



Early Learning Coalition of Broward County, Inc.

Board Meeting Agenda

1475 W. Cypress Creek Rd., Ft. Lauderdale, FL 33309, **December 19, 2019 – 2:00 pm**

Meeting Call-In Number: 1 (669) 224-3412 Access Code: 924-261-285

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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.

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	Guest: Shan Goff, Executive Director, OEL – Q & A Session on EFS Modernization and Reconciliation		
IX.	Finance Committee		Nicholas Kaniaris, Finance Chair Christine Klima, CAO
X.	Audit Committee		Rich Campillo, Audit Committee Chair Christine Klima, CAO
XI.	Nominating Committee		Ellie Schrot, Nominating Committee Chair Perry Borman, COO

XII.	Governance Committee		Michael Asseff, Governance Chair Perry Borman, COO
XIII.	Program Review Committee		Cindy Arenberg-Seltzer, PRC Chair Howard Bakalar, CPO
XIV.	Provider Representative Update		Cara Cerchione; Beverley Batson
XV.	FYI Items <ul style="list-style-type: none"> • 2020 BECE Flyer (NEW) 47 • Legislative Priorities (NEW) 48 • Strategic Plan Executive Summary - FY19/20 49 • Wait List Report 53 • ELC Contracts FY 19/20 54 • Cash Disbursements 55 • ELC Match Funding Chart FY 19/20 57 • Education and Quality Training Calendar FY 19/20 58 • Community Events attended FY 19/20 59 • Board Calendar FY 19/20 61 • Board Committee Member List FY 19/20 62 • Board Meeting Attendance FY 19/20 63 • Glossary of Terms 65 		
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Please Note: Agenda subject to revisions and additions per the discretion of the Chair of the Coalition. Notification will be sent of any such revisions or additions. **Members of the Public:** Please sign up at the entry desk for public comments to be made on particular agenda items no later than five minutes after the Coalition meeting has been called to order.

CEO Report – Board Meeting – December 19, 2019

Broward Early Childhood Education Conference (BECEC) – February 1, 2020

The ELC's Broward Early Childhood Education Conference is being held on Saturday, February 1, 2020 at Broward College North Campus. The theme of the conference (which begins at 7:30 am and ends at 3:30 pm) is *"Stand Up and Be Counted."* The theme was chosen to correspond with the upcoming census, and there will be a brief presentation on the importance of participating in the census. Our keynote speaker this year will be world-record setting pilot Barrington Irving. He impressed the crowd as a featured speaker last year, speaking about his experiences growing up in inner city Miami, becoming a pilot, his worldwide adventures, and how he uses these adventures to advance an exciting STEM-based curriculum in classrooms throughout the nation. Captain Irving will also be conducting two workshop sessions for attendees. His sessions will be part of the more than 45 morning and afternoon workshops offered to early educators and administrators. We expect more than 800 attendees and hope you can join us at the conference.

Legislative/Advocacy Update

As the Florida State Legislature Committee Meetings continue throughout November and December, we have been actively involved with the legislative process. Staff has met with State Senators and Representatives here in Broward as well as in Tallahassee and have voiced our legislative priorities and recommendations. Some of these include an increase in the Base Student Allocation for VPK, counting learning gains made during the VPK year, evaluating the socio-emotional development of the child, as well as administering a Kindergarten Readiness tool at the end of VPK year before summer slide (instead of at the beginning of the Kindergarten year).

ELC Broward is also working with Broward Days, a nonprofit group advocating for the needs and concerns of residents of Broward County. The ELC will join the Broward County Board of Commissioners, the League of Cities, business community, and other non-profit service leaders to meet with the Florida Legislature during an annual multi-day forum in Tallahassee. The ELC has been an active participant in the Children and Families Impact Team through policy workshops and our legislative priorities have been incorporated into the overall Broward Days agenda.

In addition, ELC is also working with the United Way of Florida, the Children's Forum and their statewide partners to participate in the annual Florida Children's Week Summit to bring attention to, and advocate for, the diverse needs of Florida's children. The event features a multi-day gathering of statewide ELC associations, state agencies, non-profit organizations, and business partners to discuss policy changes, host town halls, and meet with legislative leaders.

New ELC website

ELC has begun the project of revamping the ELC Broward website (www.elcbroward.org). We have been working with a web designer and are in the process of creating a new site map with updated content and website design. We hope to demo the new website at the February 13th board meeting with a targeted go-live date near the end of February.

CRM Update

ELC staff previously received approval from the board to proceed with procurement of a Customer Relationship Management (CRM) system which involve two public Request for Quote (RFQ) notifications. The first is for the CRM platform. The intent of the second RFQ was for Consulting Services to configure the system specifically to the needs of the ELC. The first RFQ was published September 16th on the ELC website. The ELC received responses from Salesforce and Webauthor. The rating committee which included Twan Russell and Michael Asseff met on November 21st to evaluate the responses. The committee recommended awarding the contract to Webauthor based on the overall result of the evaluation scorecards. The ELC is working with the vendor to complete the agreement. The goal is to begin utilizing the CRM system by February 2020. While ELC had originally planned to issue a second RFQ for consulting services, Webauthor's project scope and quote includes both the CRM system as well as the configuration so a second RFQ is not necessary. Additionally, their quote for the system and configuration is below the budgeted amount approved for this

contract and within the threshold of the CEO's signing authority. The ELC anticipates adding a Phase II financial component later in 2020 which may require board approval.

Registration Fees

On July 1, 2019, changes to the Florida Administrative Code Rules (Rule 6M-4.500) went into effect authorizing Early Learning Coalitions to begin reimbursing child care providers for registration fee costs if they are part of the provider's private pay rate schedule as documented in the provider's contract. Unfortunately, OEL has not yet created a mechanism in the EFS Mod system or developed guidelines that the Coalitions need to implement this rule, and none of the Coalitions are currently able to process registration fee reimbursement payments. OEL acknowledges that the unresolved issues in the EFS Mod system will likely delay implementation for several more months, but they will likely permit the Coalitions to make reimbursement retroactive as soon as the functionality comes on line. OEL also confirms that retroactive registration fees owed to providers may be applied against amounts providers may owe the ELC due to overpayments made during FY 2019 when all School Readiness reimbursements were paid with estimates. OEL has not provided a timeline for completion of the registration fee component in EFS Modernization.

Look Before You Lock

In 2013, Broward became the third county in Florida to pass a law requiring all child care centers to install safety alarms in their vans to prevent a tragic death when a child is left alone and forgotten in a vehicle. Across the U.S. so far in 2019, there have been 51 child heatstroke fatalities. Tragically, in late July, a two-year old boy died of heatstroke after being left in a van at Ceresa's Daycare and Preschool in Oakland Park.

ELC is partnering with the Children's Services Council of Broward County on a "Look Before You Lock" outreach and education campaign to be launched by February 2020 that is directed at parents and providers in order for the community to remain vigilant on this issue. The ELC is also working with Child Care Licensing in Broward to conduct no nonsense safety trainings for providers as well. Going forward, other community partners will be approached about the relaunch of this campaign.

Provider Q and A Session with the CEO

On November 20th the ELC re-introduced Q & A sessions for ELC's provider community. Providers were given the opportunity to ask any questions they may have to the CEO. There were 30 providers who signed up in advance to attend and 14 who showed up. Overall it was productive and the group, including ELC staff, agreed it would be beneficial to hold these sessions every other month prior to the PLAN meeting. All questions and answers from the meeting will be compiled, posted and shared with the entire ELC provider community.

Improving Services for Parents and Providers

Feedback from parents visiting the ELC's main office suggests that a common barrier for them is lack of access to computers and scanners to access the portal for SR services and upload required documents. By January 21, 2020, ELC has a plan to install computers and scanners at 10 of the School Readiness largest providers (by volume). This plan includes establishing office hours for ELC staff to rotate to those locations and training staff in all 10 centers on how to use the equipment and assist parents through the process. In addition, ELC staff recently met with the Director of the Broward County Library system to discuss a strategic partnership that would leverage specific library locations for a similar purpose. Staff have tentatively identified 4 library locations, based on a heat map of where families utilizing SR services live.

Prosperity Broward

ELC is excited to be a new member of the Prosperity Broward Initiative, led by The Greater Fort Lauderdale Alliance along with partners such as Broward College, OIC of South Florida, and many more community partners and municipalities. Prosperity Broward will take an innovative approach to job training, employment, and support services in six targeted zip codes (33023, 33069, 33309, 33311, 33313, and 33319). In addition to job training, recruitment, and mentoring, the project includes include creating an inventory of wrap-around support services in areas such as transportation, childcare assistance, and other social services in order to ensure residents' workforce success. The program is also designed to

deliver long-term economic benefits to our communities, the hiring of skilled candidates by corporate employers, on-going guidance of a success coach, and provision of those on-going wrap-around support services.

At a planning meeting on Saturday, December 7th over two dozen business groups, non-profit organizations, government agencies, and providers of higher education came together to create the model and framework for the project, which will align targets and goals with **Six Pillars** and Broward County's Community Strategic Plan. The ELC looks forward to being a participant in this endeavor and collaborating on ways to increase child care services and promote school readiness to the families we serve in those areas.

Provider Survey

ELC staff are in the initial planning stages of conducting a Broward County early childcare provider survey. The scope is still being refined but the intent is to solicit feedback on general challenges of providers, training needs, input on the awareness and effectiveness of current ELC services, communication, etc. We expect the survey administration will include a combination of face-to-face, phone and electronic feedback. ELC will engage an external resource to help in the development and administration of the survey.

Going Paperless for Board Meetings

Beginning with the 12/19/19 board meeting, ELC staff will make the board packet accessible via laptops that will be set up for each board and committee meetings. We expect to have 8-10 laptops available for the first meeting (so its first come first serve) and may have more available in the future. The movement towards becoming paperless for board and committee meetings will be a gradual shift but our intent is to print less and move to 100% paperless for board meetings.

Read for the Record Award

Broward County has been recognized nationally as the *Read for the Record* District of the Year Award. As one of the longest standing partners of the campaign, Broward had the widest participation within a single county with more than 1,000 participating volunteers. The ELC is proud to be one of the lead partners in the annual campaign.

Update on Governor appointed Private Sector Board Seat

A local Broward county business executive has applied to the open Governor appointed private sector board seat (vacated by the resignation of Ms. Dolly Rump). The appointment office of the Governor's office is not able to offer insight into timing of any decision regarding the evaluation of the application. As a result, ELC staff will recommend the Nominating Committee interview the applicant for a private sector board seat at its next Committee meeting in January. If this applicant is later approved by the full board they would remain in the private sector seat until at which time the Governor's office makes a decision. If approved by the Governor's office this member would be reclassified as a Governor appointee.



Early Learning Coalition of Broward County, Inc.

Board Meeting Minutes

October 3, 2019 – 8:30 am

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

Members in Attendance	Mason Jackson; Michael Asseff; Angela Iudica; Cindy Arenberg-Seltzer; Ellie Schrot; Khalil Zeinieh; Monica King; Richard Campillo; Twan Russell; Amy Reid; Beverley Batson; Cara Cerchione; William Karp; Renee Podolsky; Dawn Liberta; Laurie Rich Levinson;
Members Absent	Nicholas Kaniaris, Laurie Sallarulo
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Perry Borman, COO; Keisha Dunn-Pettis, Director of Family Services; Ely Silvestre, Executive Assistant
Others in Attendance	Jacob Jackson, General Counsel (on the phone)

Item	Action/Discussion
Welcome & Call to Order	Chair, Laurie Sallarulo was running late. First Vice Chair, Michael Asseff called the meeting to order at 8:46 am. Roll was called and a quorum was established.
ELC Impact Moment	A short video on the “Journey Around The World Event” at Greater Horizons Academy (Debi Palmisano, Owner) was shown. The video, created by ELC Communications Manager, Nora Emmanuel, provided an overview of this event that helped children learn about different cultures.
CEO Report	<p>ELC of Broward will be hosting a “Read for The Record” event at the ELC office on November 7, 2019, 6:00 PM – 8:00 PM. Our guest reader will be Senator Nan Rich and board member Laurie Rich Levinson who will read the book <i>“Thank you Omu!”</i>. A flyer/invitation will be sent out.</p> <p>There will be an addendum (related to the DCF contract) introduced during new business. The DCF contract was just received in the last 24 hours. This item was initially brought to the Executive/Finance Committee that gave approval to present the item directly to the board.</p>
<p>CONSENT AGENDA</p> <ul style="list-style-type: none"> a. Approve September 12, 2019 Meeting minutes b. B202CA1 – Approve Revised Data Security Policy (<i>separate link</i>) c. B202CA2 – Approve Telework Policy (<i>separate link</i>) d. B202CA3 – Approve Revised Background Screening Policy (<i>separate link</i>) 	<p>A Motion was made by Mason Jackson to approve all items on the Consent Agenda. Seconded by Richard Campillo. Unanimously approved.</p>

<p><i>link)</i></p> <ul style="list-style-type: none"> e. B202CA4 - Approve Auditor Engagement Letter for FY 18-19 Audit f. B202CA5 - Approve Procurement of a Qualified Certified Public Accounting Firm to Audit ELC Financial Statements and Prepare IRS Forms 990 and 5500 for a Five Year Cycle Beginning with Fiscal Year FY19/20 g. B202CA6 – Approve CSC Financially Assisted Child Care Contract Renewal h. B202CA7 – Approve CSC Vulnerable Populations Contract renewal i. B202CA8 – Approve August 2019 Financials j. B202CA9 – Approve Budget Amendment #2 k. B202CA10 – Approve Issuance of Child Care Business Professional Development RFP <i>(separate link)</i> 	
<p>NEW BUSINESS</p>	<p>The DCF contract amendment adds new money to the contract so that ELC is able to fund the slots that are already enrolled starting October 1.</p> <p>It is also ending the contract effective March 31. Last year DCF issued a procurement for a universal supplier for all of their refugee services including overseeing the childcare component.</p> <p>We received an additional \$280,000 to pay for slots between now and March 31.</p> <p>A Motion was made by Mason Jackson to approve the DCF amendment. Seconded by Ellie Schrot. Unanimously approved.</p>
<p>MATTERS FROM CHAIR</p>	<p>There was no discussion.</p>
<p>MATTERS FROM COMMITTEES</p>	<p>There was no discussion.</p>
<p>PUBLIC COMMENT</p>	<p>There was no discussion.</p>
<p>NEXT MEETING DATE</p>	<p>December 19, 2019 @ 2:00 pm</p>
<p>ADJOURN</p>	<p>Meeting adjourned at 8:58am</p>

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.

ITEM/MEETING	B203CA1/BOARD
DATE:	12/19/19
SUBJECT:	Board Member Committee additions
TIES TO PILLAR	Strengthen and Develop the ELC staff and Organization
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Dr. Amoy Reid to join the Nominating Committee and Ms. Beverley Batson to join the Audit Committee
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	NA
ELC STAFF LEAD	P. Borman

Background/History

According to the ELC Bylaws, the board shall elect Members to serve on the Nominating Committee and the Audit Committee.

Current Status

Both Dr. Amoy Reid and Beverley Batson are recent additions to the ELC Board. Given Dolly Rump’s resignation from the board, there is an opening on the Nominating Committee, for which Amoy Reid has expressed an interest. In addition, given her background and interest in accounting and finance, Beverley Batson has expressed an interest in the Audit Committee.

Summary/Recommendation:

ELC staff recommend that the board elect Amoy Reid to the Nominating Committee and Beverley Batson to the Audit Committee.

Supporting Documents

None

ITEM #/MEETING:	B202CA2/Board
DATE:	12/19/19
SUBJECT:	Update on Credit History Checks (Background screening)
FOR ACTION:	Yes
RECOMMENDED ACTION:	Delete reference to credit history check as part of current policy
FINANCIAL IMPACT:	None
PREVIOUS DISCUSSION:	Governance Committee 11/18/19; Board meeting 10/3/19; Governance Committee 9/16/19
ELC STAFF LEAD	HR

Background

An updated Background Screening Policy was recommended for approval by the Governance Committee at their 9/16/19 meeting and approved by the Board at the 10/3/19 board meeting.

At the 9/16/19 Governance meeting, the Committee discussed the issue of credit history checks after staff had recommended that the following sentence be deleted from the policy: *Employees are required to undergo a credit history check if they are issued a company credit card.* The rationale presented was that employees who have a fiduciary responsibility are required to be background screened annually (and therefore this was considered sufficient).

The Governance Committee approved the policy, however asked that:

- 1) the sentence related to credit checks remain in the policy and
- 2) staff seek input from OEL on their opinion/guidance on the issue of credit checks in addition to research any best practice information.

Research Findings

OEL

In a response to an inquiry from ELC staff, a representative from OEL responded that *OEL has issued no guidance to require initial or periodic credit history checks for CFOs or other staff handling money.* Rather, OEL’s grant award Exhibit I, Section Q.3 Insurance and risk mitigation, instructs each ELC to maintain fidelity bonding coverage for fiscal staff. Each ELC has the authority to set more restrictive background check requirements should they wish.

Society for Human Resource Management and National Association of Professional Background Screeners

In response to an email inquiry, the Society of Human Resource Management (SHRM) Research Department stated that based on a recent poll with their members, it appears that **of the 92% of organizations who conduct background checks of any type, 29% perform credit history checks.**

A recent survey from the National Association of Professional Background Screeners (NAPBS) found that while 95% of companies conduct some type of background check on job candidates, **16% of those organizations conduct credit or financial checks on all job candidates**, and almost one-third conduct credit checks on some candidates.

Credit checks tend to be most common when companies are hiring top managers or employees who work with money, such as accountants.

Summary

At the 11/18/19 Governance Committee meeting, the above research and OEL feedback was presented. The Committee approved the recommendation to the board to delete the following sentence from the policy: *“Employees are required to undergo a credit history check if they are issued a company credit card.”*

Supporting Documents

- 2019 Background Screening Policy

ITEM#/MEETING	B203CA3/BOARD
DATE:	12/19/19
SUBJECT:	Employee Self-Reporting Policy
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Employee Self-Reporting Policy
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Governance Committee – 11/18/19
ELC STAFF LEAD	P. Borman

Background

The “Employee Arrests and Criminal Charges” policy was last approved by the board on October 4, 2018 as part of a broader set of Human Resource Policies.

Current Status

In the policy approved by the board on 10/4/18, *“an employee who has been arrested or charged with any criminal offense while employed with the ELC is required to notify ELC **within 5 calendar days** of being arrested.”*

- In order to comply with changes in the 2019-2020 OEL Grant agreement, the “within 5 calendar days” has been changed to **“within 48 hours”**.
- The name of the Policy has changed from “Employee Arrests and Criminal Charges” to “Employee Self-Reporting” to encompass broader changes that coincide with the ELC Background Screening Policy (approved at the 10/3/19 Board meeting).
- The Self-Reporting Policy has been reviewed by legal counsel.

Summary

On 11/18/19 the Governance Committee approved the above changes to the Self-Reporting Policy.

Supporting Documents

- 2019 Employee Self-Reporting Policy

ITEM#/MEETING	B203CA4/BOARD
DATE:	12/19/19
SUBJECT:	Incident Reporting Policy
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Incident Reporting Policy
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Governance Committee – 11/18/19
ELC STAFF LEAD	P. Borman

Background

The Incident Reporting Policy which governs the identification, reporting and handling of incidents, accidents, occurrences concerning the ELC, its clients, service providers, interns and vendors was last approved by the ELC Board in September 2014.

Current Status

The policy was recently reviewed and modified to address some minor changes (which are noted in the addendum). The Incident Reporting Policy has been reviewed by legal counsel.

Summary

The Governance Committee recommends that the board approve the Incident Reporting Policy

Supporting Documents

- Addendum – Minor changes to Incident Reporting Policy
- Revised Incident Reporting Policy

Addendum

The following are the more substantive modifications made to the policy:

- Addition of including Interns to the scope of policy
- Addition of the following to the definition of reportable incident:
 - *the unauthorized use, access, distribution, theft, destruction, modification or removal of ELC, OEL or Client records, data or information. This definition shall also include the records, data or information of a Vendor or Contractor if the ELC has contracted with a Vendor or Contractor and has utilized said records, data or information in order to provide or facilitate services and/or programs to a Client, Contractor, Service Provider or ELC staff. This shall also include any intangible, proprietary, trade secrets or intellectual property.*
 - *the breach of information technology and/or data security utilized by or in the possession of the ELC, its Contractor, or its Vendor.*
- In event the Human Resource Director or Manager is the subject of the Report or Reportable Incident, the Reportable Incident or Incident Report shall go to the CEO
- If the Reportable Incident or Incident Report concerns a Member, then the Reporter may report the Reportable Incident and/or file an Incident Report with the Chair, the Board, or the applicable Board committee that would consider the matter pursuant to the Bylaws.
- Barring any statutory exemption(s) or a court order, Incident Reports are public record in accordance with applicable federal or Florida law.

ITEM/MEETING	B203CA5/BOARD
DATE:	12/19/19
SUBJECT:	ELC Bylaws
TIES TO PILLAR	Strengthen and Develop the ELC Staff and Organization
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Changes to Bylaws
AS RECOMMENDED BY:	Governance Committee – 11/18/19
FINANCIAL IMPACT:	None
ELC STAFF LEAD	P. Borman

Background:

In an effort to keep the ELC Bylaws current, the Governance Committee suggest modifications in the following three areas (based on recommendations from staff and discussion at the 11/18/19 Governance Committee):

- 1) Section 4.2 – Election and Terms of Office
- 2) Section 5.6 – Quorum
- 3) Section 6.1 – Standing Committees

1) Section 4.2 – Elections and Terms of Office

Section 4.2 begins:

Except for the Chair, each Officer shall be elected by a majority vote of the Board for a two (2) year term. No Officer may hold the same elected position for more than one (1) term of office. Terms of office shall coincide with the Coalition’s fiscal year. Election of Officers shall take place at the annual meeting in June of each fiscal year. If an Officer has resigned from their elected position, or if an Officer has been removed from their elected position by the Board more than (60) days prior to the June election date stated herein, the Board shall have special election at the next regularly scheduled Board meeting for said vacant office. In the event of a special election for a new Officer of the Board, the Nomination Committee shall oversee the nomination process in accordance with the Coalition Bylaws.

Issue

While the ELC benefits by electing a new slate of officers every two years, the sentence “No Officer may hold the same elected position for more than one (1) term of office” prevents ELC from leveraging the experience of longer tenured Members from serving in Officer positions that they may have held in the past.

Recommendation

- 1) Define the 2 (two) year term as “term of office” as in: *Except for the Chair, each Officer shall be elected by a majority vote of the Board for a two (2) year term (“term of office”).*
- 2) Change the next sentence to: *No Officer may hold the same elected position for more than one (1) term of office but may be elected to same position after a one (1) term absence from position.*

This promotes the rotation of a slate of officers and enables longer tenured members to run for an officer position they may have previously held.

The suggested revised paragraph 4.2 that contains the above recommendation is below (**changes in bold and underlined**).

*Except for the Chair, each Officer shall be elected by a majority vote of the Board for a two (2) year term (**“term of office”**). No Officer may hold the same elected position for more than one (1) term of office **but may be elected to the same position after a one (1) term absence from position**. Terms of office shall coincide with the Coalition’s fiscal year. Election of Officers shall take place Election of Officers shall take place at the annual meeting in June of each fiscal year. If an Officer has resigned from their elected position, or if an Officer has been removed from their elected position by the Board more than (60) days prior to the June election date stated herein, the Board shall have special election at the next regularly scheduled Board meeting for said vacant office. In the event of a special election for a new Officer of the Board, the Nomination Committee shall oversee the nomination process in accordance with the Coalition Bylaws.*

2) Section 5.6 - Quorum

Section 5.6 of the current bylaws states: “A majority of the Members shall constitute a quorum required to conduct business of the Coalition at any Board, Board committee, or special meeting. A majority of Members must be physically present at a Board Meeting in order to establish a quorum to conduct business and vote on matters before the Board. A quorum for a Board committee meeting may be established by audio or video attendance or participation in order to conduct business and vote on matters before a Board committee.”

Issue

While the physical presence of Board Members is preferred, the requirement to be physically present increases the chance that important business decisions voted on by the board will be delayed due to an inability to establish a quorum.

Furthermore, the requirement for physical presence creates an unnecessary burden on ELC staff, who have spent significant time in board meeting preparation, only to have a quorum potentially affected due to the inability of Board Members to be physically present based on last minute schedule changes or emergencies. Of the previous 7 board meetings, quorum was exceeded by only 1 Member in three meetings.

Background/Research

The Florida Statutes give Early Learning Coalitions the option of establishing a quorum through telecommunication:

- From 1002.83 (6) - *A majority of the voting membership of an early learning coalition constitutes a quorum required to conduct the business of the coalition. An early learning coalition may use any method of telecommunications to conduct meetings, including establishing a quorum through telecommunications, provided that the public is given proper notice of a telecommunications meeting and reasonable access to observe and, when appropriate, participate*

In addition, research on the bylaws from other ELC’s (see addendum) indicated that the option of “**telecommunication**” in the establishment of a quorum **is common**.

Recommendation

It is the preference that board members are physically present for meetings, however that might not always be possible. The Committee recommends that the ELC bylaws be amended to enable the use of telecommunication to establish a quorum for Board meetings. The following proposed language is suggested as a replacement for Section 5.6:

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

3) Section 6.1 – Standing Committees

Section 6.1 paragraph 1 of the current bylaws states:

The Board may establish or dissolve standing committees by majority vote of the Board. The term of membership on a standing committee for a Member shall be consistent with the fiscal year. Only Members appointed to a standing committee by the Chair or, if applicable, by the Board in accordance with the Coalition Bylaws may vote and act on matters coming before said committee. All standing committees of the Coalition, with the exception of the Audit Committee, shall be responsible for the delivery of committee recommendations and reports to the Executive Committee. Standing committees shall consist of the following:

Issue #1

Under the current bylaws, the Chair of the ELC Board appoints the chairs of the Audit Committee, the Nominating Committee and the Program Review Committee. Unlike “terms of office” for elected officers of the ELC, there are no term limitations stipulated in the bylaws for these committee chair appointments.

Recommendation

In order to promote board succession and board role rotations, leverage current experience, as well as to align with officer elections, ELC staff suggest that:

- 1) The appointments for these chair positions are for a two (2) year time period (“Committee Chair term”)
- 2) These Committee Chairs may be re-appointed to serve one additional consecutive Committee Chair term.

Issue #2

There is no language in the current bylaws that addresses the potential removal of a Chair (or member) of a Standing Committee.

The following is proposed language that incorporates both recommended changes:

Section 6.1

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

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

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

Supporting Documents

- Crosswalk of Bylaws changes
- Addendum on other ELC Bylaws
- Current ELC Bylaws – Redlined with proposed changes

Changes to Bylaws Crosswalk

ELC Bylaw Section	Current Bylaws	Suggested Change
4.2	<p><i>Except for the Chair, each Officer shall be elected by a majority vote of the Board for a two (2) year term. No Officer may hold the same elected position for more than one (1) term of office. Terms of office shall coincide with the Coalition’s fiscal year. Election of Officers shall take place at the annual meeting in June of each fiscal year. If an Officer has resigned from their elected position, or if an Officer has been removed from their elected position by the Board more than (60) days prior to the June election date stated herein, the Board shall have special election at the next regularly scheduled Board meeting for said vacant office. In the event of a special election for a new Officer of the Board, the Nomination Committee shall oversee the nomination process in accordance with the Coalition Bylaws.</i></p>	<p><i>Except for the Chair, each Officer shall be elected by a majority vote of the Board for a two (2) year term <u> (“term of office”)</u>. No Officer may hold the same elected position for more than one (1) term of office <u>but may be elected to the same position after a one (1) term absence from position.</u> Terms of office shall coincide with the Coalition’s fiscal year. Election of Officers shall take place at the annual meeting in June. of each fiscal year. If an Officer has resigned from their elected position, or if an Officer has been removed from their elected position by the Board more than (60) days prior to the June election date stated herein, the Board shall have special election at the next regularly scheduled Board meeting for said vacant office. In the event of a special election for a new Officer of the Board, the Nomination Committee shall oversee the nomination process in accordance with the Coalition Bylaws.</i></p>
5.6	<p><i>“A majority of the Members shall constitute a quorum required to conduct business of the Coalition at any Board, Board committee, or special meeting. A majority of Members must be physically present at a Board Meeting in order to establish a quorum to conduct business and vote on matters before the Board. A quorum for a Board committee meeting may be established by audio or video attendance or participation in order to conduct business and vote on matters before a Board committee.”</i></p>	<p><i>A majority of the Members shall constitute a quorum required to conduct business of the Coalition at any Board, Board committee, or special meeting. <u>Physical attendance at meetings of the Board of Directors is an expectation of membership. The Early Learning Coalition board may use any method of telecommunications to conduct committee or Board meetings, including establishing a quorum through telecommunication, provided that the public is given proper notice of the telecommunications meeting and reasonable access to observe, and when appropriate, participate.</u></i></p>
6.1	<p><i>The Board may establish or dissolve standing committees by majority vote of the Board. The term of membership on a standing committee for a Member shall be consistent with the fiscal year. Only Members appointed to a standing committee by the Chair or, if applicable, by the Board in accordance with the Coalition Bylaws may vote and act on matters coming before said committee. All standing committees of the Coalition, with the exception of the Audit Committee, shall be responsible for the delivery of committee recommendations and reports to the Executive Committee. Standing committees shall consist of the following:</i></p>	<p><i>The Board may establish or dissolve standing committees by majority vote of the Board. The term of membership on a standing committee for a Member shall be consistent with the fiscal year.</i></p> <p><i><u>Except as set forth in the Bylaws, there is no limit to the length of time a Member may serve on a Board standing committee, however, a Member of a standing committee who has either been appointed to said committee by the Chair of the Board or selected to a standing committee by a majority vote of the Board, whichever is applicable, may be removed by a majority vote of the Board after serving on a committee for 1 year, or at any time for violation of ethics and conduct as set forth in the Bylaws, Florida Statute or the ELC’s Code of Conduct or other applicable policies and procedures, or may be removed for lack of attendance. In the event a removal of a Member is due to the above mentioned reasons, such matter shall first go to the Governance Committee for review and consideration in accordance with Sections 3.5 and 3.7 of the Bylaws, whichever is applicable.</u></i></p>

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

1) Establishing quorum at **Board** and committee meetings via “telecommunication” and 2) Officer Terms and Committee Chair Terms

ELC	Establishing Quorum via telecommunication	Officer Terms and Committee Chair terms
Palm Beach County	<p><i>Every act on or decision made by a majority of Directors entitled to vote present at a meeting duly held at which a quorum is present, either physically or participating through a teleconference speaker phone call, shall be the act of the Board of Directors.</i></p>	<p><i>Other than the Chair (who shall serve for the length of his/her term), the term of an officer shall be two (2) years.</i></p> <p><i>Members of the Executive Committee shall serve for a term of one year, consistent with the nominations for and service as officers of the Corporation.</i></p> <p>Other Committee chair terms are not addressed.</p>
Miami-Dade	<p><i>A majority of the voting Members physically present or present through any method of telecommunications as set forth in Section 7.6 below shall constitute a quorum for the transaction of business at any meeting of the Board of Directors of the Coalition.</i></p> <p><u><i>Attendance by Communication Technology.</i></u> The Coalition may use any method of telecommunications to conduct meetings, including establishing a quorum through telecommunication, provided that the public is given proper notice of a telecommunications meeting and reasonable access to observe, and when appropriate, participate, Section 1002.83(6), Florida Statutes.</p> <p><i>Physical attendance at meetings of the Board of Directors is an expectation of membership. Notwithstanding the foregoing, if circumstances arise that prevent a Member from physically attending a meeting, such Member shall promptly notify the Coalition Board Liaison prior to the start of said meeting so that the Coalition can arrange for attendance by telecommunications methods.</i></p>	<p>Officers are appointed (not elected):</p> <p><i>Each appointed Officer shall hold office for the term to which appointed and until a successor has been appointed and qualified or until an earlier resignation, removal from office or death.</i></p> <p><i>Except for the Chair, who is appointed for a four-year term, each Officer shall be appointed for a three-year term. No Officer may hold the same office for more than two consecutive terms. Whenever possible, terms of office shall coincide with the Coalition's Fiscal Year (as hereinafter defined)</i></p> <p>Committee chair terms are not addressed.</p>
SW Florida	<p><i>The early learning coalition board may use any method of telecommunications to conduct meetings, including establishing a quorum through telecommunication, provided that the public is given proper notice of a telecommunications meeting and reasonable access to observe, and when appropriate, participate, s. 1002.83 (6), F.S.</i></p>	<p><i>Elected officers shall serve for a term of one year or until a successor is duly qualified and elected.</i></p> <p><i>Officers may serve in the same position for a maximum of four consecutive years; officers may be nominated to serve additional terms after a one-year break in service unless otherwise approved by the majority of the Coalition. The exception is the Chair who is appointed by the Governor.</i></p> <p><i>Committee chairs serve a one-year term. Chairs may be re-appointed to serve more than a one-year term.</i></p>

Pinellas	<i>The Early Learning Coalition board may use any method of telecommunications to conduct meetings, including establishing a quorum through telecommunication, provided that the public is given proper notice of a telecommunications meeting and reasonable access to observe, and when appropriate, participate.</i>	<p><i>Each elected officer...shall serve for a term of one year or until a successor is duly qualified and elected. Officers may serve in the same position for a maximum of two consecutive years with the exception of the Governor-appointed chair.</i></p> <p><i>Chairman of all committees shall be appointed by the Chair of the Coalition and approved by the Directors to serve for one year.</i></p>
Brevard	<i>A quorum can be met by the use of a conference call, providing that the public is given proper notice of a telecommunications meeting and reasonable access to observe, and when appropriate, participate. All recording requirements must be met.</i>	<p><i>Each elected officer shall take office at the end of the annual meeting where they will be installed and shall serve for a term of one year or until a successor is duly qualified and elected. Officers may serve in the same position for a maximum of two consecutive years.</i></p> <p>Committee chair terms are not addressed.</p>
Big Bend	<i>A member seeking to attend a meeting by teleconference shall inform the Board Chair or Chief Executive Officer of his/her intent to attend by teleconference at least twenty-four (24) hours before the meeting. The member participating by teleconference will be included in the majority of voting members necessary to constitute a quorum for the transaction of business.</i>	<p><i>Each elected officer... shall serve for a term of one (1) year or until a successor is duly elected. Officers may serve in the same position for a maximum of three (3) consecutive years excluding appointments made by the Governor.</i></p> <p><i>The ELC Board Chair shall appoint a committee Chair to serve for one (1) year.</i></p>
Polk	<i>The Board or Committee Chairs may allow and use any method of telecommunication to conduct meetings of the Board or a Committee to establish a quorum and to conduct the meeting provided that the public is given proper notice of a telecommunications meeting and reasonable access to observe and, when appropriate, participate in said meeting.</i>	<p><i>The Chair shall be appointed by the Governor. The Vice-Chair and the Secretary shall be elected by the Coalition Board and shall serve terms of two (2) years. No officer of the Coalition, except for the Chair, may hold the same office for more than two (2) consecutive two-year terms.</i></p> <p>Committee chair terms are not addressed.</p>

ITEM#/MEETING	B203CA6/ Board
MEETING DATE:	12/19/19
SUBJECT:	RFP for Business Development Training for Child Care Operators
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve selection of BLI for Business Development Training for Child Care Operators
FINANCIAL IMPACT:	Up to \$50,000
STAFF LEAD:	H. Bakalar

Background Information:

With ELC Board approval, a Request for Proposals (RFP) to provide Business Development Training Services for Child Care Operators was released on October 4, 2019. The RFP’s intent was to choose a contractor to improve the business operations and build the organizational infrastructure of childcare centers and family homes. A Pre-Bid Conference was held on October 21st and the RFP closed on November 6th. Two (2) responsive proposals were received from the Business Leadership Institute for Early Learning and Family Central, Inc.

The RFP Rating Committee was chaired by ELC Board member Khalil Zeinieh and included Board members Richard Campillo, Cara Cerchione and Dawn Liberta. Monica Menahem, Director of the A.D. Henderson Foundation, which supports early learning programs for children ages birth to eight, also participated in the evaluation process.

The Evaluation Committee reviewed both proposals in detail and applicant interviews were conducted with both organizations on November 18th. The Committee came to the following results:

Organization	Average Score
Business Leadership Institute	82.2
Family Central	73.0

Current Status

The Program Review Committee met December 4, 2019 and unanimously approved the Rating Committee’s recommendation to award the RFP to the Business Leadership Institute.

Recommendation

It is the recommendation of the Program Review Committee that the full ELC Board approve the RFP funding award to the Business Leadership Institute. The initial contract term for the current FY 2019/20 would begin in February 2020 and end June 2020, with two (2) optional 12-month renewal periods for FY 2020/21 and FY 2021/22 (subject to ELC Board approval). ELC staff will negotiate the start-up and subsequent contracts adhering to Program Review Committee members’ outcome suggestions, which were incorporated in the RFP. These outcomes include, by the end of the first full contract year:

- participants’ progress toward achievement of their individualized business plan goals;
- positive difference in their business’ financial viability;
- business knowledge gains through the use of skilled mentors;
- learning gains through individual workshops

ITEM#/MEETING	B203CA7/ BOARD
MEETING DATE:	12/19/19
SUBJECT:	Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve October 2019 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant
FINANCIAL IMPACT:	None
AS RECOMMENDED:	Finance Committee – 12/6/19
ELC STAFF LEAD	C. Klima

Background Information:

The Interim Financial Statements for the four-month period ending October 31, 2019 are attached for review.

Current Status:

Financial Highlights for the period are as follows:

1. Overall

After the first four months of fiscal year 2019-20, ELC is on track to continue the current pace of open enrollment for School Readiness services and to fully utilize all of its contract dollars by year end. ELC also continues to make progress toward becoming fully staffed by June 30, 2020. 141 out of a target 151 employees (FTE) were on board as of October 31. Year to date expenditures for slots and overall expenditures are 33% and 32% respectively, as expected.

2. Contract Utilization

The School Readiness Program is currently fully enrolled for the fiscal year, but continues to conduct limited open enrollment from the waitlist (approximately 100 new children each month) to replace children who discontinue services during the peak months for income-eligible re-determinations October 2019 through January 2020. ELC continues to closely monitor attrition going forward to determine if the pace should be adjusted.

Enrollments for the Voluntary Pre-Kindergarten Program continue to ramp up in alignment with the seasonal pattern that is typical for each year and ELC expects to fully utilize the funding allocation.

3. Operating Expenditures

ELC added 6 staff since July 1 and is in the process of hiring 10 additional FTEs for the year, so expenditures are approximately 6% below target as of October. Internal staff promotions filled many of the newly created positions in Family Services, IT and Quality Assurance, and the time required to backfill the resulting entry level openings left a portion of staffing budget untapped during the recruitment period. Funds that remain unspent by the fourth quarter of the fiscal year will be re-directed into child care slots by year end.

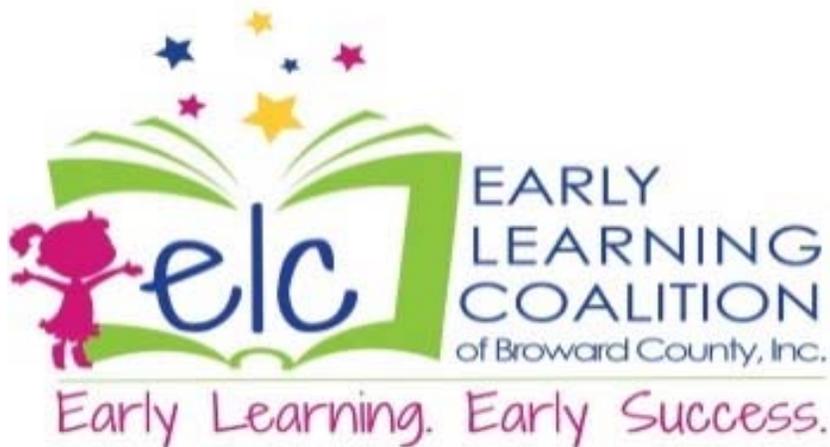
ELC has set aside approximately \$750K in unallocated funds to be used for provider registration fees when the system capacity to pay them comes online in the EFS Mod System. According to State Regulations, beginning July 1, 2019, the Early Learning Coalitions are required to reimburse providers up to \$75 per child per year for qualifying registration fees. Unfortunately, however, OEL has not yet created a mechanism in the EFS Mod system or developed guidelines that the Coalitions need to implement this rule, and none of the Coalitions are currently able to process payments for them. OEL acknowledges that the unresolved issues in the EFS Mod system will likely delay implementation for several more months, but they will permit the Coalitions to make reimbursement retroactively as soon as the functionality comes on line. OEL also confirms that retroactive registration fees owed to providers may be applied against amounts providers may owe the ELC due to overpayments made during FY 2019 when all School Readiness reimbursements were paid with estimates

Summary

The Finance Committee recommends that the Board approve the October 2019 Interim Financials.

Supporting Documents

October 2019 Interim Financial Statements and October 2019 Utilization Projection



Early Learning Coalition of Broward County, Inc.

INTERIM FINANCIAL STATEMENTS

FISCAL YEAR 2019-2020

For the Four Months Ended October 31, 2019

Submitted to the Board

December 19, 2019

As Recommended by the Finance Committee

December 6, 2019

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

	October 31, 2019	October 31, 2018
Assets:		
Cash	\$ 999,832	\$ 3,663,808
Grants Receivable	19,904,366	16,515,973
Accounts Receivable	1,054,476	70,681
Prepaid Expense	257,775	195,148
Fixed Assets	21,094	19,257
Total Assets	\$ 22,237,542	\$ 20,464,868
 Liabilities:		
Accounts Payable	\$ 274,376	\$ 111,408
Salary & Benefits Payable	(12,482)	(10,714)
Compensated Absences	201,522	99,493
Rent Abatement	103,162	0
Due to Providers	9,483,329	8,013,335
Due to 211-Broward	30,539	111,831
Due to Family Central	0	5,246
Due to NSU	0	34,475
Due to Children's Forum	0	108,982
Due to Other Agencies	11,480	27,633
Other Accrued	77,402	0
Deferred Revenue	11,746,354	11,670,757
Total Liabilities	\$ 21,915,682	\$ 20,172,445
 Net Assets		
Unrestricted	321,860	292,422
Total Net Assets	321,860	292,422
 Total Liabilities and Net Assets	 \$ 22,237,543	 \$ 20,464,868

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

	October 2019 Actual	FY 2020 YTD Actual	FY 2019 YTD Actual
Revenue			
OEL School Readiness	\$ 4,682,837	\$ 17,914,861	\$ 15,110,089
OEL CCEP/OEL SR Match	349,117	1,231,104	1,235,250
OEL Preschool Development Grant	73,555	137,951	-
OEL - SR Program Assessments	24,700	24,700	-
OEL - Voluntary Pre-K	4,342,447	11,460,306	11,732,455
OEL - VPK Monitoring & Outreach	9,343	17,258	10,327
CSC - Income Eligible	418,757	2,609,980	2,153,122
CSC - Vulnerable Populations	368,782	1,520,690	722,972
Broward County- Match	166,762	919,015	392,175
Broward County - Special Needs	52,568	223,111	184,895
DCF Entrant	24,950	117,575	64,454
Univ of Florida Lastinger Ctr	-	1,610	31,850
Municipalities-SR Local Match	82,949	164,196	171,198
BECE Conf & Miscellaneous	388	34,270	4,115
Total Revenue	\$ 10,597,155	\$ 36,376,628	\$ 31,812,902
Expenses			
Child Care Slots and Incentives:			
OEL School Readiness	\$ 4,056,063	\$ 15,253,911	\$ 12,914,128
OEL CCEP/OEL SR Match	349,117	1,231,104	1,135,626
OEL - Voluntary Pre-K	4,226,393	11,193,365	11,312,047
CSC - Income Eligible	364,219	2,288,750	1,979,659
CSC - Vulnerable Populations	334,718	1,426,044	700,792
Broward County- Match	148,233	839,104	348,600
Broward County - Special Needs	46,727	227,848	180,954
DCF Entrant	21,713	109,198	66,070
Municipalities-SR Local Match	85,520	141,512	-
Total Child Care Slots and Incentives	\$ 9,632,703	\$ 32,710,836	\$ 28,637,875
Sub Recipient Expense			
School Board of Broward County	\$ -	\$ -	\$ -
Family Central	-	-	99,433
Nova Southeastern University	-	-	97,423
Children's Forum	35,950	148,653	82,100
211 Broward	30,539	116,023	235,593
Total Sub Recipient Expense	\$ 66,489	\$ 264,677	\$ 514,548
ELC Expense			
Salaries & Benefits	\$ 724,587	\$ 2,808,977	\$ 2,029,612
Attorneys	6,384	28,101	23,934
Auditors	16,930	16,930	16,000
Temporary Staff	-	-	97,996
Consultants	28,639	49,318	19,368
Staff & Board Travel	5,660	36,130	39,401
Insurance	676	4,036	5,134
Office Rent & Maintenance	34,546	138,143	82,154
Office Machines & Storage	910	4,866	8,879
Software Licenses	9,933	38,267	51,683
Internet, Email, Website, Phones	7,394	27,298	29,013
Cell Phones	4,265	16,485	8,152
Sponsorships & Memberships	-	5,537	21,029
Other Operating Costs	56,277	161,419	68,521
Computer Equipment & Software	8,167	35,916	53,857
Office Move & Outfitting Costs	-	15,629	-
Total ELC Expense	\$ 904,368	\$ 3,387,053	\$ 2,554,731
Total Expenses	\$ 10,603,560	\$ 36,362,566	\$ 31,707,155
Change in net assets	\$ (6,405)	\$ 14,062	\$ 105,748
Net assets, beginning of year		307,799	186,675
Net assets, end of the period		\$ 321,860	\$ 292,422

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

	FY20 Amendment #3 (Proposed)	YTD Actual	Balance	% of Budget	Notes
Revenue:					
OEL School Readiness	\$ 52,142,391	\$ 17,914,861	\$ 34,227,530	34%	
OEL CCEP/OEL SR Match	5,185,581	1,231,104	3,954,477	24%	
OEL Preschool Development Grant	228,517	137,951	90,566	60%	Ends Dec 31, Addl funding possible
OEL - SR Program Assessments	354,845	24,700	330,146	7%	CLASS Assessments Only
OEL - Voluntary Pre-K	40,613,664	11,460,306	29,153,358	28%	
OEL - VPK Monitoring & Outreach	72,142	17,258	54,884	24%	
CSC - Income Eligible	5,635,860	2,609,980	3,025,880	46%	Funding shifted from FY19 due to EFS
CSC - Vulnerable Populations	4,165,295	1,520,690	2,644,605	37%	
Broward County- Match	2,010,426	919,015	1,091,411	46%	Funding shifted from FY19 due to EFS
Broward County - Special Needs	669,467	223,111	446,356	33%	
DCF Entrant	341,344	117,575	223,769	34%	Ends March 31
Univ of Florida Lastinger Ctr	1,610	1,610	-	100%	
Municipalities-SR Local Match	500,000	164,196	335,804	33%	
BECE Conf & Miscellaneous	50,000	34,270	15,730	69%	
Total Revenue	\$ 111,971,142	\$ 36,376,628	\$ 75,594,514	32%	
Expense					
Child Care Slots and Incentives					
OEL School Readiness	\$ 41,823,356	\$ 15,253,911	\$ 26,569,445	36%	82% of SR + SR Match to slots
OEL CCEP/OEL SR Match	5,185,581	1,231,104	3,954,477	24%	
OEL - Voluntary Pre-K	38,989,117	11,193,365	27,795,753	29%	Ramping up with School Year
CSC - Income Eligible	5,072,274	2,288,750	2,783,524	45%	Funding shifted from FY19 due to EFS
CSC - Vulnerable Populations	3,748,766	1,426,044	2,322,722	38%	
Broward County- Match	1,759,123	839,104	920,018	48%	Funding shifted from FY19 due to EFS
Broward County - Special Needs	585,783	227,848	357,936	39%	
DCF Entrant	324,277	109,198	215,079	34%	
OEL Preschool Development Grant	15,000	-	15,000	0%	
Municipalities-SR Local Match	500,000	141,512	358,488	28%	
Total Child Care Slots and Incentives	\$ 98,003,278	\$ 32,710,836	\$ 65,292,442	33%	
Program Expense					
School Board of Broward County	\$ 95,000	\$ -	\$ 95,000	0%	Pending School Board vote December
Children's Forum	430,900	143,482	287,418	33%	
211 Broward	337,000	74,784	262,216	22%	
Eligibility, Payments & CCR&R	5,679,476	1,677,108	4,002,368	30%	
Quality & Education	3,590,546	799,020	2,791,526	22%	
Total Program Expense	\$ 10,132,922	\$ 2,694,395	\$ 7,438,528	27%	
Administrative Expense					
School Board of Broward County	\$ 5,000	\$ -	\$ 5,000	0%	
Children's Forum	20,000	5,171	14,829	26%	
211 Broward	125,000	41,239	83,761	33%	
ELC Administration	3,684,942	910,925	2,774,017	25%	2.5% of Revenues
Total Administrative Expense	\$ 3,834,942	\$ 957,335	\$ 2,877,607	25%	
Total Expenses	\$ 111,971,142	\$ 36,362,566	\$ 75,608,576	32%	

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

	FY20 Amendment #3 (Proposed)	YTD Actual	Balance	% of Budget	Notes
Revenue:					
OEL School Readiness	\$ 52,142,391	\$ 17,914,861	\$ 34,227,530	34%	
OEL CCEP/OEL SR Match	5,185,581	1,231,104	3,954,477	24%	
OEL Preschool Development Grant	228,517	137,951	90,566	60%	Ends Dec 31, Addl funding possible
OEL - SR Program Assessments	354,845	24,700	330,146	7%	CLASS Assessments Only
OEL - Voluntary Pre-K	40,613,664	11,460,306	29,153,358	28%	
OEL - VPK Monitoring & Outreach	72,142	17,258	54,884	24%	
CSC - Income Eligible	5,635,860	2,609,980	3,025,880	46%	Funding shifted from FY19 due to EFS
CSC - Vulnerable Populations	4,165,295	1,520,690	2,644,605	37%	
Broward County- Match	2,010,426	919,015	1,091,411	46%	Funding shifted from FY19 due to EFS
Broward County - Special Needs	669,467	223,111	446,356	33%	
DCF Entrant	341,344	117,575	223,769	34%	Ends March 31
Univ of Florida Lastinger Ctr	1,610	1,610	-	100%	
Municipalities-SR Local Match	500,000	164,196	335,804	33%	
BECE Conf & Miscellaneous	50,000	34,270	15,730	69%	
Total Revenue	\$ 111,971,142	\$ 36,376,628	\$ 75,594,514	32%	
Expense					
Child Care Slots and Incentives					
OEL School Readiness	\$ 41,823,356	\$ 15,253,911	\$ 26,569,445	36%	82% of SR + SR Match to slots
OEL CCEP/OEL SR Match	5,185,581	1,231,104	3,954,477	24%	
OEL - Voluntary Pre-K	38,989,117	11,193,365	27,795,753	29%	Ramping up with School Year
CSC - Income Eligible	5,072,274	2,288,750	2,783,524	45%	Funding shifted from FY19 due to EFS
CSC - Vulnerable Populations	3,748,766	1,426,044	2,322,722	38%	
Broward County- Match	1,759,123	839,104	920,018	48%	Funding shifted from FY19 due to EFS
Broward County - Special Needs	585,783	227,848	357,936	39%	
DCF Entrant	324,277	109,198	215,079	34%	
OEL Preschool Development Grant	15,000	-	15,000	0%	
Municipalities-SR Local Match	500,000	141,512	358,488	28%	
Total Child Care Slots and Incentives	\$ 98,003,278	\$ 32,710,836	\$ 65,292,442	33%	
Sub Recipient Expense					
School Board of Broward County	\$ 100,000	\$ -	\$ 100,000	0%	Pending School Board vote December
Children's Forum	450,900	148,653	302,247	33%	
211 Broward	462,000	116,023	345,977	25%	
Total Sub Recipient Expense	\$ 1,012,900	\$ 264,677	\$ 748,223	26%	
ELC Expense					
Salaries & Benefits	\$ 10,355,466	\$ 2,808,977	\$ 7,546,489	27%	Hiring in progress
Attorneys	90,000	28,101	61,899	31%	
Auditors	33,450	16,930	16,520	51%	Audit in progress
Temporary Staff	35,000	-	35,000	0%	To Assist with SR Reconciliation
Consultants	522,725	49,318	473,407	9%	CLASS Observers, BLI & others
Staff & Board Travel	90,900	36,130	54,770	40%	
Insurance	30,000	4,036	25,964	13%	New policies pending
Office Rent & Maintenance	416,004	138,143	277,861	33%	
Office Machines & Storage	14,865	4,866	9,999	33%	
Software Licenses	170,591	38,267	132,324	22%	CRM pending
Internet, Email, Website, Phones	93,897	27,298	66,599	29%	
Cell Phones	22,560	16,485	6,075	73%	Service changes pending
Sponsorships & Memberships	49,680	5,537	44,143	11%	CSC Resource Guide pending
Other Operating Costs	197,544	161,419	36,125	82%	One time training materials purchased
Computer Equipment & Software	60,000	35,916	24,084	60%	Replacements & residual staffing
Office Move & Outfitting Costs	15,629	15,629	(0)	100%	Residual costs
Unallocated (Budget Only)	756,653	-	756,653	0%	Registration fees for providers pending
Total ELC Expense	\$ 12,954,964	\$ 3,387,053	\$ 9,567,911	26%	
Total Non-Slot Expense	\$ 13,967,864	\$ 3,651,730	\$ 10,316,135	26%	
Total Expense	\$ 111,971,142	\$ 36,362,566	\$ 75,608,576	32%	

SCHOOL READINESS 4 YEAR UTILIZATION FY 2019 -2022

New Enrollments from Waitlist:

Funding Changes:

Assumptions:

FY19 Additional \$5.4M Slot Dollars

Daily Average Cost forecast reflects current actual trends.

FY20 Additional \$2.7M Slot Dollars

Projected total days paid at 94%

With \$2 Rate Increase 0 - 5 Year Olds Eff. 3/1/2019 /\$2 Rate Increase 0 - 5 Year Olds Eff. 1/1/2020



No Additional CSC Billing

Fiscal Year 2018-19

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-18	22	94%	9,508	-521	\$18.94	3,799,130	163,411	3,962,541	(205,711)	3,756,829
P	Aug-18	23	94%	9,508	+	20.08	4,225,408	165,736	4,391,144	(275,210)	4,115,934
P	Sep-18	20	94%	9,508	-	19.92	2,260,822	1,527,180	3,788,002	(216,731)	3,571,271
P	Oct-18	23	94%	9,654	+146	19.74	4,240,770	143,360	4,384,130	(174,944)	4,209,185
P	Nov-18	22	94%	9,816	+162	19.13	3,999,326	132,871	4,132,197	(45,357)	4,086,841
P	Dec-18	21	94%	9,823	+7	18.59	3,707,227	126,675	3,833,903	(79,581)	3,754,322
P	Jan-19	23	94%	10,229	+406	19.56	4,468,390	133,965	4,602,355	(141,111)	4,461,244
P	Feb-19	20	94%	10,360	+131	18.83	3,851,782	49,666	3,901,448	(177,745)	3,723,703
P	Mar-19	21	94%	10,538	+178	19.87	4,397,671	-	4,397,671	(363,780)	4,033,892
P	Apr-19	22	94%	10,070	-468	20.07	4,446,993	-	4,446,993	(401,110)	4,045,883
P	May-19	23	94%	10,891	+821	20.31	5,088,475	-	5,088,475	(471,178)	4,617,297
P	Jun-19	20	94%	11,189	+298	26.56	5,942,483	-	5,942,483	(857,465)	5,085,018

Average Enrollments (Baseline)	10,091		Projected Total		\$ 49,461,418
Increase to baseline FY19 over FY18	352		Budget		50,157,568
			Surplus(Deficit)		\$ 696,150
Increase to baseline FY19 over FY17	695 (FY17 Baseline= 9,396)		CSC Carry-Over		\$ 696,365
			SR Carry Over		\$ (215)

* Fiscal Year 2018-19 estimates currently being reconciled.

Fiscal Year 2019-20

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-19	23	92%	11,035	-154	\$21.07	4,027,803	1,319,111	5,346,914	(323,559)	5,023,355
A	Aug-19	22	89%	11,568	+533	20.24	4,425,406	724,974	5,150,380	(304,696)	4,845,683
A	Sep-19	21	91%	11,517	-51	18.59	4,148,592	347,977	4,496,569	(438,238)	4,058,331
A	Oct-19	23	92%	11,627	+110	18.44	4,570,579	360,000	4,930,579	(216,148)	4,714,431
P	Nov-19	21	93%	11,409	-218	18.69	4,130,321	347,977	4,478,298	(168,497)	4,309,801
P	Dec-19	22	93%	11,320	-89	18.69	4,306,181	347,977	4,654,158	(176,521)	4,477,637
P	Jan-20	23	93%	11,080	-240	19.38	4,591,379	347,977	4,939,356	(202,194)	4,737,162
P	Feb-20	20	93%	10,993	-87	19.92	4,031,832	347,977	4,379,809	(175,821)	4,203,988
P	Mar-20	22	93%	10,860	-133	20.26	4,492,097	347,977	4,840,074	(193,403)	4,646,671
P	Apr-20	22	93%	10,696	-164	19.97	4,350,362	347,977	4,698,339	(199,471)	4,498,868
P	May-20	21	93%	10,499	-197	20.14	4,091,779	347,977	4,439,757	(190,404)	4,249,352
P	Jun-20	22	93%	10,499	+	20.84	4,464,589	347,977	4,812,566	(199,471)	4,613,095

Average Enrollments (Baseline)	11,092		Projected Total		\$ 54,378,376
Increase to baseline FY20 over FY19	1,001		Budget		53,536,040
			Surplus(Deficit)		\$ (842,336)
Increase to baseline FY20 over FY17	1,696 (FY17 Baseline= 9,396)		CSC Carry-Over		\$ -
			Surplus(Deficit)		\$ (842,336)

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
P	Jul-20	23	94%	9,780	-719	\$21.32	4,466,817	329,916	4,796,733	(136,412)	4,660,321
P	Aug-20	22	94%	9,672	-108	20.57	4,046,128	329,916	4,376,044	(129,457)	4,246,587
P	Sep-20	21	94%	9,789	+117	21.02	3,991,123	329,916	4,321,039	(129,199)	4,191,840
P	Oct-20	23	94%	9,906	+117	19.36	4,076,580	333,758	4,410,338	(210,338)	4,200,000
P	Nov-20	21	94%	10,023	+117	19.68	3,807,559	333,758	4,141,316	(195,026)	3,946,290
P	Dec-20	22	94%	10,140	+117	19.64	4,047,674	333,758	4,381,432	(190,385)	4,191,047
P	Jan-21	23	94%	10,257	+117	20.43	4,486,328	333,758	4,820,085	(225,673)	4,594,412
P	Feb-21	20	94%	10,149	-108	20.96	3,920,298	333,758	4,254,056	(196,238)	4,057,818
P	Mar-21	22	94%	10,066	-83	21.27	4,377,332	333,758	4,711,089	(215,861)	4,495,228
P	Apr-21	22	94%	9,958	-108	20.99	4,264,082	333,758	4,597,840	(215,122)	4,382,718
P	May-21	21	94%	9,838	-120	21.16	4,038,852	333,758	4,372,609	(227,839)	4,144,770
P	Jun-21	22	94%	9,838	+	21.81	4,386,116	333,758	4,719,874	(215,122)	4,504,752

Average Enrollments (Baseline)	9,951		Projected Total		\$ 51,615,781
Increase to baseline FY21 over FY20	(1,141)		Budget		51,615,994
			Surplus(Deficit)		\$ 213
Increase to baseline FY21 over FY17	555 (FY17 Baseline= 9,396)		CSC Carry-Over		\$ -
			Surplus(Deficit)		\$ 213

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%	9,166	-672	\$20.87	4,054,834	344,464	4,399,297	230,439	4,629,736
P	Aug-21	22	94%	9,066	-100	19.92	3,628,535	344,464	3,972,999	222,815	4,195,813
P	Sep-21	21	94%	9,202	+136	20.50	3,617,292	344,464	3,961,756	211,252	4,173,008
P	Oct-21	23	94%	9,338	+136	18.99	3,734,680	344,464	4,079,143	215,855	4,294,998
P	Nov-21	21	94%	9,474	+136	19.32	3,498,553	344,464	3,843,017	200,064	4,043,081
P	Dec-21	22	94%	9,610	+136	19.44	3,765,564	344,464	4,110,028	195,663	4,305,691
P	Jan-22	23	94%	9,745	+135	20.14	4,169,514	344,464	4,513,977	232,082	4,746,060
P	Feb-22	20	94%	9,645	-100	20.65	3,638,685	344,464	3,983,149	201,811	4,184,960
P	Mar-22	22	94%	9,545	-100	20.94	4,052,517	344,464	4,396,981	221,992	4,618,973
P	Apr-22	22	94%	9,445	-100	20.62	3,940,576	344,464	4,285,040	221,252	4,506,292
P	May-22	21	94%	9,345	-100	20.54	3,687,440	344,464	4,031,903	233,691	4,265,594
P	Jun-22	22	94%	9,345	+	21.43	4,061,148	344,464	4,405,612	221,252	4,626,864

Average Enrollments (Baseline)	9,411		Projected Total		\$ 52,591,069
Increase to baseline FY21 over FY20	(541)		Budget		52,592,331
			Surplus(Deficit)		\$ 1,261
Increase to baseline FY21 over FY17	15 (FY17 Baseline= 9,396)		CSC Carry-Over		\$ -
			Surplus(Deficit)		\$ 1,261

ITEM#/MEETING	B203CA8/ BOARD
MEETING DATE:	12/19/19
SUBJECT:	FY 2020 Budget Amendment
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve FY20 Budget Amendment #3
FINANCIAL IMPACT:	\$765,088 Net Increase to Revenue and Expense
AS RECOMMENDED:	Finance Committee – 12/6/19
STAFF LEAD:	C. Klima

Background Information:

In June 2018, the Board approved a preliminary annual budget that reflected estimated revenues and expenditures pending receipt of actual grant award letters from funders. In September 2019, the Board approved Amendment #1 once the Office of Early Learning (OEL) issued notices of award for FY2020 and then other updates were made in Amendment #2 in October when new funding was allocated. Amendment #3 further updates the budget to reflect adjustments to revenue and their associated expenses.

Current Status:

Key changes and updates Included in FY2020 Budget Amendment #3 are as follows:

Revenues:

1. \$354,845 additional OEL School Readiness (SR) Funding for Conducting CLASS Observations

In October OEL allocated an additional \$355K to ELC Broward to pay the cost of CLASS Observations that OEL requires under the SR Program Assessment initiative. This funding is non-recurring and restricted to this single activity only.

2. Budget Adjustments Reflecting final CSC and Broward County Contract Expenditures as of September 30, 2019

September 30, 2019 is the end of the contract year for ELC’s funders that follow the government fiscal year (October to September) and ELC typically makes funding shifts between ELC fiscal years during this time to reflect the final amounts actually expended and billed to these partners. Notable among these is an increase of nearly \$1 million in FY20 Vulnerable Populations Program allocation to cover high referral and response rates following ELC staff’s community outreach to key stakeholders. Staff are currently working with CSC to develop criteria for managing attrition in the program.

Expenses:

1. Slots:

- Adjust slots to match OEL’s “slots only” expenditure rule for its new SR match funding allocation
- Adjust slots to match revenue adjustments for CSC and Broward County noted above
- Set aside \$756K from unallocated operating budget in reserve for reimbursing provider registration fees if needed as soon as OEL authorizes the Early Learning Coalitions to begin paying them. See Interim Financial Statements for more detail.

2. Operating Costs:

- Allocate \$35K for up to 5 temporary staff from an agency for up to 6 weeks to do data entry for providers who need assistance reconciling FY2019 School Readiness
- Allocate up to \$23K for replacement laptops for staff and scanning stations at out-posted Family Services sites

Summary:

The Finance Committee recommends the Board approve Budget Amendment #3.

Supporting Documentation:

- Draft FY2020 Budget Amendment #3
- Three Year Financial Comparison Including FY2020 Budget Amendment #3

Proposed FY2020 Budget Amendment #3 by Business Activity



Revenue:

	FY 2020	FY 2020	FY 2020	FY 2020	FY 2020
	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Quality and Education Activities	Administration	Total Budget Amendment #3
OEL School Readiness	\$ 41,823,356	\$ 4,485,636	\$ 2,967,000	\$ 2,866,399	\$ 52,142,391
OEL CCEP/OEL SR Match	5,185,581	-	-	-	5,185,581
OEL Preschool Development Grant	-	-	217,091	11,426	228,517
OEL - Voluntary Pre-K	38,989,117	1,218,410	354,845	406,137	40,968,509
OEL - VPK Monitoring & Outreach	-	-	-	72,142	72,142
CSC - Income Eligible	5,072,274	422,690	-	140,897	5,635,860
CSC - Vulnerable Populations	3,748,766	312,397	-	104,132	4,165,295
Broward County- Income Eligible	1,759,123	190,990	-	60,313	2,010,426
Broward County - Special Needs	585,783	63,599	-	20,084	669,467
DCF Entrant	324,277	13,654	-	3,413	341,344
Univ of Florida Lastinger Ctr	-	-	1,610	-	1,610
Local Match: United Way & Cities	500,000	-	-	-	500,000
BECE Conf & Miscellaneous	-	-	50,000	-	50,000
Total Revenue	\$ 97,988,278	\$ 6,707,377	\$ 3,590,546	\$ 3,684,942	\$ 111,971,142

Expense:

Child Care Slots & Incentives

OEL - School Readiness	\$ 41,823,356				41,823,356
OEL - School Readiness Match	5,185,581				5,185,581
OEL - Voluntary Pre-K	38,989,117				38,989,117
CSC - Income Eligible	5,072,274				5,072,274
CSC - Vulnerable Populations	3,748,766				3,748,766
Broward County-Income	1,759,123				1,759,123
Broward County - Special Needs	585,783				585,783
DCF Entrant	324,277				324,277
OEL Preschool Development Grant			15,000		15,000
Local Match: United Way & Cities	500,000				500,000
Total Child Care Slots & Incentives	\$ 97,988,278	\$ -	\$ 15,000	\$ -	\$ 98,003,278

Sub Recipient Operating Expenses

School Board of Broward County			95,000	5,000	100,000
Children's Forum			430,900	20,000	450,900
211 Broward		337,000		125,000	462,000
Total Sub Recipient Operating	\$ -	\$ 337,000	\$ 525,900	\$ 150,000	\$ 1,012,900

ELC Operating Expenses

Staff Costs		5,637,891	2,272,983	2,444,590	10,355,464
Attorneys				90,000	90,000
Auditors				33,450	33,450
Temporary Staff		35,000		-	35,000
Consultants		22,000	422,125	78,600	522,725
Staff & Board Travel		11,400	55,000	24,500	90,900
Insurance		19,394	5,758	4,848	30,000
Office Rent & Maintenance		266,204	84,748	65,051	416,004
Office Machines & Storage				14,865	14,865
Software Licenses		33,352	55,200	82,039	170,591
Phones/Internet/Web Page		65,777	14,184	13,936	93,897
Cell Phones				22,560	22,560
Subscriptions/Memberships				49,680	49,680
Other Office Costs		1,300	58,000	138,247	197,547
Computer Equipment				60,000	60,000
Furniture & Fixtures				15,629	15,629
Unallocated Budget Only		278,058	81,647	396,947	756,653
Total ELC Operating	\$ -	\$ 6,370,377	\$ 3,049,646	\$ 3,534,942	\$ 12,954,965

Total ELC & Sub Recipient

	\$ -	\$ 6,707,377	\$ 3,575,546	\$ 3,684,942	\$ 13,967,865
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Total Expense	\$ 97,988,278	\$ 6,707,377	\$ 3,590,546	\$ 3,684,942	\$ 111,971,142
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Revenue Over Expense	\$ -				
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Percent Total Expenses	87.51%	5.99%	3.21%	3.29%	100.00%
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Proposed FY2020 Budget Amendment #3 Three Year Comparison



Revenue:

	FY2018	FY2019	FY2020	FY2020	+/-	
	FY18 Actual	FY2019 Preliminary Actual Unaudited	Amendment #2 Approved October 2019	Amendment #3 (Proposed)	Change Amendment 3 Over Amendment 2	
OEL - School Readiness	\$ 38,057,776	\$ 52,589,427	\$ 52,142,391	\$ 52,142,391	\$ -	
OEL - CCEP/ New SR Match	2,643,246	2,774,949	5,185,581	5,185,581	-	
OEL - Preschool Development Grant			228,517	228,517	-	
OEL - SR CLASS Assessments	-	253,237	-	354,845	354,845	Recently allocated
OEL - Voluntary Pre-K	46,489,148	40,122,112	40,613,664	40,613,664	-	
OEL - VPK Monitoring & Outreach	11,943	71,358	72,142	72,142	-	
CSC - Income Eligible	5,187,031	2,670,953	5,857,470	5,635,860	(221,610)	Contract Closeout Sep 30
CSC - Vulnerable Populations	1,644,643	2,687,834	3,206,929	4,165,295	958,366	Contract Closeout Sep 30
Broward County- Match	1,285,360	1,291,274	2,135,255	2,010,426	(124,829)	Contract Closeout Sep 30
Broward County - Special Needs	557,035	632,429	662,676	669,467	6,791	Contract Closeout Sep 30
DCF - Entrant Refugee Program	143,548	278,756	549,819	341,344	(208,475)	Contract Closeout Sep 30
Univ of Florida Lastinger Ctr	(875)	41,701	1,610	1,610	-	
Local Match: United Way & Cities	363,349	573,318	500,000	500,000	-	
BECE Conf & Miscellaneous	47,510	54,076	50,000	50,000	-	
Total Revenue	\$ 96,429,715	\$ 104,041,424	\$ 111,206,054	\$ 111,971,142	\$ 765,088	

Expense:

Child Care Slots & Incentives						
OEL - School Readiness	\$ 37,381,258	\$ 44,291,271	\$ 42,756,761	\$ 41,823,356	(933,405)	Reflect funding rules
OEL - CCEP/New SR Match	2,397,200	2,492,128	4,252,176	5,185,581	933,405	Reflect funding rules
OEL - Voluntary Pre-K	37,640,175	38,577,120	38,989,117	38,989,117	-	
CSC - Income Eligible	4,578,316	2,415,705	5,271,723	5,072,274	(199,449)	Contract Closeout Sep 30
CSC - Vulnerable Populations	1,627,349	2,501,477	2,886,236	3,748,766	862,530	Contract Closeout Sep 30
Broward County- Income Eligible	1,142,543	1,147,799	1,868,348	1,759,123	(109,225)	Contract Closeout Sep 30
Broward County - Special Needs	495,142	580,258	579,841	585,783	5,942	Contract Closeout Sep 30
DCF Entrant Refugee Program	122,842	250,472	522,328	324,277	(198,051)	Contract Closeout Sep 30
Univ of Florida Lastinger Ctr	5,625	2,750	-	-	-	
OEL Preschool Development Grant	-	-	15,000	15,000	-	
Local Match: United Way & Cities	363,349	573,318	500,000	500,000	-	
Total Child Care Slots & Incentives	\$ 85,753,798	\$ 92,832,299	\$ 97,641,531	\$ 98,003,278	\$ 361,747	

Sub Recipient Expense						
School Board of Broward County	828,672	-	100,000	100,000	-	
Family Central	927,729	99,433	-	-	-	
Nova Southeastern University	872,569	65,563	-	-	-	
Children's Forum	445,486	439,546	450,900	450,900	-	
BRHPC	931,824	-	-	-	-	
211-Broward	695,289	711,094	462,000	462,000	-	
Total Sub Recipient Expense	\$ 4,701,570	\$ 1,315,635	\$ 1,012,900	\$ 1,012,900	\$ -	

ELC Expense						
Salaries & Benefits	4,796,087	7,640,213	10,355,465	10,355,465	-	
Attorneys	100,111	71,916	90,000	90,000	-	
Auditors	47,000	18,100	33,450	33,450	-	
Temporary Staff	241,443	257,454	-	35,000	35,000	Temps to assist with Reconciliation
Consultants	215,882	365,193	522,725	522,725	-	
Staff & Board Travel	39,905	94,535	90,900	90,900	-	
Insurance	12,717	14,509	30,000	30,000	-	
Office Rent & Maintenance	151,353	345,161	416,004	416,004	-	
Office Machines & Storage	29,535	50,456	14,865	14,865	-	
Software Licences	54,513	84,381	170,591	170,591	-	
Internet, Email, Website, Phones	59,435	70,992	93,896	93,896	-	
Cell Phones	15,339	40,468	22,560	22,560	-	
Sponsorships & Memberships	78,822	46,159	49,680	49,680	-	
Other Operating Costs	99,021	261,199	197,548	197,548	-	
Computer Equipment & Software	60,818	93,715	37,308	60,000	22,692	Replacement equipment, outposts
Office Move & Outfitting Costs		358,855	15,000	15,629	629	Residual move expense
Depreciation	49,080	14,663			-	
Unallocated (Budget Only)			411,631	756,651	345,020	Reserved for provider registration fees
Total ELC Expense	\$ 6,051,063	\$ 9,827,967	\$ 12,551,623	\$ 12,954,964	\$ 403,341	

Total Non-Slot Expense	\$ 10,752,633	\$ 11,143,603	\$ 13,564,523	\$ 13,967,864	\$ 403,341	
Total Expense	\$ 96,506,431	\$ 103,975,902	\$ 111,206,054	\$ 111,971,142	\$ 765,088	
Revenue over Expense	\$ (76,716)	\$ 65,522	\$ -	\$ -	\$ 0	

ITEM#/MEETING	B203CA9/BOARD
DATE:	12/19/19
SUBJECT:	Purchasing Card ("PCard") Administrator and Authorized Caller List
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Updated Purchasing Card Administrator and Authorized Caller List
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Finance Committee – 12/6/19
ELC STAFF LEAD	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 one former employee and ELC’s Current Payroll Manager. PCards are currently issued to the CEO and CAO.

Current Status

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

PCard Role	Remove	Add
Administrator	1. Andrea Braynon, Former CFO	1. Perry Borman, 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	B203CA10/ BOARD
MEETING DATE:	12/19/19
SUBJECT:	Auditor Procurement— RFP Document
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve RFP document for External Audit and Tax Services
FINANCIAL IMPACT:	Not to Exceed \$40,000 FY 2020 Budget
AS RECOMMENDED BY:	Audit Committee – November 19, 2019
ELC STAFF LEAD	C. Klima

Background Information:

On October 4, 2019 the Board approved the Audit Committee recommendation to conduct a procurement for External Audit and Tax Services for a new five year cycle beginning with the audit of ELC’s financial statements for fiscal year 2019-20. The approved timeline called for the RFP solicitation to be posted in December 2019 with proposals due on January 21, 2020. The Audit Committee members will rate the proposals and interview prospective firms during the week of January 27, 2020 and make a recommendation for a selection to the Board on February 13, 2020.

ELC’s current Audit firm, SB and Company, is eligible to apply.

Summary:

The Audit Committee recommends that the Board approve the RFP solicitation document that includes all elements required by ELC funders for audits.

The proposed evaluation criteria include the following.

- Prior non-profit and government auditing
- Audit team members’ profiles, qualifications, and experience
- Firm profile and qualifications
- Cost of Services
- Approach to the Engagement

The RFP will be posted December 20, 2019.

Supporting Documentation:

- RFP for External Audit and Tax Services (Separate link)

ITEM/MEETING	B203RB1/BOARD
DATE:	12/19/19
SUBJECT:	FY 19/20 Strategic Plan Quarter 1 Progress Summary
TIES TO PILLAR	Strengthen and Develop the ELC staff and Organization
FOR ACTION:	No
RECOMMENDED ACTION:	NA
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEAD	P. Borman

Background

At the September 12, 2019 meeting, the ELC Board approved the updates to the current ELC strategic plan for FY 20 (including projected high-level targeted outcomes, revised pillar outcomes and outputs). Staff has created a scorecard to track the status of the Plan.

Current Status

ELC is on track in all five pillars of the strategic plan. Some of the highlights from **Quarter 1** include:

Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

- 14,375 children enrolled in VPK (85% towards targeted goal)
- 23,557 calls to ELC call center for support
- 2 new out posted sites were added [Paul Hughes, Dept. of Health and Women in Distress] (met goal)
- 98% of parents who respond to survey report being satisfied or very satisfied with services (exceeded 85% target).

Our “calls answered” percentage was 68% for the quarter (against a target of 85%). August call volume was especially heavy due to VPK enrollment and represented 43% of the total calls during the quarter. Strategies to improve our call center capability include an upgraded phone system that includes “call back” feature (implemented in September) as well as an analysis of current staffing patterns and increased training.

Pillar 2: Provide Early Care Opportunities

- At least 94% of all providers in VPK training or tiered training program demonstrated mastery of the topic based on pre- and post-testing (exceeds goal of 80 %)
- 412 individuals attended 35 trainings (77% towards goal of 45 tiered training modules)
- 77 providers have registered for the new Quality initiative “Yes You Can” (exceeded goal of 75 providers)

Pillar 3: Advocate for Early Care and Education System

- ELC participated in 19 outreach events (on track based on annual goal)
- Meetings were held with 9 municipalities and 6 legislators (on track based on annual goal)

Pillar 4: Forge Strong and Strategic Partnerships

- ELC formed a new partnership with the Broward Behavioral Health Coalition which coordinated the delivery of trauma-informed care to members of our education team and educators.

Pillar 5: Strengthen and Develop the ELC Broward Organization

- ELC launched the RFQ process for a CRM (customer relationship management system)
- ELC hosted a successful and well attended Health Fair for all employees

Supporting Documentation

- FY 19/20 Strategic Plan Scorecard
- Strategic Plan Executive Summary Overview (in FYI section)

FY 19-20 High Level Targeted Outcomes - Quarter 1 - PAGE 1

Q1: July - Sep, 2019

		Results	Q1 comments
<i>Achieve at least 82% contract utilization for slots</i>	●	85.26%	Exceed contract utilization target by 3.26%. Annual target of 9,042 slots
<i>ELC will serve at least 77% of Broward 4 yr. olds in VPK</i>	●	84.6% toward goal	Served 14,375 YTD. Annual target is 16,975 (which represents 77% of total # of estimated 4 year olds)
<i>75% of providers who score less than 4.0 and participate in Yes You Can will increase their CLASS score</i>			Q4
<i>At least 80% of observed SR providers will score at least 4.0 in their CLASS composite</i>			Q4
<i>ELC will meet with at least 80% of legislators and municipalites and increase outreach events by 25%</i>	●	Initiated	met with 30% of legislators & municipalities; 19 outreach events
<i>85% of staff will respond as "satisfied" or "very satisfied" via annual staff survey</i>			Implementing in Q4
FY 19-20 ELC Strategic Plan Scorecard			
Pillar 1-Deliver Outstanding Eligibility, Enrollment and Payment Services			
A minimum of 85% of parents will respond "satisfied" or "very satisfied" with ELC services on client satisfaction	●●	98%	client satisfaction for eligibilty and enrollment services
Answer 85% of Call Center calls	●	68%	August call volume was 31% higher than July and 80% higher than September
Develop and implement orientation and training curriculum and QA plans for eligibility, enrollment, customer service and payment teams	●	Initiated	Training and QA process for Eligibility and Enrollment implemented and is on-going
Develop QA baseline error rate for eligibility, identify error reduction target and implement strategy to reduce errors	●	Initiated	Monthly QA composite score tracked. Meetings with team. Training initiated
Implement and evaluate alternative communication vehicles (i.e. web-based chat functionality)		Initiated	New phone system has chat functionality. Exploring options and targeted implementation by Q3
Develop 4 additional web-based instructional training videos for parents, staff and providers			Implementing in Q2
Add 2-3 out posted sites	●	Completed	Added 2: Paul Hughes (Dept. of Health) and Women in Distress
Increase awareness of out-posted sites and services, analyze client traffic patterns quarterly and adjust staffing/services based on analysis		Initiated	Out-posted sites listed on ELC website; Marketing flyer with list of sites to be inserted in redetermination notices sent every 2 weeks beginning in Q2
Pillar 2 -Provide Quality Early Care Opportunities			
Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators	●	77% towards goal	Delivered 35 trainings (with 412 attendees)
Develop and launch a minimum of 4 classes in VPK training series		Initiated	Facilitated 1st class in VPK series
80% of training participants in VPK training series will show mastery of subject based on pre and post testing	●●	95%	Showed mastery based on pre/post testing
100% of providers participating in ELC's new quality initiative will have a developed Success Plan	●●	100% of goal	77 providers registered for "Yes You Can" (exceeding annual target of 75)
80% of providers in tiered training programs will show mastery of subject based on pre- and post-testing	●●	94%	Showed mastery based on pre/post testing
Pillar 3 -Advocate for the Early Care and Education System			
Reach out to 100% of Broward's delegation	●	Initiated	Initial communication to 100% (re. site visits)
Meet with/present to 15 of 18 state legislators	●	Initiated	Individual meetings with 6 (40% of annual target)
Meet with/present to 25 of 31 municipalities	●	Initiated	Individual meetings with 9 municipalities (36% of annual target)
Develop and distribute ELC annual report to key stakeholders		Initiated	1st draft completed; Planned distribution in Q2
Develop at least 3 media opportunities (articles, letters to editor, etc.)		Initiated	1 article in CSC Family Resource Guide and Parent newsletter

- Exceeds - A Highlight for the Quarter
- Very Positive - on track
- A Developmental Opportunity

FY 19-20 ELC Strategic Plan Scorecard - PAGE 2		Q1: July - September 2019	
		Results	Comments
Pillar 4 -Forge Strong and Strategic Partnerships			
Meet Semi-annually (with mandatory referral agencies to ensure excellent client coordination)		Initiated	Meeting with BSO, Childnet and CareerSource
At least 85% respond as “satisfied” or “very satisfied” on annual survey with key partners (remote eligibility services at Broward community sites)			Implementing in Q4
Identify and form two new strategic partnerships		Initiated	Broward Behavioral Health Coalition; Census 2020 Community Partner; Beginning with Center for Hearing and Communication
Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	● ●	Participation in 14 groups	Broward Healthy Start Coalition; Broward Early Childhood Education Committee; CSC Baby SNAC Program and Parent Support Committee; CSC Baby SNAC Policy and Systems; Broward Census 2020 – Diversity and Hard to Enumerate Subcommittees; United Way - Public Policy Advisory Committee; Children’s Services Board - Advocacy Committee; Coordinating Council of Broward; Broward League of Cities; Broward Homeless Continuum of Care Board; Homeless Providers and Stakeholders Council; Funders Forum; Broward College – The Village Square; Broward College Education Pathways Early Childhood Subcommittee
Pillar 5 -Strengthen and Develop the ELC Broward Organization			
ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions)	● ●	92%	Average number of open positions is 11
Create baseline of key recruitment metrics, identify a target reduction percentage & initial improvement strategy		Initiated	Initial metrics being tracked
Implement core management and staff development/training program			Initiating in Q2
Launch CRM to improve organizational effectiveness and efficiency		Initiated	RFQ for system posted 9/16; Response time extended
Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity		Initiated	

- ● Exceeds - A Highlight for the Quarter
- Very Positive - on track
- A Developmental Opportunity

ITEM/MEETING	B203RB2/BOARD
DATE:	12/19/19
SUBJECT:	ELC Board Retreat Follow-up
TIES TO PILLAR	Strengthen and Develop the ELC staff and Organization
FOR ACTION:	Yes
RECOMMENDED ACTION:	None
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	NA
ELC STAFF LEAD	R. Jaffe

Background

The ELC Board Retreat was held on 10/3/19. It was a productive day that covered a short presentation of the ELC transformation over the last 3 years, a “getting to know you” exercise, presentation of board survey data, facilitation of a 3-2-1 exercise (*3 things that jumped out that I want to know more about, 2 things I’d like to focus on and 1 thing I commit to doing*), a panel discussion with 4 providers and breakout groups focused on the areas of board development and logistics, advocacy and community partnerships and diversification of funding streams.

Current Status

ELC staff have summarized the notes from the board retreat (both a condensed summary of the 3-2-1 exercise as well as a matrix of comments and recommendations that surfaced in the 3 breakout groups). Staff had already been working on a number of items that surfaced during the retreat. These include, but are not limited to, increased community outreach and partnerships, increased exposure with legislators and municipalities, streamlined communication to the provider community, and the timeliness and effectiveness of board meeting packets.

There are other items for prioritization and follow-up. A matrix summary of the suggestions from the 3 breakout groups is contained in the addendum.

Recommendation/Next steps

While there are other items for further discussion and prioritization, the following are specific action items that staff is implementing as a result of the retreat:

- Board education and development
 - Pillar spotlight presentations at each board meeting beginning 12/19/19
 - A schedule of provider site visits for board members (to be communicated in early 2020)
 - Create a 2nd board orientation session for new board members to provide a deeper info on ELC services and programs
 - Working on plan for board roundtable and/or Info sessions for board members (Feb/March 2020)
- Advocacy and Community Partnerships
 - Working with local partners on a communication for parents on “who is responsible for what”
 - Working on putting ELC messaging/priorities (already created) into a framework broken down by target audience vis a vis constituent (providers, parents, legislators, businesses) and share with board
- Diversification of Funding
 - ELC staff recommend the creation of an Ad Hoc Fundraising Committee that can explore and begin planning an inaugural event for FY 20/21. This will be reviewed at the next Executive Committee meeting.

ELC staff will continue to prioritize, track and implement items included on the Board Member recommendation matrix (from the 10/3 board retreat).

In addition, each board member made a specific commitment. As it relates to improving the function of the board, those commitments include:

- Be on time for meetings
- RSVP for meetings
- Prior to the meeting
 - o Read the information that has been sent you
 - o Ask any clarifying question to Renee or senior staff
- Be sensitive to meeting end time

Supporting Documentation

- Board Member recommendations for staff matrix
- Summary of 3-2-1 exercise result

10/3/19 Board Retreat - Follow-up
Suggested Actions by Board for staff

ADVOCACY AND COMMUNITY PARTNERSHIPS	Doing now/Have?	Can we do it?	Difficult or Time consuming	Priority in FY 19/20 ?
<i>Create a framework that targets message vis a vis constituent (providers, parents, legislators, businesses) and share with board</i>	No	Yes	Maybe	Yes
<i>Create 1 page of what ELC is responsible for and what OEL is responsible for and ELC and providers to post on respective websites.</i>	No	Yes	Yes	
<i>Attend grassroots community events</i>	Yes			
<i>Place flyers in strategic locations (to advertise our outposted sites)</i>	Yes			
<i>Visibility at community child events (resource fairs)</i>	Yes			
<i>Market/branding of ELC</i>	Yes (can do more)	Yes	No	Yes
<i>Ask callers "how did you hear about us"</i>	No	Yes	No	
<i>Identify partners</i>	Yes			
<i>Secret shoppers</i>	No	Yes	Maybe	
<i>Staff in community doing community outreach</i>	Yes			
Legislative Advocacy:				
<i>Develop Personal Relationships</i>	Yes			
<i>Go to Broward days</i>	Yes			
<i>Create a "short list" of common asks for legislature</i>	Yes			
<i>Weigh in and support local legislation of child care bills</i>	Yes			
Next Steps				
<i>Complete framework (what is message and how does it change based on audience)</i>	Working on	Yes	No	Yes
<i>Create overview for parents about which agency is responsible for what</i>	Working on	Yes	No	
<i>Share information in a standardized way on provider websites</i>	No	Yes	No	
<i>Create streamlined process to share provider information in a timely manner</i>	Yes			
<i>Identify community partners to engage</i>	Yes			
BOARD DEVELOPMENT/ADMINISTRATION				
<i>Conduct board survey to identify individual strengths, other boards people sit on, etc.</i>	No	Yes	No	
<i>Board representation: consider parent currently receiving subsidy, for profit small business owner, fundraising expertise, marketing/PR, other Broward stakeholders</i>	No	Yes	No	
<i>Staff clear about they are asking board to do</i>	Improving	Yes	No	Yes
<i>Board packets delivered on time</i>	Yes			
<i>Staff should be on the same page with each other when presenting information and responding</i>	Improving	Yes	No	Yes
<i>Staff should make access information and process as easy for board members as possible</i>	Yes (can do more)	Yes	No	
Education of Board Members				
<i>Explanation of system during board orientation (split orientation into 2 parts)</i>	Yes - (can do more)	Yes	No	Yes
<i>One on one meetings</i>	Yes			
<i>Roundtable meeting after board meeting to share knowledge about specific concepts</i>	No (Tried this in FY 17/18)	Yes	No	Yes
<i>Use visual flow charts</i>	As needed	Yes	Maybe	
Next Steps				
<i>Conduct board survey to identify board strengths, other memberships, current knowledge</i>	No	Yes	No	
<i>Look to add board member as identified</i>	Working on	Yes	No	Yes
<i>Determine process to follow identified "ground rules" for meetings (i.e. put things on parking lot, etc.)</i>	No	Yes	No	
<i>Meet with board members to check in about knowledge, committee representation, specific needs</i>	No	Yes	No	
<i>Create opportunities to enhance board education</i>	Working on	Yes	No	
DIVERSIFICATION OF FUNDING				
<i>Create a position that offers additional services to providers: bulk purchase, writing grants, insurance</i>	No	Not easily	Maybe	

<i>Provide support to providers (scholarships, pay for cost of licensing, housing support)</i>	Yes (scholarships)	Depends	Maybe	
<i>Awards gala to raise awareness, community partnerships, educate and create more funding</i>	No	Yes	Yes	Yes
Next Steps				
<i>Conduct a provider survey to get a better understanding of what their needs and challenges are</i>	Started to plan	Yes	No	Yes
<i>Look for ways to find economies of scale</i>	No	Unclear	Maybe	
<i>Identify possibility of pooling of resources</i>	No	Unclear	Maybe	
<i>Look for grant opportunities</i>	No	Yes	Yes	Yes
<i>Discuss awards gala or other fundraising event</i>	Propose ad hoc fundraising committee	Yes	No	Yes

10/3/19 ELC Board Retreat Follow-up - 3-2-1 Exercise Summary

3 Things that Jumped Out at me or that I would like to know more about

	mentioned # of times
<i>Provider relationships/responsiveness & communication and measuring their satisfaction</i>	7
<i>Community engagement/strategic partners-business of ELC working together to improve the lives of all kids</i>	5
<i>Providers - what do they need, advocacy</i>	5
<i>Board member role and responsibilities & skillsets</i>	4
<i>ELC operations: how integrates in coordinated way with funding streams and restrictions; OEL portal; volume of calls</i>	4
<i>Board/staff relationship (feedback, timeliness, cohesiveness)</i>	3
<i>Funding opportunities (example include Award ceremony)</i>	3
<i>KPIs, success measurement; what is kindergarten readiness</i>	2
<i>Special needs. Expand our services and referral process (how are we identifying these children)</i>	2
<i>Quality-improving training and data and programming</i>	1

2 Things I would like to focus on

<i>Community engagement (including partnerships) & awareness</i>	5
<i>Board roles, responsibilities (compliance?, fundraising?, etc.) & opportunities</i>	4
<i>Strategic plan/measures (what is organizational success, need to define ourselves)</i>	3
<i>KPIs, success measurement, quality</i>	2
<i>Provider relations/advocacy (outcomes? School readiness? Kindergarten readiness tool)</i>	2
<i>Special needs referrals, slots</i>	2
<i>Align and organizational serving 0-5 on above to maximize limited funding and make sure all issues allocated between ELC and other groups</i>	1
<i>Align government and legislature on role of 0-5 education; what ages do they <u>not</u> see it as babysitting (by legislative member)-leads to KPI</i>	1
<i>Awards ceremony (Academy Awards)</i>	1
<i>Board/staff relationship</i>	1
<i>Board/staff using goals/plan/metrics to communicate/track/work towards.</i>	1
<i>Educating and engaging families-communication about early learning</i>	1
<i>How to get state portal fixed</i>	1

1 Thing I will Commit to as a Result of Today's Retreat

<i>Help with community partnerships & events</i>	4
<i>Be on time</i>	3
<i>Ask questions before board meetings</i>	2
<i>Legislative advocacy</i>	2
<i>Be more committed and involved</i>	2
<i>RSVP to meetings</i>	1
<i>Read board packet before meeting</i>	1
<i>Trauma-informed training</i>	1
<i>Special needs-provider champion</i>	1
<i>Assist ELC in creating a link for parents looking for help</i>	1
<i>Participate in provider feedback and events more</i>	1
<i>Figure out how Healthy Start can work more closely with ELC</i>	1
<i>KPIs, success measurement, quality</i>	1

ITEM#/MEETING	B203RB3/ BOARD
MEETING DATE:	12/19/19
SUBJECT:	FY 19 SR Reconciliation
FOR ACTION:	NO
RECOMMENDED ACTION:	None
FINANCIAL IMPACT:	
AS RECOMMENDED:	NA
STAFF LEAD:	C. Klima

Background Information:

Since EFS Mod launched in July 2018, system issues have resulted in providers being overpaid or underpaid for School Readiness children served during last fiscal year. Without accurate data and tools in the system, ELC staff were unable to fully reconcile payments from this period.

Summary:

During the 12/19/19 board meeting ELC staff will present an up to date scope of the issue, the work that is being done to support providers and next steps.

Supporting Documentation:

- Overview presentation on FY 19 Reconciliation (provided at Board meeting)

THE EARLY LEARNING COALITION OF BROWARD COUNTY PRESENTS:



#BECEC2020

PRESENTING SPONSOR:



BROWARD EARLY CHILDHOOD EDUCATION CONFERENCE

ADDITIONAL SPONSORS:



STAND UP & BE COUNTED

SATURDAY FEB. 1, 2020

BROWARD COLLEGE
NORTH CAMPUS
OMNI AUDITORIUM

7:30 AM – 3:30 PM

JOIN US FOR ONE OF THE **BIGGEST** PROFESSIONAL DEVELOPMENT CONFERENCES FOR THE EARLY LEARNING COMMUNITY IN **BROWARD COUNTY!**

Keynote Speaker



Captain Barrington Irving
World Record-Setting Pilot

CONFERENCE ATTENDEES RECEIVE:

- ▶ CONTINUING EDUCATION CREDITS
- ▶ UNLIMITED NETWORKING OPPORTUNITIES
- ▶ EARLY LEARNING EXHIBITORS
- ▶ DIVERSE SESSIONS
- ▶ RAFFLES & PRIZES

TO BUY TICKETS



SCAN ME

OR VISIT:

ELC.BLACKTIE-ATHON.COM/BECEC2020

Our Mission

The Early Learning Coalition of Broward County's mission is to lead and support the early learning community to deliver high quality early learning experiences to young children and their families.



@browardelc



@elcofbroward



@elcofbroward



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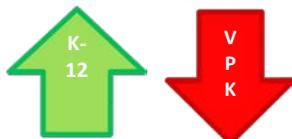
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INCREASE INVESTMENT IN VPK PROGRAM

Florida is one of the national leaders in Voluntary Prekindergarten (VPK) with the second highest enrollment rate in the country¹. Now is the time to invest in VPK in order to implement changes that will lead to higher quality VPK programs and a system where children are better prepared and early educators receive greater supports and more resources.

The VPK Base Student Allocation (BSA) rate decreased 7% since 2008 while K-12 funding increased 8% over the same period². The BSA for VPK should be increased to at least the 2007/08 rate.

**K-12 funding grew by
8.2% from 2008-2018...**



**But VPK funding shrank by
7.3% during that time!**

Through increased VPK funding, more children will start Kindergarten prepared and ready to learn!

DEVELOP AND IMPLEMENT A VALID MEASUREMENT FOR VPK

Every child develops uniquely and at their own rate. In order to learn best, each child's social and emotional development must be considered. Measurements of a young learner's success must include the child's individual growth and learning gains and should take place during the VPK year, not months after VPK and "Summer Slide" which is the current model.

Additional suggestions for change include:

- Ensure that the assessment tool is developmentally appropriate
- Include social and emotional development as part of the assessment process
- Use additional measures/tools to evaluate the quality of the education being provided i.e. CLASS assessment which evaluates the interactions in the classroom
- Review and analyze the state's VPK performance data to identify specific trends

A LONG TERM COMMITMENT TOWARDS EARLY LEARNING

We need to do better for our youngest learners. We must refocus on early education as the foundation for life-long learning success and embrace that early childhood development is the best investment that we can make for the future. Researchers have found that comprehensive, high quality early education is the intervention with the highest rate of return and best outcomes for the child and their family.³

For additional information contact **Renee Jaffe**, Chief Executive Officer at rjaffe@elcbroward.org.

¹ McKinnon, Ryan. (2018, April 29). Florida a national leader in PreK enrollment. *Sarasota Herald-Tribune*, pp. A1, A4

² Florida Department of Education and Office of Early Learning – Budget Information (2008-2018).

³ Heckman, James. (2009). The Case for Investing in Disadvantaged Young Children. CESifo DICE Report. 6. 3-8.

FYI 1 - ELC of Broward - Strategic Plan Overview- 2019-2020 Updated

Vision:

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

Mission:

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

Guiding Principles:

We believe in environments of success for our children and educators.
All children develop at their own pace and learn in different ways.
All children have the ability to reach full potential regardless of economic means.
Play and imagination are essential learning components.
Early learning helps to build the foundation for future success.
Highly skilled educators create the best learning opportunities for ALL children.
Parents are the "Most important individuals to ensure child's success."
Delivering outstanding customer service is vital to delivering our mission.
We are committed to hiring and developing great employees.

Pillars for Delivering on Our Vision and Mission:

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

Provide **Quality Early Care** Opportunities

Advocate for the Early Care and Education System

Forge Strong long term Strategic **Partnerships**

Strengthen and Develop the **ELC Staff** and Organization

2019-2020 High-Level Targeted Outcomes

ELC will fully maximize School Readiness slot funding
(Achieve at least an 82% contract utilization for slots = 9,042 slots)

ELC will serve at least 77% of Broward 4 year olds in VPK
(at least 77% unduplicated children estimated at 16,975)

75% of providers who score less than a 4.0 and participate in local ELC Broward quality initiative ("Yes, You Can") will increase their CLASS composite score

At least 80% of observed SR providers will score at least a 4.0 in their CLASS composite.

ELC will increase its outreach and local advocacy efforts with Broward county leadership and via outreach events
(meet with at least 80% of legislators and municipalities and increase outreach events by 25%)

85% of staff will respond as "satisfied" or "very satisfied" via annual staff survey

FY 2019 – 2020 Outcomes and Objectives

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Objectives

1. Create customer-centered focus
2. Continue to evaluate technology for improved performance
3. Leverage partnerships to increase service availability

Outcomes:

- Maintain level of client satisfaction
 - FY20: A minimum of 85% of parents will respond “satisfied” or “very satisfied” with ELC services on client satisfaction survey.
 - FY20: Answer 85% of Call Center calls
- Develop and launch Training & QA Plan
 - FY20: Develop and implement orientation and training curriculum and QA plans for eligibility, enrollment, customer service and payment teams
 - FY20: Develop QA baseline error rate for eligibility, identify error reduction target and implement strategy to reduce errors
- Increase methods to assist and solve client inquiries
 - FY20: Implement and evaluate alternative communication vehicles (i.e. web-based chat functionality)
 - FY20: Develop 4 additional web-based instructional training videos for parents, staff and providers
- Increase client service convenience for parent walk-ins through use of online appointment setting system and increased out-posted sites
 - FY20: Add 2-3 out posted sites
 - FY20: Increase awareness of out-posted sites and services, analyze client traffic patterns quarterly and adjust staffing/services based on analysis

PILLAR 2: Provide Quality Early Care Opportunities

Objectives

1. Expand focus on VPK training and support
2. Provide coaching, professional development, and support services to early learning community
3. Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators

Outcomes:

- All providers will have access to new VPK training series
 - FY20: Develop and launch a minimum of 4 classes in VPK training series
 - FY20: 80% of training participants will show mastery of subject based on pre and post testing
- 100% of providers participating in ELC’s new quality initiative will have a developed Success Plan
- 80% of providers in tiered training programs will show mastery of subject based on pre- and post-testing.

PILLAR 3: Advocate for the Early Care and Education System

Objective

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

Outcomes:

- Educate and advise Broward's legislative delegation on ELC services and priorities
 - FY20: Reach out to 100% of Broward's delegation
 - Meet with/present to 15 of 18 state legislators
- Update and advise Broward's key municipality leadership regarding ELC services, initiatives and possible partnerships and funding
 - FY20: meet with/present to 25 of 31 municipalities
- Demonstrate thought leadership and improve effectiveness of ELC messaging through launch of ELC outreach campaign
 - FY20: Develop and distribute ELC annual report to key stakeholders
 - FY20: Develop at least 3 media opportunities (articles, letters to editor, etc.)

PILLAR 4: Forge Strong and Strategic Partnerships

Objectives

1. Forge stronger relationships with community partners and funders

Outcomes:

- Continue to meet with mandatory referral agencies to ensure excellent client coordination.
 - FY20: Meet Semi-annually
- Continue to offer remote eligibility services at Broward community sites
 - FY20: At least 85% respond as "satisfied" or "very satisfied" on annual survey with key partners
- Expand new partnerships to bring additional resources to better serve our clients
 - FY20: Identify and form two new strategic partnerships
 - FY20: Actively participate in a minimum of 8 local community system of care workgroups/committee meetings

PILLAR 5: Strengthen and Develop the ELC Broward Organization

Objectives

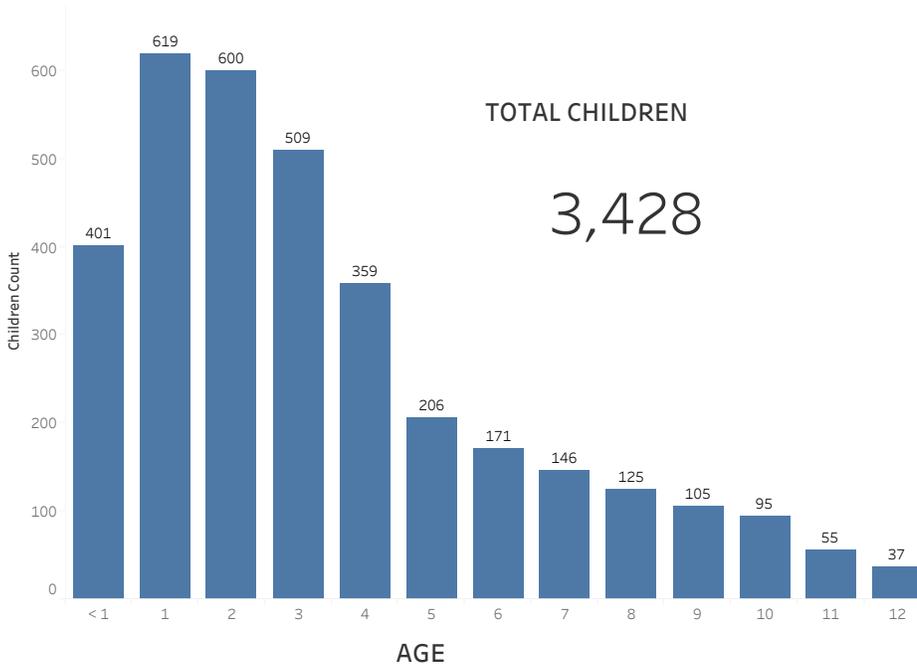
1. Continue to build organizational capabilities
2. Increase staff development and morale
3. Increase our business analytics through the launch of a customer relationship management software system (CRM)
4. Develop plan to increase unrestricted reserve based on organizational need

Outcomes:

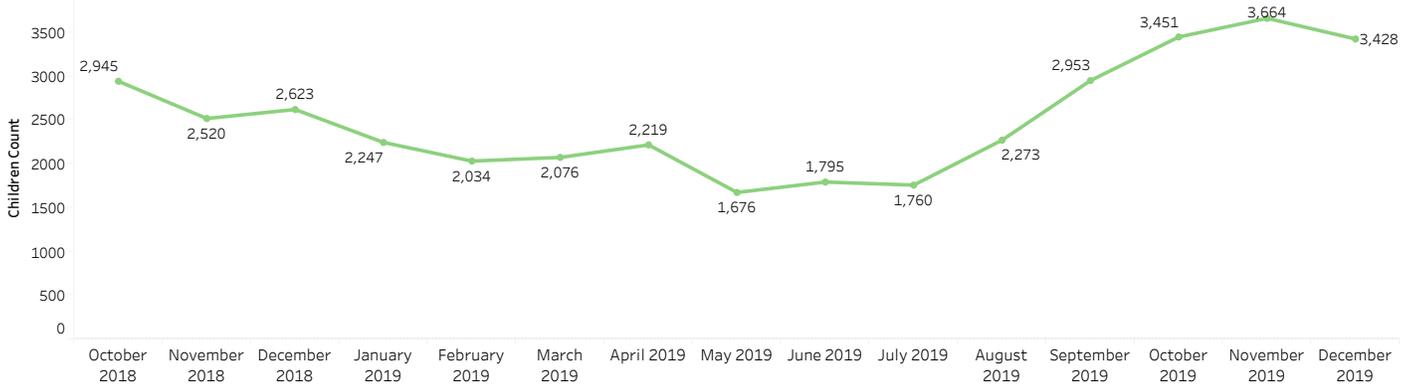
- Improve ELC name recognition for recruiting; Improve HR processes to include staff orientations, more robust onboarding process, improved performance management.
 - FY20: ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions).
 - FY20: Create baseline of key recruitment metrics (i.e. avg. # of days' positions are open), identify a target reduction percentage and initial improvement strategy
 - FY20: Implement core management and staff development/training program
- Launch CRM to improve organizational effectiveness and efficiency
- Identify and develop new private and corporate sponsors/funders to increase unrestricted reserve
 - FY20: Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity



Waitlist Children by Age as of 12/12/2019



Prior Month	Children Count	+/-	%
Oct 2018	2,945		
Nov 2018	2,520	-425	-17%
Dec 2018	2,623	103	4%
Jan 2019	2,247	-376	-17%
Feb 2019	2,034	-213	-10%
Mar 2019	2,076	42	2%
Apr 2019	2,219	143	6%
May 2019	1,676	-543	-32%
Jun 2019	1,795	119	7%
Jul 2019	1,760	-35	-2%
Aug 2019	2,273	513	23%
Sep 2019	2,953	680	23%
Oct 2019	3,451	498	14%
Nov 2019	3,664	213	6%
Dec 2019	3,428	-236	-7%



Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Office of Early Learning	\$96,311,755	<i>SR: \$55,469,574, VPK: \$40,613,664, PDG: \$228,517</i>	Revenue	7/1/19-6/30/20	Active
Office of Early Learning	\$72,142	<i>VPK Monitoring & Outreach</i>	Revenue	7/1/19-6/30/20	Active
Broward County	\$2,342,795	<i>SR Match & Special Needs Child Care</i>	Revenue	10/1/19- 9/30/20	Active
Children's Services Council	\$4,592,700	<i>Financially Assisted Child Care</i>	Revenue	10/1/19-9/30/20	Active
Children's Services Council	\$4,196,000	<i>Vulnerable Population Child Care</i>	Revenue	10/1/19-9/30/20	Active
City of Fort Lauderdale	\$41,249	<i>SR Match Funds</i>	Revenue	10/1/18-9/30/19	Renewal Pending
City of Hollywood	\$10,000	<i>SR Match Funds</i>	Revenue	10/1/18-9/30/19	Renewal Pending
City of Pompano Beach	\$20,000	<i>SR Match Funds</i>	Revenue	10/1/19-9/30/20	Active
Dept. of Children & Families	\$392,119	<i>Refugee Entrant Child Care</i>	Revenue	10/1/18-9/30/19	Active
United Way	\$325,000	<i>SR Match Funds</i>	Revenue	7/1/19-6/30/20	Active
University of Florida	\$22,500	<i>Provider Training Stipends</i>	Revenue	1/4/19-8/31/19	Active
Children's Forum, Inc.	\$450,909	<i>WAGES® Program</i>	Sub-recipient	7/1/19-6/30/20	Active
First Call for Help/211- Broward	\$462,000	<i>Community Referral Services</i>	Sub-recipient	7/1/19-6/30/20	Active
School Board of Broward County	\$100,000	<i>K-Transition Ambassador</i>	Sub-Recipient	10/1/19-6/30/20	Pending
Accessible Communication for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
BlueJean Software, Inc.	\$25,000	<i>Hosting and Support Services</i>	Vendor	7/1/19-6/30/20	Active
Biometrics4All, INC.	\$7,943	<i>Live Scan (Finger printing)</i>	Vendor	10/29/18-Ongoing	Active
Crown Center	\$403,731	<i>Office Lease (average annual cost)</i>	Vendor	2/1/19-1/31/29	Active
Jacob Jackson	\$90,000	<i>Legal Services</i>	Vendor	3/9/17-3/31/20	Active
Leboffe Associates	\$22,800	<i>Executive Coaching</i>	Vendor	7/15/19-6/30/20	Active
Ronik-Radlauer Group	\$10,000	<i>Board Retreat Facilitation</i>	Vendor	07/1/19 - 10/31/19	Expired
SB & Company	\$31,900	<i>External Audit & 990 Preparation</i>	Vendor	7/1/19-6/30/20	Active
SB & Company	\$1,500	<i>Form 5500 Preparation</i>	Vendor	7/1/19-6/30/20	Active
School Board of Broward County	\$10,253	<i>Gulfstream Early Learning Center Lease</i>	Vendor	9/5/18-9/4/19	Expired
School Board of Broward County	\$12,000/yr	<i>Gulfstream Early Learning Center Lease</i>	Vendor	9/5/19-9/4/22	Active
Teaching Strategies Gold	\$16,425	<i>Online Child Assessments Software</i>	Vendor	7/1/18-6/30/22	Active
Vantiv Health, LLC	\$12,000	<i>Appointment Software License</i>	Vendor	12/18/18- Ongoing	Active
CareerSource Broward	\$0	<i>Summer Youth Employment Interns</i>	MOU	7/12/17-9/30/19	Renewal Pending
CareerSource Broward	\$0	<i>Displaced Youth Employment Interns</i>	MOU	8/3/17-6/30/20	Active
CareerSource Broward	\$0	<i>Displaced Adult Employment Interns</i>	MOU	8/3/17-6/30/20	Active
Healthy Families Broward BRHPC	\$0	<i>Collaboration & Referrals</i>	MOU	8/20/18-6/30/20	Active
H.O.M.E.S., Inc.	\$0	<i>Transitional Independent Living Program Interns</i>	MOU	6/15/19-6/30/20	Active
Multiple Community Partners	\$0	<i>Data Sharing Agreement</i>	MOU	Under Negotiation	Under Negotiation
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active

FYI 4 – Cash Disbursements - SEPTEMBER

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 2019

Vendor Name	Amount	Purpose
ADP, Inc.	1,430.30	Processing Charges for PE 8/24/19 and 9/7/19
Association of Early Learning Coalitions, Inc.	22,150.00	Annual Renewal for FY 19/20 Membership Dues
Business Card	6,773.89	Bank of America Ops Purchases C. Klima (No individual items > \$1,000)
Business Card - SurveyMonkey	1,467.67	SurveyMonkey Annual Renewal 8/2/19 - 8/1/20
Business Card - Intermedia	2,789.07	Email Hosting for August 2019
Business Card - Tableau Software, Inc.	1,940.00	November 2019 Conference Registration Fee
Colonial Life & Accident Insurance Company	5,348.55	August 2019 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 9/1/19-9/30/19
Florida Power & Light	1,001.46	August 2019 Services
Guardian	8,916.02	October 2019 Employee Health Benefits
Humana Insurance Co.	1,031.66	October 2019 Employee Health Benefits
Iron Mountain	7,338.47	September 2019 Storage Rental and August 2019 Shredding
Jacob C. Jackson, P.A.	7,752.00	August 2019 Legal Services
K&G, LLC.	1,500.00	2020 Broward Early Childhood Education Conference Software Lic.
Mitel Cloud Services	1,757.63	Telephone Services for August 2019
Paul H. Brookes Publishing Co, Inc.	4,800.24	Developmental Screening Starter Kits for SR Providers
School Board of Broward	1,000.00	September 2019 Facility Rental
Teachstone Training LLC	4,950.12	CLASS Training Materials
The Lincoln National Life Insurance Company	6,045.62	August 2019 Employee Health Benefits
The Lincoln National Life Insurance Company	6,085.45	October 2019 Employee Health Benefits
The Lincoln National Life Insurance Company	6,085.45	September 2019 Employee Health Benefits
Vantiv Health, LLC.	3,906.25	Customization and Changes to Cloud System
Zero to Three	8,625.00	Registration Fee for October 2019 Conference

FYI 4 – Cash Disbursements - OCTOBER

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 2019

Vendor Name	Amount	Purpose
211 Broward	29,930.06	August 2019 Sub-Contractor Payment
211 Broward	27,738.92	September 2019 Sub-Contractor Payment
Ace Business Forms, Inc.	1,695.00	Window Envelopes with ELC Logo
ADP, Inc.	2,075.75	Processing Charges PE 9/19 & 10/5/19 Employee Payment Services PE 9/21/19
Bluejean Software, Inc.	4,712.50	August 2019 Cloud Hosting and Maintenance & Support
Bluejean Software, Inc.	7,187.50	July 2019 Cloud Hosting and Maintenance & Support
Bluejean Software, Inc.	2,031.25	September 2019 Cloud Hosting and Maintenance & Support
Broward Family Life Magazine	2,505.00	August 2019 VPK Outreach
Broward Family Life Magazine	2,505.00	July 2019 VPK Outreach
Broward Family Life Magazine	2,505.00	September 2019 VPK Outreach
Business Card	6,115.99	Bank of America Ops Purchases C. Klima (No individual items > \$1,000)
Business Card - Intermedia	2,516.35	Email Hosting for September 2019
Business Card - OnTime Telecom, Inc.	2,800.00	Robocall Software
Business Card - Udemy	1,200.00	Online Training Platform Licenses
Business Card - Intermedia	2,579.64	Email Hosting for October 2019
CDW Government, Inc	3,793.64	September 2019 IT Supplies & Printers
CDW Government, Inc	3,807.94	October 2019 IT Supplies
Colonial Life & Accident Insurance	3,667.18	September 2019 Employee Health Benefits
Colonial Life & Accident Insurance	3,619.00	October 2019 Employee Health Benefits
Constant Contact	2,093.00	Email Marketing for October 2019 to June 2020
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 10/1/19 - 10/31/19
Dell Marketing L.P.	1,800.00	Computer Monitors
Dell Marketing L.P.	4,000.00	Laptops
Dell Marketing L.P.	2,000.00	Laptop for Communications Manager
Fort Lauderdale Crown Center, LLC.	30,168.32	October 2019 Rent for Suite 301
Fort Lauderdale Crown Center, LLC.	30,168.32	November 2019 Rent for Suite 301
Gardner Media, LLC	1,767.00	Books for Outreach Events, Waiting Room, and Provider Visits
Guardian	8,174.84	November 2019 Employee Health Benefits
Iron Mountain	3,291.87	Storage Rental October 2019 and September 2019 Shredding
Jacob C. Jackson, P.A.	7,866.00	September 2019 Legal Services
Kaplan Early Learning Co.	1,011.34	Pretend Play Items for Model Classroom in Waiting Room
Mitel Cloud Services	1,757.63	September 2019 Telephone Services
Mitel Cloud Services	8,415.26	Telephone Services for September to November 2019
Office Depot	3,583.99	September 2019 Supplies
Office Depot	1,654.20	October 2019 Supplies
SB & Company, LLC	15,380.00	Financial Statement Audit for Year ending June 30, 2019
School Board of Broward	1,000.00	October 2019 Facility Rental
Teaching Strategies, LLC	24,749.75	TSG Training and Implementation Education Materials
Teaching Strategies, LLC	4,500.00	Training for ELC Staff to be Certified TSG Trainers
Teaching Strategies, LLC	9,000.00	Training for ELC Staff to be Certified TSG Trainers
The Children's Forum	34,937.32	August 2019 Sub-Contractor Payment
The Lincoln National Life Insurance	6,085.45	November 2019 Employee Health Benefits
The Office Cart, LLC	1,919.00	Phones for Conference Rooms and CEO Office
Verizon Wireless	1,388.30	Cell Phone and Data Charges 8/20-9/19/19
Verizon Wireless	1,535.71	Cell Phone and Data Charges 8/20-9/19/19
Verizon Wireless	1,421.37	Cell Phone and Data Charges 9/20 - 10/19/19
Verizon Wireless	1,600.05	Cell Phone and Data Charges 9/20 - 10/19/19



FYI 5 ELC Match YTD Match Fundraising Report

Funder	Secured FY18/19	Requested	Status	Secured FY19/20
Coconut Creek	\$ 25,684	\$ 25,684	Approved October 2019	\$ 25,690
Cooper City		5,000	Pending	
Coral Springs		20,000	Not Approved	
Dania Beach	1,365	15,000	Pending	
Davie		40,000	Pending	
Deerfield Beach	-	15,000	Pending	
Ft. Lauderdale	41,249	41,249	Approved October 2019	41,249
Hallandale	10,000	10,000	Pending	
Hollywood	14,495	30,000	Approved October 2019	10,000
Lauderdale By The Sea	2,000	2,000	Approved July 2019	2,000
Lighthouse Point	2,000	15,000	Pending	
Lauderdale Lakes		3,000	Pending	
Lauderhill		2,000	Pending	
Margate	1,000	1,000	Pending	1,000
Miramar	-	5,000	Approved October 2019	2,500
North Lauderdale	5,000	5,000	Pending	
Oakland Park	-	10,000	Pending	
Parkland	3,000	10,000	Pending	
Pembroke Park (Town)		6,000	Pending	
Pembroke Pines	35,000	35,000	Pending	
Plantation	21,645	22,000	Pending	
Pompano Beach	30,000	40,000	Approved October 2019	20,000
Tamarac		10,000	Pending	
Sunrise	55,890	55,890	Approved October 2019	55,890
Southwest Ranches	-	2,000	Pending	
West Park		15,000	Pending	
Weston		10,000	Pending	
Wilton Manors		10,000	Pending	
Total Municipalities (SR)	\$ 248,328	\$ 460,823	Total Secured FY20	\$ 158,329
United Way (SR)	325,000	325,000	Committed as of July 1, 2019	325,000
Child Care Providers (CCEP)	507,308	500,000	Committed as of July 1, 2019	500,000
Broward County (CCEP)	1,291,274	1,677,231	Committed as of July 1, 2019	1,677,231
CSC (SR & CCEP)	1,478,430	2,222,527	Committed as of July 1, 2019	2,525,021
Total All Match	\$ 3,850,340	\$ 5,185,581	Total SR Match	\$ 5,185,581



FYI 6 Education Team Training Calendar

Fall 2019 - 2020

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Training Level</u> (<u>Beginner</u> , <u>Intermediate</u> <u>Advanced</u>)	<u>Location</u>
Monday 11/4/19	6:00pm- 8:00pm	Margarita Medina & Mirta De Jesus, Q & E Coaches, ELC	More Than Just Counting: Math for Toddlers are Pre-K Children (in Spanish)	Beginner	Gulfstream Early Learning Center 120 SW 4 Avenue Hallandale Beach, FL 33009
Wednesday 11/6/19	6:00pm- 8:00pm	Antoinette Shaw & Raina Sajous, Q & E Coaches, ELC	Center Time- How Do You Make Your Classroom Flow?	Beginner	Gulfstream Early Learning Center 120 SW 4 Avenue Hallandale Beach, FL 33009
Tuesday 11/12/19	6:00pm- 8:00pm	Jessica Mondragon & Grethel Arroyo, Q & E Coaches, ELC	Math All Around Us in VPK	Beginner	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309
Wednesday 11/13/19	6:30pm- 8:30pm	Allison Levy, BCBA	Behavior Management Strategies for Preschool Children	Intermediate	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309
Wednesday 12/4/19	6:00pm- 8:00pm	Wendy Gordon & Raina Sajous, Q & E Coaches, ELC	What is Coaching? What is CLASS? What is Coaching with CLASS?	Beginner	Gulfstream Early Learning Center 120 SW 4 Avenue Hallandale Beach, FL 33009
Saturday 12/7/19	10:00am- 12:00pm	Teri Branker & Beatriz Pillier, Q & E Coaches, ELC	Building Strong Foundations with My Teachstone	Beginner	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309
Wednesday 12/11/19	6:00pm- 8:00pm	Stephanie Templin & Debra Cruz, Q & E Coaches, ELC	The First Chapter: Emergent Reading in VPK	Intermediate	Gulfstream Early Learning Center 120 SW 4 Avenue Hallandale Beach, FL 33009

All trainings appear on the ELC website on the calendar.

<http://www.elcbroward.org/p/46>

FYI 7 - Outreach Calendar 2019-2020

<u>Date</u>	<u>Time</u>	<u>Event</u>	<u>Description</u>	<u>Location</u>
November 2019				
11/02/19	8:00 am to 11:00 am	BCPS Ed Talk 2019	BC School District planning meeting with parents, students, business leaders, community members, and stakeholders	Fort Lauderdale Senior High School 1600 NE 4th Ave, Fort Lauderdale, FL 33305
11/02/19	12:00 pm to 4:00 pm	Vetfest 2019	Live music, entertainment, and veteran resources for health, housing employment, childcare & education.	African American Research Library and Cultural Center 2650 Sistrunk Blvd, Fort Lauderdale, FL 33311
11/16/19	10:00 am to 4:00 pm	Storybook Festival	Children's literature, fantasy, art, music, dance, performances, storytelling and the joys of reading.	Southwest Regional Library 16835 Sheridan St, Southwest Ranches, FL 33331
11/22/19	5:00 pm to 8:00 pm	Funtastic Friday Holiday Event	Holiday music, tree lighting, free outdoor movie, food trucks, vendors, etc..	Young Circle Hollywood 1 North Young Circle Hollywood, FL 33020
11/22/19	5:30 am to 9:00 pm	Sunrise Cultural Festival	Culture and arts event sponsored by the city for all ages.	Sunrise Civic Center 10610 West Oakland Park Boulevard Sunrise 33351
11/23/19	4:00 pm to 7:00 pm	Light up MLK	Holiday family friendly event featuring live music, food and city tree lighting.	Annie Adderly Gills Park 601 Dr. Martin Luther King Blvd, Pompano Beach, FL 33069

FYI 7 - Outreach Calendar 2019-2020

<u>Date</u>	<u>Time</u>	<u>Event</u>	<u>Description</u>	<u>Location</u>
DECEMBER 2019				
12/04/19	5:00 pm to 7:00 pm	Tree Lighting and Holiday Party	Bounce house, face painting, real snow, food trucks, live performances, and more.	Lauderhill City Hall 5581 W Oakland Park Blvd. Lauderhill, FL 33313
12/05/19	7:00 pm to 9:00 pm	Holiday in the Pines	City sponsored event interactive children's show, holiday treats, Santa Claus and we expect it to snow too.	Charles F. Dodge City Center 601 City Center Way Pembroke Pines, FL 33025
12/06/19	5:00 pm to 7:00 pm	Oakland Park Holiday Village	Snow Mountain, Holiday Village Carousel, Craft Activities, Ice Skating rink, Shoppers' Mart with local Artists.	Jaco Pastorius Park 4000 N Dixie Hwy, Oakland Park, FL 33334
12/07/19	10:00 am to 3:00 pm	Sunrise Winter Wonderland	Arts & Crafts Festival sponsored by the city for children & families	Sunrise Athletic Complex 11501 NW 44th Street Sunrise, FL 33323
12/07/19	4:00 pm to 7:00 pm	Plantation Holiday Celebration	Holiday movie, food trucks, live music, arts & crafts, vendors, and other activities.	Plantation City Hall 400 NW 73rd AV Plantation, FL 33322



FYI 8 – ELC of Broward County 2019-2020 Board/ Committee Meeting Calendar

August 2019						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

September 2019						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

October 2019						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November 2019						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
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December 2019						
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January 2020						
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February 2020						
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March 2020						
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April 2020						
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May 2020						
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June 2020						
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Finance/Executive Meetings begin at 8:30am
(exceptions listed below)

Full Board Meeting begin at 8:30am
(exceptions listed below)

Program Review Committee:

Nominating Committee:

- August 29, 2019
- September 26, 2019
- December 6, 2019 – 11:30 am
- January 30, 2020
- April 2, 2020
- May 7, 2020 (if needed)
- June 11, 2020 (starts at 9:15 am)

- September 12, 2019
- October 3, 2019, Retreat 8:30-4
- December 19, 2019 at 2:00 p.m.
- February 13, 2020
- April 29, 2020 at 2:00 p.m.
- May 21, 2020 (if needed)
- June 25, 2020

- July 26, 2019 – 9:30 am
- September 26, 2019 – 3:00 pm
- December 4, 2019 – 3:00 pm
- January 13, 2020 – 9:30 am
- April 17, 2020 – 9:30 am

- June 26, 2019 – 2:00 pm
- August 8, 2019 – 9:00 am
- TBD
- TBD

Governance Committee:

Audit Committee:

- September 16, 2019 – 1:00 pm
- November 18, 2019 – 1:00 pm
- January 23, 2020 – 9:30 am
- March 31, 2020 – 9:30 am

- September 13, 2019 – 3:00 pm
- November 19, 2019 – 2:00 pm

ELC Offices closed for holidays on:

- Sep 2; Nov 11; Nov 28-29; Dec. 25; Dec 31 - Jan 1; Jan 20; Feb 17; May 25

COMMITTEE	Member Name	Seat	By Laws
			<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>
EXECUTIVE			
Officer	Laurie Sallarulo	Chair	effective 4/2014 - Governor appointment
Officer	Michael Asseff	First Vice Chair	effective 4/14/2017 - 6/2020
Officer	Renee Podolsky	Second Vice Chair	effective 7/2018 - 6/2020
Officer	Twan Russell	Secretary	effective 2/1/2018 -6/2020
Officer	Nicholas Kaniaris	Treasurer	effective 7/2018 - 6/2020
	Cindy Arenberg Seltzer	Program Review Chair	
	Ellie Schrot	Nominating Com. Chair	
	Richard Campillo	Audit Com. Chair	
			<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members.</i>
FINANCE	Nicholas Kaniaris (effec 7/2018)	Chair	
	Renee Podolsky	Member	
	Laurie Sallarulo	Member	
	Cindy Arenberg Seltzer	Member	
	Twan Russell	Member	
			<i>Members appointed by the Chair. Ad Hoc members with particular expertise may be appointed to assist in the given particular area of program . Reports directly to the Board and shall consist of at least (3) members.</i>
PROGRAM REVIEW	Cindy Arenberg Seltzer (effec 7/2018)	Chair	
	Khalil Zeinieh	Member	
	Laurie Rich Levinson	Member	
	Dawn Liberta	Member	
	Laurie Sallarulo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	
	Cara Cerchione (effec 10/2019)	Member	
			<i>Members elected by Board. Consists of at least (5) five Members. Ad Hoc Members may be appointed to assist in accounting or financial management experience. No more than (1) one Member of the Finance Committee shall be a Member of the Audit Committee and in no event shall the chair of the Finance Committee be a Member of the Audit Committee.</i>
AUDIT	Richard Campillo (effec 7/1/18)	Chair	
	Michael Asseff	Member	
	Twan Russell (effec 12/9/16)	Member	
	Monica King (effec 4/7/17)	Member	
	Beverley Batson (effec 12/19/19)	Member	
			<i>Members Elected by Board. Consists of at least (5) five Members. First Vice Chair shall serve as chair of the Governance Committee</i>
GOVERNANCE	Michael Asseff (effec 4/14/17 - 6/2020)	Chair	
	Mason Jackson	Member	
	Dawn Liberta (effec. 10/2018)	Member	
	Cara Cerchione (effec 6/2019)	Member	
	Laurie Sallarulo	Member	
			<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition</i>
NOMINATING	Ellie Schrot (effec 3/10/17)	Chair	
	Mason Jackson	Member	
	William Karp (effec 6/2019)	Member	
	Twan Russell	Member	
	Dr. Amoy Reid (effec 12/19/19)	Member	
	Laurie Sallarulo	Member	
AD HOC STRAT PLANNING	Richard Campillo	Chair	effec. 11.2017
	Monica King	Member	effec. 11.2017
	Michael Asseff	Member	effec. 11.2017
	Cindy Arenberg Seltzer	Member	effec. 11.2017
	Laurie Sallarulo	Member	effec. 11.2017

Shaded areas - no meeting scheduled									
Operational\Board\Board Membership\Board Attendance Chart 2018-2019									

FYI 11 - ELC Broward Glossary of Terms (re. 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>BG1 – At Risk Populations: School readiness services for a child in a family that is: referred for investigation by the Broward Sheriff's Office (BSO); under the supervision of ChildNet (in home, foster care or relative/no relative placement); in the custody of a parent who is homeless, as verified in law; in the custody of a parent who is the victim of domestic violence, residing in a certified DCF shelter or; actively participating in a diversion program as required by law.</p> <p>BG3 – Temporary Assistance for Needy Families (TANF), also referred to as Temporary Cash Assistance (TCA) Families who are receiving TCA, and subject to the federal work requirements.</p> <p>BG3R – Relative Caregiver Child who is in receipt of the Relative Caregiver (RCG) payment, who is adjudicated by a Florida court and placed in the home of a relative through ChildNet.</p> <p>BG5 – Transitional Child Care (TCC) Family that is transitioning from the receipt of TCA (from a workforce program) into employment, as defined by law.</p> <p>BG8 – Income Eligible Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability.</p> <p>CSC – Children's Services Council Vulnerable Populations Program Eligibility mirrors the Income Eligible (BG8) criteria. Other conditions may be set by CSC, on an as needed (case-by-case) basis.</p>
Categories Exempt from Licensing		Certain religious affiliated and non-public schools may be exempt from licensure but must register with Broward County and receive approval prior to operating. Programs for children grades six and above and summer day camps for elementary school aged children are exempt from licensure.
Center-Based Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children in a nonresidential setting for fewer than 24-hours a day per child.
Child Assessment		<p>An individual assessment performed on each child for the purpose of measuring the child's growth in specific developmental domains. Child care providers who perform this detailed assessment can be reimbursed at a higher rate per child.</p> <p>Teaching Strategies Gold (TSG) is one of three ongoing assessment tools that is approved by OEL for child care providers to receive a Quality Performance Incentive Differential. TSG helps teachers observe children during regular everyday activities, plan for their development and assess their needs. Training is needed to become a reliable observer in the tool.</p>
Child Care Development Fund	CCDF	The federal Child Care and Development Fund (CCDF) is an aggregate of several funding sources that is distributed in block grants by the federal government to the states and territories. The majority of the funds are to be used to provide child care services to families who meet certain income and need criteria. A portion of the funding (at least 4 percent of the block grant amount) is to be used for activities to improve the quality of child care. Another portion (not to exceed 5 percent of the block grant amount) is to be used to pay for costs of administering the CCDF. The purpose of the CCDF is to increase the availability, affordability, and quality of child care services.
Child Care Development Plan		Every two years, states and territories receiving CCDF funds must prepare and submit to the federal government a plan detailing how these funds will be allocated and expended.

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

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

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