



**Early Learning Coalition of Broward County, Inc.**  
**FINANCE Committee Meeting Agenda – December 1, 2020 – 1:30 pm**

*Virtual Meeting*

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

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

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

<b>PAGE</b>		
<b>I.</b>	<b>Call to Order</b>	Cindy Arenberg-Seltzer, Finance Chair
<b>II.</b>	<b>Roll Call</b>	Elsy Silvestre, Executive Assistant
<b>III.</b>	<b>Finance Committee Consent Agenda</b> a. Approve September 10, 2020 Finance Committee meeting minutes b. FIN212CA1 Approve Updated Authorized Caller List for Purchasing Card	<b>1</b> <b>4</b> Cindy Arenberg-Seltzer, Finance Chair
<b>IV.</b>	<b>Finance Committee Regular Business</b> a. FIN212RB1 Approve October 2020 Interim Financial Statements b. FIN212RB2 Approve Budget FY 21 Amendment #2 c. FIN212RB3 Recommend that Board Empower Finance Committee to Approve Revised Provider Rate Increase Proposal d. FY19 & FY20 EFS Mod Overpayment Communication and Action Plan (Powerpoint Presented at Meeting)	<b>7</b> <b>15</b> <b>26</b> Cindy Arenberg-Seltzer, Finance Chair Christine Klima, CAO
<b>VII.</b>	<b>FYI</b> <ul style="list-style-type: none"> <li>• FYI1 August Cash Disbursements</li> <li>• FYI2 September Cash Disbursements</li> <li>• FYI3 October Cash Disbursements</li> <li>• FYI4 ELC Match Funding Raising Chart</li> <li>• FYI5 Exec/Finance Attendance Chart</li> </ul>	<b>30</b> <b>31</b> <b>32</b> <b>33</b> <b>34</b>
<b>VIII.</b>	<b>Unfinished Business</b> <b>New Business</b> <b>Matters from the Board</b> <b>Matters from the CEO</b> <b>Matters from our Partners</b> <b>Public Comment</b> <b>Next Finance Committee: TBD</b> <b>Adjourn</b>	

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

Early Learning Coalition of Broward County, Inc.  
**Finance Committee Meeting Minutes**  
**September 10, 2020 at 10:00 am directly following the Executive Committee Meeting**  
 Virtual Meeting

Members in Attendance	Renee Podolsky; Cindy Arenberg-Seltzer; Laurie Sallarulo; Twan Russell; Zachary Talbot
Members Absent	
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Judith Merritt COO, Reiner Potts, Financial Analyst; Allison Metsch, Director of Education & Quality Initiatives; Elsy Silvestre, Executive Assistant
Others in Attendance	Jacob Jackson, General Counsel; Monica King

Item	Action/Discussion
Welcome & Call to Order	Cindy Arenberg Seltzer called the Finance Committee to order at 10:57 am. Roll was called and a quorum was established.
<b>CONSENT AGENDA</b>  a. Approve January 30, 2020 Finance Committee meeting minutes	<p>There was a <b>Motion</b> to move the Consent Agenda by Laurie Sallarulo and <b>Seconded</b> by Twan Russell. <b>Unanimously approved. Motion Passes.</b></p> <p>Committee Chair had a correction to meeting minutes. In the Matters from Chairs, there was a cut off in the middle and sentence was not clear. In response to comment about layoffs, that it be made clear to staff that there was no plan to have layoffs at this time. Please reflect that in place of half sentence. The revision was made to the "Matters from Chair" section and the sentence "There is no plan to have layoffs at this time at the ELC" was added in place of the unfinished sentence. Motion approve as amended Laurie seconded by Twan. <b>Unanimously approved. Motion passes.</b></p>
<b>REGULAR BUSINESS:</b>  a. FIN207RB1 – Preliminary Year End Results for Discussion	<p><b>Preliminary YE Results:</b></p> <p>The CAO reviewed the preliminary, unaudited FY20 financial results pending the OEL final invoice and other changes.</p> <p>There are three key items when summarizing Fiscal Year 2020:</p> <ol style="list-style-type: none"> <li>1. The pandemic substantially increased our slot costs in the 4<sup>th</sup> Quarter due to Emergency Waivers of parent copays and caps on absence days/reimbursement for enrollment vs. attendance.</li> <li>2. CARES and other Emergency Relief Funding required the organization to quickly pivot to handle extraordinary expenditures in the 4<sup>th</sup> Quarter.</li> <li>3. EFS Mod Reconciliation Adjustments were completed during the 3<sup>rd</sup> and 4<sup>th</sup> quarters and ELC will record an estimated \$3 million net receivable in the final financial statements. ELC is working with our auditors on this entry.</li> </ol> <p>The CAO discussed the plan for recovering the funds:</p>

	<p>Recording a receivable is the first step. There are still several steps to be completed before we will start working with providers to collect overpayments.</p> <p>The providers will have an opportunity to provide documentation to help us correct their balances. If providers have documentation that will be in their favor to lessen the amount due, we will make adjustments and correct the record for the provider and correct the overpayment amount. None of this is the providers fault. This is all related to the EFS Mod system. We will do everything we can to lessen the impact on the providers.</p> <p>Installment plans have been discussed with OEL. The goal is to not put any provider out of business. There is a \$1,500 hold harmless amount. This is done at a state level and it was negotiated across the state. We explored debt forgiveness with OEL but OEL could not approve, it is a requirement to pay funds back due to the federal government. OEL designed some of the relief grants to at least help offset the burden to providers. OEL has stated that they will approve reasonable good faith requests from providers for installment plans longer than 12 months.</p> <p><b>Approve July 2020 Interim Financial Statements:</b></p> <p>The CAO went over the July Financial Statements with the members.</p> <p>There was a <b>Motion</b> to approve the July 2020 Interim Financial Statements by Renee Podolsky and <b>Seconded</b> by Laurie Sallarulo. <b>Unanimously approved. Motion Passes.</b></p> <p><b>Approve Budget FY 21 Amendment:</b></p> <p>The CAO reviewed Budget Amendment #1 for the members</p>
<p>b. FIN207RB2 – Approve July 2020 Interim Financial Statements</p>	<p>There was a <b>Motion</b> to approve the Budget FY 21 Amendment #1 by Laurie Sallarulo and <b>Seconded</b> by Twan Russell. <b>Unanimously approved. Motion Passes.</b></p> <p>Laurie mentioned VPK funding, flex option contracts. The centers are having delays in getting their VPK money. It is putting a hardship on some of the providers.</p> <p>The flex contracts have to be approved before they can get payments. There are some issues with some of the instructions that have not kept up with the reality.</p> <p>CEO spoke about virtual VPK and how it has never been allowed. ELC was pushing for it, in order to give parents choices. OEL finally did approve virtual VPK, which is called VPK Flex. OEL is the reviewer and approver for public school contracts. The private provider’s application process just opened up.</p> <p>OEL had to come up with a check list for VPK flex eligibility. Changes need to be made in EFS Mod for VPK Flex and as of 2 days ago they have not completed. No one has been paid for VPK Flex yet. The private provider application process rolled out after the school district. There is a different process for public and private VPK programs.</p>
<p>c. FIN207RB3 – Approve Budget FY 21 Amendment</p>	<p>Laurie asked if there is anything ELC can do to expedite OEL, is there some way we can</p>

	<p>help to bridge this gap? CEO said that ELC has advocated on behalf of its providers with OEL. There are still system issues and nothing that can be done.</p> <p><b>FOLLOW UP:</b> CEO to provide information regarding how many providers have been approved.</p> <p>Twan started a discussion about documents he signs and asked about the CEO limit for signing off. The CEO limit is \$35,000. CAO explained that two signatures are needed and that the batch needs a board officer signature as well as CEO's.</p>
<b>NEW BUSINESS</b>	There was no discussion.
<b>MATTERS FROM CHAIR</b>	There was no discussion
<b>MATTERS FROM COMMITTEES</b>	There was no discussion.
<b>PUBLIC COMMENT</b>	There was no comment.
<b>NEXT MEETING DATE</b>	October 27, 2020 at 1:30 PM
<b>ADJOURN</b>	Twan Russell moved to adjourn the meeting. Zach seconded. The meeting adjourned at 12:01 pm.

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

<b>ITEM#/MEETING</b>	FIN202CA1 / FINANCE
<b>DATE:</b>	12/1/20
<b>SUBJECT:</b>	Purchasing Card ("PCard") Administrator and Authorized Caller List
<b>FOR ACTION:</b>	Yes
<b>RECOMMENDED ACTION:</b>	<b>Approve Updated Purchasing Card Administrator and Authorized Caller List</b>
<b>FINANCIAL IMPACT:</b>	None
<b>AS RECOMMENDED BY:</b>	N/A
<b>ELC STAFF LEAD</b>	C. Klima

**Background**

The bank that issues ELC’s staff purchasing cards (PCard) requires that the ELC Board assign the role of PCard administrator and provide a list of authorized callers through a Board resolution that is documented in meeting minutes. The PCard administrator and designees are authorized to contact the card issuer to open or close a PCard and to make changes or inquiries about the account. The PCard Administrator should not have a card in their name.

The current PCard Administrator and Authorized Caller List is out of date and consists of two former employees. PCards are currently issued to the CEO and CAO.

**Current Status**

ELC staff recommend changing the PCard Administrator and Authorized Caller List As Follows:

<b>PCard Role</b>	<b>Remove</b>	<b>Add</b>
Administrator	1. Andrea Braynon, Former CFO	1. Judith Merritt, COO
Authorized Caller	2. Ros Desroches, Payroll Manager	2. Stephanie Landreville, Controller
Authorized Caller		3. Megan DeGraaf, Purchasing Specialist
Authorized Caller		4. Irene Ramos, Office Specialist

**Summary**

The Finance Committee recommends the Board approve the change to the PCard administrator and authorized caller list.

**Supporting Documents**

ELC Purchasing Card Policy - Addendum

# Addendum - Purchasing Card Policy

## Overview

An ELC Purchasing Card (PCard) is a credit card issued by a bank through the ELC to individual employees. The PCard is issued on behalf of the ELC, with corporate liability resting with the ELC for payment of transactions. The card does not involve personal credit or an individual credit check. . The Board approves issuance of a PCard to the CEO. The CEO approves issuance of PCards to any other staff. Card usage, reconciliation and payments are monitored by a designated PCard administrator that does not have a card in their name. The card issuer requires that the Board assign the role of PCard administrator to an individual ELC staff member through an approved resolution documented in meeting minutes.

## Purpose and Usage of the PCard

PCards are issued to the CEO and the CAO to streamline the purchase-to-pay process and to facilitate payment for travel related expenses and small dollar purchases that cannot be made through the normal cash disbursements process. PCards are provided to reduce the use of employee expense reimbursements, travel advances, petty cash and small dollar check requests.

PCards may be issued to full-time employees with significant business related travel and/or having buying responsibilities for the ELC. Generally, the PCard is used for employees that anticipate spending at least \$5,000 per year on the card.

Cardholders are granted a \$25,000 credit limit but purchases are limited by policy to a maximum of \$5,000 per day. Purchases must not be artificially split to circumvent transactional spending limits. Higher limits may be extended on a temporary or permanent basis with the approval of the Board.

PCards may be used only for official ELC business that has been approved by the CEO through a duly signed purchase order or travel authorization. Cardholders shall ensure the appropriateness of transactions and compliance with all relevant laws, rules, regulations, and policies.

Typical purchases would include the examples provided below; however all purchases are subject to ELC's purchasing policies

- Dues, memberships, on-line licenses, application fees
- Travel and related expenses for all staff
- Conference and training registrations
- Books, publications, periodicals, subscriptions, newsletters, videos
- Catering for meetings
- Small local purchases

The following examples represent general guidelines for items that should not be purchased using the PCard:

- Items that could otherwise be purchased by check through the normal accounts payable process.
- Any transaction that exceeds the cardholder's daily transaction limit.
- Transactions in foreign currencies that may incur foreign exchange fees
- A personal purchase, even with the intent of reimbursing the ELC
- A transaction whereby the ELC is required to sign any type of contract or agreement (e.g., lease, independent contractor, and consultant).

- A transaction that violates any ELC Financial Policy
- Gift Cards or Cash Advances
- Cell phones or accessories
- Purchases that represent significant risk or liability to the ELC for items or services with special health, safety, occupational, or environmental risks (e.g., radioactive material, animals, weapons, controlled substances)
- Applications that share payments
- Donations

### **PCard Security**

The cardholder is responsible for contacting the merchant when goods purchased with the PCard are not acceptable (incorrect, damaged, defective, etc.) and for arranging a return for credit or an exchange. If merchandise is returned for credit, merchants will issue all credits directly to the individual PCard account. The credit will appear on a subsequent statement. Rebates must be payable to the ELC rather than individual employees. Cardholders are responsible for resolving any charge disputes directly with the merchant and/or Bank of America within 60 days of the transaction date.

It is the cardholder's responsibility to safeguard the PCard, the associated account number, and the PIN at all times. PCards must be kept in a secure location. No one other than the cardholder whose name is on the card is authorized to use the PCard. The cardholder may name a designee to make the purchases on their behalf however each swipe must be accompanied by a PCard transaction authorization form sign by the card holder. PCards are not transferable between individuals or departments. In order to limit exposure to fraud, the full PCard account number and PIN should never be recorded electronically or on paper. Cardholders should treat their PCard with the same level of care as one does their own personal credit and report lost or stolen cards or fraudulent transactions to the issuer immediately.

### **PCard Accountability**

All receipts must be detailed and itemized. PCard transactions must be accurately identified and allocated to ensure data can be recorded in the financial database by the required due date. Failure to reconcile PCard transactions and/or failure to submit required documentation may result in the suspension or revocation of the PCard privileges.

Upon employee separation, transfer, or if a PCard account is no longer deemed necessary, the terminating employee, the CEO or the Board may request closure of a PCard as applicable. Before closing an account, cardholders are responsible for providing all necessary supporting documentation to the ELC before their departure date. Cardholders may be held personally liable for unsupported transactions.

ITEM#/MEETING	FIN212RB1 / FINANCE
MEETING DATE:	12/1/20
SUBJECT:	October 2020 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve October 2020 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant</b>
FINANCIAL IMPACT:	None
AS RECOMMENDED	N/A

**Background Information:**

The Interim Financial Statements for the four-month period ending October 31, 2020 are attached for review. Financial Highlights for the period are as follows:

**1. Overall**

Extraordinary pandemic-related expenditures and uncertainty about the path or timing for returning to normalcy dominated ELC’s financials during the first four months of fiscal year 2021. At 38%, overall spending is 5% higher than normal, but has been gradually slowing down after public schools re-opened for in-person classroom instruction in August. In addition, new funding allocations recently rolled out by OEL will likely eventually outpace the rate of expenditure and staff are confident that funding will be sufficient for the upcoming third and fourth quarters of the year. (See Budget Amendment #2)

The unusually high rate of expenditure was due primarily to two factors:

- Slots paid without co-pay deductions and at or near a 100% attendance rate for all enrolled children, even when providers were closed, under a State of Florida emergency order issued in April to provide economic support to child care providers and families during the pandemic. The emergency order was originally set to expire on August 31, but the Governor extended it through December 31, 2020. This means the Coalition will continue to reimburse slots at a high rate through at least the end of December.
- OEL issuing expected annual funding allocations at a slower-than-normal pace due to the hectic and uncertain budget environment as the pandemic drags on. The majority of the expected allocations have been received.

**2. OEL School Readiness Program**

Slot expenditures were 3% higher than budgeted and accounted for 85% of the program total for the month due to the factors listed above. However, the pace of slot expenditures has slowed since July, when slots accounted for 90% of the total prior to the start of school. Slot expenditures may drop steeply after the Emergency Order waiving copays and absence restrictions expires on December 31, 2020, if closures and parent safety concerns persist with the ongoing pandemic. ELC also received an additional \$9.8 million allocation in October to enroll approximately 2,000 new children from the waitlist and staff are confident there will be sufficient resources available for the second half of the fiscal year. Nevertheless, accurate utilization projections remain challenging given the following:

- The possibility that the governor may extend the pandemic emergency waivers given the current surge of COVID-19 cases nation-wide.
- Uncertainty about the timing and depth of the pandemic’s economic damage and the impact on ELC families and providers
- Potential spikes in new referrals for child care from Child Welfare or Economic Assistance agencies caused by worsening economic conditions County-wide.
- Attrition resulting from families going through the eligibility re-determination process in the coming months.
- The timing for implementation of Broward’s requested rate increase currently on hold with OEL.



- Uncertainty over how families and providers will move forward with child care given economic, health & safety and capacity concerns.

### 3. OEL VPK Program

VPK slot expenditures through October were approximately 17% below normal for the year because most summer programs were closed down due to health and safety concerns with in-person instruction and online instruction had only limited success. While most programs are now open and the pace of contract utilization has increased, Staff believe up to 25% of the allocation (\$10 million) could remain unused by year end. See Budget Amendment #2 for updated allocation projection. VPK is funded by OEL to match actual usage each year and allocations are determined for each county by the State based on demographic analysis at an annual Statewide estimating conference.

### 4. OEL CARES ACT First Responder Program

Slot expenditures remain high for this temporary, pandemic-related initiative pending a plan to phase the program out starting in January 2020. More than 2,500 new children of essential health and safety workers were actively enrolled in this program by the end of July at a projected cost of approximately \$10M through December 31. In November OEL issued additional allocations and more are expected in December and/or January. (See Budget Amendment #2) Families may receive services under this program in three month increments regardless of income, as long as the program continues and OEL supports it with additional allocations. When the time comes to end the program, OEL plans to allow active referrals to expire so expenditures will taper off gradually. Families must qualify as income eligible in order to continue after that.

### 5. CARES Act Grants to Providers:

More than \$4 million in CARES pandemic relief grants have been issued to providers as of October 31, 2020 to help sustain the operating capacity of the provider community and preserve the workforce. Staff are currently rolling out the final stage of the four phase program that will be covered by additional funding allocated in November (See Budget Amendment #2)

- Phase I: \$2M for high quality providers that were open since April (Contracted & Non-Contracted)
- Phase II: \$1.4 M for high quality providers that re-opened by August 31
- Phase III: \$740K for all other providers
- Phase IV: Up to \$1.9M supplemental grants for all providers to be issued in January 2021 (*Pending*)

### 6. CARES Rising K Program for School Districts

ELC transferred \$1.2M in CARES funding during October to the Broward County School District to carry out OEL's Rising K Program. From September to December 2020 Broward County Public Schools (BCPS) will deliver instruction under the **Kindergarten Acceleration Launch and Learn** initiative to mitigate summer and COVID-19 pandemic related learning loss for our most fragile rising Kindergarten students. The program was designed to serve up to 3,050 eligible students that had VPK Assessment scores below expectations, children who have not had access to or attended VPK during the pandemic and children who scored below expectations on the School Board administered assessment in August/September 2020.

### 7. Community Funded Learning Pods

Through generous funding from the Jim Moran Foundation, the United Way and the Children's Services Counsel, ELC funded 30 providers to host Learning Pods for up to 9 children each prior to the re-opening of public schools for in person instruction. 390 children were served. The program ran from mid-September to mid-October.

### 8. Expected New Revenues

- **Statewide Funding for Provider Reimbursement Rate Increases:** OEL will be allocating \$50 million in one-time funds to Coalitions statewide to increase provider reimbursements later in the year. However, OEL has not yet developed a methodology for allocating the funds and the timeline for decision-making on this new funding is not yet known. ELC has already submitted a request for \$2.50 per child per day increase for non-school aged children for FY21 based on existing allocations, but OEL has delayed final approval pending confirmation of sustainability within FY21 funding allocations (expenditures are currently very high due to pandemic waivers) Additionally, OEL has yet to update the now-outdated 2017 market rate information needed to evaluate the true marketplace percentile of Coalition existing or proposed rates.
- **Additional Allocation for CARES:** OEL will allocate additional fund to support the phase out of the CARES first responder program on an as needed basis. OEL has not yet issued a time line for the phase out.

**Supporting Documents:** October2020 Interim Financial Statements



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

### **INTERIM FINANCIAL STATEMENTS**

### **FISCAL YEAR 2020-2021**

### **For the Four Month Period Ended October 31, 2020**

**Submitted to the Finance Committee**

**December 1, 2020**

**Early Learning Coalition of Broward County, Inc.**  
**FY 2019-2020 Statement of Financial Position**  
**As of October 31, 2020**

	<b>October 31, 2020</b>	<b>October 31, 2019</b>
<b>Assets:</b>		
Cash	\$ 12,382,147	\$ 999,832
Grants Receivable	15,244,643	21,896,502
Accounts Receivable	778,222	1,054,043
Due From Providers	2,995,655	0
Prepaid Expense	217,563	257,775
Fixed Assets	17,178	21,094
<b>Total Assets</b>	<b>\$ 31,635,408</b>	<b>\$ 24,229,245</b>
 <b>Liabilities:</b>		
Accounts Payable	\$ 190,846	\$ 351,778
Salary & Benefits Payable	280,914	(12,482)
Compensated Absences	303,467	201,522
Rent Abatement	141,554	103,162
Due to Providers	9,411,378	9,485,990
Due to 211-Broward	38,868	30,539
Due to SBBC	1,192,800	0
Due to Children's Forum	36,947	0
Due to Other Agencies	2,980,961	11,480
Deferred Revenue	16,589,415	13,746,354
<b>Total Liabilities</b>	<b>\$ 31,167,150</b>	<b>\$ 23,918,343</b>
 <b>Net Assets</b>		
Unrestricted	468,258	310,902
<b>Total Net Assets</b>	468,258	310,902
 <b>Total Liabilities and Net Assets</b>	 <b>\$ 31,635,408</b>	 <b>\$ 24,229,245</b>

**Early Learning Coalition of Broward County, Inc.**  
**FY 2019-2020 Statement of Activities**  
**For The Month Ending October 31, 2020**

	October 2020 Actual	FY 2021 YTD Actual	FY 2020 YTD Actual
<b>Revenue</b>			
OEL School Readiness	\$ 5,321,835	\$ 22,936,439	\$ 17,914,861
OEL CCEP/OEL SR Match	232,303	891,627	1,231,104
OEL Preschool Development Grant	-	0	137,951
OEL - CARES	2,771,182	12,571,751	-
OEL - SR Program Assessments	-	-	24,700
OEL - Voluntary Pre-K	2,929,676	6,294,199	11,460,306
OEL - VPK Monitoring & Outreach	886	2,423	17,258
CSC - Income Eligible	145,647	1,204,427	2,609,980
CSC - Vulnerable Populations	155,932	837,080	1,520,690
Broward County- Match	159,739	672,402	919,015
Broward County - Special Needs	27,466	138,275	223,111
DCF Entrant	-	-	117,575
Univ of Florida Lastinger Ctr	-	335	1,610
Municipalities-SR Local Match	197,662	246,162	164,196
BECE Conf & Miscellaneous	2	286,017	34,270
<b>Total Revenue</b>	<b>\$ 11,942,330</b>	<b>\$ 46,081,135</b>	<b>\$ 36,376,628</b>
<b>Expenses</b>			
<b>Child Care Slots and Incentives:</b>			
OEL School Readiness	\$ 4,219,108	\$ 19,580,787	\$ 15,253,911
OEL CCEP/OEL SR Match	232,303	891,627	1,231,104
OEL - CARES	1,444,857	6,897,619	-
OEL - Voluntary Pre-K	2,831,210	5,958,638	11,193,365
CSC - Income Eligible	145,632	1,102,493	2,288,750
CSC - Vulnerable Populations	110,356	718,929	1,426,044
Broward County- Match	141,990	597,690	839,104
Broward County - Special Needs	24,415	122,911	227,848
DCF Entrant	-	-	109,198
Municipalities-SR Local Match	56,573	105,603	141,512
Learning Pods Funders Collaborative	107,970	210,150	-
Grants to Providers	158,570	4,637,166	-
<b>Total Child Care Slots and Incentives</b>	<b>\$ 9,472,985</b>	<b>\$ 40,823,614</b>	<b>\$ 32,710,836</b>
<b>Sub Recipient Expense</b>			
School Board of Broward County	\$ 1,192,800	\$ 1,192,800	\$ -
Children's Forum	9,810	22,313	148,653
211 Broward	38,868	141,203	116,023
<b>Total Sub Recipient Expense</b>	<b>\$ 1,241,478</b>	<b>\$ 1,356,316</b>	<b>\$ 264,677</b>
<b>ELC Expense</b>			
Salaries & Benefits	\$ 1,105,489	\$ 3,315,127	\$ 2,808,977
Attorneys	3,116	18,601	28,101
Auditors	17,000	17,000	16,930
Temporary Staff	-	-	-
Consultants	7,006	29,756	49,318
Staff & Board Travel	155	1,525	36,130
Insurance	2,771	11,256	4,036
Office Rent & Maintenance	32,363	135,377	138,143
Office Machines & Storage	517	3,265	4,866
Software Licences	19,051	67,865	38,267
Internet, Email, Website, Phones	11,862	37,864	27,298
Cell Phones	5,815	19,997	16,485
Sponsorships & Memberships	1,845	4,980	5,537
Quality & Education Books & Training	-	-	-
Other Operating Costs	5,809	83,384	161,419
Computer Equipment & Software	-	7,645	35,916
Office Move & Outfitting Costs	-	-	15,629
<b>Total ELC Expense</b>	<b>\$ 1,212,799</b>	<b>\$ 3,753,642</b>	<b>\$ 3,387,053</b>
<b>Total Expenses</b>	<b>\$ 11,927,262</b>	<b>\$ 45,933,572</b>	<b>\$ 36,362,566</b>
<b>Change in net assets</b>	<b>\$ 15,068</b>	<b>\$ 147,563</b>	<b>\$ 14,062</b>
Net assets, beginning of year		320,695	296,840
<b>Net assets, end of the period</b>		<b>\$ 468,258</b>	<b>\$ 310,902</b>

**Early Learning Coalition of Broward County, Inc.**  
**FY 2019-2020 Annual Budget to Actual by Month**  
**For The Four Month Period Ending October 31, 2020**  
**Detail**

	<b>FY21 Budget Amendment #1</b>	<b>YTD Actual</b>	<b>Balance</b>	<b>% of Budget</b>	<b>Notes</b>
<b>Revenue:</b>					
OEL School Readiness	\$ 51,825,587	\$ 22,936,439	\$ 28,889,148	44%	Additional allocation received October
OEL School Readiness Match	5,489,738	891,627	4,598,111	16%	Interchangeable with SR Funds
OEL Preschool Development Grant	328,541	-	328,541	0%	Activities Pending OEL Approval
OEL - CARES Pandemic Reilief Funds	10,176,117	12,571,751	(2,395,634)	124%	Additional allocation received November
OEL - SR Program Assessments		-	-	0%	
OEL - Voluntary Pre-K	40,290,903	6,294,199	33,996,704	16%	Low Due to Pandemic, Ramping up
OEL - VPK Monitoring & Outreach	50,388	2,423	47,965	5%	Monitoring Activity is Seasonal
CSC - Income Eligible	4,592,850	1,204,427	3,388,424	26%	
CSC - Vulnerable Populations	4,017,850	837,080	3,180,770	21%	Enrolling & Transferring to SR all Year
Broward County- Match	1,677,564	672,402	1,005,162	40%	Interchangeable with SR Funds
Broward County - Special Needs	665,231	138,275	526,956	21%	Enrolling & Transferring to SR all Year
DCF Entrant	-	-	-	0%	Contract Sunset in FY20
Univ of Florida Lastinger Ctr	-	335	(335)	0%	Additional allocation received October
Municipalities-SR Local Match	500,000	246,162	253,838	49%	Municipal Commitments Recd Oct
Learning Pods, BECE Conf & Misc	336,000	286,017	49,983	85%	Learning Pod Program Ended Mid Oct
<b>Total Revenue</b>	<b>\$ 119,950,769</b>	<b>\$ 46,081,135</b>	<b>\$ 73,869,634</b>	<b>38%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 41,918,812	\$ 19,580,787	\$ 22,338,025	47%	YTD SR Slots @85% of Total Allocation
OEL School Readiness Match	5,489,738	891,627	4,598,111	16%	
OEL - CARES	4,556,120	6,897,619	(2,341,499)	151%	Additional funds received November
OEL - Voluntary Pre-K	38,741,253	5,958,638	32,782,614	15%	Low due to pandemic closures, ramping up
CSC - Income Eligible	4,133,565	1,102,493	3,031,072	27%	
CSC - Vulnerable Populations	3,616,065	718,929	2,897,136	20%	Enrolling & Transferring to SR all Year
Broward County- Match	1,491,168	597,690	893,478	40%	Interchangeable with SR
Broward County - Special Needs	591,316	122,911	468,405	21%	Enrolling & Transferring to SR all Year
DCF Entrant	-	-	-	0%	
Municipalities-SR Local Match	500,000	105,603	394,397	21%	Contributions actually received applied
Learning Pods Funders Collaborative	-	210,150	(210,150)	0%	Budgeted in Grants to Providers
Grants to Providers	4,782,987	4,637,166	145,821	97%	CARES Phases I-III
<b>Total Child Care Slots and Incentives</b>	<b>\$ 105,821,024</b>	<b>\$ 40,823,614</b>	<b>\$ 64,997,410</b>	<b>39%</b>	
<b>Sub Recipient Expense</b>					
School Board of Broward County	\$ 1,245,300	\$ 1,192,800	\$ 52,500	96%	Rising K Pass Through to School District
Children's Forum	100,900	22,313	78,587	22%	Billing Delay
211 Broward	462,000	141,203	320,797	31%	
<b>Total Sub Recipient Expense</b>	<b>\$ 1,808,200</b>	<b>\$ 1,356,316</b>	<b>\$ 451,884</b>	<b>75%</b>	
<b>ELC Expense</b>					
Salaries & Benefits	\$ 10,434,036	\$ 3,315,127	\$ 7,118,909	32%	
Attorneys	90,000	18,601	71,399	21%	
Auditors	31,000	17,000	14,000	55%	Audit in Progress
Temporary Staff	-	-	-	0%	
Consultants	337,936	29,756	308,180	9%	CLASS Observers Sched to Beg Jan
Staff & Board Travel	75,000	1,525	73,475	2%	Placeholder Pending CLASS, Monitoring
Insurance	30,000	11,256	18,744	38%	
Office Rent & Utilities	445,673	135,377	310,295	30%	
Office Machines & Storage	14,865	3,265	11,600	22%	New vendor more cost effective
Software Licenses	252,195	67,865	184,330	27%	
Internet & Phones	67,485	37,864	29,621	56%	More Cost Effective Vendors Pending
Cell Phones	60,124	19,997	40,127	33%	
Sponsorships & Memberships	52,710	4,980	47,730	9%	Seasonal Expenses
Quality & Education Books & Training	100,000	-	100,000	0%	Placeholder for Books for Kids
Other Operating Costs	233,823	82,355	151,468	35%	
Computer Equipment & Software	50,000	7,645	42,355	15%	Replacements purchased as needed
Office Move & Outfitting Costs	-	1,026	(1,026)	0%	Residual furniture
Unallocated (Budget Only)	46,698	-	46,698	0%	
<b>Total ELC Expense</b>	<b>\$ 12,321,545</b>	<b>\$ 3,753,639</b>	<b>\$ 8,567,906</b>	<b>30%</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 14,129,745</b>	<b>\$ 5,109,955</b>	<b>\$ 9,019,790</b>	<b>36%</b>	
<b>Total Expense</b>	<b>\$ 119,950,769</b>	<b>\$ 45,933,569</b>	<b>\$ 74,017,200</b>	<b>38%</b>	

**Early Learning Coalition of Broward County, Inc.**  
**FY 2019-2020 Annual Budget to Actual YTD**  
**For The Four Month Period Ending October 31, 2020**  
**Summary**

	<b>FY21 Budget Amendment #1</b>	<b>YTD Actual</b>	<b>Balance</b>	<b>% of Budget</b>	<b>Notes</b>
<b>Revenue:</b>					
OEL School Readiness	\$ 51,825,587	\$ 22,936,439	\$ 28,889,148	44%	Additional allocation received October
OEL School Readiness Match	5,489,738	891,627	4,598,111	16%	Interchangeable with SR Funds
OEL Preschool Development Grant	328,541	-	328,541	0%	Activities Pending OEL Approval
OEL - CARES Pandemic Reilief Funds	10,176,117	12,571,751	(2,395,634)	124%	Additional allocation received November
OEL - SR Program Assessments		-	-	0%	
OEL - Voluntary Pre-K	40,290,903	6,294,199	33,996,704	16%	Low Due to Pandemic, Ramping up
OEL - VPK Monitoring & Outreach	50,388	2,423	47,965	5%	Monitoring Activity is Seasonal
CSC - Income Eligible	4,592,850	1,204,427	3,388,424	26%	
CSC - Vulnerable Populations	4,017,850	837,080	3,180,770	21%	Enrolling & Transferring to SR all Year
Broward County- Match	1,677,564	672,402	1,005,162	40%	
Broward County - Special Needs	665,231	138,275	526,956	21%	Enrolling & Transferring to SR all Year
DCF Entrant	-	-	-	0%	Contract Sunset in FY20
Univ of Florida Lastinger Ctr		335	(335)	0%	Additional allocation received October
Municipalities-SR Local Match	500,000	246,162	253,838	49%	Many Municipal Commitments Recd Oct
Learning Pods, BECE Conf & Misc	336,000	286,017	49,983	85%	Learning Pod Program Ended Mid Oct
<b>Total Revenue</b>	<b>\$ 119,950,769</b>	<b>\$ 46,081,135</b>	<b>\$ 73,869,634</b>	<b>38%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 41,918,812	\$ 19,580,787	\$ 22,338,025	47%	YTD Slots @85% of Allocaiton
OEL School Readiness Match	5,489,738	891,627	4,598,111	16%	
OEL - CARES	4,556,120	6,897,619	(2,341,499)	151%	Additional allocation received November
OEL - Voluntary Pre-K	38,741,253	5,958,638	32,782,614	15%	Low Due to Pandemic, Ramping up
CSC - Income Eligible	4,133,565	1,102,493	3,031,072	27%	
CSC - Vulnerable Populations	3,616,065	718,929	2,897,136	20%	Enrolling & Transferring to SR all Year
Broward County- Match	1,491,168	597,690	893,478	40%	Interchangeable with SR
Broward County - Special Needs	591,316	122,911	468,405	21%	Enrolling & Transferring to SR all Year
DCF Entrant	-	-	-	0%	
Municipalities-SR Local Match	500,000	105,603	394,397	21%	Contributions Rec'd YTD
Learning Pods Funders Collaborative	-	210,150.00	(210,150)	0%	Budgeted in Grants to Providers
Grants to Providers	4,782,987	4,637,166	145,821	97%	CARES Phases I-III
<b>Total Child Care Slots and Incentives</b>	<b>\$ 105,821,024</b>	<b>\$ 40,823,614</b>	<b>\$ 64,997,410</b>	<b>39%</b>	
<b>Program Expense</b>					
School Board of Broward County	\$ 1,242,800	\$ 1,192,800	\$ 50,000	96%	Rising K Instructional Funding Xfered to SBBC
Children's Forum	80,900	19,076	61,824	24%	Billing delay
211 Broward	337,000	100,897	236,103	30%	
Eligibility, Payments & CCR&R	6,293,531	1,950,500	4,343,031	31%	
Quality & Education	2,299,965	824,938	1,475,027	36%	
<b>Total Program Expense</b>	<b>\$ 10,254,196</b>	<b>\$ 4,088,211</b>	<b>\$ 6,165,985</b>	<b>40%</b>	
<b>Administrative Expense</b>					
School Board of Broward County	\$ 2,500	\$ -	\$ 2,500	0%	K Ambassador Program Paused
Children's Forum	20,000	3,237	16,763	16%	Billing delay
211 Broward	125,000	40,306	84,694	32%	
ELC Administration	3,728,049	978,204	2,749,845	26%	2.1% of Revenues (ELC Only)
<b>Total Administrative Expense</b>	<b>\$ 3,875,549</b>	<b>\$ 1,021,747</b>	<b>\$ 2,853,801</b>	<b>26%</b>	<b>2.2% of Revenues (All Admin)</b>
<b>Total Expenses</b>	<b>\$ 119,950,769</b>	<b>\$ 45,933,572</b>	<b>\$ 74,017,197</b>	<b>38%</b>	

ITEM#/MEETING	FIN212RB2 / FINANCE
MEETING DATE:	12/1/20
SUBJECT:	FY 2021 Budget Amendment #2
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve FY2021 Budget Amendment #2</b>
AS RECOMMENDED BY:	N/A
FINANCIAL IMPACT:	\$6,824,521 Net Increase to Revenue and Expense

**Background Information:**

In June 2020, the Board approved a preliminary annual budget that reflected estimated revenues and expenditures pending receipt of actual grant award letters from funders. In September 2020, the Board approved Amendment #1, which updated the budget to reflect final allocations received by that time. Since then, ELC has received additional allocations primarily from OEL that require an updated expenditure plan, taking into account actual expenditures and trends recorded through October, 2020. Staff propose amending the annual budget to reflect these changes.

**Current Status:** Key changes and updates Included in FY2021 Budget Amendment #2 are as follows:

**1. Revenue:**

***\$9,839,203 Additional OEL School Readiness funding to enroll approximately 2,000 new children from the waiting list:***

In October 2020, OEL awarded ELC \$9.8M from a \$60M Statewide funding pool for enrolling new children into School Readiness from the waitlist. Broward’s waitlist had approximately 3,500 children listed as of July 1, 2020 when OEL compiled their analysis for their report to the Legislature. OEL has indicated that the funds may be recurring, but the recurring amount is unknown and subject to appropriations within the annual State budget. In accordance with ELC Broward FY21 budget parameters, at least 82%, or \$8M of this allocation will pay for slots for approximately 2,000 new children to be enrolled by year end in June 2021. In November, Staff began to call 800 families from the waitlist each month (400 every two weeks). OEL has also stipulated that the Legislature expressly prohibited using the new allocation to support a provider rate increase. A separate allocation from a non-recurring \$50m pool will be awarded later in the year to increase rates.

***\$6,600,379 Additional OEL CARES funding to support child care for first responders and operating grants for providers through the end of December:***

In October and November 2020, OEL issued two allocations totaling \$6.6 million from Federal CARES Act Child Care and Development Block Grant funds to pay for child care slots for first responders and “Phase IV” financial support grants for child care providers through the end of December 2020, when the State Emergency Order for pandemic relief expires. \$1.9 million of the total allocation is allocated for grants to providers while the remaining \$4.7 million will cover on-going first responder slot costs. Staff currently project that the allocation could fall short of slot expenditures for first responders by \$1 million and have requested additional funding from OEL before the program sunsets in December 2020 and additional allocations are expected after that to support slot costs as OEL allows current, active renewals (issued in three month increments) to expire. Income eligible first responders will have the option of continuing care through the regular School Readiness program.



***\$99,939 Additional OEL Preschool Development Grant (PDG) funding to build provider and parent mental health support capacity:***

In October 2020 OEL added nearly \$100K to Broward's allocation for mental health support capacity for a total of \$277,002. ELC's plan to dedicate three staff and a cadre of experts to conduct training and coaching to providers between January and June 2021 is pending OEL's final approval. Last week OEL approved Broward's plan for PDG-funded Curriculum Implementation training for the same period in the amount of \$151,478. The total combined award for PDG Curriculum and Mental Health Support training is \$428,480.

***\$250,000 FY20 Carryforward funding from the Children's Services Council for Vulnerable Populations child care services***

In October 2020 CSC staff informed ELC that \$250K in unused funds from the FY20 contract may be carried forward to the FY21 Contract, which runs October to September. CSC's Vulnerable Populations program is a funder of last resort for vulnerable children with immediate need for care. During the FY20 contract year, ELC transferred 250 children out of the program and into permanent School Readiness funding for on-going service but the enrollments could not be replaced due to County-wide provider closures and parent health concerns about sending children to school during the pandemic. ELC staff are currently enrolling all pending referrals to the program and will continue to transfer children into School Readiness whenever possible throughout FY21.

***\$10,000,000 decrease to budgeted VPK allocation to reflect likely actual usage:***

ELC projects actual VPK allocation utilization will be approximately \$10 million below the total in FY21 due to widespread pandemic-related provider closures over the summer. As of October, VPK enrollments are ramping up closer to expected "normal" levels, but a straight-line projection of the current trajectory indicates that will only be sufficient to utilize approximately \$30 million, or 75% of the total available. Outreach to increase participation is in progress. Staff reduced the budget to reflect this projection in order to re-calibrate the organization's funding mix for program support and administrative costs.

**2. Expenses:**

***\$575,501 additional expense to add staff to strengthen operations and meet new program needs:***

OEL's belated award in October 2020 of \$9.8 million for new waitlist enrollments created a race against the fiscal year clock to enroll approximately 2,000 new children into School Readiness from the waitlist by June 30, 2021 during challenging pandemic conditions. To accomplish this task, ELC will need to hire additional program funded staff as outlined in the chart below. In addition, OEL Pre School Development Grant for Mental Health Supports mandates that ELC add new capacity (as opposed to using existing capacity) that expand services, so 3 short term grant-funded positions will be filled.

In order to assist with this time sensitive expansion, staff also propose to add additional administrative roles in HR and Quality Assurance.

The FY21 cost of these new positions, assuming January start dates, is estimated at \$575,501 (\$1,151,002 annualized). The additional roles are sustainable if funding remains flat. Total organizational administrative costs will remain low and within contract restrictions at 3.64% of total revenues with these changes.

A proposed comparative staffing plan is below and an organizational chart showing the job functions of the new positions is attached.

## FY 2021 Staffing Plan

Business Unit	FY 2021 Approved June 2020	FY 2021 Proposed	FTE Change	Notes
CEO	2.0	2.0	0.0	2 QA Spec, 1 HR Assistant
Finance & Contracts	9.0	9.0	0.0	
Operations	9.0	12.0	3.0	
IT	6.0	6.0	0.0	
CPO	1.0	1.0	0.0	
<b>Total Admin FTE</b>	<b>27.0</b>	<b>30.0</b>	<b>3.0</b>	
Provider Payments	12.0	14.0	2.0	2 Reimbursement Spec 3 Provider Rel Spec 1 CCR&R/ Cust Serv Mgr 8 Eligibility Spec, 1 Mgr 1.5 PDG Mental Health
Provider Rel	6.0	9.0	3.0	
Customer Service	21.0	22.0	1.0	
Eligibility	58.0	67.0	9.0	
Quality & Education	28.5	30.0	1.5	
<b>Total Program FTE</b>	<b>125.5</b>	<b>142.0</b>	<b>16.5</b>	
<b>Total Budget FTE</b>	<b>152.5</b>	<b>172.0</b>	<b>19.5</b>	

***\$200,000 Placeholder in Consultants for a cadre of 10-15 contracted individual CLASS Observers:***

In December 2020 ELC will secure a cadre of individual CLASS Observers to conduct program assessments at provider sites in the second half of the fiscal year. OEL requires that all contracted providers receive a program assessment each year in order to participate in the School Readiness Program. On-site observations have been paused since the onset of the pandemic in March 2020 and consultants be required to supplement staff observers in order to complete the work by the June 30, 2021 deadline. ELC successfully deployed this same approach in previous years. Staff will include pandemic health protocols in each contract and are currently evaluating whether and when the observations may safely begin.

***\$1,245,903 unallocated expense funding may be used for additional slots at year end.***

Approximately \$1.2 million for operating expenses, including nearly \$600K in one time funds to support CARES fund administration remains unallocated following adjustments for actual YTD expenditures and savings realized from staff vacancies in budgeted positions. Unused unallocated OEL funds will be re-allocated to slot costs before they expire on June 30, 2021 and local funding on the government fiscal year (October through September) may be carried forward to the first quarter of FY22, as appropriate.

**Supporting Documents:**

- Draft FY2021 Budget Amendment #2
- Three Year Financial Comparison Including FY2021 Budget Amendment #2
- Draft Amendment #2 vs FY21 Year to Date Actuals
- Utilization Projections
- Updated Organizational Chart

# FY2021 Amendment #2 Budget by Business Activity



**Revenue:**

	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021
	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Quality and Education Activities	Administration	Total Budget
OEL School Readiness	\$ 49,986,959	\$ 5,280,355	\$ 3,014,750	\$ 3,382,726	\$ 61,664,790
OEL School Readiness Match Pool	5,489,738	-	-	-	5,489,738
OEL Preschool Development Grant	-	-	407,056	21,424	428,480
OEL-CLASS Observations	-	-	-	-	-
OEL-CARES	8,636,600	-	7,559,667	580,229	16,776,496
OEL - Voluntary Pre-K	29,125,868	873,776	-	291,259	30,290,903
OEL - VPK Monitoring & Outreach	-	-	-	50,388	50,388
CSC - Income Eligible	4,133,565	344,464	-	114,821	4,592,850
CSC - Vulnerable Populations	3,841,065	320,089	-	106,696	4,267,850
Broward County- Income Eligible	1,491,168	139,797	-	46,599	1,677,564
Broward County - Special Needs	591,316	55,436	-	18,479	665,231
DCF Entrant	-	-	-	-	-
Univ of Florida Lastinger Ctr	-	-	35,000	-	35,000
Local Match: United Way & Cities	500,000	-	-	-	500,000
BECE Conf & Miscellaneous	206,000	-	130,000	-	336,000
<b>Total Revenue</b>	<b>\$ 104,002,280</b>	<b>\$ 7,013,916</b>	<b>\$ 11,146,473</b>	<b>\$ 4,612,621</b>	<b>\$ 126,775,290</b>

**Expense:**

**Child Care Slots & Incentives**

OEL - School Readiness	\$ 49,986,959				\$ 49,986,959
OEL - School Readiness Match	5,489,738				5,489,738
OEL - CARES First Responders	8,636,600				8,636,600
OEL - Voluntary Pre-K	29,125,868				29,125,868
CSC - Income Eligible	4,133,565				4,133,565
CSC - Vulnerable Populations	3,841,065				3,841,065
Broward County-Income	1,491,168				1,491,168
Broward County - Special Needs	591,316				591,316
DCF Entrant	-				-
Local Match: United Way & Cities	500,000				500,000
Learning Pods Collaborative	206,000				206,000
Stipends & Grants to Providers	-		6,838,167		6,838,167
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 104,002,280</b>	<b>\$ -</b>	<b>\$ 6,838,167</b>	<b>\$ -</b>	<b>\$ 110,840,447</b>

**Sub Recipient Operating Expenses**

School Board of Broward County	-		\$ 1,192,800	-	\$ 1,192,800
Children's Forum	-		80,900	\$ 20,000	100,900
211 Broward		\$ 337,000	-	125,000	462,000
<b>Total Sub Recipient Operating</b>	<b>\$ -</b>	<b>\$ 337,000</b>	<b>\$ 1,273,700</b>	<b>\$ 145,000</b>	<b>\$ 1,755,700</b>

**ELC Operating Expenses**

Staff Costs		\$ 6,054,868	\$ 2,270,488	\$ 2,684,181	\$ 11,009,537
Attorneys	-		-	104,000	104,000
Auditors	-		-	31,000	31,000
Temporary Staff	-		-	-	-
Consultants		33,600	341,500	59,788	434,888
Staff & Board Travel		(0)	621	75,000	75,621
Insurance		26,233	7,624	7,624	41,481
Office Rent & Utilities		276,280	86,096	79,596	441,973
Office Machines & Storage		-	-	10,085	10,085
Software Licenses		56,228	52,155	135,857	244,241
Phones/Internet/Web Page		36,047	10,499	10,499	57,046
Cell Phones		(0)	(0)	40,002	40,002
Sponsorships & Memberships		-	5,000	48,214	53,214
Quality & Education Books & Training		-	100,000	-	100,000
Fees, Supplies & Other Costs		4,811	15,887	163,904	184,603
Computers & Software		-	-	56,600	56,600
Furniture & Fixtures		-	-	2,253	2,253
Depreciation		-	-	-	-
Unallocated Budget Only		188,848	144,735	959,018	1,292,601
<b>Total ELC Operating</b>	<b>\$ -</b>	<b>\$ 6,676,916</b>	<b>\$ 3,034,606</b>	<b>\$ 4,467,621</b>	<b>\$ 14,179,143</b>

**Total ELC & Sub Recipient**

	\$ -	\$ 7,013,916	\$ 4,308,306	\$ 4,612,621	\$ 15,934,843
--	------	--------------	--------------	--------------	---------------

<b>Total Expense</b>	<b>\$ 104,002,280</b>	<b>\$ 7,013,916</b>	<b>\$ 11,146,473</b>	<b>\$ 4,612,621</b>	<b>\$ 126,775,290</b>
----------------------	-----------------------	---------------------	----------------------	---------------------	-----------------------

<b>Revenue Over Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ PAGE 18</b>
-----------------------------	-------------	-------------	-------------	-------------	-------------------

<b>Percent Total Expenses</b>	<b>82.04%</b>	<b>5.53%</b>	<b>8.79%</b>	<b>3.64%</b>	<b>100.00%</b>
-------------------------------	---------------	--------------	--------------	--------------	----------------

# Proposed FY2021 Budget Three Year Comparison



	FY2019	FY2020	FY21	FY21	FY21	+/-	
	FY2019 Actual	FY2020 Preliminary Actual (Unaudited)	FY2021 Preliminary Approved June	FY2021 Amendment 1 Approved September	FY2021 Amendment 2 (Proposed)	Change Amendment 2 over Amendment 1	
<b>Revenue:</b>							
OEL School Readiness	\$ 52,575,264	\$ 59,334,724	\$ 52,142,391	\$ 51,825,587	\$ 61,664,790	\$ 9,839,203	For Waitlist Enrollment
OEL School Readiness Match Pool	2,774,949	5,185,581	5,185,581	5,489,738	5,489,738	-	
OEL Preschool Development Grant		265,519	265,519	328,541	428,480	99,939	For Mental Health Supports
OEL-CLASS Observations	253,237	114,480	250,000	-	-	-	
OEL-CARES Pandemic Relief		2,947,389		10,176,117	16,776,496	6,600,379	For CARES Grants & 1st Responders
OEL - Voluntary Pre-K	40,120,101	38,963,870	40,290,903	40,290,903	30,290,903	(10,000,000)	Projected un-used Allocation
OEL - VPK Monitoring & Outreach	71,358	72,455	72,142	50,388	50,388	-	
CSC - Income Eligible	2,670,951	6,641,041	4,592,850	4,592,850	4,592,850	-	
CSC - Vulnerable Populations	2,687,509	3,951,523	4,017,850	4,017,850	4,267,850	250,000	FY20 Carryforward
Broward County- Income Eligible	1,291,274	2,141,397	1,677,564	1,677,564	1,677,564	-	
Broward County - Special Needs	632,429	495,025	665,231	665,231	665,231	-	
DCF Entrant	278,756	184,057	-	-	-	-	
Univ of Florida Lastinger Ctr	41,701	38,530	-	-	35,000	35,000	Online Training Stipends
Local Match: United Way & Cities	573,318	533,313	500,000	500,000	500,000	-	
BECE Conf & Miscellaneous	54,084	73,671	65,000	336,000	336,000	-	
<b>Total Revenue</b>	<b>\$ 104,024,932</b>	<b>\$ 120,942,575</b>	<b>\$ 109,725,031</b>	<b>\$ 119,950,769</b>	<b>\$ 126,775,290</b>	<b>\$ 6,824,521</b>	
<b>Expense:</b>							
<b>Child Care Slots &amp; Incentives</b>							
OEL - School Readiness	\$ 44,131,821	\$ 49,069,426	\$ 42,233,340	\$ 41,918,812	\$ 49,986,959	\$ 8,068,147	Waitlist Enrollment
OEL - CCEP/ School Readiness Match	2,492,128	5,185,581	5,185,581	5,489,738	5,489,738	-	
OEL- CARES Pandemic Relief		2,555,271		4,556,120	8,636,600	4,080,480	1st Responder Slots (Sunsets Dec)
OEL - Voluntary Pre-K	38,577,120	37,462,725	38,741,253	38,741,253	29,125,868	(9,615,385)	Projected Un-used Allocation
CSC - Income Eligible	2,415,705	5,929,314	4,133,565	4,133,565	4,133,565	-	
CSC - Vulnerable Populations	2,501,477	3,610,433	3,616,065	3,616,065	3,841,065	225,000	FY20 Carryforward
Broward County- Income Eligible	1,147,799	1,925,666	1,491,168	1,491,168	1,491,168	-	
Broward County - Special Needs	580,258	469,544	591,316	591,316	591,316	-	
DCF Entrant Refugee Program	250,472	162,911	-	-	-	-	
Local Match: United Way & Cities	573,318	533,312	500,000	500,000	500,000	-	
Learning Pods Collaborative	-	-	-	-	206,000	206,000	Learning Pods Ended Oct
Stipends and Grants to Providers	516,755	2,542,604	350,000	4,782,987	6,838,167	2,055,180	CARES Phase I-III & Pending IV
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 93,186,854</b>	<b>\$ 109,446,786</b>	<b>\$ 96,842,288</b>	<b>\$ 105,821,024</b>	<b>\$ 110,840,447</b>	<b>\$ 5,019,423</b>	
<b>Sub Recipient Expense</b>							
School Board of Broward County	-	-	100,000	1,245,300	1,192,800	\$ (52,500)	K Transition Paused
Family Central	99,433	-	-	-	-	-	
Nova Southeastern University	65,563	-	-	-	-	-	
Children's Forum	89,546	\$ 88,903	\$ 100,900	\$ 100,900	100,900	-	
211-Broward	711,094	427,750	462,000	462,000	462,000	-	
<b>Total Sub Recipient Expense</b>	<b>\$ 965,635</b>	<b>\$ 516,653</b>	<b>\$ 662,900</b>	<b>\$ 1,808,200</b>	<b>\$ 1,755,700</b>	<b>\$ (52,500)</b>	
<b>ELC Expense</b>							
Salaries & Benefits	\$ 7,640,213	\$ 9,344,340	\$ 10,434,036	\$ 10,434,036	\$ 11,009,537	\$ 575,501	Addl 19.5 FTE Starting January
Attorneys	71,916	68,400	90,000	90,000	104,000	14,000	ERISA Law Specialist
Auditors	18,100	33,480	33,450	31,000	31,000	-	
Temporary Staff	257,454	12,085	-	-	-	-	
Consultants	365,193	155,781	160,936	337,936	434,888	96,952	Includes CLASS Observers
Staff & Board Travel	94,535	64,762	75,000	75,000	75,621	621	Adj. To Actuals
Insurance	14,509	19,833	30,000	30,000	41,481	11,481	Adj. To Actuals
Office Rent & Utilities	345,161	428,257	445,673	445,673	441,973	(3,700)	Adj. To Actuals
Office Machines & Storage	50,456	12,152	14,865	14,865	10,085	(4,780)	Adj. To Actuals
Software Licences	84,381	142,271	172,468	252,195	244,241	(7,954)	Adj. To Actuals
Internet & Phones	70,992	88,514	93,896	67,485	57,046	(10,439)	Adj. To Actuals
Cell Phones	40,468	63,104	60,124	60,124	40,002	(20,122)	Adj. To Actuals
Sponsorships & Memberships	46,159	49,680	49,680	52,710	53,214	504	Adj. To Actuals
Quality & Education Books & Training	-	75,978	100,000	100,000	100,000	-	
Other Operating Costs	261,199	304,605	301,321	233,823	184,603	(49,220)	Fewer Supplies/Printing w/ Telework
Computer Equipment & Software	93,715	75,952	50,000	50,000	56,600	6,600	Adj. To Actuals
Office Move & Outfitting Costs	358,855	19,525	-	-	2,253	2,253	Adj. To Actuals
Depreciation	14,663	3,916	-	-	-	-	
Unallocated (Budget Only)			108,394	46,698	1,292,601	1,245,903	Unused Portion to Slots at Year End
<b>Total ELC Expense</b>	<b>\$ 9,827,967</b>	<b>\$ 10,962,634</b>	<b>\$ 12,219,843</b>	<b>\$ 12,321,545</b>	<b>\$ 14,179,143</b>	<b>\$ 1,857,599</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 10,793,603</b>	<b>\$ 11,479,287</b>	<b>\$ 12,882,743</b>	<b>\$ 14,129,745</b>	<b>\$ 15,934,843</b>	<b>\$ 1,805,099</b>	
<b>Total Expense</b>	<b>\$ 103,980,457</b>	<b>\$ 120,926,074</b>	<b>\$ 109,725,031</b>	<b>\$ 119,950,769</b>	<b>\$ 126,775,290</b>	<b>\$ 6,824,521</b>	
<b>Revenue over Expense</b>	<b>\$ 44,475</b>	<b>\$ 16,501</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>	

## Proposed Amendment #2 vs Year to Date Actual



	FY21	October	Balance	%	
	FY2021 Amendment 2 (Proposed)	October 2020 Actual	Remaining Balance	% YTD Expenditures	Notes
<b>Revenue:</b>					
OEL School Readiness	\$ 61,664,790	\$ 22,936,439	\$ 38,728,351	37%	High due to pandemic, slowing
OEL School Readiness Match Pool	5,489,738	891,627	4,598,111	16%	Interchangeable with SR Funds
OEL Preschool Development Grant	428,480	-	428,480	0%	Activities pending OEL approval
OEL-CARES Pandemic Relief	16,776,496	12,571,751	4,204,746	75%	Program set to sunset in Dec
OEL - Voluntary Pre-K	30,290,903	6,294,199	23,996,704	21%	Low due to pandemic, ramping up
OEL - VPK Monitoring & Outreach	50,388	2,423	47,965	5%	Monitoring Activity is Seasonal
CSC - Income Eligible	4,592,850	1,204,427	3,388,424	26%	Interchangeable with SR Funds
CSC - Vulnerable Populations	4,267,850	837,080	3,430,770	20%	Enrolling & Transferring to SR all Year
Broward County- Income Eligible	1,677,564	672,402	1,005,162	40%	Interchangeable with SR Funds
Broward County - Special Needs	665,231	138,275	526,956	21%	Enrolling & Transferring to SR all Year
DCF Entrant	-	-	-	0%	Contract Sunset in FY20
Univ of Florida Lastinger Ctr	35,000	335	34,665	1%	Stipend Activity is Seasonal
Local Match: United Way & Cities	500,000	246,162	253,838	49%	Municipal Commitments Recd Oct
BECE Conf & Miscellaneous	336,000	286,017	49,983	85%	Learning Pod Program Ended Oct
<b>Total Revenue</b>	<b>\$ 126,775,290</b>	<b>\$ 46,081,135</b>	<b>\$ 80,694,156</b>	<b>36%</b>	
<b>Expense:</b>					
<b>Child Care Slots &amp; Incentives</b>					
OEL - School Readiness	\$ 49,986,959	\$ 19,580,787	30,406,172	39%	YTD Slots @85% of total allocation
OEL - CCEP/ School Readiness Match	5,489,738	891,627	4,598,111	16%	
OEL- CARES Pandemic Relief	8,636,600	6,897,619	1,738,982	80%	Program set to sunset in Dec
OEL - Voluntary Pre-K	29,125,868	5,958,638	23,167,230	20%	Low due to pandemic, ramping up
CSC - Income Eligible	4,133,565	1,102,493	3,031,072	27%	
CSC - Vulnerable Populations	3,841,065	718,929	3,122,136	19%	Enrolling & Transferring to SR all Year
Broward County- Income Eligible	1,491,168	597,690	893,478	40%	Interchangeable with SR
Broward County - Special Needs	591,316	122,911	468,405	21%	Enrolling & Transferring to SR all Year
DCF Entrant Refugee Program	-	-	-	0%	Sunset FY20
Local Match: United Way & Cities	500,000	105,603	394,397	21%	Contributions actually received
Learning Pods Collaborative	206,000	210,150	(4,150)	102%	CSC to cover overage
Stipends and Grants to Providers	6,838,167	4,637,166	2,201,001	68%	Cares Phase IV pending Dec
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 110,840,447</b>	<b>\$ 40,823,614</b>	<b>\$ 39,610,661</b>	<b>37%</b>	
<b>Sub Recipient Expense</b>					
School Board of Broward County	1,192,800	1,192,800	\$ -	100%	
Children's Forum	100,900	22,313	78,587	22%	Billing delay
211-Broward	462,000	141,203	320,797	31%	
<b>Total Sub Recipient Expense</b>	<b>\$ 1,755,700</b>	<b>\$ 1,356,316</b>	<b>\$ 399,384</b>	<b>77%</b>	
<b>ELC Expense</b>					
Salaries & Benefits	\$ 11,009,537	\$ 3,315,127	\$ 7,694,410	30%	
Attorneys	104,000	18,601	85,399	18%	
Auditors	31,000	17,000	14,000	55%	Audit in Progress
Temporary Staff	-	-	-	0%	
Consultants	434,888	29,756	405,132	7%	CLASS Observers pending Jan
Staff & Board Travel	75,621	1,525	74,096	2%	Local travel pending Jan
Insurance	41,481	11,256	30,225	27%	
Office Rent & Utilities	441,973	135,377	306,595	31%	
Office Machines & Storage	10,085	3,265	6,820	32%	
Software Licences	244,241	67,865	176,376	28%	
Internet & Phones	57,046	37,864	19,182	66%	More cost effective vendors pending
Cell Phones	40,002	19,997	20,005	50%	Hotspot costs expected to decline
Sponsorships & Memberships	53,214	4,980	48,234	9%	Seasonal expenditures
Quality & Education Books & Training	100,000	-	100,000	0%	Placeholder for books for kids
Other Operating Costs	184,603	82,355	102,248	45%	One time purchases for reopening
Computer Equipment & Software	56,600	7,645	48,955	14%	
Office Move & Outfitting Costs	2,253	1,026	1,226	46%	
Unallocated (Budget Only)	1,292,601	-	1,292,601	0%	
<b>Total ELC Expense</b>	<b>\$ 14,179,143</b>	<b>\$ 3,753,639</b>	<b>\$ 10,425,505</b>	<b>26%</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 15,934,843</b>	<b>\$ 5,109,955</b>	<b>\$ 10,824,888</b>	<b>32%</b>	
<b>Total Expense</b>	<b>\$ 126,775,290</b>	<b>\$ 45,933,569</b>	<b>\$ 50,435,550</b>	<b>36%</b>	

## SCHOOL READINESS 4 YEAR UTILIZATION FY 2019 -2022

**New Enrollments from Waitlist:**  
800 Invitations/month

**Funding Changes:**  
+8M for Waitlist Enrollments

**Assumptions:**  
Daily Average Cost forecast reflects current actual trends.  
OEL Waivers Expire December 31, 2020



### Fiscal Year 2020-21

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
A	Jul-20	23	100%	11,173	-145	\$25.29	6,347,945	152,235	6,500,180	(43,871)	6,456,309
A	Aug-20	21	100%	11,345	+172	\$23.37	5,567,577	-	5,567,577	(48,565)	5,519,012
A	Sep-20	22	100%	10,923	-422	\$21.59	4,386,299	802,967	5,189,266	(50,627)	5,138,639
A	Oct-20	22	100%	10,557	-366	18.69	4,196,492	144,567	4,341,059	(40,649)	4,300,409
P	Nov-20	21	94%	10,705		22.69	4,817,339	284,151	5,101,491	(52,565)	5,048,926
P	Dec-20	23	94%	10,852		20.18	4,753,627	284,151	5,037,778	(52,288)	4,985,490
P	Jan-21	21	94%	11,000		20.71	4,499,621	284,151	4,783,773	(47,741)	4,736,032
P	Feb-21	20	94%	11,147		20.69	4,328,825	284,151	4,612,977	(45,468)	4,567,509
P	Mar-21	23	94%	11,295		20.65	5,079,432	284,151	5,363,583	(52,288)	5,311,296
P	Apr-21	22	94%	11,443		20.66	4,916,336	284,151	5,200,488	(50,014)	5,150,473
P	May-21	21	94%	11,590		20.67	4,747,999	284,151	5,032,150	(47,741)	4,984,409
P	Jun-21	22	94%	11,875		20.80	5,139,462	294,151	5,433,613	(53,281)	5,380,332
Average Enrollments (Baseline)				11,159						Projected Total	\$ 61,578,836
Increase to baseline FY21 over FY20				(195)						Budget	61,579,654
										<b>Surplus(Deficit)</b>	<b>\$ 818</b>
Increase to baseline FY21 over FY17				1,763	(FY17 Baseline= 9,396)					<b>CSC Carry-Over</b>	
										<b>Surplus(Deficit)</b>	<b>\$ 818</b>

### Fiscal Year 2021-22

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
P	Jul-21	23	94%	11,743	-132	\$23.19	5,918,808	344,464	6,263,272	(53,666)	6,209,606
P	Aug-21	22	94%	11,643	-100	21.70	5,213,196	344,464	5,557,660	(59,831)	5,497,829
P	Sep-21	21	94%	11,576	-67	19.49	4,392,448	344,464	4,736,911	(55,903)	4,681,008
P	Oct-21	23	94%	11,509	-67	18.23	4,397,450	427,862	4,825,312	(42,485)	4,782,827
P	Nov-21	21	94%	11,442	-67	20.84	4,578,574	427,862	5,006,436	(56,507)	4,949,929
P	Dec-21	22	94%	11,375	-67	18.54	4,211,077	427,862	4,638,939	(53,765)	4,585,174
P	Jan-22	23	94%	11,308	-67	21.79	5,240,498	427,862	5,668,360	(56,209)	5,612,151
P	Feb-22	20	94%	11,241	-67	21.82	4,478,055	427,862	4,905,917	(48,878)	4,857,039
P	Mar-22	22	94%	11,174	-67	21.81	4,932,586	427,862	5,360,448	(53,765)	5,306,682
P	Apr-22	22	94%	11,104	-70	21.81	4,901,238	427,862	5,329,100	(53,765)	5,275,335
P	May-22	21	94%	11,004	-100	21.84	4,619,828	427,862	5,047,690	(51,322)	4,996,369
P	Jun-22	22	94%	11,004	+	22.00	4,898,112	427,862	5,325,974	(57,277)	5,268,697
Average Enrollments (Baseline)				11,344						Projected Total	\$ 62,022,645
Increase to baseline FY21 over FY20				185						Budget	61,273,564
										<b>Surplus(Deficit)</b>	<b>\$ (749,081)</b>
Increase to baseline FY21 over FY17				1,948	(FY17 Baseline= 9,396)					<b>CSC Carry-Over</b>	\$ -
										<b>Surplus(Deficit)</b>	<b>\$ (749,081)</b>

## FIRST RESPONDERS PROGRAM UTILIZATION FY 19-20 & 20-21

**New Enrollments from Waitlist:**

**Funding Changes:**

**Assumptions:**

Enrollments Paused 7/31/2020

Daily Average Cost forecast reflects current actual trends.

Projected total days paid at 100% Jul-Oct 20

Parent Fee Suspension Jul-Oct 20 \$500K

No Attrition or Absences \$900K



No Additional CSC Billing

### Fiscal Year 2019-20

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Provider Bonuses	Total First Responder	Match	Net Billable
A	Jul-19	23									
A	Aug-19	22									
A	Sep-19	21									
A	Oct-19	23									
A	Nov-19	21									
A	Dec-19	22									
A	Jan-20	23									
A	Feb-20	20									
A	Mar-20	22									
A	Apr-20	22	100%	223	+223	22.12	-	108,500	108,500		108,500
A	May-20	21	100%	1,059	+836	18.48	-	411,000	411,000		411,000
A	Jun-20	22	100%	2,040	+981	44.72	1,279,824	727,000	2,006,824		2,006,824
Average Enrollments (Baseline)				1,107							
										Projected Total	\$ 2,526,324
										Budget	4,100,000
										<b>Surplus(Deficit)</b>	<b>\$ 1,573,676</b>

### Fiscal Year 2020-21

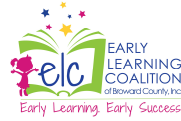
Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Provider Bonuses	Total First Responder	Match	Net Billable
A	Jul-20	23	100%	2,467	+427	\$36.24	1,281,725	774,500	2,056,225		2,056,225
A	Aug-20	21	100%	2,773	+306	33.20	1,320,086	613,000	1,933,086		1,933,086
A	Sep-20	22	100%	2,640	-133	28.26	1,320,137	321,000	1,641,137		1,641,137
P	Oct-20	22	100%	2,559	-81	27.00	1,238,437	281,500	1,519,937		1,519,937
P	Nov-20	21	94%	2,480	-79	\$27.40	1,180,498	246,861	1,427,358		1,427,358
P	Dec-20	23	94%	2,404	-76	\$26.58	1,253,257	216,484	1,469,740		1,469,740
P	Jan-21	21	94%								
P	Feb-21	20	94%								
P	Mar-21	23	94%								
P	Apr-21	22	94%								
P	May-21	21	94%								
P	Jun-21	22	94%								
Average Enrollments (Baseline)				2,554			\$ 7,594,139	\$ 2,453,344			
										Projected Total	\$ 10,047,483
										Budget	8,636,600
										<b>Surplus(Deficit)</b>	<b>\$ (1,410,883)</b>

# SCHOOL READINESS UTILIZATION FY 2018 -2019-2020

## Children Services Council Vulnerable Population Contracts

**New Enrollments from Waitlist:**  
 Current Waitlist: 125  
 Enrolling 15 Children/Mo Oct20 - May21

**Funding Changes:**



**Assumptions:**  
 Parent Fee Suspension Apr-Oct \$35K  
 No Attrition or Absences \$65K

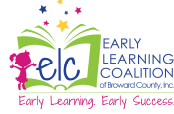
Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day		Total Slots	Adjustments	Net Billable
A	Oct-19	23	565	-19	25.76		334,718		334,718
A	Nov-19	21	501	-64	26.90		282,984		282,984
A	Dec-19	22	483	-18	25.67		272,779		272,779
A	Jan-20	23	461	-22	26.07		276,388		276,388
A	Feb-20	20	484	+23	25.66		248,358		248,358
A	Mar-20	22	479	-5	26.69		281,299		281,299
A	Apr-20	22	467	-12	27.51		282,666		282,666
A	May-20	21	482	+15	27.65		279,921		279,921
A	Jun-20	22	447	-35	26.11		256,772		256,772
							Projected Total	\$	2,515,886
							FY20 CSC Contract Year Bud	\$	2,611,433
							<b>Surplus(Deficit) End of ELC FY20</b>	\$	<b>95,547</b>
A	Jul-20	23	411	-71	27.43		259,323		259,323
A	Aug-20	21	397	-14	25.45		212,198		212,198
A	Sep-20	22	254	-143	25.20		140,820		140,820
							Projected Total	\$	612,341
							FY20 CSC Contract Year Bud		1,004,632
							<b>Surplus(Deficit) ELC FY21 Quarter 1</b>	\$	<b>392,291</b>
							<b>Total Surplus(Deficit) Life of Contract</b>	\$	<b>487,838</b>
P	Oct-20	22	197	-57	25.33		109,761		109,761
P	Nov-20	22	245	+48	28.20		152,018		152,018
P	Dec-20	21	295	+50	28.21		174,731		174,731
P	Jan-21	23	345	+50	26.08		206,915		206,915
P	Feb-21	20	393	+48	26.41		207,576		207,576
P	Mar-21	22	439	+46	28.28		273,084		273,084
P	Apr-21	21	491	+52	27.49		283,458		283,458
P	May-21	23	545	+54	27.23		341,365		341,365
P	Jun-21	21	594	+49	26.85		334,871		334,871
							Projected Total	\$	2,083,779
							FY20 CSC Contract Year Bud	\$	2,893,414
							<b>Surplus(Deficit) End of ELC FY21</b>	\$	<b>809,636</b>
P	Jul-21	22	638	+199	27.82		390,537		390,537
P	Aug-21	21	684	+46	27.60		396,433		396,433
P	Sep-21	20	703	+19	30.05		422,450		422,450
							Projected Total	\$	1,209,420
							FY20 CSC Contract Year Bud		964,471
							<b>Surplus(Deficit) ELC FY22 Quarter 1</b>	\$	<b>(244,948)</b>
							<b>Total Surplus(Deficit) Life of Contract</b>	\$	<b>564,687</b>



# SCHOOL READINESS UTILIZATION FY 2018 -2019-2020

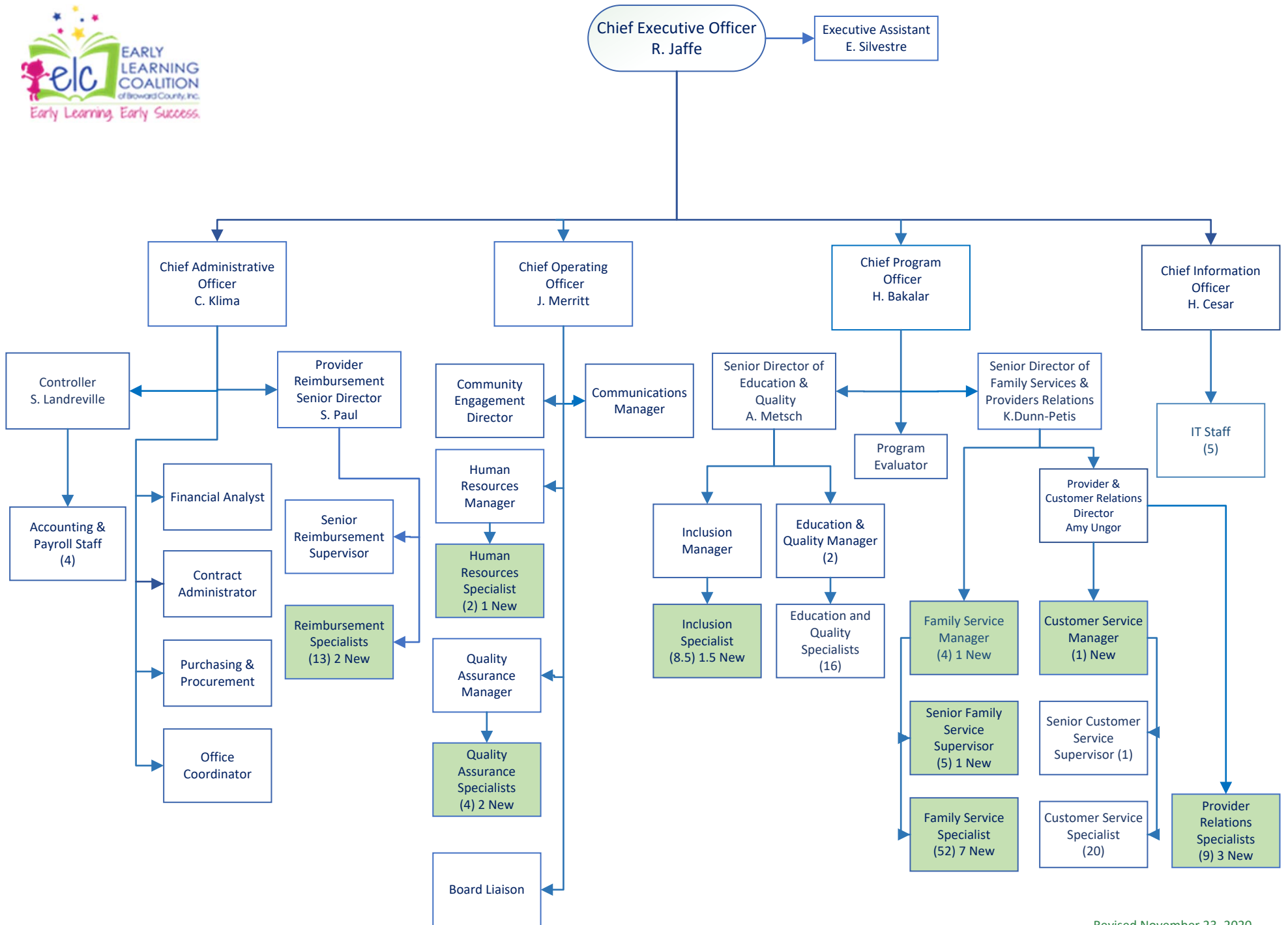
## Broward County Children Services Board Special Need Contract (COSPN)

**New Enrollments from Waitlist:**      **Funding Changes:**  
 Enrolling all 8 Children per Month Nov 2020 to Jun 2021



**Assumptions:**  
 Parent Fee Suspension Apr-Oct      \$14K  
 No Attrition or Absences      \$29K

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	Total Slots	Adjustments	Net Billable
A	Oct-19	23	86	-11	23.62	46,727		46,727
A	Nov-19	21	64	-22	25.62	34,429		34,429
A	Dec-19	22	64	+	23.06	32,471		32,471
A	Jan-20	23	56	-8	23.16	29,827		29,827
A	Feb-20	20	51	-5	25.33	25,840		25,840
A	Mar-20	22	50	-1	25.72	28,296		28,296
A	Apr-20	22	49	-1	27.27	29,401		29,401
A	May-20	21	49	+	29.01	29,846		29,846
A	Jun-20	22	53	+4	26.63	31,056		31,056
<b>Projected Total</b>								<b>\$ 287,894</b>
<b>FY20 SPN Contract Year Bud</b>								<b>\$ 442,500</b>
<b>Surplus(Deficit) End of ELC FY20</b>								<b>\$ 154,606</b>
A	Jul-20	23	49	+	32.47	36,589		36,589
A	Aug-20	21	49	+	34.27	35,268		35,268
A	Sep-20	22	49	+	27.58	29,732		29,732
<b>Projected Total</b>								<b>\$ 101,589</b>
<b>FY20 SPN Contract Year Bud</b>								<b>\$ 147,500</b>
<b>Surplus(Deficit) ELC Quarter 1 FY21</b>								<b>\$ 45,911</b>
<b>Total Surplus(Deficit) Life of Contract</b>								<b>\$ 200,517</b>
A	Oct-20	22	41	-8	27.07	24,415		24,415
P	Nov-20	22	50	+9	26.73	29,405		29,405
P	Dec-20	21	59	+9	26.90	33,329		33,329
P	Jan-21	23	68	+9	26.60	41,609		41,609
P	Feb-21	20	76	+8	25.83	39,258		39,258
P	Mar-21	22	84	+8	26.26	48,531		48,531
P	Apr-21	21	91	+7	26.13	49,930		49,930
P	May-21	23	100	+9	28.48	65,503		65,503
P	Jun-21	21	102	+2	28.22	60,444		60,444
<b>Projected Total</b>								<b>\$ 392,424</b>
<b>FY20 SPN Contract Year Bud</b>								<b>\$ 443,487</b>
<b>Surplus(Deficit) End of ELC FY21</b>								<b>\$ 51,063</b>
P	Jul-21	22	101	+1	29.14	64,748		64,748
P	Aug-21	21	100	-1	28.06	58,931		58,931
P	Sep-21	20	99	-1	28.89	57,194		57,194
<b>Projected Total</b>								<b>\$ 180,872</b>
<b>FY20 SPN Contract Year Bud</b>								<b>\$ 147,829</b>
<b>Surplus(Deficit) ELC Quarter 1 FY22</b>								<b>\$ (33,043)</b>
<b>Total Surplus(Deficit) Life of Contract</b>								<b>\$ 18,020</b>





ITEM#/MEETING	FIN212RB3 / FINANCE
MEETING DATE:	12/1/20
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Empower Finance Committee to Authorize Change to Maximum Provider Reimbursement Rate Proposal to the Highest Sustainable Level Pending Updated Financial Data That May Become Available in Between Board Meetings December 2020 to February 2021.</b>
AS RECOMMENDED BY	None
FINANCIAL IMPACT:	None
ELC STAFF LEAD	C. Klima

**Background Information:**

On June 25, 2020, the Board approved a proposal to increase ELC’s Maximum Provider Reimbursement Rate by \$2.50 per day per child for children ages birth to five (not yet in kindergarten) pending OEL approval. Since that time, OEL has declined to approve the proposal on two occasions because of the following:

- 1) The funding on which Broward’s proposal was based on had not yet been fully awarded for FY21 at the time of staff’s first submission in June and sustainability could not be confirmed.
- 2) Extraordinarily high slot expenditures during the first and second quarter of the fiscal year due to pandemic-related State waivers of copays and restrictions on the number of paid absences put ELC Broward on a deficit trajectory (based on a straight line projection) once the FY21 awards were finalized in October and sustainability could still not be confirmed. The waivers are set to expire on December 31, 2020, but uncertainty remains about whether they may be extended as the pandemic surge takes shape.

Meanwhile OEL has earmarked a \$50 million funding pool to support rate increases Statewide. However, no allocation methodology or implementation timeline for this funding has been finalized so Broward will continue to pursue approval for an increase independently.

**Current Status:**

Since slot expenditures have been gradually coming into better alignment with annual award allocations since schools re-opened and OEL started to phase out some of the absence waiver allowances in October, staff anticipate being able to demonstrate sustainability of the current rate increase proposal as early as January, when the proposal will be submitted to OEL for a third review in January.

Depending on how much expenditures slow down, and whether or not the State actually allows copay and other waivers to expire, staff may even be able to submit a higher rate increase proposal if sustainability can be confirmed. In that event, staff would require Board authorization for a revised provider rate increase request, but the Board is not scheduled to meet again until February 2021.

Therefore, staff request that the Committee recommend that the Board empower the Finance Committee to convene a special meeting between the December and February Board meetings to approve a revised request for the maximum sustainable rate increase amount available for a January submission date to OEL.

**Recommendation:**

Recommend that the Board empower the Finance Committee to authorize changes to Broward’s Maximum Provider Reimbursement Rate proposal to the highest sustainable level pending updated financial data that may become available in between Board meetings from December 2020 to February 2021

# Maximum Provider Reimbursement Rate Increase Impact Chart

Impact of Rate Increases on Percentile <sup>1</sup> & Income Eligible Slots <sup>2</sup>				Impact on Non-School Readiness		Cost	
	Amount Increase Per Child Per Day	Average Rates as a Percentile of Marketplace (Non-School Age, Includes 3% Tiered Differential)	Income Eligible Slots <sup>3</sup>	Special Needs Slots	CSC Vulnerable Pop Slots	Cost of Lost Slots All Programs <sup>2</sup>	Average % Increase
<b>Current</b>	\$ -	<b>60th (with 3% tier)</b>	<b>8792</b>	<b>46</b>	<b>438</b>	\$ -	
	\$ 1.00	62nd	-341	-1	-23	\$ 1,629,325	7%
	\$ 2.00	64th	-681	-3	-47	\$ 3,259,082	10%
<i>Current Proposal</i>	<b>\$ 2.50</b>	<b>65th</b>	<b>-786</b>	<b>-3</b>	<b>-56</b>	<b>\$ 4,103,295</b>	<b>12%</b>
	\$ 3.00	66th	-1020	-4	-68	\$ 4,888,261	14%
	\$ 4.00	69th	-1361	-8	-90	\$ 6,517,061	18%
	\$ 5.00	71st	-1701	-9	-112	\$ 8,145,939	21%
	\$ 6.00	73rd	-2040	-11	-133	\$ 9,775,581	25%
<b>Federal Target</b>	<b>\$ 7.00</b>	<b>75th</b>	<b>-2378</b>	<b>-12</b>	<b>-156</b>	<b>\$ 11,405,161</b>	<b>28%</b>
	\$ 8.00	77th	-2719	-13	-180	\$ 13,035,009	32%
	\$ 9.00	79th	-3059	-15	-189	\$ 14,664,284	36%

*1 Most recently available market rate survey is 2017. 2019 survey is pending release by OEL.*

*Estimates Calculated Using Actual Provider Payment Data from January 2020*

## Proposed Rate Increase Fact Sheet:

<p><b>Federal Child Care and Development Block Grant (CCDBG) funding reimbursement rate mandates:</b></p>	<ul style="list-style-type: none"> <li>• Local reimbursement rates must <b>ensure that families receiving subsidies have sufficient buying power</b> (equal access) for most of the same or similar services available to all other private pay families within the local marketplace</li> <li>• States must analyze regional private pay market rates <b>every two years.</b></li> <li>• Rates set <b>at or above the 75<sup>th</sup> percentile</b> of local private pay market rates ensure equal access</li> </ul>
<p><b>Florida Mandates and Market Surveys:</b></p>	<ul style="list-style-type: none"> <li>• Local reimbursement rates for federally funded School Readiness program are <b>set by local Coalitions with OEL approval</b></li> <li>• Market Rate Surveys Conducted for <b>2017, 2015 &amp; 2013.</b> 2019 Pending</li> <li>• Average rates statewide are about <b>25-35% below the federal 75<sup>th</sup> percentile target</b></li> </ul>
<p><b>South Florida ELC Rates Compared to Local Market Rates:</b></p>	<ul style="list-style-type: none"> <li>• <b>ELC Broward:</b> 25% below the 75<sup>th</sup> percentile</li> <li>• <b>ELC Miami:</b> 15-25% below the 75<sup>th</sup> percentile</li> <li>• <b>ELC Palm Beach:</b> 25-45% below the 75<sup>th</sup> percentile</li> </ul>
<p><b>History of Rate Increases in Broward:</b></p>	<ul style="list-style-type: none"> <li>• <b>2007</b> First rate increase after ELC inception to better align with market</li> <li>• <b>2013</b> Rate increase averaging 44 cents per day per child approved to increase slot funding to meet new requirement to spend 78% of SR allocation on slots. (Total cost \$1.7M)</li> <li>• <b>2019</b> Rate increase \$2 per day per child for all non-school age children</li> </ul>
<p><b>Providers Likely to Benefit from a rate increase:</b></p>	<ul style="list-style-type: none"> <li>• 146/166 providers serving infants <b>(88%)</b></li> <li>• 275/315 providers serving toddlers <b>(87%)</b></li> <li>• 313/370 providers serving 2 year olds <b>(85%)</b></li> <li>• 320/389 providers serving 3 year olds <b>(82%)</b></li> <li>• 319/519 providers serving 4 year olds <b>(61%)</b></li> <li>• 247/428 providers serving 5 year olds <b>(58%)</b> (not yet in kindergarten)</li> </ul>

**EARLY LEARNING COALITION OF  Broward**   
**DAILY PAYMENT-RATE SCHEDULE (Effective  March 1, 2019 )**

Full-Time Daily Rates (Completed by COALITION)								
CARE CODE	Description	Licensed or Exempt Centers and Public/Non-Public Schools	Gold Seal Differential	Licensed Family Child Care Homes	Gold Seal Differential	Registered Family Child Care Homes	Gold Seal Differential	Informal Providers
(INF)	<12 MTH	30.80	6.16	27.54	5.51	N/A	N/A	N/A
(TOD)	12<24 MTH	27.07	5.41	27.54	5.51	N/A	N/A	N/A
(2YR)	24 <36 MTH	26.73	5.35	27.50	5.50	N/A	N/A	N/A
(PR3)	36 <48 MTH	25.17	5.03	25.22	5.04	N/A	N/A	N/A
(PR4)	48 <60 MTH	24.88	4.98	25.22	5.04	N/A	N/A	N/A
(PR5)	60 <72 MTH	24.88	4.98	25.22	5.04	N/A	N/A	N/A
(SCH)	In School	20.00	4.00	19.80	3.96	N/A	N/A	N/A
(SPCR)	Special Needs	35.43	7.09	32.65	6.53	N/A	N/A	N/A

Part-Time Daily Rates (Completed by COALITION)								
CARE CODE	Description	Licensed or Exempt Centers and Public/Non-Public Schools	Gold Seal Differential	Licensed Family Child Care Homes	Gold Seal Differential	Registered Family Child Care Homes	Gold Seal Differential	Informal Providers
(INF)	<12 MTH	23.10	4.62	20.66	4.13	N/A	N/A	N/A
(TOD)	12<24 MTH	20.30	4.06	20.66	4.13	N/A	N/A	N/A
(2YR)	24 <36 MTH	20.05	4.01	20.63	4.13	N/A	N/A	N/A
(PR3)	36 <48 MTH	18.88	3.78	18.92	3.78	N/A	N/A	N/A
(PR4)	48 <60 MTH	18.66	3.73	18.92	3.78	N/A	N/A	N/A
(PR5)	60 <72 MTH	18.66	3.73	18.92	3.78	N/A	N/A	N/A
(SCH)	In School	15.00	3.00	14.85	2.97	N/A	N/A	N/A
(SPCR)	Special Needs	26.57	5.31	24.49	4.90	N/A	N/A	N/A

## FYI 1 – Cash Disbursements

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

### Cash disbursement for August 2020

Vendor Name	Amount	Purpose
211 Broward	33,740.47	July 2020 Sub-Contractor Payment
Abila	1,550.00	Zelle Utility Consulting Fee
ADP, Inc.	1,639.87	Processing Charges for PE 7/11/20 and 7/25/20
Business Card	2,206.10	Bank of America Ops Purchases C. Klima (No Individual Items > \$1,000)
Business Card - Insight Public Sector	6,738.24	Tableau Desktop Yearly License
Business Card - AT&T	2,423.86	July 2020 Cell Phone and Data Services
Business Card - SurveyMonkey	1,800.00	Annual Renewal 8/2/20 to 8/1/21
Citrix Systems, Inc.	21,141.00	Cloud Storage Services 7/1/20 to 6/30/21
Colonial Life & Accident Insurance	7,304.31	July 2020 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 8/1 - 8/30/20
Dell Marketing L.P.	1,600.00	Laptop Computer for Controller
Dell Marketing L.P.	3,300.00	Monitors for Working from Home
Jacob C. Jackson, P.A.	3,249.00	July 2020 Legal Services
M. Hanson & Company, Inc.	1,226.29	Laminate Cabinet and Installation Fee Deposit
The Children's Forum	24,053.20	June 2020 Sub-Contractor Payment
The Hartford	7,737.00	Workers' Compensation Insurance for 9/10/20 - 9/10/21 Renewal
Lincoln National Life Insurance Co.	6,559.33	August 2020 Employee Health Benefits
Lincoln National Life Insurance Co.	3,722.89	September 2020 Employee Health Benefits
Webauthor.com LLC	5,000.00	CRM Software License and Hosting for August 2020

## FYI 2 – Cash Disbursements

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

### Cash disbursement for September 2020

Vendor Name	Amount	Purpose
ADP, Inc.	2,732.46	Processing Charges for PE 8/8/20, 8/22/20, 9/5/20
Association of Early Learning Coalitions	22,150.00	Annual Membership Renewal for FY 20/21
Business Card	977.22	Bank of America Ops Purchases C. Klima (No Individual Items > \$1,000)
Business Card - Intermedia	2,803.61	Email Hosting for August 2020
Business Card - Intermedia	2,804.14	Email Hosting for September 2020
Colonial Life & Accident Insurance	4,869.54	August 2020 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 9/1 - 9/30/20
Fort Lauderdale Crown Center, LLC.	30,384.14	September 2020 Rent for Suite 301
Guardian	8,977.04	September 2020 Employee Health Benefits
Jacob C. Jackson, P.A.	7,334.00	August 2020 Legal Services
Mitel Cloud Services	4,227.36	September 2020 Telephone Services
Mitel Cloud Services	4,030.85	October 2020 Telephone Services
Paul H. Brookes Publishing Co, Inc.	1,666.75	ASQ-3 Starter Kits
Teaching Strategies, LLC	19,425.00	GOLD Assessment Portfolios for Providers



## FYI 3 – Cash Disbursements

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

### Cash disbursement for October 2020

Vendor Name	Amount	Purpose
211 Broward	32,190.63	September 2020 Sub-Contractor Payment
ADP, Inc.	1,963.74	Processing Charges for PE 9/19/20 & 10/03/20
Bluejean Software, Inc.	2,375.00	Cloud Hosting and Maintenance & Support for August 2020
Bluejean Software, Inc.	1,275.00	Cloud Hosting and Maintenance & Support for July 2020
Bluejean Software, Inc.	1,550.00	Cloud Hosting and Maintenance & Support for September 2020
Business Card	4,553.96	Bank of America Ops Purchases C. Klima (No Individual Items > \$1,000)
Business Card - AT&T	2,084.54	August 2020 Cell Phone and Data Charges
Business Card - OnTime Telecom	2,800.00	Robocall Software for Pre-Recorded Phone Calls
Business Card - Udemy	1,200.00	Online Training Platform Licenses for FY 21
Business Card - AT&T	5,521.01	September 2020 Cell Phone and Data Charges
Business Leadership Institute	6,250.00	September 2020 Professional Development Training Services
Colonial Life & Accident Insurance	4,891.00	September 2020 Employee Health Benefits
Colonial Life & Accident Insurance	4,790.50	October 2020 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 10/1 - 10/31/20
Dell Marketing L.P.	2,997.00	Laptops for Family Services Employees
Dell Marketing L.P.	5,795.00	Laptops/Docking Stations for Family Services Employees
Fort Lauderdale Crown Center, LLC.	30,384.14	October 2020 Rent for Suite 301
Fort Lauderdale Crown Center, LLC.	30,384.14	November 2020 Rent for Suite 301
Guardian	8,954.50	October 2020 Employee Health Benefits
Guardian	8,581.22	November 2020 Employee Health Benefits
Jacob C. Jackson, P.A.	4,902.00	September 2020 Legal Services
Mitel Cloud Services	4,011.91	November 2020 Telephone Services
The Devereux Foundation	14,300.00	June 2020 Staff Training for FLIP It Support Strategy Training Model
The Hartford	5,235.00	Additional WC Insurance 9/10/20 - 9/10/21
The Lincoln National Life Insurance	9,752.77	October 2020 Employee Health Benefits
The Lincoln National Life Insurance	6,583.50	November 2020 Employee Health Benefits
Webauthor.com LLC	5,000.00	CRM Software License and Hosting for September 2020
Webauthor.com LLC	5,000.00	CRM Software License and Hosting October 2020

## ELC Match YTD Match Fundraising Report FY21

Funder	Response	Amount
Coconut Creek	Approved	\$ 25,690
Cooper City	Not Approved	-
Coral Springs (Community Chest)	Approved	500
Dania Beach	Not Approved	-
Davie	Funding Not Available	-
Deerfield Beach	Not Approved	-
Ft. Lauderdale	Approved	41,249
Hallandale Beach	Approved	10,000
Hollywood	Not Approved	-
Lauderdale By The Sea	Approved	2,000
Lighthouse Point	Approved	1,000
Lauderdale Lakes	Not Approved	
Lauderhill	Funding not Available	
Margate	Approved	1,000
Miramar	Approved	5,000
North Lauderdale	Approved	5,000
Oakland Park	Application in Process	10,000
Parkland	Approved	3,000
Pembroke Park (Town)	Not Approved	
Pembroke Pines	Approved	35,000
Plantation	Not Approved	
Pompano Beach	Approved	22,500
Tamarac	Not Approved	
Sunrise	Approved	55,890
Southwest Ranches	Not Approved	
West Park	Not Approved	
Weston	Application in Process	5,000
Wilton Manors	Application in Process	10,000
<b>Total Municipalities</b>		<b>\$ 232,829</b>
United Way	Contract Executed	130,000
Child Care Providers	Commitments Received	300,000
Broward County	Contract Executed	1,490,872
CSC	Contract Executed	3,336,037
<b>Total All Match</b>		<b>\$ 5,489,738</b>

