. Their mission is to decrease any barriers that may get in the way of families’ follow-through with scheduled appointments, and to increase any supports and services that can be made available to these families as they respond to the results of their child’s evaluation.

**Current Status:**

ELC has submitted an application and grant proposal and is awaiting the award letter.

The budget for the program includes:

Staff Costs for two Peer Specialist roles July 1 2023 to June 30, 2024:	\$152,000
Staff & Client Local Transportation Costs for In-Person Consultations:	8,000
<b>Total Requested Amount</b>	<b>\$160,000</b>

**Recommended Action:**

Approve FY24 Revenue Agreement with A.D Henderson Foundation pending legal approval

**Supporting Documentation:**

Grant Proposal



Renee Jaffe  
Chief Executive Officer

#### Board of Directors

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Laurie Rich Levinson  
Ellie Schrot  
Zachary Talbot  
Kristina West  
Julie Winburn

**Summary:** The Early Learning Coalition of Broward (ELC) is requesting \$160,000 for two **Peer Support Specialists** to assist families whose young children (0-5) have been identified as possibly having a special need. It is expected that these Peer Support Specialists will be able to actively assist approximately 200 families with young children, ages infants to five, access evaluations and other needed services.

**Need:** Early identification and intervention for young children who are not reaching developmental milestones is crucial for children's success in school and in life. When caught early, a young child with undiagnosed speech, hearing, vision, cognitive, motor, or behavioral issues can receive intervention that can in many cases vastly improve or solve these issues. According to the National Early Childhood Technical Assistance Center, ***“High quality early intervention services can change a child’s developmental trajectory and improve outcomes for children, families, and communities. Intervention is likely to be more effective and less costly when it is provided earlier in life rather than later.”***

The State of Florida is fully invested in the identification of its most potentially vulnerable children. The Ages and Stages Questionnaire (ASQ) is the screening instrument used for all children receiving child care subsidies. This amounts to approximately 20,000 children per year in Broward County. The ELC employs 1 Inclusion Manager, 1 Inclusion Coordinator, 9 Inclusion Specialists, and 1 Family Engagement Specialist who are responsible for reviewing ASQ results and working with both child care educators and parents to implement strategies, to improve potential learning success. Inclusion Specialists refer parents to Child Find, the State's designated referring agency for formal evaluations of their children. In Broward, infants to two years old are referred by Child Find for evaluations to Children's Diagnostic and Treatment Center (CDTC). Children older than two, but younger than five, are referred by Child Find for evaluations to the Broward County School District/Florida Diagnostic and Learning Reserource (FDLRS).

The early identification system for young children in Florida is strong, however, the system's response to parents first being faced with the reality that there may be an issue with their children is less so. The ELC of Broward tracks monthly how many children are referred and/or recommended for further evaluation. Many parents do not follow through with the Inclusion Specialists' referrals for evaluations. While we have not done a formal survey (they are rarely successful when asking people why they don't utilize a service) anecdotal data received from parents has been valuable. When asked directly by our staff, some parents, especially of the youngest children, believe their children will grow out of whichever issue is presenting as a concern. Other parents make appointments for evaluations and either cancel or do not show up, either because of transportation, or they are fearful of what the



evaluations will show and the stigma that they feel may come with the “labeling” of their child. Within the past two years, the ELC has added 2 Inclusion Specialists and an Inclusion Coordinator to assist with the volume of ASQ’s indicating some type of concern. While the Inclusion Specialists do all they can to convince families to follow through with evaluations, they are only marginally successful.

The ELC is currently hiring two Peer Support Specialists—parents/caregivers who have themselves experienced involvement with the special needs system of care for their young children—in an attempt to increase the number of parents/caregivers accessing evaluation services for their identified children. Unfortunately, the stimulus funds the ELC is using to hire these two staff are one-time funds that are projected to end June 30, 2023.

**Program:** *“I’ve been there. I hear you. And, I can help.”* These simple phrases, used after delivery of news that a child should receive an intensive evaluation, can mean the difference whether a family seeks services or not. For families who are receiving childcare subsidies and whose children score with a concern on the ASQ, the ELC’s Inclusion Specialists make a referral for an intensive evaluation of the child’s cognitive, behavior, and physical abilities. Inclusion Specialists attempt to build and maintain a rapport with both the parents and the child’s school to promote strategies that may help the child in the classroom. However, these Peer Support Specialist would be present and supportive during the time between referral, evaluation, and next steps. We expect that, while Peer Support Specialists will attempt contact with all referred families, not all families will respond. We believe the Peer Support Specialists will be most effective with families that initially respond, and then either don’t schedule appointments or don’t show up.

Approximately 60 families of about 300 do not show up or respond to an evaluation at CDTC and about 30 families of 192 do not respond to a FDLRS evaluation.

The Peer Support Specialists will have personal experience navigating through the early childhood system of care for children with special needs. While their job description lists a Bachelor’s degree preferred, their most important assets will be their experience, their empathy, and their ability to support and facilitate families’ journeys.

Peer Support Specialists will coordinate very closely with the Inclusion Specialists to discuss progress made/barriers still occurring with targeted families. Our staff will also train the Peer Support Specialists on the ASQ and be able to explain the screening tool for families to understand that a concern may not mean a problem. The Peer Support Specialists will also be trained on how to be an active listener while building a relationship with families. The Inclusion team will meet bi-weekly to discuss progress made toward supporting families in their decision to seek evaluation and other services. The Peer Support Specialists will also coordinate with both CDTC and Broward County Public Schools (BCPS) to facilitate evaluation appointments that are responsive to individual needs of families. When necessary, the Specialists will help arrange services, including transportation and child care for siblings in an effort to facilitate for the families’ access to evaluation appointments. Their mission is to decrease any barriers that may get in the way of families’ follow-through with scheduled appointments, and to increase any supports and services that can be made available to these families as they respond to results of the evaluation.



Implementation Timetable	
Month – Year	Action
April-2023	Peer Support Specialist Job Description Posted on ELC Website, Indeed, and through word of mouth.
May-2023	Interviews for Successful candidates Job Offers for 2 Candidates
June-2023	2 Peer Support Specialist are hired Training, shadowing, and onboarding starts.
July-2023	The work begins and staff are making connections and building connections with families and staff at CDTC and BCPS.
July–June 2024	Bi-monthly meetings with Inclusion Staff Weekly and Monthly Supervision with Inclusion Manager and/or Inclusion Coordinator Data Checks each month to assess effectiveness and progress of the new positions

**Outcomes/Measurements:** Because this request is for a pilot of this new support, the main outcome is relatively simple to state, and to track.

- We will first track how many families are receptive to communicating with our Peer Specialists.
- We will work with these families to survey and find out what was helpful through this new relationship and what needs to be improved upon or changed.
- We are hopeful that the percentage of families of children ages 0-2 years who have been referred by Inclusion Specialists for evaluations that follow through with these referrals will increase by 10%.
- We are hopeful that the percentage of families of children ages 3-5 years who have been referred by Inclusion Specialists for evaluations that follow through with these referrals will increase by 20%.

After this first year, we will assess how to proceed. While we will make every effort to implement successful support strategies, we can predict but not ensure success.

**Funding:** In addition to our State funds, we receive local funds from the Children’s Services Council, the United Way of Broward County, and several municipalities throughout Broward County. These dollars are restricted and solely used for childcare match. Because this is an entirely new position and approach taken by the ELC, we are requesting funding for one year. If we see and demonstrate real progress made for/by families by adding this peer support role, we may seek additional funding in the future.



<b>ITEM/MEETING</b>	EXC236CA7 / Executive Committee
<b>DATE:</b>	June 6, 2023
<b>SUBJECT:</b>	Goren Cherof FY 2024 Agreement Legal Services
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Approve FY 2024 Goren Cherof Doody &amp; Ezrol AP Agreement for Legal Services Pending Outside Counsel Legal Review</b>
<b>FINANCIAL IMPACT:</b>	Not to Exceed \$100,000 FY 2024 Budget
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In April 2022, ELC selected Goren, Cherof, Doody & Ezrol PA, a Broward-based law firm specializing in not for profits and local governments, through a public procurement to provide General Counsel legal services to ELC’s Board and staff. The renewal for fiscal year 2024 will be the second of up to five renewals permitted by the Agreement. Goren, Cherof, Doody & Ezrol PA continues to provide quality legal services. Bob de la Fuente of the law firm Lehtinen Schultz, PLLC will review this Agreement on behalf of the Coalition as outside counsel.

**Current Status:**

Approve FY 2024 Goren Cherof Doody & Ezrol PA Agreement for Legal Services Pending Outside Counsel Legal Review

**Supporting Documentation:**

- Agreement Scope of Work

## **Exhibit A**

### ***Scope of Services***

#### **1) DEFINITIONS: None**

#### **2) DESCRIPTION OF THE WORK AND/OR SERVICES:**

The Vendor was selected to provide services on April 11, 2022 through Coalition public procurement No. PR22-5034-00-FY22 Request for Qualifications. The services under this agreement shall align with the intent and purpose of the Vendor's submission to the Coalition in response to this procurement and the following Coalition service requirements:

- a. Serve in the capacity of Coalition General Counsel
- b. Provide timely legal advice and serve as a trusted advisor to the Board of Directors, Executives, Committees, and all Department Heads of the Early Learning Coalition while ensuring all requests for legal services are promptly addressed with the highest priority.
- c. Attend all Coalition Board meetings.
- d. Attend all Audit, Finance, Executive, Nominating and Governance Committee meetings.
- e. Attend other Committee or staff meetings upon request.
- f. Review and provide legal approval and guidance based on statutory, regulatory and funding requirements including but not limited to scope of work, budget and budget modifications for contracts, professional service agreements, purchases, settlement agreements, RFP's, ITN's, RFQ's and leases.
- g. Respond to questions of a legal nature, provide guidance to Board and staff in the interpretation, implementation and adherence to all laws, regulations and any other applicable policies to ensure compliance.
- h. Conduct research and analysis of specific legal questions, prepares memoranda and provide comments on documents submitted for review from a legal perspective.
- i. Provide guidance, general legal advice, opinions and representation in a variety of legal areas including, but not limited to:
  - Florida Government in Sunshine/Public Records/Roberts Rules/Governance
  - State and Federal Contracts Law/Compliance
  - State/Federal Procurement
  - Employment Law
  - Insurance/Risk Management
  - Public Assistance Fraud/Compliance
  - Provider Claims
  - Employment
  - Non-Profit Corporate Law
  - Public Law and Civil Litigation



- j. Declare any potential conflict of interest with the Early Learning Coalition's staff and/or vendors.
- k. Perform related duties as needed.

**3) BILLING AND SCHEDULE:**

The Vendor agrees to submit invoices detailing the services rendered monthly itemized by hours billed and matter. The Vendor shall be paid for services rendered in accordance with the schedule of fees set forth in the Vendor's Attorney Client Fee Contract, **Attachment 1 of this Exhibit A**, in an amount not to exceed **One Hundred Thousand Dollars (\$100,000)**.

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** of this Agreement 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) THE FLORIDA BAR RULES:**

The contractual relationship and obligations of the parties shall at all times be subject to the Rules Regulating The Florida Bar.

**RATE SCHEDULE**

**A. IDENTIFICATION**

Client: EARLY LEARNING COALITION OF BROWARD COUNTY, INC.

Matters: General Matters

**B. HOURLY RATES FOR LEGAL PERSONNEL**

Partners \$250.00/hour

Associates \$250.00/hour

Law Clerks \$125.00/hour

Paralegals \$125.00/hour

**C. STANDARD CHARGES**

We charge for our time in minimum units of .10 hours.

**D. COSTS AND EXPENSES**

In-office photocopying \$0.35/page

Facsimile transmittal \$10.00

File retrieval costs \$50.00

Credit card payments will be subject to a 3% service charge.

Costs and expenses not specifically listed, such as overnight delivery or outsourced printing, shall be charged at actual cost.

<b>ITEM/MEETING</b>	EXC236CA8 / Executive Committee
<b>DATE:</b>	June 6, 2023
<b>SUBJECT:</b>	Purchase Order to access ATT Florida State Term Contract for Cellular Services
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Approve FY 2024 Purchase Order to access AT&amp;T Florida State Term Contract for ELC Cellular Services pending Legal Review</b>
<b>FINANCIAL IMPACT:</b>	\$93,900 FY 2024 Budget
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In FY 2022 staff selected ATT through a public procurement for State Term Contracted Vendor cellular services. As an eligible user of State Term Contract Vendors, the Coalition can leverage the terms of the State’s Master Agreement with the vendor to avoid protracted contract compliance negotiations with a large global vendor such as AT&T and streamline service negotiations using a simple purchase order process.

**Current Status:**

Coalition staff that travel or that work in multiple locations such as provider sites or training locations are required to carry Coalition-issued mobile phone devices to ensure appropriate confidentiality and retention of Coalition communication and records. In FY 2024 an estimated 105 staff will need to carry Coalition-issued mobile phones and 59 staff will need to carry Coalition-issued hotspots.

**Recommended Action:**

Approve FY 2024 Purchase Order under AT&T Florida State Term Contract for ELC Cellular Services pending Legal Review

**Supporting Documentation:**

None

<b>ITEM/MEETING</b>	EXC236CA9 / Executive Committee
<b>DATE:</b>	June 6, 2023
<b>SUBJECT:</b>	Webauthor FY 2024 Agreement Renewal for Flex System Software as a Service
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Approve FY 2024 Renewal of Webauthor Flex System Software as a Service Renewal pending legal review</b>
<b>FINANCIAL IMPACT:</b>	\$75,000 FY 2024 Budget
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In FY 2020 ELC selected Webauthor, a Florida-based software development firm, through a public procurement to provide CRM software licenses and customization services for ELC staff and clients. Flex system software allows ELC to easily create customized, paperless workflows, public-facing forms for providers, partner agencies and the public and specialized data tracking modules. The “Flex System” CRM has allowed ELC to:

- Automate and manage sign-up for provider grants, family book packs and provider match participation.
- Create seamless links for child care referrals from Career Source and CSC-funded family support agencies.
- Track waitlist enrollment mailings, family services task assignments, customer inquiries, VPK assessment kits and ELC administrative contracts, purchasing and equipment inventories among many other things.
- Develop a popular module for quickly and efficiently processing thousands of stimulus-funded educator stipend applications featuring near real-time tracking of payment status.
- Break new ground providing data and workflow analytics for Coalition business activities.

**Current Status:**

The FY2024 Renewal of the Webauthor Agreement will be the fourth in the five-year Agreement cycle. Vendor fees include:

Monthly License Fees, Unlimited Users:	\$5,000 x 12 months = \$60,000
Hourly Ad Hoc Customization Support (if Requested):	\$150 x 100 hours = 15,000
<b>Total Fees (Not to Exceed):</b>	<b>\$65,000</b>

**Recommendation:**

Approve FY 2024 Renewal of Webauthor Flex System Software as a Service Renewal pending legal review

**Supporting Documentation:**

None

<b>ITEM/MEETING</b>	EXC236CA10 / Executive Committee
<b>DATE:</b>	June 6, 2023
<b>SUBJECT:</b>	Keefe McCullough Single Audit and other Services Agreement
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Approve FY 2024 Renewal of Keefe McCullough Single Audit &amp; Other Services Agreement Pending Acceptance of Engagement Letters by Audit Committee and Legal Review</b>
<b>FINANCIAL IMPACT:</b>	\$43,100 FY 24 Budget
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In the Grant Agreement between the Division of Early Learning (DEL) and the Early Learning Coalitions, DEL mandates that all Early Learning Coalitions in the State of Florida receive an annual audit of financial statements and program compliance of major federal awards, as well as tests of internal controls as required under the Single Audit Act. In February 2020, ELC selected Keefe McCullough, a Fort Lauderdale based CPA firm that specializes in not for profits, to provide single audit services for a 5-year auditor Agreement Cycle.

The Scope of Services for the Agreement includes:

- Annual Single Audit
- Annual 403B Retirement Plan Audit
- Preparation of IRS Form 990
- Preparation of DOL 403B Retirement Plan Form 5500
- On-going Advisory Services for IRS Compliance
- Ad hoc technical assistance and feedback in response to Coalition questions throughout the year
- Sponsorship of 8 hours of CPE training for Coalition Finance and Accounting Staff
- Access to online CPE training at Vendor firm rates for Coalition Finance and Accounting Staff

**Current Status:**

The Coalition Audit Committee, which is charged with engaging the Coalition’s auditors, meets on June 5, 2023 to review and formally accept engagement letters describing each service in greater detail. The approved engagement letters will be incorporated into the Coalition’s standard vendor agreement for the fourth renewal in the 5-year cycle. The schedule of deliverables is as follows:

Service	Dates	Cost
Fiscal Year 2022-2023 Financial Audit	Oct 2023 - Mar 2024	\$27,750
Preparation of 2022 IRS Form 990	Dec 2023 - Mar 2024	\$2,750
Plan Year 2022 403B Retirement Plan Financial Audit	Jul 2023 – Oct 2023	\$10,600
Preparation of 2020 IRS Form 5500	Jul 2023 - Oct 2023	\$2,000
<b>Total</b>		<b>\$43,100</b>

**Recommendation:**

Approve FY 2024 Renewal of Keefe McCullough Single Audit & Other Services Agreement Pending Acceptance of Engagement Letters by Audit Committee and Legal Review

**Supporting Documentation:**

None

<b>ITEM/MEETING:</b>	EXC236CA11 / Executive Committee
<b>DATE:</b>	June 6, 2023
<b>SUBJECT:</b>	FY 2024 Sole sourced award to Teachstone, Inc.
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Authorize Staff to Issue a Sole Sourced Award and Purchase Order to Teachstone, Inc. for Required, CLASS® Trainings</b>
<b>FINANCIAL IMPACT:</b>	\$50,000
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In accordance with the Coalition’s Grant Agreement with the Division of Early Learning (DEL), all Early Learning Coalitions are required to conduct child care program assessments to score the quality of teacher-child interactions in each classroom. DEL requires all Coalitions to use CLASS® (Classroom Assessment Scoring System) to conduct program assessments of childcare classrooms in accordance with Florida Statutes 1002.82(2)(n) and Rule 6N-4.740, F.A.C. Teachstone, Inc. is the sole sourced vendor for the CLASS® assessment tool, trainings required to certify its use and all related materials under its trademark. Child Care Programs wishing to enter into a Contract with the Coalition for School Readiness or VPK reimbursements are required to have a CLASS Score of 4 or higher.

**Current Status:**

Coalition Staff that conduct program assessments must receive periodic training from Teachstone, Inc. to become certified to use the CLASS assessment tool. The proposed award will include 45 CLASS Observer Certification Trainings for FY 2024 online trainings.

Once authorized by the Board, staff will issue the award as follows:

1. Post a ‘Notice of Intended Single Source Purchase’ on our website for a period of seven (7) calendar days
2. Post a ‘Notice of Intended Decision to Enter into a Single Source Contract’ for 72 hours following the initial posting period.
3. Issue a Purchase Order pending DEL approval and legal review.

**Recommended action:**

Approve sole sourced award and purchase order with Teachstone CLASS related materials pending legal review.

**Supporting Documents**

None



ITEM#/MEETING	EXC236RB1 / Executive Committee
MEETING DATE:	June 6, 2023
SUBJECT:	FY 2024 Estimated Related Party Purchases and Agreements
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve FY 2024 Estimated Related Party Purchases and Agreements
FINANCIAL IMPACT:	\$705,000
ELC STAFF LEAD	C. Klima

**Background Information:**

In accordance with Florida Statutes and the DEL Grant Agreement, related parties must declare a conflict and abstain from voting for related party contracts and purchases where they are an interested party as an individual or as an organizational representative.

According to the Coalition’s DEL Grant Agreement (the full text of the section is attached), related party activities and/or conflicts of interest occur when for any transaction the benefits of an interested party may be seen as competing with those of the State of Florida. Such conflicts of interest:

- May be financial or non-financial.
- May include actual, potential, and perceived conflicts of interest.
- Include organizational conflicts of interest that occur because of a relationship with an affiliate or subsidiary organization.
- May occur due to governing board members and/or active entity employees.

**Current Status:**

Below is a list of estimated amounts of FY 2024 related party purchases and agreements.

Item No.	Estimated Amount	Related Party and Affiliated Organization	Activity
a	\$80,000	Beverly Batson / Ark Christian Preschool	Provider Contract for SR and/or VPK Services, ARPA Grants
b	\$25,000	Cindy Arenberg Seltzer and Dawn Liberta/ Children’s Services Council of Broward County	Sponsorship for annual publication of the Broward County Family Resource Guide
c	\$600,000	Melody McDonald / Future Kids Academy At Sunrise	Provider Contract for SR and/or VPK Services, ARPA Grants

**Recommended Action:**

Approve FY 2024 Estimated Related Party Agreements and Purchases

**Supporting Documentation:**

- Related party disclosure requirements under DEL Grant Agreement

**DEL FY2023-24 GRANT AGREEMENT  
EXHIBIT III AUDIT REQUIREMENTS (Page 54)**

- 2. Related party disclosures.** The ELC shall ensure all related party transactions are included in the financial statement footnote disclosures in accordance with requirements defined in Financial Accounting Standards Board (FASB) *Accounting Standards Codification (ASC) 850, Related Party Disclosures*. In addition, the grantee shall comply with all applicable provisions of Chapter 112, F.S., Public Officers and Employees, as required by s. 1002.83(9) and s. 1002.84(21), F.S., for related party transactions.
- 2.1.** Documentation of related party activity to support proper written notification to the entity's governing board is required and must be submitted to DEL for review/acceptance. Such supporting documentation includes the following items.
    - 2.1.1.** The impacted individual must complete the necessary conflict of interest disclosure forms.
    - 2.1.2.** Any governing board member(s) benefiting from the activity must disclose the conflict of interest in advance in writing and must abstain from the vote process.
    - 2.1.3.** Meeting minutes that reflect a valid vote of approval by two-thirds vote of the entire membership of the governing board.
    - 2.1.4.** A copy of the agreement or written summary of the transaction including the start date, purpose, amount/cost incurred, and funding/OCA code(s) charged.
    - 2.1.5.** Related documentation to verify compliance with state purchasing rules.
  - 2.2.** No related party activities may be executed without approval from the Division.
    - 2.2.1.** Transactions under \$25,000 must be submitted to DEL for processing within thirty (30) days after receipt of governing board approval.
    - 2.2.2.** Transactions of \$25,000 or more must be submitted to DEL for prior written approval before the contract/agreement/activity can be executed.
  - 2.3.** Related party activities and/or conflicts of interest occur when for any transaction the benefits of an interested party may be seen as competing with those of the State of Florida. Such conflicts of interest:
    - 2.3.1.** May be financial or non-financial.
    - 2.3.2.** May include actual, potential, or perceived conflicts of interest.
    - 2.3.3.** Include organizational conflicts of interest that occur because of a relationship with an affiliate or subsidiary organization.
    - 2.3.4.** May occur due to governing board members and/or active entity employees.
  - 2.4.** The ELC shall submit one electronic copy of the support files described above in Section 2.1 and any other supporting files considered necessary electronically to the report recipient indicated in Exhibit VI, List of Reports. If the ELC does not have access to the DEL SharePoint site, DEL will provide alternative written instructions.

<b>ITEM/MEETING</b>	EXC236RB2 / Executive Committee
<b>DATE:</b>	June 6, 2023
<b>SUBJECT:</b>	DRAFT Proposed CEO Performance Evaluation Tool for FY22/23
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve DRAFT CEO Evaluation Tool</b>
<b>FINANCIAL IMPACT:</b>	None
<b>ELC STAFF LEAD</b>	Judith Merritt

**Background:**

Each year the ELC Board conducts an Annual CEO Evaluation. Last year DEL was required, per new legislation, to develop its own CEO Evaluation Tool, which is required to be completed by August 31 of each year. With there now being two CEO Evaluation tools at play, a crosswalk of both tools was created to compare/identify differences. Since there was a good deal of overlap in the content of the tools, ELC’s COO used the opportunity to merge the two evaluation tools in an effort to avoid having Board members complete two different CEO Evaluation tools, and in an attempt to streamline the evaluation tool to make it more efficient and reduce the amount of time to complete it (as many indicated it was too long).

**Current Status:**

The Proposed DRAFT CEO Evaluation tool continues to have 2 Sections. Section 1 – a leadership performance evaluation tool that consists of 6 leadership indicators and counts towards 40% of the CEO’s evaluation; Section II – CEO Goals metrics, which counts towards 60% of the evaluation.

In Section I, the number of leadership domains was reduced from 10 to 6. This was done by merging related domains and eliminating duplication of leadership characteristics. Section 2 remained the same since this section evaluates CEO Goals and per Board approval comes directly from the (7) Goals in the current Strategic Plan.

Once the proposed DRAFT CEO Evaluation tool has been approved, the COO will ensure that the CEO Self Evaluation is completed on this tool and submitted to the Board members in July/early August. Then all ratings will be aggregated and provided at the August 29, 2023, Executive Committee Meeting and September 11, 2023, Board meeting.

The results from the proposed DRAFT can then easily be added to the DEL format (which we cannot change) and submitted to the Board Chair for signature. Once signed by the Board Chair, the DEL CEO Evaluation would be submitted to DEL prior to the August 31, 2023, deadline.

**Recommendations:**

ELC staff recommend the Executive Committee review and approve the proposed DRAFT CEO Evaluation tool incorporating the DEL elements.

**Supporting Documentation:**

- Proposed DRAFT CEO Evaluation Tool – All Edits accepted
- Prior CEO Approved Evaluation Tool – with edit mark ups
- DEL CEO Annual Evaluation Tool



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

**Employee:** Renee Jaffe, CEO

**Board Member:** \_\_\_\_\_ **Date:** \_\_\_\_\_ **Review Period:** 07/1/22 – 6/30/23

Directions:

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

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

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

**RATINGS:**

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

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

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

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

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

# Chief Executive Officer's Annual Performance Assessment

## SECTION I – PERFORMANCE INDICATORS

Section I includes 6 performance indicators that make up 40% of the overall score.

### 1. BOARD INTERACTIONS & SUPPORTS

Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff \*\*

- Provides professional advice and recommendations to Board
- Engages Board in ELC policy
- Communicates with Board chair and other members providing accurate, relevant information
- Fosters a harmonious working relationship with the Board
- Provides support for Board teamwork and effectiveness, board recruitment and development
- Builds a diverse Board

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

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

Rating:

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

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### 2. BUSINESS ETHICS/INNOVATION/MANAGEMENT/LEADERSHIP

Oversees development, implementation, and quality assurance of all Coalition programs and services \*\*

- Communicates ELC's vision, goals to staff, community, and others; builds commitment to mission
- Provides direction, defines priorities to assure ELC's programs and services meet needs of families, children, and providers
- Identifies problems and issues confronting the ELC and recommends/implements as appropriate
- Encourages and promotes long-range planning and implementation of plans, keeps Board informed
- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Ensures the ELC has a long-range strategy that achieves its mission/vision (Strategic Plan)
- Provides leadership in developing a program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

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

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

Rating:

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

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### 3. FISCAL RESPONSIBILITY, SUSTAINABILITY & MISSION IMPACT

Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC's mission, goals, and long-term planning. Works with the staff, finance committee and the Board to prepare budgets, monitor progress, initiate changes, and resolve fiscal issues \*\*

- a. Recommends yearly budget for Board approval

- b. Manages Coalitions resources within budget and guidelines within current laws and regulations
- c. Possesses robust understanding of the ELC’s financial needs and communicates them clearly
- d. Provides leadership and supports strategies for attracting funds for SR match
- e. Oversees the planning and implementation of match activities, including strategies to approach potential donors

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

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

Rating:

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

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#### **4. HUMAN RESOURCES MANAGEMENT AND STAFF, EMPLOYEE MORALE & CULTURE**

Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations \*\*

- a. Provides leadership developing and executing sound personnel procedures, directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the ELC
- b. Recruits and retains talented and diverse staff
- c. Ensures compliance with relevant workplace and employment laws, maintains a safe, respectful, and inclusive working environment
- d. Encourages and supports staff to participate in ongoing professional development
- e. Establishes clear patterns of authority, responsibility, supervision, and communication with staff
- f. Shows respect and sensitivity for cultural differences
- g. Promotes a harassment-free environment

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

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

Rating:

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

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#### **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 \*\*

- a. Develops and maintains positive relationships with the community, businesses, and civic leaders; encourages community involvement and contribution to ELC
- b. Represents and promotes ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities
- c. Encourages community involvement and contribution to the ELC
- d. Provides leadership at the state level; advocates the needs of ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents. Including lobbying the state legislature within permitted laws and regulations
- e. Serves as an effective spokesperson. Represents ELC to its constituencies, including clients/members/patrons, other nonprofits, government agencies.

**(1=Below Expectations, 2=Needs Improvement, 3=Meets Expectations/Acceptable, 4=Exceeds Expectations,**

**5=Outstanding).**

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

Rating:

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

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## 6. PROFESSIONAL SKILLS & ABILITIES

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

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

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

Rating:

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

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\*\* DEL Language from DEL CEO Evaluation Domains 1-6

## **SECTION II – GOALS – 7 Goals to match with the Strategic Plan (Domain #7)**

**Section II includes 7 goals that make up 60% of the overall score.**

### **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:** A minimum of 3,000 families will apply for SR services quarterly. (Current quarterly average is 2,700)

**Outcome 2:** At least one thousand families annually will use QR codes, social media, and customized URLs created for outreach purposes to access information about School Readiness Services

**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 increase from 80% to 85%

### **Status Update**

### **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

### **Status Update**

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

**Objective 1:** Childcare providers being CLASS assessed because they offer School Readiness (SR) services will participate in quality improvement opportunities, which will increase quality and raise the countywide CLASS score average from a 5.0 to a 6

**Objective 2:** Providers participating in the Broward Above and Beyond will successfully recruit, upskill, and retain qualified staff.

**Objective 3:** Early Learning educators will gain the foundational skills to increase classroom preparedness and effective child/educator interactions to help increase Broward's average CLASS scores.

### **Status Update**

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

**Objective 1:** VPK providers will participate in quality improvement opportunities, which will result in a countywide CLASS score average of at least a 5.25

### **Status Update**

### **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 (current rate is 47 percent, 387 of 833 families).

**Outcome 2:** 75% of families with children ages 3-5 who have received a referral, will follow through with their referrals to FDLRS (current rate is 63 percent, 364 of 580 families).

**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)

**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.

**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

### **Status Update**

#### **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:** ELC leadership will meet (one on one) with new local Legislators, Broward County commissioners/county administration, and newly elected municipal leaders (in high-needs areas) at least 1x/within the first year of their role

**Outcome 2:** ELC leadership will meet/present to 80% of current legislators, Broward County commissioners/county administration, and municipal leaders (in high-needs areas) at least 1x/annually

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

**Outcome 1:** A minimum of 30 community leaders/elected officials will participate in at least one ELC's activities/events annually.

**Outcome 2:** ELC will build relationships with a minimum of 10 Faith based community leaders or business partners annually.

### **Status Update**

#### **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

**Outcome 2:** ELC annual staff turnover will be 5% below the National turnover average for similar organizations.

**Outcome 3:** 25% of promotional opportunities are filled internally.

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

**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

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

**Outcome 3:** A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.

**Objective 3:** A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to gradually build a reserve.

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

**Objective 4:** Strategy will be in place to obtain dedicated funding for specific unallowable expenses.

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

**Objective 5:** The ELC board is energized, enthusiastic, educated, participates, and partners effectively with staff

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

**Objective 6:** The ELC will have a cohesive board where every member has a voice.

**Outcome 1:** Board ratings after meetings will average 8 or higher

**Outcome 2:** Results of the annual board self-survey will show that 90% of board report they feel they have

a voice in meetings.

**Status Update**

**Overall Significant Achievements:**

**ANNUAL PERFORMANCE GOALS (CURRENT EVALUATION PERIOD)**

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

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

**Rating:**

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

**Employee:** Renee Jaffe, CEO

**Board Member:** \_\_\_\_\_ **Date:** \_\_\_\_\_ **Review Period:** 07/1/22 – 6/30/23

Directions:

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

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

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

**RATINGS:**

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

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

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

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

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



# Chief Executive Officer's Annual Performance Assessment

## SECTION I – PERFORMANCE INDICATORS

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

### 1. BOARD INTERACTIONS & SUPPORTS

Supports operations and administration of the Board by advising and informing Board members, as well as interfacing between Board and staff \*\*

- Provides professional advice and recommendations to Board
- Engages Board in ELC policy
- Communicates with Board chair and other members providing accurate, relevant information
- Fosters a harmonious working relationship with the Board
- Provides support for Board teamwork and effectiveness, board recruitment and development
- Builds a diverse Board
- ~~• Works effectively with individual board members~~
- ~~• Works effectively with the board as a whole~~
- ~~• Keeps the Board up to date regarding important information and updates~~

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

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

Rating:

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

### 2. BUSINESS ETHICS/INNOVATION/MANAGEMENT/LEADERSHIP

Oversees development, implementation, and quality assurance of all Coalition programs and services \*\*

- Communicates ELC's vision, goals to staff, community, and others; builds commitment to mission
- Provides direction, defines priorities to assure ELC's programs and services meet needs of families, children, and providers
- Identifies problems and issues confronting the ELC and recommends/implements as appropriate
- Encourages and promotes long range planning and implementation of plans, keeps Board informed
- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- ~~• Upholds organizational values~~
- ~~• Works ethically and with integrity~~
- ~~• Inspires the trust of others~~
- Ensures the ELC has a long-range strategy that achieves its mission/vision (Strategic Plan)
- Provides leadership in developing a program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

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

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

Rating:

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

Click or tap here to enter text.

**3. COMMUNICATIONS**

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

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

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

Rating:

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

Click or tap here to enter text.

**4. COMMUNITY, STATE AND PUBLIC RELATIONS (Make #5)**

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 ELC
- Represents and promotes ELC through regular attendance and involvement in meetings, conferences, and interagency and community activities
- Encourages community involvement and contribution to the ELC
- Provides leadership at the state level; advocates the needs of ELC to appropriate federal and state officials and agencies, community leaders, child advocates, and parents. Including lobbying the state legislature within permitted laws and regulations
- Serves as an effective spokesperson. Represents ELC to its constituencies, including clients/members/patrons, other nonprofits, government agencies.
- Effectively represents the ELC in the community
- Establishes working relationships with organizations and individuals in early learning
- Is involved in and aware of outside community affairs
- Advocates effectively to the Florida Legislature, community leaders, stakeholders, and policymakers
- Serves as the primary spokesperson and public face of the organization
- Establishes positive relationships with community partners, funders, government agencies, etc.

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

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

Rating:

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

Click or tap here to enter text.

**5. DIVERSITY COMMITMENT**

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

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

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

Rating:

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

Click or tap here to enter text.

**6. HUMAN RESOURCES MANAGEMENT AND STAFF, EMPLOYEE MORALE & CULTURE (Make #4)**

Effectively manages the human resources of the organization according to authorized policies and procedures that fully conform to current laws and regulations \*\*

- Provides leadership developing and executing sound personnel procedures, directives, attitudes, and behaviors reflective of the integrity and ethical values expected throughout the ELC
- Recruits and retains 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
- Establishes clear patterns of authority, responsibility, supervision, and communication with staff
- Shows respect and sensitivity for cultural differences
- Promotes a harassment-free environment
- Makes quality hiring decisions; builds a diverse workforce
- Shows a commitment to equal opportunity
- Maintains a climate that attracts, keeps, and motivates a diverse staff of top quality people

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

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

Rating:

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

Click or tap here to enter text.

**7. FISCAL RESPONSIBILITY, SUSTAINABILITY & MISSION IMPACT (Make #3)**

Provides leadership for sound fiscal management practices and procedures. Assures the budget supports the ELC’s mission, goals, and long-term planning. Works with the staff, finance committee and the Board to prepare budgets, monitor progress, initiate changes, and resolve fiscal issues \*\*

- Recommends yearly budget for Board approval
- Manages Coalitions resources within budget and guidelines within current laws and regulations
- Possesses robust understanding of the ELC’s financial needs and communicates them clearly
- Provides leadership and supports strategies for attracting funds for SR match
- Oversees the planning and implementation of match activities, including strategies to approach potential donors
- Works within approved budget

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

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

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

Rating:

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

Click or tap here to enter text.

**8. PROFESSIONAL SKILLS & ABILITIES (Make #6)**

- Maintains high stands of ethics, honesty, and integrity in all 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
- ~~Demonstrates knowledge of the ELC and the services provided~~
- ~~Competent in required job skills and knowledge~~
- ~~Keeps abreast of current developments related to/impacting the organization/community~~
- ~~Uses resources effectively~~

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

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

Rating:

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

Click or tap here to enter text.

**9. JUDGEMENT All in #2/4**

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

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

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

Rating:

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

Click or tap here to enter text.

**10. MANAGEMENT Moved to 2**

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

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

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

Rating:

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

\*\* DEL Language from DEL CEO Evaluation Domains 1-6

**SECTION II – GOALS – 7 Goals to match with the Strategic Plan (see mid-year review) (Domain #7)**

Section II includes 4 7 goals that make up 60% of the overall score.

**ANNUAL PERFORMANCE GOALS (CURRENT EVALUATION PERIOD)**

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

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

Goal #1

**Deliver Outstanding Eligibility, Enrollment, and Payment Services**

Make our eligibility and enrollment/re-enrollment services as easy as possible for parents  
1A.2 – Parents who successfully complete the re-enrollment process will be at or above 75%

Goal #2

**Provide Quality Early Care Opportunities**

Empower parents to understand and participate in the developmental progress of their children

- 2A.1 – 80% of parents who respond report tools/activities ELC provided helped them to engage with their child and/or better understand their child’s Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children
- 2B.1 – 80% of Providers who respond report ELC provided the tools, skills, and resources necessary to provide quality early learning experiences.

Goal #3

**Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System**

Increase our influence to improve the early education system

- 3.1 – ELC will complete an Annual Outreach/Communication plan and complete at least 70% of tasks/activities in the plan

Goal #4

**Provide education, tools, and support for the staff and Board to achieve organizational excellence**

Provide education, tools, and support for the staff and Board to achieve organizational excellence

- 4.1 – At least 80% of Staff respond they are satisfied.
- 4.2 – At least 80% of Board members who respond report satisfaction with the number and quality of Board engagement activities, educational opportunities, and informational materials.

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

**SECTION III**

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

**~~CHIEF EXECUTIVE OFFICERS' STRENGTHS/SPECIAL ACHIEVEMENTS~~**

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

~~Click or tap here to enter text.~~

**~~CHIEF EXECUTIVE OFFICERS' CAREER DEVELOPMENT GOALS/STRATEGY~~**

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

~~Click or tap here to enter text.~~

**~~GENERAL COMMENTS~~**

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

~~Click or tap here to enter text.~~

**~~SUGGESTED ANNUAL PERFORMANCE GOALS/OBJECTIVES (FUTURE PERIOD)~~**

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

**~~Goal #1~~**

~~Click or tap here to enter text.~~

**~~Goal #2~~**

~~Click or tap here to enter text.~~

**~~Goal #3~~**

~~Click or tap here to enter text.~~

**~~Goal #4~~**

~~Click or tap here to enter text.~~

## Chief Executive Officer/Executive Director

### Annual Performance Evaluation

Officer/Director's Name: \_\_\_\_\_ Date: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_ ELC: \_\_\_\_\_

**Position Summary:** The Chief Executive Officer (CEO)/Executive Director (ED) 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/ED must effectively work with Board members, volunteers, government officials, community leaders, business leaders, child care providers, and the clients and families that the ELC serves. The CEO/ED 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/ED's 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.

**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.

Rating	Performance Indicator
	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.
	Communicates 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.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

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

Rating	Performance Indicator
	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 the community.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

**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.

Rating	Performance Indicator
	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.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:



**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.

Rating	Performance Indicator
	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.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

**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.

Rating	Performance Indicator
	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.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

**Domain 6: Professional Skills and Abilities**

Rating	Performance Indicators
	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.
Rating Average (total divided by 5):	Comments regarding the performance in this domain:

**Domain 7 (Optional):** List three to five local performance indicators:

Rating	Performance Indicators
Rating Average (total divided by # of indicators):	Comments regarding the performance in this domain:

Performance Domain	Rating Averages
Domain 1	
Domain 2	
Domain 3	
Domain 4	
Domain 5	
Domain 6	
Domain 7 – optional local	
*Overall Rating	

*\*To calculate the overall rating, add up all rating averages from each domain and divide by 6 or 7, as appropriate.*

*Overall Rating:*

*3.0 = Exceeds Expectations*

*2.0 – 2.9 = Meets Expectations*

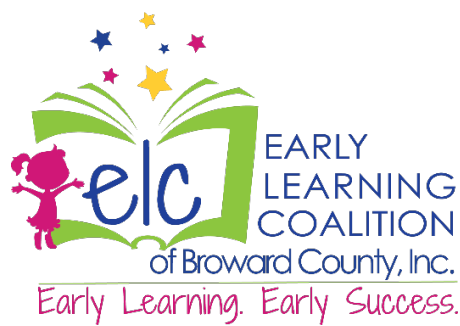
*1.9 and below = Does Not Meet Expectations*

Evaluator Name: \_\_\_\_\_

Evaluator Signature: \_\_\_\_\_

## ELC Broward Contract List 2022-2023

<b>Funder or Vendor Name</b>	<b>Amount</b>	<b>Purpose</b>	<b>Type</b>	<b>Term</b>	<b>Status</b>
Division of Early Learning	\$185,821,521	<i>School Readiness, VPK, PDG &amp; Stimulus</i>	Revenue	7/1/22-6/30/23	Active
Broward County	\$2,342,795	<i>SR Match &amp; Special Needs</i>	Revenue	10/1/22- 9/30/27	Active
Children's Services Council	\$3,503,028	<i>Financially Assisted Child Care</i>	Revenue	10/1/22-9/30/23	Active
Children's Services Council	\$2,373,317	<i>Vulnerable Populations</i>	Revenue	10/1/20-9/30/22	Active
City of Fort Lauderdale	\$50,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Pending
City of Hollywood	\$10,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
City of Pompano Beach	\$21,500	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Active
City of Deerfield Beach	\$15,000	<i>SR Match Funds</i>	Revenue	10/1/22-9/30/23	Pending
United Way	\$130,000	<i>SR Match Funds</i>	Revenue	7/1/22-6/30/23	Active
University of Florida	\$90,000	<i>Training Courses for providers</i>	Revenue	9/1/22-8/31/22	Active
Children's Forum	\$1,078,669	<i>INCENTIVES® Program</i>	Subrecipient	7/1/22-6/30/23	Active
First Call for Help/211	\$461,092	<i>Community Referral Services</i>	Subrecipient	7/1/22-6/30/23	Active
Abila	\$6,438.66	<i>MIP Accounting Software</i>	Vendor	6/20/22-6/19/23	Active
Accessible Comm for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
AT&T	State PO	<i>Cell Phones and Hot Spots</i>	State Term PO	7/1/22-6/30/23	Ongoing
Biometrics4All, INC.	\$840	<i>Live Scan Software Support</i>	Vendor	7/1/22-6/30/23	Active
BlueJean Software, Inc.	\$33,000	<i>Hosting and Support Services</i>	Vendor	7/1/22-6/30/23	Active
Business Leadership Institute	\$50,000	<i>Business Development Training</i>	Vendor	7/1/22-6/30/23	Active
Causetech DBA Achieve	\$9,463	<i>Website Hosting</i>	Vendor	7/1/22-6/30/23	Active
Carmen Nicholas	\$33,500	<i>Independent CLASS Observer</i>	Vendor	7/1/22-6/30/23	Active
Chris Becerra Consulting	\$4,700	<i>Professional Development Trainings</i>	Vendor	3/1/23-6/30/23	Active
Comcast	\$6,724	<i>Internet</i>	Vendor	7/1/22-6/30/23	Active
Crown Center	\$416,078	<i>Office Lease (est. annual cost)</i>	Lease	2/1/19-1/31/29	Active
FL Dept of Law Enforcement	\$1,863/yr	<i>LiveScan Service (est. annual cost)</i>	Vendor	10/29/18-Ongoing	Active
Goren, Cherof, Doody, Ezrol, PA	\$100,000	<i>Legal Services</i>	Vendor	8/1/22-6/30/23	Active
Intermedia.net, Inc.	\$22,800	<i>Office 365 &amp; Support</i>	Vendor	8/4/2021-Ongoing	Active
Keefe McCullough, LLP	\$42,600	<i>External Audit Preparation</i>	Vendor	7/1/22-6/30/23	Active
JeffRon Ventures, LLC	\$25,445	<i>Executive Coaching Services</i>	Vendor	11/15/22-6/30/23	Active
NSU	\$34,500	<i>DCF Training Registration Services</i>	Vendor	7/1/22-6/30/23	Active
One Beat	\$40,000	<i>CPR Training for Providers</i>	Vendor	7/1/22-6/30-23	Active
Revation Systems, Inc.	\$261,113.04	<i>Telecommunications Services</i>	Vendor	9/15/21-9/30/24	Active
Scholastic	\$500,000	<i>Book Worms Reading Packets</i>	Vendor	7/1/22-6/30/23	Active
School Board Broward County	\$12,605.51/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/22-9/4/25	Active
Sharity, Inc.	\$23,700	<i>Strategic Planning</i>	Vendor	10/6/22-6/30/23	Active
Sharp	\$14,353.12	<i>Copier and Printer Rental</i>	State Term PO	11/1/20-9/1/25	Active
Sorensen Consulting, Inc	\$18,000	<i>Professional Development Trainings</i>	Vendor	1/20/23-6/30/23	Active
Teaching Strategies Gold	\$19,425	<i>Child Assessment Software</i>	Vendor	7/1/22-6/30/23	Active
Teachstone, Inc	\$4,547,841	<i>CLASS Materials and Trainings</i>	Vendor	1/20/23-6/30/23	Active
Trusaic	\$6,500	<i>Monthly Fee for up to 500 W2's</i>	Vendor	6/1/22-6/30/23	Active
United Training Commercial	\$10,000	<i>Professional Development Trainings</i>	Vendor	2/22/23-6/30/23	Active
University of Florida	\$15,000	<i>Community of Practice Training</i>	Vendor	10/15/22-6/30/23	Active
Webauthor	\$75,000	<i>CRM Software</i>	Vendor	7/1/22-6/30/23	Active
Yvette Veras	\$33,950	<i>Independent CLASS Observer</i>	Vendor	1/16/23-6/30/23	Active
Brown & Brown	\$0	<i>Information Sharing Agreement</i>	MOU	8/1/20-7/31/26	Active
Broward County	\$0	<i>Crisis Intervention &amp; Support</i>	MOU	11/18/20-11/17/25	Active
Child Abuse Prevention -CAPTA	\$0	<i>Interagency Referrals Cooperation</i>	MOU	9/1/21-8/31/26	Active
School Board Broward County	\$0	<i>Community Partnership</i>	MOU	1/20/2021-6/1/2045	Active
Seventeenth Circuit Court	\$0	<i>Cooperation Agreement</i>	MOU	6/23/20-Ongoing	Active
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active
Women in Distress	\$0	<i>Community Partnership</i>	MOU	6/2/21-6/1/24	Active



**Legend:**  
**Bolded Items:** Recently Added/Updated  
 Grayed Out: Past Events

## Board Engagement Calendar FY 22-23

### Childcare Small Business Site Visits

\*Please Reach out to Lizbeth Juan at [Ljuan@elcbroward.org](mailto:Ljuan@elcbroward.org) if you would like to RSVP for a site visit.

Date	Event Name	Address	Time
December 20, 2022	Future Kids at Sunrise	10651 W Oakland Park Blvd, Sunrise, FL 33351	9:30 AM - 11:00 AM
January 17, 2023	American Eagle Academy 2	3601 W Commercial Blvd, Tamarac, FL 33309	9:30 AM - 11:00 AM
February 7, 2023	Jack & Jill Children's Center	1315 W Broward Blvd, Ft Lauderdale, FL 33312	9:30 AM - 11:00 AM
March 7, 2023	Hallandale House of Learning	124 NE 1st Ave, Hallandale Beach, FL 33009	9:30 AM - 11:00 AM
April 13, 2023 <b>(Cancelled)</b>	Baby Boomers (BB) International Preschool	1735 E Atlantic Blvd, Pompano Beach, FL 33060	9:30 AM - 11:00 AM
May 23, 2023 <b>(Cancelled)</b>	City of Miramar Program	Miramar, FL (Exact Address TBD)	9:30 AM - 11:00 AM

### The State of Childcare Luncheon Event

Community Foundation of Broward: 910 E Las Olas Blvd #200, Fort Lauderdale, FL 33301

Date	Location	Time
February 2, 2023	The Community Foundation, Suite 200	12:00 PM – 2:00 PM

### ELC Board Meet, Greet, & Eat Social

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

Date	Location	Time
November 14, 2022	The Early Learning Coalition of Broward County, Training Room A/B	8:15 AM – 9:00 AM
February 13, 2023	The Early Learning Coalition of Broward County, Training Room A/B	8:45 AM – 9:30 AM

### ELC Board Lunch & Learn Workshops *\*Optional\**

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

Date	Topic	Location	Time
December 16, 2022	CLASS Observations	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM
January 19, 2023	Legislative Priorities (Statewide & Local) (Please note change in topic)	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM
February 16, 2023	How the CRM has effectively and efficiently impacted ELC, Providers, and Clients as it pertains to ARPA	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM
March 16, 2023	Conflicts of Interest & Related Party Transactions <b>*Mandatory*</b>	Zoom A link will be Sent Out	12:00 PM - 1:00 PM
April 20, 2023	Eligibility "What does it entail?"	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM
June 15, 2023	Above & Beyond (Where are we?)	ELC Broward, Training Room A/B	12:00 PM - 1:00 PM

## Monthly PLAN Meetings

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

Date	Time	Location
December 14, 2022	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
January 18, 2023	10:00 AM - 11:00 AM	Zoom Webinar
February 15, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
March 15, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
April 19, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
May 17, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B
June 21, 2023	10:00 AM - 11:00 AM	The Early Learning Coalition of Broward County, Training Room A/B

## Legislative Meetings

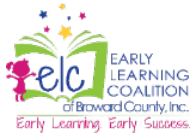
**\*Please Reach out to Lizbeth Juan at [Ljuan@elcbroward.org](mailto:Ljuan@elcbroward.org) if you would like to RSVP for a legislative meeting.**

Date	Individual	Location	Time
January 10, 2023	Rep. Lisa Dunkley	Virtual - Via Zoom	11:00 AM - 12:00 PM
January 11, 2023	Rep. Patricia Williams	ELC Broward	1:00 PM - 2:00 PM
January 13, 2023	Commissioner Idelma Quintana	Virtual - Via Zoom	10:00 AM - 11:00 AM
January 31, 2023	Commissioner Beasley-Pittman	Virtual - Via Zoom	9:30 AM - 10:30 AM
February 6, 2023	Commissioner Robert McKenzie	Virtual - Via Zoom	11:30 AM - 12:00 PM

## Notable Early Learning Conferences

**\*Please Reach out to Melody Martinez at [Mmartinez@elcbroward.org](mailto:Mmartinez@elcbroward.org) if you would like assistance organizing accommodations\***

Dates	Conference Name	Conference Location	Registration
March 16-17, 2023	International Conference on Play-Based Learning and Early Childhood Curriculum	Miami, FL	<a href="#">Click to Register</a>
April 1, 2023	Business Leadership Institute	ELC Broward, Training Room	
April 17 - 18, 2023	International Conference on Educational Policy and Planning Education Reforms	Boston, MA	<a href="#">Click to Register</a>
April 18-19, 2023	InterAct CLASS Summit	Miami Marriott Biscayne Bay Miami, Florida	<a href="#">Click to Register</a>
May 7-10, 2023	Childcare Aware of America Symposium	Arlington, VA	<a href="#">Click to Register</a>
May 8-11, 2023	National Head Start Conference	Phoenix, AZ	<a href="#">Click to Register</a>
June 4-7, 2023	NAEYC Professional Learning Institute	Portland, OR	<a href="#">Click to Register</a>
June 27, 2023	2023 Florida Learners to Earners Workforce Solution Summit	Grand Hyatt, Tampa Bay, FL	<a href="#">Click to Register</a>
July 19-21, 2023	One Goal Summer Conference	Hilton Tampa Downtown - Tampa, FL	<a href="#">Click to Register</a>
September 27-30, 2023	Division for Early Childhood Annual International Society on Early Intervention	The Hilton Chicago - Chicago, IL	<a href="#">Click to Register</a>
October 5-8, 2023	Council for Professional Recognition CDA - Early Educators Leadership Conference (Leading Career Pathways to Equity)	Renaissance Orlando at SeaWorld - Orlando, FL	<a href="#">Click to Register</a>
November 15-18, 2023	NAEYC Annual Conference	Nashville, TN	Registration TBA
November 6-9, 2024	NAEYC Annual Conference	Anaheim, CA	<a href="#">Click to Register</a>



# ELC of Broward County

## FY 2022-2023 Board/Committee Meeting Calendar

July 2022						
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**Board Mondays/9:30 am**

- Sep 12, 22 9:00 am
- Nov 14, 22 9:00 am
- Dec 12, 22 9:00 am
- Feb 13, 23
- Apr 10, 23
- May 15, 23 (RETREAT)
- May 25, 23 4:00 pm (Settlement)
- Jun 14, 23

**Finance/Executive Tuesdays/1:30 pm**

- Aug 30, 22
- Nov 1, 22
- Dec 6, 22
- Jan 31, 23
- Mar 28, 23
- May 2, 23
- Jun 6, 23

**Audit:**

- Aug 31, 22 at 12:30 pm
- Feb 21, 23 at 9:00 am
- Jun 05, 23 at 11:30 am

**Governance:**

- Aug 29, 22 at 12 pm
- Nov 7, 22 at 1 pm
- Dec 5, 22 at 2:30 pm
- Jan 12, 23 at 9:30 am
- Mar 23, 23 at 11:30 am
- Ad Hoc & Nom invited.
- Apr 26, 23 at 2:00 pm
- Ad Hoc & Nom invited
- Jun 05, 23 at 3:30 pm

**Program Review:**

- Sept 22, 22, at 10:30 am
- Dec 16, 22, at 1:00 pm
- Apr 11, 23, at 2:00 pm
- Jun 2, 23, at 12:00 pm

**Nominating:**

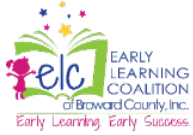
- Oct 25, 22 at 2 pm
- Jan 24, 23 at 11:30 am

**Ad Hoc Fundraising:**

- Nov 4, 22 at 11:30 am
- Jan 30, 23 at 9:30 am
- Apr 10, 23 at 12 pm

**ELC Offices closed for holidays on:**

**July 4; Sep 5; Nov 11, 23, 24 and 25; Dec 23, 26, and 30; Jan 2 and 16; Feb 20; May 29**



# ELC of Broward County

## FY 2023-2024 Board/Committee Meeting Calendar

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**Board Mondays/9:30 am**

- Sep 11, 23
- Oct 16, 23
- Dec 11, 23
- Feb 12, 24
- Mar 11, 24
- May 6, 24 (RETREAT)
- Jun 17, 24

**Finance/Executive Tuesdays/1:30 pm**

- Aug 29, 23
- Oct 3, 23
- Nov 28, 23
- Jan 23, 24
- Feb 27, 24
- Apr 30, 24
- Jun 4, 24

**Governance**

- Mondays/ 11 am**
- Aug 28, 23
- Oct 23, 23
- Feb 26, 24
- Apr 22, 24

**Nominating**

- Wednesdays**
- Sep 27, 23
- Jan 24, 24
- Apr 17, 24

**Audit**

- Wednesdays**
- Aug 30, 23
- Jan 31, 24

**Program Review Thursdays**

- Sep 28, 23
- Dec 14, 23
- Mar 28, 24
- Jun 6, 24

**Ad-Hoc Fundraising: Mon Following Board 12:00 pm**

- Sep 11, 2023
- Oct 16, 2023, 11:30am
- Feb 12, 2024

**ELC Offices closed for holidays on:**

July 4; Sep 4; Nov 10, 23, 24; Dec 25; Jan 1, 15; Feb 19; May 27

**Federal Holidays:**

- Oct 9 Columbus
- June 19 Juneteenth
- Oct 14 Columbus

**Holidays:**

- Sep 25 Yom Kippur
- Sep 30 Sukkot
- Dec 8 Hanukkah Start
- Dec 15 Hannukah Ends
- Dec 26 Kwanzaa
- Feb 14 Ash Wed/Lent
- Mar 19 Spring Break week
- Mar 29 Good Friday
- April 23 Passover Starts

ELC of Broward County

Committee Membership 2022-2023

COMMITTEE	Member Name	Seat	By Laws
<b>EXECUTIVE</b> <i>4 needed for a Quorum</i>	<i>Members consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees)</i>		
Officer	1 Laurie Sallarulo	Chair	effective 04/2014 - Governor appointment
Officer	2 Dawn Liberta	First Vice Chair/Governance	effective June 2020 - Again in 2022
Officer	3 Twan Russell	Second Vice Chair	effective June 2020 - Again in 2022
Officer	4 Monica King	Secretary/PRC Chair	effective June 2020 - Again in 2022
Officer	5 Cindy Arenberg Seltzer	Treasurer	effective June 2020 - Again in 2022
	6 Michael Asseff	Nominating Com. Chair	effective June 2020
	7 Renee Podolsky	Audit Com. Chair	effective June 2022
<b>FINANCE</b> <i>4 needed for a Quorum</i>	<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</i>		
	1 Cindy Arenberg Seltzer	Chair	
	2 Maria Hernandez	Member	effective 07/01/23
	3 Dawn Liberta	Member	effective 09/13/21
	4 Renee Podolsky	Member	
	5 Twan Russell	Member	
	6 Laurie Sallarulo	Member	
	7 Zachary Talbot	Member	effective June, 2020
<b>PROGRAM REVIEW</b> <i>5 needed for a Quorum</i>	<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</i>		
	1 Monica King	Chair	effective 07/01/22
	2 Cindy Arenberg-Seltzer	Member	
	3 Richard Campillo	Member	
	4 Dawn Liberta	Member	
	5 Melody McDonald	Member	effective 10/06/22
	6 Renee Podolsky	Member	effective 05/10/23
	7 Laurie Salarullo	Member	
	8 Ellie Schrot	Member	effective 05/17/23
<b>AUDIT</b> <i>3 needed for a Quorum</i>	<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</i>		
	1 Renee Podolsky	Chair	effective 07/01/22
	2 Michael Asseff	Member	
	3 Beverley Batson	Member	effective 12/19/19
	4 Monica King	Member	effective 04/07/17
	5 Twan Russell	Member	effective 12/09/16
<b>GOVERNANCE</b> <i>4 needed for a Quorum</i>	<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</i>		
	1 Dawn Liberta	Chair	effective 06/30/20
	2 Michael Asseff	Member	effective 06/2020
	3 Kirk Englehardt	Member	effective 09/13/21
	4 Carol Hylton	Member	effective 02/2021
	5 Laurie Sallarulo	Member	effective 09/15/22
	6 Renee Podolsky	Member	effective 10/06/22
	7 Amoy Reid	Member	effective 10/06/22
<b>NOMINATING</b> <i>4 needed for a Quorum</i>	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition . No Term Limits</i>		
	1 Michael Asseff	Chair	effective 06/30/20
	2 Sharonda Davis-Bailey	Member	effective 04/27/22
	3 Amoy Reid	Member	effective 12/19/19
	4 Twan Russell	Member (Officer)	
	5 Laurie Salarullo	Member (Board Chair)	
	6 Kristina West	Member	effective 09/13/21
	7 Julie Winburn	Member	effective 05/2022
<b>AD HOC FUNDRAISING</b> <i>3 needed for a Quorum</i> Re-established 8/2022 Report to Executive Comm	1 Kristina West	Chair	effective 08/2022
	2 Michael Asseff	Co-Chair	effective 02/13/20 confirmed 08/29/22 Co-Chair effective 05/10/23
	3 Amoy Reid	Member	effective 02/13/20 confirmed 08/10/22
	4 Zachary Talbot	Member	effective 08/30/22
	5 Kirk Englehardt	Member	effective 09/20/22





**Early Learning Coalition of Broward County  
Finance & Executive Committee Attendance Chart FY 2022-2023**

**QUORUM # NEEDED: 4**

	<b>FINANCE</b>	<b>Position</b>	<b>Term Started</b>	<b>Term Exp</b>	<b>Aug-30</b>	<b>Nov-01</b>	<b>Dec-06</b>	<b>Jan-31</b>	<b>Mar-28</b>	<b>Jun-06</b>	<b>TOTAL FY ABSENCES</b>
1	<b>Cindy Arenberg Seltzer</b>	Chair	Jun-20	Jun-24	V	ABS	V	V	V		1
2	Dawn Liberta	Member	Aug-21		V	V	V	V	V		0
3	Renee Podolsky	Member			V	V	ABS	V	V		1
4	Twan Russell	Member			V	V	V	V	V		0
5	Laurie Sallarulo	Member			V	V	P	ABS	V		1
6	Zachary Talbot	Member	Jun-20		V	V	ABS	ABS	V		2

**QUORUM # NEEDED: 4**

	<b>EXECUTIVE</b>	<b>Position</b>	<b>Term Started</b>	<b>Term Exp</b>	<b>Aug-30</b>	<b>Nov-01</b>	<b>Dec-06</b>	<b>Jan-31</b>	<b>Mar-28</b>	<b>Jun-06</b>	<b>TOTAL FY ABSENCES</b>
1	<b>Laurie Sallarulo</b>	Chair			V	V	V	ABS	V		1
2	Dawn Liberta	First Vice Chair	Jun-20	Jun-24	V	V	V	V	V		0
3	Twan Russell	Second Vice Chair	Jun-20	Jun-24	V	V	V	V	V		0
4	Monica King	Secretary/PRC Chair	Jun-20	Jun-24	ABS	ABS	V	V	V		2
5	Cindy Arenberg Seltzer	Treasurer	Jun-20	Jun-24	V	ABS	V	V	V		1
6	Michael Asseff	Nominating Chair			V	V	V	V	V		0
7	Renee Podolsky	Audit Chair			V	V	ABS	V	V		1

<b>Members who left During FY 22 - 23</b>	<b>Position</b>	<b>Term Started</b>	<b>Last Day</b>								
<b>Term</b>											
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:\Board\Board- Committee & Board Meetings\Board\FY 2022-2023											

Except for Chair an Officers term is for two years

No officer may hold the same elected position for more than (2) term of two years

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

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

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

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

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

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