



**Early Learning Coalition of Broward County, Inc.
Board Meeting Agenda
September 23, 2020 2:00PM**

Via Zoom Meeting:

<https://zoom.us/j/91293975501?pwd=d0pqbFVvS2RhOVZzMGJKd3NiajRXUT09>

Meeting ID: 912 9397 5501

Passcode: 431446

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

PAGE			
I.	Call to Order		Laurie Sallarulo, Chair
II.	Roll Call		Elsy Silvestre, Executive Assistant
III.	Chair Report		Laurie Sallarulo, Chair
IV.	ELC IMPACT Moment – Honor Mason Jackson		Laurie Sallarulo, Chair & Renee Jaffe, CEO
V.	CEO Report	1	Renee Jaffe, CEO
VI.	Consent Agenda <ul style="list-style-type: none"> • Approve June 25, 2020 Meeting minutes • B211CA1 – Children’s Services Council Contract – Financially Assisted Childcare • B211CA2 – Children’s Services Council Contract – Vulnerable Population Childcare • B211CA3 – Approve COOP FY20-21 • B211CA4 – Approve Return to Office Plan 	5 13 16 19 40	Laurie Sallarulo, Chair
VII.	Regular Business <ul style="list-style-type: none"> • B211RB1 – Strategic Plan FY19/20 – Q4 Results • B211RB2 – Approve Strategic Plan FY 20/21 • B211RB3 – Approve CEO Performance Evaluation • B211RB4 – Approve CEO FY20-21 Goals • B211RB5 – COVID 19 	45 51 64 83 88	Renee Jaffe, CEO Judith Merritt, COO
VIII.	Finance Committee <ul style="list-style-type: none"> • B211FIN1 – FY 20 Preliminary financial Results (Unaudited) for discussion only • B211FIN2 – Approve July 2020 Interim Financial Statements • B211FIN3 – Approve FY 21 Budget Amendment #1 	93 101 112	Cindy Arenberg Seltzer, Committee Chair Christine Klima, CAO
IX.	Nominating Committee – No updates		Michael Asseff, Committee Chair
X.	Governance Committee		Dawn Liberta, Committee Chair

XI.	Program Review Committee		Khalil Zeinieh, Committee Chair
XII.	Audit Committee – No updates		Richard Campillo, Committee Chair
XIII.	Provider Representative Update		Cara Cerchione
XIV.	FYI Items <ul style="list-style-type: none"> ● FYI 1 Wait List Report ● FYI 2 FY 20-21 ELC Contracts ● FYI 3 Education and Quality Training Calendar ● FYI 4 June Cash Disbursements ● FYI 5 July Cash Disbursements ● FYI 6 Match Report ● FYI 7 FY 20-21 Committee Membership ● FYI 8 FY 20-21 Board & Committee Meeting Calendar ● FYI 9 FY 19-20 Board Meeting Attendance ● Glossary of Terms 	116 117 118 121 122 123 124 125 126 127	
XV.	Unfinished Business New Business Matters from the Board Matters from the CEO Matters from our Partners Public Comment Next ELC Board Meeting: November 9 @ 12:00PM Adjourn		

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

CEO Report
Board Meeting – September 23, 2020

3T's Initiative

Through a grant with the Association of Early Learning Coalitions (AELC), the TMW Center for Early Learning and PNC Bank, ELC Broward is the lead agency in our county for implementing and coordinating the 3T's framework. The 3T's is a free online program developed for families of children birth to three or four years old on how to build their children's brain development throughout their day to day routines. Three staff members from ELC have become 3T's Ambassadors. Through training and professional development our Ambassadors are prepared to engage with parents around the science of foundational brain development and how they can **Tune In, Talk More**, and **Take Turns** with their young children to set them up for success. As the training teaches us, "Any Time is 3T's Time to **Tune In, Talk More and Take Turns.**" ELC Education staff rolled out the 3T's to the Broward community through its first virtual zoom introduction/orientation, on August 26th.

Preschool Development Grant/Mental Health and Social-Emotional Supports

Through OEL's receipt of the Florida Preschool Development Grant Birth to Five renewal (PDG-R), grant funds will be provided to the ELC for mental health and/or social-emotional supports for SR and VPK children, families, and ELC staff.

Internally, staff is facilitating "The Growing Brain Birth to Five." this innovative training curriculum focuses on evidence-informed knowledge and strategies with which to prepare professionals who work with infants and young children for their vital role in building healthy brains.

Additionally, the entire education team are all participating in a train the trainer series on FLIP It (Feelings, Limits, Inquiry and Prompts). The FLIP It strategies is an evidence based, four step process that teaches adults to support children's self-regulation and reduce challenging behaviors. Once the training is complete, ELC staff is going to facilitate a 5 series reflective practice training series on FLIP It for child care providers. In the fall we will launch this training and the winter we will launch a Spanish series.

With new funding through the PDG, we will also procure Mental Health Specialists/Consultants that will be able to (virtually or in-person) go into the classroom and work directly with children, educators and families. These specialists will be trained to help children sort through their emotions, help teachers process the balance between a quality environment, health and safety in the classroom and their own emotions. The consultants will also work with educators and parents to address their trauma, as the pandemic has had an effect on everyone.

ELC's Racial Equity/Anti-Racism Plan:

Given our nation's history of genocide, slavery, and inequitable life outcomes based on race, the ELC believes it is imperative that we incorporate a racial equity lens and a bigger commitment to racial justice into our organization. After the murder of George Floyd, the ELC executive team approved the creation of an internal racial equity workgroup. The workgroup started with a group of ELC staff member volunteers from all areas within the organization with a vested interest in racial equity. The group committed to meeting regularly to build an internal work plan to ensure equity at the ELC. The committee presented an equity/anti-racism action plan for the organization to the ELC's executive team on September 15, 2020 and will share with all staff at the next staff meeting.

Additionally, members of ELC staff are also participating in community racial equity workgroups including the Broward Partners for Racial Equity (and two smaller workgroups for Funder Forum members and organizations funded by the CSC). ELC staff attending these workgroups are responsible for ensuring information gathered at the community level are shared with ELC staff and incorporated into the ELC Equity Plan.

Through OEL's Preschool Development Grant (PDG), staff on the ELC leadership team along with a few community partners (some of which are board members) are part of small group participating in virtual equity coaching with Dr. Remikie. So far, we have met once and will continue to meet monthly through November.

ELC staff would like to engage the Board in further equity/anti-racism discussions (and plans on the board level) in the near future when we share more about the internal equity plan.

No Small Matter:

Prior to the COVID-19 Pandemic, the ELC was looking forward to hosting spring and summer viewings of the No Small Matter documentary, which highlights the many challenges early learning educators and families relying on child care, face. The screenings were going to take place both at our office as well as within the community where we were hoping to co-host screenings with some of our municipal funding partners such as Fort Lauderdale and Miramar.

Due to the Coronavirus and the need to maintain social distancing, ELC will instead be collaborating with the Florida Grade Level Reading Campaign and the Broward Kiwanis Clubs to lead flexible virtual showings this fall. ELC looks forward to hosting bi-monthly viewings specifically inviting local elected officials, community partners, and business leaders to better inform them on the changing state of early learning. ELC will also coordinate viewings with our partners from the Broward Reads Coalition, the Children's Services Council and Hands On Broward to invite up to 50 guests at a time who will have a 48-hour period to view the movie at their own convenience. Invited participants will also get to attend an online discussion featuring a small panel of child care experts. We will send invites to all board members once all of the details are finalized.

Learning Pods for School Age Children:

With the announcement that Broward County schools would begin the year in an entirely virtual format, the immediate need for thousands of working families to find a safe place for their children to attend virtual classes became apparent to multiple public and private funders of children's services. These funders formed a collaborative group to open as many learning pods as possible for young school age children of working families.

Focusing on pooling funding, the funder group created an application and distributed it community-wide. More than 150 applications were received from organizations with the capacity to provide child care to young school age children, and over 130 of these applications were from child care centers. ELC staff worked with representatives from United Way, the Children's Services Council, and the AD Henderson Foundation, to prioritize the list of child care facility applicants by application score, high risk/high need zip code, and other factors in order to make final funding decisions. Twenty-nine child care sites were chosen, and 57 pods total will be funded at these sites. Excluding any funding of child care slots through the ELC, the collaborative funders have committed approximately \$1.5 million toward this project.

The child care center-based learning pods began their funding under this collaborative grant September 14th. At project completion, the collaborative funders hope to have helped thousands of families fill a temporary, but crucial need. When final numbers of children/families helped becomes available, we will publish those numbers.

Virtual Learning Engagement for Waitlist Families

During the pandemic, ELC staff, in addition to providing its own online training for educators and story time segments for children/families, was given the opportunity to utilize new educational online resources. One of those online resources was a (temporarily) free learning platform that provided access to instructional videos, activities, and educational advice to educators and to parents (for preschool age children). The site also allowed parents to upload pictures of their children's completed projects, and to develop their own virtual learning communities. Between April and June, almost 700 ELC parents in the South Florida area became users of this platform.

For years, both staff and board have discussed and/or suggested other services or programs that could be available to help children/families developmentally while they waited for child care availability. ELC will plan to procure a small pilot project whereby families on its waitlist will be offered the opportunity to engage in online learning experiences. This could also be used temporarily for families waiting for the pandemic to subside.

Read for the Record:

Due to the pandemic, this year's 2020 National Read for the Record campaign is changing significantly. The ELC, Children's Services Council, Broward County Public Schools, and Broward County Libraries are adjusting this year's campaign to reflect a virtual event. Digital copies of the book (**Evelyn Del Rey is Moving Away**) will be provided to guest readers who will read them to children in our community via online communication suites (e.g. Teams, Zoom, etc...). There will also be electronic "billboards" and online messaging counting down to the day of the event scheduled to take place on **Thursday, October 29** and the author, Meg Medina, may make an online appearance just for Broward County readers! Physical copies of the books are expected to be available for distribution to the schools (for children and their families) beginning in Spring 2021.

ELC New Normal Workgroup

In anticipation of a changing landscape of business operations for child care programs, ELC has pulled together a small group of interested parties, including William Karp, manager of Child Care Licensing and Enforcement, Julia Musella FACCM board member and child care center operator, and Robyn Perlman, CEO of the Business and Leadership Institute, to plan for and bring awareness to the changes. The group focused its attention in initial meetings on the survival of child care businesses through stimulus and other funding, and how CDC guidelines and enforcement of these guidelines influences current operations. On Monday, June 8, the ELC hosted a virtual discussion group with the workgroup and key municipality leaders and leadership at the Greater Ft. Lauderdale Alliance, called Ensuring the Future of Child Care, to engage them in this important conversation.

While the workgroup had planned to expend the group, due to the continuously changing early learning pandemic environment and funding opportunities, the group decided it would be beneficial to first better understanding the needs, challenges, and impact of the pandemic on early learning programs. As a result, the ELC will be conducting a series of provider focus groups to gather qualitative and quantitative data in order to fully evaluate the long-term needs of our child care centers as we shift from rapid response to longer term planning for community recovery. The first of the planned focus groups will take place

October 15th with another one on October 21st, each with no more than 10 center owners and directors to allow for more interaction from participants and staff. Additionally, the ELC has conducted parent/provider surveys. The responses are currently being analyzed. Once finalized, this data will be shared with the board.

Once the data from the focus groups and surveys is collected and analyzed, discussions on next steps for the New Normal Workgroup will resume. ELC will keep the board up to date on next steps.

Early Childhood Centers & COVID-19

On Monday August, 24th ELC's CEO Renee Jaffe was interviewed by Penny Bernath, better known as Miss Penny from PBS KidVision about the state of early childhood education as part of KidVision Parent Chats. The South Florida PBS network hosts the **KidVision Pre-K** online and broadcast program, which makes learning Florida's Early Learning and Development Standards for preschoolers lively and fun for teachers, parents, and children. On their Facebook Live page, Renee answered parents' questions about back-to-preschool plans for early childhood centers, discussed best educational tips for our youngest learners, and spoke about challenges that parents may face during the upcoming school years. Almost a hundred viewers tuned in online to see the event live in the weeks since it was broadcast, the segment had already been watched almost 650 times; it is still available in the link below. The ELC is proud to partner with KidVision Pre-K to keep our community updated on the changes happening in the early learning world!
<https://www.facebook.com/KidVisionPreK/videos/367007987641608/>.

Board Retreat

While the previous Board Retreat was October 3rd 2019, due to the current impact and uncertainties related to COVID-19, and in light of the planning timeline for building a new strategic plan, the next Board Retreat will be scheduled for February 2021. Given that the current three-year Strategic Plan is due to expire as of June 2021, our hope is to focus on the direction of the new Strategic Plan and discuss the future road map for the Early Learning Coalition of Broward to ensure continuity of Early Learning opportunities for the families of Broward County taking into account the changes to Early Learning.

In preparation for the February 2021 Board Retreat, a survey will be sent to Board members for their feedback and suggestions. As details for the retreat become available, the Board will be updated.

Board and Committee Meeting FY 20-21 Calendar

Recently, a survey was conducted with all of the Board Members, to establish a regular schedule for the Finance, Executive and Board Meetings for FY 20-21. 100% of the Board Members responded to the survey indicating which weeks, days and times did not work for their specific schedules. Once the results were aggregated, it was clear that the best availability for the Finance and Executive Committee would be the fourth Tuesday of the month at 1:30pm. The full Board availability was a little challenging, given everyone's commitments, however, the results clearly indicated that the second Monday of the month at noon worked best for the Board members. Please note, while for the most part the calendar follows the new week/date/time selected for the Board, Executive, and Finance committee meetings, there were a few instances where another date/time was necessary due to holidays etc.

A new FY 20-21 Board and Committee Meeting Calendar has been created and it appears in the FYI section of this packet. Additionally, meeting invitations have been sent to respective Board and Committee members. Other Committee's will be establishing their meeting dates over the next few weeks. Thank you for patience through this process.

Early Learning Coalition of Broward County, Inc.
Board Meeting Minutes
June 25, 2020 at 8:30 AM
 Virtual Meeting

Members in Attendance	Laurie Sallarulo, Michael Asseff; Dawn Liberta; Mason Jackson; Cindy Arenberg-Seltzer; Ellie Schrot; Khalil Zeinieh; Monica King; Richard Campillo; Amoy Reid; Beverley Batson; Cara Cerchione; Twan Russell; Renee Podolsky; Zachary Talbot
Members Absent	William Karp; Angela Iudica; Laurie Rich Levinson
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Allison Metsch, Director of Education & Quality; Elsy Silvestre, Executive Assistant; Pablo Calvo
Others in Attendance	Jacob Jackson, General Counsel; Debbie Palmisano, Greater Horizon

Item	Action/Discussion
Welcome & Call to Order	Laurie Sallarulo called the meeting to order at 8:34 AM. Roll was called and a quorum was established.
Chair Report	Chair welcomed all. Board Chair thanked the following board members: Zachary Talbot for joining the Finance Committee; Michael Asseff for serving on the Nominating Committee as well as for being the Chair of the Ad Hoc Fund Raising Committee; Khalil Zeinieh for serving as chair of the Program Review Committee; Richard Campillo for continuing to Chair the Audit Committee.
CEO Report	<p>CEO thanked everyone for making it in today.</p> <ul style="list-style-type: none"> In May, a video was created for our providers for Provider Appreciation and sent to them, to thank them for all they do. ELC has created the ELC New Normal Workgroup to talk about the impact of the virus in the childcare industry. We started this work group to talk about how to get community to stand behind the child care providers. Board members are invited to be a part of this committee. Next meeting is on July 7 at 10am. On June 23, CEO presented to the Greater Fort Lauderdale Alliance GREAT Committee regarding the ongoing challenges to early learning. Our new COO, Judith Merritt will be starting on July 20. Still dealing with lots of COVID19 issues that have affected overall operations. Will be hearing from CEO during the summer with updates. No Board Meetings in July and August. CEO thanked the new chairs and officers. <p>FOLLOW UP: Send Provider Appreciation video link to Board Members.</p>
<p>a. Approve April 29, 2020 Meeting minutes</p> <p>b. B206CA1 - Approve contract with BLI for Business Development Training for Child Care Operators</p>	<p>A Motion was made by Rich Campillo to approve the Consent Agenda. Seconded by Monica King. Unanimously approved. Motion Passes.</p>

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| <ul style="list-style-type: none">c. B206CA2 – Approve contract with United Way for School Readiness Match Funding FY21d. B206CA3 – Approve Pending Extension of FY2020 OEL Grant Agreement Contracte. B206CA4 – FY 20 OEL Addendum # 2 Action Statementf. B206CA5 - Approve Auditor Engagement Letter for FY2019-2020 Audit | |
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REGULAR BUSINESS

- a. B206RB1 – OEL
Addendum #1 Action
Statement

OEL Addendum #1 Action Statement

The reconciliation for FY 19 was during the time EFS Mod was offline for a year. ELC then had to do estimated payments and reconcile those estimated payments against actual services entered. OEL is ready to bring a close to this effort. We are almost complete with the reconciliation. We feel that we have good numbers for estimate payments and we have calculated underpayments and those will be cleared in the next day or so.

The current Addendum language does not provide sufficient protection to the ELC against the risk of future compliance findings that may arise at a later date. This can have a negative impact on ELC's funding. We are discussing modified language for the addendum with OEL

There was a discussion regarding provider collections for overpayment. OEL did receive a waiver from the Health and Human Services Department allowing that each provider can be held harmless for up to \$1,500. A repayment plan could be put in place for amounts over \$1,500.

Overpayments:

ELC will send letters to providers with our calculation of the amount due. We want to give providers the tools and time to verify what we calculate and give providers ample time to verify.

Installment plans may be 12 months' maximum but OEL will allow us the flexibility to extend as long as we coordinate with them. Average overpayment is about \$9,000. Once reconciliation is done there will be a communication sent.

A Motion was made by Rich Campillo to authorize execution of Addendum #1 to the OEL Grant FY2019-2020 Grant Agreement subject to staff negotiated revisions to terms and legal review. **Seconded** by Khalil Zeinieh. **Unanimously approved. Motion Passes.**

Strategic Plan FY 19/20 Q3 Progress Update:

The CEO provided highlights from Q3 of the strategic plan. ELC is on track in all five pillars of the strategic plan. There will be more impact from Q4 due to the virus. High level targets were on track. We did answer 85% of our calls. 450 educators participated in 34 trainings. Met with 12 legislators both in Fort Lauderdale and Tallahassee. We met with 6 municipalities in Q3 and we are at 72% municipality goal. We worked with Web Author who put in place our CRM. In Q3 first component was rolled out which the IT department will use to track equipment. They also created a customer service tracking system and they are testing it. Will be rolling out on July 1.

<p>b. B206RB2 – Strategic Plan FY 19/20 Q3 Progress Update</p> <p>c. B206RB3 - COVID-19 Update</p>	<p>COVID-19 Update:</p> <p>As of this week there are currently 41% of providers that are closed and 59% open. Statewide we had 70% closed in May. That includes VPK providers. OEL sent a statewide questionnaire to providers and it was mandatory for providers to respond in order to get June payment. There was an 85% response rate in Broward. Providers that were closed due to COVID19 were 21%. Providers stayed home because parents did not want to send their children. 17% did not open because they needed additional financial support. 15% did not open because they needed cleaning supplies. 8% were unable to find qualified staff. Providers were able to choose one or more options as to why they could not open.</p> <p>We did a deep dive to the May data to gauge the population attending schools. Approximately 50% of SR programs were open, and only 41% of the children attended. Of those 41%, 1,000 children were from first responders and essential medical personnel. Broward County is still following the 9 children per classroom and 1 teacher. We are paying providers based on enrollments and not attendance. We are also not requiring parents to pay for co-pays. Eligibility is still on hold and we have enrolled 1,800 first responder and medical staff children.</p> <p>FOLLOW UP: Send to the Board OEL questionnaire results.</p> <p>We are waiting for information from OEL regarding our full allocation of CARES dollars. We have administered mini-grants for cleaning supplies, staff training stipends and now CARES dollars for providers who were open as of April 30. They are eligible for a certain amount based on their total capacity. There will be a second round of CARES grants efforts for providers that were closed. Shan Goff said there may be separate relief grant for harder hit counties.</p> <p>We are recertifying first responder and essential service personnel families that began services in April.</p> <p>Board Chair has asked about child care centers that have tested positive for COVID19. We have heard from 4 childcare programs within the week. We remind providers to follow health department guidelines when someone has tested positive in their centers. We are reminding all centers about protocols that need to be in place, Renee Podolsky mentioned that the health department is working closely with William Karp and should be notified whenever there has been a positive testing results within the centers.</p> <p>FOLLOW UP: Add to the updates any incidents regarding COVID19 positive results in child care centers.</p> <p>CSC extended contract for nurses to stay at child care centers for the summer.</p>
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There was a public comment: Debbie Palmisano from Greater Horizons would like ELC to advocate to OEL to drop the VPK scores. CEO mentioned that this year the scores will not be collected in the same way. CEO will follow up with Debbie.

Mason Jackson announced he is leaving the position of President and CEO of Career Source Broward. He will be around part time for the next three months.

The Board thanked Mason for all his work on the ELC Board.

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Finance Committee

a. B206FIN1 – Approve April 2020 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant, and Budget Amendment #5

In the April financials we see the full impact of the new pandemic rules. We are spending 11% more since COVID19. June will be 9% higher. We are spending a lot more because of new provider payment rules.

Amendment #5 has been updated to correct a scrivener’s error in FY18 actuals.

We sent out and addendum to Budget Amendment #5 because additional allocations were issued by OEL after the Finance Committee met
We received approximately \$7M in additional CCDF funding and \$4M in CARES Act funding for first responders. We have not received the CARES act allocation for second round mini grants. OEL will take data and determine how much each provider will get based on their criteria.

Now that we have more data about expenditures in April and May we project \$1.5M available for additional quality related activities. There is flexibility to do other things with these funds as long as there is a plan and criterion in place by the time the fiscal year closes on June 30. Must meet OEL standards.

We floated ideas to OEL to see what they would approve. Because so many providers are closed we talked about potentially having a sustainability grant for high quality providers that would support the difference had they been open on 4/30.

We also discussed issuing grants to reimburse providers for the cost of purchasing required curricula. OEL updated their list of their curriculum for providers. All providers must have this curriculum in place by September 30. This may cost \$700-\$3,000. If we gave an average grant of \$2,000 to cover curriculum cost, we would like to ensure providers can sustain quality in their programs.

A Motion was made by Cindy Arenberg Seltzer to Approve April 2020 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant, and Budget Amendment #5. **Seconded** by Ellie Schrot. **Unanimously approved. Motion Passes.**

CEO asked for clarification that Board Members were in favor of the two options within the budget:

1. Grants to cover required SR Curriculum costs to offset the economic strain of the COVID19 Pandemic; and
2. Grants to quality providers as a supplemental infrastructure grant to support provider sustainability.

Board confirmed they are in favor of moving forward with those two options in the budget.

Approve Preliminary FY 2020 Budget:

b. B206FIN2 - Approve Preliminary FY 2021 Budget

FY21 budget has not yet been signed by the governor and full impact of

<p>c. B206FIN3 - Approve Provider Rate Increase</p>	<p>COVID19 is still unknown. We made the decision to present a flat budget based on the legislative allocation budget that was proposed prior to the pandemic. A Board approved budget is necessary to operate on July 1. We don't know if there will be changes to those initial allocations. There is a \$60M pool for waitlist that OEL has not determined how it will be distributed. OEL does not yet have a plan in place for funds. Many other unknowns. There is a \$50M pool for a targeted rate increase but they don't have a plan in place to distribute those funds. Don't know what new normal will be after the pandemic.</p> <p>A Motion was made by Cindy Arenberg-Seltzer to approve the Preliminary FY 2021 Budget. Seconded by Khalil Zeinieh. Unanimously approved. Motion Passes.</p> <p>In 2019, ELC Broward made a commitment to increase reimbursement rates on an annual basis with the goal of reaching federally mandated targets. We will need to use projected budget to figure out a provider rate increase. The goal is to get to the federal target of 75th percentile of market rate. There are some challenges to get us there. We don't know what budget is for next year. One factor is that the market rate survey that should have been done for FY 19 has not been completed because EFS mod. We are currently using the 75th percentile related to 2017. There are a lot of structural barriers to get to the 75th percentile. The finance committee recommends a \$2.50 per day/per child increase and that will take us to 65th percentile effective July 1, 2020.</p> <p>Finance Chair wanted to clarify when we get notification from OEL of the additional dollars it is the intention of the finance and board to raise the provider rates further.</p> <p>A Motion was made by Cindy Arenberg-Seltzer to approve the provider rate increase. Seconded by Twan Russell. Unanimously approved. Motion Passes.</p> <p>CEO mentioned we will be having a provider meeting to answer questions and we will include OEL updates in our provider updates.</p>
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<p>Nominating Committee</p> <p>a. B206NOM1 – Approve Recommendation to bring Board Officer Nominations to the Board</p>	<p>Nominating Committee:</p> <p>Nominating Committee Chair commented that there are four officer positions ending June 30, 2020. Nominating Committee met June 16 to review nominations. Members have been informed if they were nominated.</p> <p>Nominating Committee recommends the following to move forward to board for nominations:</p> <p>1st Vice Chair: Dawn Liberta</p> <p>2nd Vice Chair: Twan Russell</p> <p>Treasurer: Cindy Arenberg-Seltzer</p> <p>Secretary: Monica King</p> <p>A Motion was made by Ellie Schrot to approve the Recommendation to bring Board Officer Nominations to the Board. Seconded by Cindy Arenberg Seltzer. Unanimously approved. Motion Passes.</p> <p>CEO wanted to thank Michael Asseff, Renee Podolsky, and Twan Russell for their service in those rolls. We appreciate your work with the committees you chaired. Thank you. Excited to work with new officers going forward.</p> <p>Provider Update:</p> <p>Cara Cercione asked that ELC continue to push for providers, and for the Board to push for additional grant money. Push OEL to pay for enrollment not attendance going forward. Families are struggling right now. Brainstorm to better access to social workers. Teacher shortage is still a concern.</p>
NEW BUSINESS	Nothing discussed.
MATTERS FROM CHAIR	There was no discussion.
MATTERS FROM COMMITTEES	There was no discussion.
PUBLIC COMMENT	There was no discussion.
NEXT MEETING DATE	TBD
ADJOURN	Khalil Zeinieh motioned to adjourn the meeting. Meeting adjourned at 10:23 AM

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	B211CA1 / BOARD
MEETING DATE:	9/23/2020
SUBJECT:	CSC Financially Assisted Child Care Contract Renewal
TIES TO PILLAR:	Deliver Outstanding Eligibility, Enrollment and Payment Services
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve CSC FACC Contract Renewal
FINANCIAL IMPACT:	\$4,592,850
AS RECOMMENDED BY:	Executive Committee
STAFF LEAD:	C. Klima

Background Information:

The Children’s Services Council (CSC) provides funding to supplement Office of Early Learning (OEL) School Readiness dollars for child care services to income eligible families in Broward County. Under the agreement, ELC will fund a minimum of 629 slots for children ages birth through 5 (not yet in Kindergarten).

CSC funding may also be used to support ELCs application for School Readiness match funding as needed. Additionally, CSC dollars play a unique and critical balancing role in ELC’s utilization strategy at the end of each fiscal year because the funds are interchangeable with OEL dollars and run on a different fiscal year. This affords ELC the opportunity to move CSC funds between fiscal years and maximize the use of OEL School Readiness dollars for income eligible children during ELC’s fiscal year.

ELC’s General Counsel wishes to note that the FY21 contract includes a new clause that describes CSC’s broad authority to change or reallocate the contract at any time during an emergency, as determined by CSC.

Current Status

Staff and Executive Committee recommends that the Board approve the CSC Financially Assisted Child Care Services Contract renewal in the amount of \$4,592,850. The term of the contract is October 1, 2020 through September 30, 2021.

Supporting Documentation:

- Contract Fact Sheet

CSC OF BROWARD COUNTY

Financially Assisted Child Care Services – Contract Fact Sheet

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

CONTRACT NAME:	Children’s Services Council of Broward County Financially Assisted Child Care Services
CONTRACT NUMBER:	18-2588
POINT OF CONTACT:	Meg Wallace Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000
BUDGET AMOUNT:	\$4,592,850.00
METHOD OF PAYMENT:	This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services
PAYMENT SCHEDULE:	Monthly
TERM:	October 1, 2020 – September 30, 2021
ANTICIPATED NUMBER OF PARTICIPANTS:	629
SCOPE OF WORK:	The funding will allow the ELC to provide additional School Readiness financial assistance “slots” for child care to low income families living in Broward County. Child care services under this agreement will be used for children ages birth through 5 (not yet in Kindergarten).
DELIVERABLES:	Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice: <ul style="list-style-type: none">• Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).• Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.• Participating in the PROVIDER’S School Readiness Program Assessment with a CLASS® score of 3.5 or higher.

VI. PERFORMANCE MEASURES

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

DESIRED RESULT: Children will succeed in school.

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

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

ITEM#/MEETING	B211CA2 / BOARD
MEETING DATE:	9/23/2020
SUBJECT:	CSC Financially Assisted Child Care Contract Renewal
TIES TO PILLAR:	Deliver Outstanding Eligibility, Enrollment and Payment Services
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve CSC Vulnerable Populations Contract Renewal
FINANCIAL IMPACT:	\$4,017,850
AS RECOMMENDED BY:	Executive Committee
STAFF LEAD:	C. Klima

Background Information:

The Children’s Services Council (CSC) Vulnerable Populations Contract funds child care services for children birth to 5 throughout Broward County that are identified by CSC as vulnerable to or at-risk of child abuse and neglect. Families are referred by CSC funded family strengthening program caseworkers, other community partners or directly by ELC when child care could help alleviate identified risk factors including, but not limited to, parenting stress, addiction recovery, economic distress or caregivers in need of respite. Parents are encouraged to enroll their children in quality programs that are accredited Gold Seal, PBIS or those providers with a CLASS Score of 3.5 or higher. Providers with Vulnerable Populations program enrollments will receive enhanced support services from ELC’s Inclusion team, if needed.

The program will serve a minimum of 459 child care slots.

ELC’s General Counsel wishes to note that the FY21 contract includes a new clause that describes CSC’s broad authority to change or reallocate the contract at any time during an emergency, as determined by CSC.

Current Status

Staff and Executive Committee recommends that the Board approve the CSC Vulnerable Populations Contract renewal in the amount of \$4,017,850. The term of the contract is October 1, 2020 through September 30, 2021.

Supporting Documentation:

- Contract Fact Sheet

-

CSC OF BROWARD COUNTY

Vulnerable Population – Contract Fact Sheet

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

CONTRACT NAME:	Children’s Services Council of Broward County Vulnerable Populations Subsidized Quality Child Care
CONTRACT NUMBER:	18-2589
POINT OF CONTACT:	Madeline Jones Children’s Services Council of Broward County 6600 West Commercial Boulevard Fort Lauderdale, FL 33319 954-377-1000
BUDGET AMOUNT:	\$4,017,850
METHOD OF PAYMENT:	This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services
PAYMENT SCHEDULE:	Monthly
TERM:	October 1, 2020 – September 30, 2021
ANTICIPATED NUMBER OF PARTICIPANTS:	459 Slots
SCOPE OF WORK:	The funding provides subsidized quality child care services for children from birth to age 5 (not yet in kindergarten) to children in exceptionally vulnerable populations throughout Broward County that are at risk of child abuse or neglect. Families are referred by CSC funded family strengthening program caseworkers, other community partners or by ELC directly when child care could help with identified risk factors including, but not limited to, parenting stress, addiction recovery, economic distress, the need for child care to support employment or caregivers in need of respite.
DELIVERABLES:	A unit of care is all or part of a day of child care services. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice: <ul style="list-style-type: none">• Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).• Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.• Participating in the PROVIDER’S School Readiness Program Assessment with a CLASS® score of 3.5 or higher.

PERFORMANCE MEASURES:

VI. PERFORMANCE MEASURES				
<p>The PROVIDER will be required to submit client performance measure data, in the SAMIS Performance Measure (PM) Module, within the time frames specified by the CSC. The PROVIDER shall also report any barriers experienced in performance measure achievement, as required. The report should also include any noteworthy activities that have occurred during the term of this Agreement, as requested. PROVIDERS will use the CSC Data Quality Assurance Report to ensure administration points are completed and service components are attached.</p>				
<p>DESIRED RESULT: Children are ready to succeed in school.</p>				
<p>Results based accountability utilizes data to improve performance outcome measures to achieve the desired customer result. When applied, performance measurement answers the following key questions:</p>				
Key Question	Performance	Council Goal	Evaluation Tool	Admin Schedule
How Much Did We Do?	# of children receiving quality child care	200	ELC monthly report	Analyzed Monthly
	% of funded allocation utilized.	95%	SAMIS Data	Analyzed Monthly
How Well Did We Do It?	% of children remaining in quality child care for a minimum of 6 months with regular attendance	80%	ELC monthly report	Analyzed Monthly
	Data Integrity	95%	SAMIS Quality Assurance Report	Analyzed on a Semi-Annual Schedule
Is Anybody Better Off?	% of Parents/Caregivers who report benefits by receiving child care services (e.g., respite, pursue/maintain opportunities for employment, therapeutic treatment etc.).	80%	Descriptive survey from initial referral process & survey conducted with parent/caregiver at redetermination	Semi-Annual Data Submission
	% of families with no verified abuse findings during program participation.	85%	This outcome to be measured in collaboration between BSO and CSC	Analyzed on a Semi-Annual Schedule

ITEM #:	B211CA3 / BOARD
MEETING:	BOARD
MEETING DATE:	9/23/20
SUBJECT:	2020 COOP Plan
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve 2020 COOP Plan
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Governance Committee, 8/24/20 – GOV203RB1
ELC STAFF LEADS	J. Merritt

Background

The ELC is required by the Office of Early Learning to maintain a Continuation of Operations Plan (COOP) in the circumstance that a disaster, manmade or natural, disrupts the ELC’s daily business operations. The COOP is updated annually, as necessary, and is sent to OEL. Specifically, the COOP is designed to:

1. Ensure the ELC of Broward County is prepared to respond to emergencies, recover from them, and mitigate their impact.
2. Ensure that the ELC is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.

Current Status

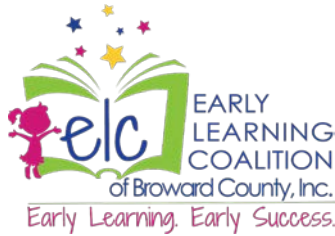
The COOP was last approved by the Board at the September 12th 2019 meeting and has been reviewed and updated to reflect language regarding Communicable Disease events, in order to comply with recent events during COVID 19. Additionally, language surrounding Sub Recipients has been removed along with Sub Contractors providing CCR&R Operations. Section 5 Telework policy and Attachment 9, Delegation of Authority were added to comply with current practices.

Summary

The COOP is recommended for Board approval by the Governance Committee at their meeting on 8/24/20. An updated approved copy is due to OEL by the end of October.

Supporting Documentation:

- 2020 COOP Plan



CONTINUATION OF OPERATIONS PLAN (COOP)

Pending ELC Board Approval September 2020

**Early Learning Coalition of Broward County, Inc.
1475 W. Cypress Creek Rd., Suite 301
Ft. Lauderdale, FL 33309**

**Renee Jaffe, Chief Executive Officer
(954) 377-2188
FAX (954) 377-2192
rjaffe@elcbroward.org**

Notice: This document contains information pertaining to the deployment, mobilization, and tactical operations of the Office of Early Learning and the local early learning coalition in response to emergencies and is exempt from public disclosure under the provisions of section 281.301, Florida Statutes.

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SECTION I: INTRODUCTION

I-1 Purpose

Pursuant to Section 252.365, Florida Statutes, *Emergency Coordination Officers; disaster-preparedness plans*, this Continuity of Operations Plan (“COOP”) establishes policy and guidance to ensure the continued execution of the mission-essential functions for the Office of Early Learning and the local early learning coalitions in the event that an emergency threatens or incapacitates operations, and requiring the relocation of selected personnel and functions of the Early Learning Coalition of Broward County, Inc. 1475 W. Cypress Creek Rd., Suite 301, Ft. Lauderdale, FL 33309. Specifically, this plan is designed to:

1. Ensure the Early Learning Coalition of Broward County, Inc. (“ELC”) is prepared to respond to emergencies, recover from them, and mitigate their impact.
2. Ensure that the ELC is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.

I-2 Applicability and Scope

The COOP is intended as a flexible framework to guide ELC in managing all safety-security threats, emergencies and disasters. The COOP defines the role and responsibilities of ELC staff in the event of adverse safety conditions and/or natural or man-made emergencies. The Chief Executive Officer (“CEO”) is designated the ELC Safety Officer and Emergency Coordinating Officer (“ECO”) (**Attachment 3**). The ECO is the primary contact and is referenced throughout the rest of this COOP.

1. Primary phone number: (954) 377-2194
Contact Name: Renee Jaffe, Chief Executive Officer
Alternate phone number: (cell) 954-870-0813
E-mail address: rjaffe@elcbroward.org
County: Broward
2. Administrative and fiscal:
Phone number: (954) 377-2190
Contact Name: Christine Klima, Chief Administrative Officer
Alternate phone number: (cell) 954-295-2821
E-mail address: cklima@elcbroward.org
County: Broward

SECTION II: CONCEPT OF OPERATIONS (COO)

II-1 Objectives

The objective of this COOP is to ensure that the capability exists to continue essential functions across a wide range of potential emergencies, specifically when the ELC's administrative and fiscal offices and/or subcontractor offices are either threatened or inaccessible. The objectives of this plan includes:

1. Ensuring the continuous performance of ELC's essential functions/operations during an emergency;
2. Protecting essential facilities, equipment, records, and other assets;
3. Reducing or mitigating disruptions to operations;
4. Providing for the safety of staff and visitors to facilities, reducing loss of life, minimizing damage and losses;
5. Identifying and designating principals and support staff to be relocated;
6. Facilitating decision-making for execution of the plan and the subsequent operations; and
7. Achieving a timely and orderly recovery from the emergency and resumption of full service to all customers.

II-2 Planning Considerations

In accordance with state of Florida's guidance and emergency management principles, the ELC's COOP:

- Will be maintained at a high-level of readiness;
- Will be capable of implementation both with and without warning;
- Will be operational no later than 12 hours after activation, if at all possible;
- Will be capable of maintaining sustained operations for up to 30 days;
- Will take maximum advantage of existing State or Federal and local government infrastructures; and
- Addresses protection of equipment and other coalition assets.

II-3 Assumptions

The following assumptions form the basis for emergency planning and response for the ELC and are intended to be the context within which this plan is implemented.

1. It is assumed that the magnitude of the emergency will be such that effective response and recovery will be beyond the capability of operating units.
2. It is assumed that sufficient state resources will be dedicated to implement and operate the plan.
3. It is assumed that the Governor will request federal disaster assistance and that such federal disaster assistance programs will be implemented to meet the needs of the affected operating unit.
4. It is assumed that in the event the Governor will or has issued an executive order related to a statewide or regional emergency, that said executive order will be implemented by the ELC and any governing agencies to meet the needs of the affected operating units and the clients of the ELC.
5. All mission-essential functions provided by other state agencies in support of the ELC will continue in accordance with their respective continuity of operations plans. This includes, but is not limited to, services provided by the Office of Early Learning.

6. It will be determined (taking into consideration staffing and technical resources) if the mission-essential functions of the affected primary facility can feasibly be temporarily transferred to an established unaffected state or community based facility as an alternative to physically relocating staff.

This COOP further assumes that with the existing and continuing possibility of the occurrence of large-scale natural and man-made emergencies, the ELC must be adequately prepared to deal with, reduce vulnerability to, and recover from such emergencies. Therefore, ELC emergency management functions must be coordinated to the maximum extent with other state/county agencies to ensure the most effective preparation and use of manpower, resources and facilities in response to emergencies/disasters.

II-4 COOP Execution

Emergencies or potential emergencies may affect the ability of the ELC to perform its mission-essential functions from any or all of its primary facilities. The following are scenarios that could mandate the activation of the ELC COOP:

- ELC's administrative/fiscal/enrollment/payment offices are closed to normal business activities as a result of an event or credible threats of an event that would preclude access or use of the facility and the surrounding area.
 - Local municipalities and government agencies are closed to normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, pandemic, or terrorist or military attacks.
1. In an event so severe that normal operations are interrupted, or if such an incident appears imminent and it would be prudent to evacuate the facilities or the local municipalities and government agencies, as a precaution, the ECO, or his/her designated employee, may activate ELC's COOP. The designated alternate facility will be activated, if necessary, and at the discretion of the ECO, or his/her designated employee of ELC.
 2. The Core Team for the ELC as identified and defined in Attachment 1 of the COOP will ensure the mission essential functions of ELC are maintained and capable of being performed using the designated alternate facility until full operations are re-established at the administrative/fiscal entity and/or sub-recipient offices.
 3. Selected secondary response staff from ELC, Broward County, or other local municipalities or agencies may supplement the ELC's Core Team. The Core Team will either relocate temporarily to the designated alternate facility, if necessary, or operate remotely. The Core Team will be responsible for continuing mission essential functions of the ELC within 12 hours, if possible, and for a period up to 30 days pending regaining access to the administrative/fiscal or the full occupation of the designated alternate facility.
 4. All Core staff necessary to perform the mission-essential functions of the ELC will be contacted and advised to report to either the alternate facility, a predetermined secure location, or other location as determined by ELC's ECO or their designee, or to operate remotely as instructed by the CEO. Secondary staff will be given instructions based on the need to have them supporting the core staff, or supporting others, including subcontractors, in the community.

5. Incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the COOP will be executed in response to a full-range of disasters and emergencies, to include natural disasters, terrorist threats and incidents, and technological disruptions and failures.
6. A list of names that composes the Core Team is listed on Attachment 1. The Core Team will also be the Emergency Response Team.
7. Alternate site locations for facilities to insure services continue are listed on Attachment 2.
8. The CEO will be the responsible party for activation of the ELC's COOP. In the CEO's absence, the COO will be the responsible party for activation of the ELC's COOP.
9. The CEO or their designee shall inform all essential parties, including its Board Chair, any subcontracted providers of services of the activation of the COOP

II-5 Scope of COOP

This plan covers the following events when there is an impending disaster (natural or otherwise):

Approaching Disaster

- Core Team Meeting
- Evaluation of severity and immediacy
- Financial Preparations
- Communication with Key Contacts
- Printing of Departmental Employee Contact lists/phone trees

Decision Time

- Communication of situation to support staff
- Securing office equipment
- Division of rendezvous points
- Individual divisions' disaster continuation and recover plans in effect

Post Disaster

- Evaluation and damage assessment of ELC Offices
- Determination of return or alternate site establishment
- IT System relocation, if necessary

De-Activation of COOP

- Review of Activation, with Recommendations

Business disasters can occur as the result of many types of events, originating both with forces both external and internal to the business. Many hazards come from sources that can be described as "natural hazards", such as

hurricanes, tornadoes, floods, pandemics, etc. Other hazards can be “technological”, such as fire, spills of dangerous chemicals, or prolonged utility outage. Others can be categorized as “civil unrest”. These hazards would include terrorism/bomb threats, violence in the workplace or civil disorder.

II-6 Decision Timelines

Because the most common historical threat involving a predictable timeline is an impending hurricane, this section is written based on that threat.

II-7 Approaching Disaster

Core Team Meetings

Upon notification of a potential disaster (hurricane watch issued), ELC’s CEO calls a meeting of the Core Team.

The Core Team consists of:

- Chief Executive Officer
- Chief Administrative Officer
- Chief Operations Officer
- Chief Program Officer
- Chief Information Officer
- Communications Lead
- Human Resources Lead

The purpose of the meeting is to assess the potential situation and plan the ELC’s immediate course of action in response to the event or threat. Included will be an evaluation of the severity or immediacy of the event, timetables (securing equipment, financial record storage, website and other social media postings, etc.) telephone number distribution, communication/to key contacts, and staff. The Core Team will meet as a group twice each day, either in person, online or telephonically, including weekends if necessary, to continue to assess the potential for imminent interruption of operations and implementation of the next step of the COOP.

All staff will receive twice daily emails updating them on potential COOP activation status.

For impending hurricanes/tropical storms, the ELC will generally follow the lead of the Broward County School District. Upon notification of the closing of Broward schools, the ELC will also close for business until the threat has passed.

Financial Preparation

1. Review Calendar of Fiscal Events and Listing of Online Access and Authority Matrix on file with IT (updated quarterly)
2. Distribute Policy, Coverage and Contact information for insurance carriers to the Core Team.
3. Conduct a status assessment of all upcoming financial events & obligations including, but not limited to:
 - a. Payroll
 - b. Mandatory employee benefits cash transfers (403B and FSA)
 - c. Employee benefits invoices
 - d. Employee reimbursements

- e. Child care provider reimbursements
 - f. Sub recipient payments
 - g. Other vendor payments
 - h. Credit card bill payments due
 - i. Scheduled vendor activities that trigger expenditures such as temps and consultants
 - j. Invoice submissions
 - k. Cash receipts
4. Assign fiscal staff and at least one backup to prepare and set up required transactions. Identify and conduct run through with approving authority and backup for transactions under dual custody.
 5. Identify all preparatory steps and inputs required to complete transactions either early or as scheduled using online access only.
 6. Identify alternative payment methods for critical service vendors that are typically paid by check (Online ACH Debit or Credit Card) if check printing will not be available.
 7. Create an emergency payment plan and schedule with required task checklists and staff assignments.
 8. Communicate with Key Vendors about special arrangements that may affect payments or services
 9. Communicate with Child Care providers about the process and schedule for issuing upcoming reimbursements.
 10. Communicate with Funders about the status of operations and arrangements for invoicing

Child Care School Readiness (SR) and VPK Slot Payment

Upon imminent announcement of the probability of imminent disaster by the ELC CEO, the Finance Department will secure and ensure the availability of the following data:

1. Active Enrollment Reports
2. Extract of all provider payments (5045) from previous month and the latest financial reimbursement data report by provider prior to hurricane.
3. A backup of provider and payment information from the accounting system.

When possible and practical, ELC will endeavor to process and issue either actual or estimated provider reimbursements on time or ahead of schedule prior to the onset of an impending disaster event.

Communication with Key Contacts

During the preparation for possible disaster phase, the ELC CEO will maintain daily telephone, online and/or email contact with OEL, and with the ELC’s board chair to keep them updated as to possible plans, and to share any other pertinent information.

The COO will work with the Communication Lead to post daily updates on the ELC’s website, provider and parent portals, and social media venues to keep each party informed of possible actions. Robocalls, texts, and emails may also be utilized to inform parents and/or child care providers of any developments.

Contact Lists

The Human Resources Lead will be responsible for maintaining/updating all staff contact lists/communication trees. The HR Lead will send a copy of the most recent list to each manager/supervisor, and will email all staff that this list has been distributed. Department-specific instructions will be generated through this list. The staff list will be utilized by supervisors to check on the health and well-being of staff and to inform staff of any

developments before, during, and after any disaster event. This information will include when/which staff should report to work following the event.

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SECTION III: ACTIVATION PROCEDURES

III-1 Activation of COOP

If/when the CEO declares a disaster, the individual members of the Core Team will enact their specific plans for their areas of responsibility. The major items to be addressed immediately include:

- Calls/emails to key contacts, including OEL and ELC board chair
- Notification to staff, providers, parents, and partners
- Activation of internal/external call-in number for updated information
- Securing of computers, telephones, and other electronic equipment
- Back-up of computer system and notification of remote server host

Key Contact Notification

The Communications Lead will notify all interested parties (Attachment 8) via email of the ELC's decision to suspend operations, and when this suspension will take effect. The CEO will also inform the Board Chair via email and/or phone call of the impending action.

The Communications Lead will also send an email to all ELC staff, including closure plans and directions for securing their workspace, files, equipment, etc., before leaving. The Communications Lead will direct all staff to remain in contact with their direct supervisor during and/or immediately after the reason for closure, if possible, to ensure staff welfare and remain updated concerning timeframes returning to work.

Additionally, the Communications Lead will post related notifications on the ELC's website, including a call-in number and email address for child care providers and for parents to obtain information updates or ask questions. The Communications Lead will update the message(s) as needed, and as information becomes available. It is anticipated that it will take ELC less than two hours to notify all interested parties of activation of the COOP Plan.

When the COOP must be implemented during non-duty hours (weekend, holiday, etc.) depending on the amount of notification prior to the imminent disaster, members of the Response Team closest to the main office will secure records, property and equipment. All fiscal, contract and human resource records not otherwise stored electronically in secured cloud-based storage, are secured in locked files.

Information Technology and Network Security

The Chief Information Officer will ensure that all computers and printers are secured prior to leaving for a natural hazard and that a backup copy of the server is completed and secured. The CIO will be responsible for implementing all aspects of the Disaster Plan IT Checklist. In the event the COOP is activated during non-duty hours (weekend or holiday) the CIO and will be responsible for coordination of securing office machinery/technology, and will designate a team to assist in securing property.

Administrative and Fiscal Data

ELC's administrative and fiscal data will be backed-up and stored off-site daily to a secure location. Storage of data at a secure off-site location may include the utilization of an online cloud storage system provided to the ELC via a third party vendor or governing state agency. The enhanced Field System Server is located in the North

West Regional Data Center in Tallahassee in a secure location. When an emergency situation occurs, system back-ups including fiscal data will be obtained and will be accessible via the internet at the alternate location for use of processing sub-recipient payments and payroll. Alternate location may include location(s) in which ELC employees are operating remotely.

Child Care Resource and Referral Operations

As soon as practicable, ELC CCR&R staff will establish/maintain contact with Broward County's Child Care Licensing and Enforcement Division to ensure an accurate list of facilities that are both safe and open to the public is available. This list will be updated daily, or as frequently as possible, given the circumstances for the emergency. If necessary, incoming calls to ELC will be temporarily routed to 211-Broward pending resumption of call-center operations by ELC staff following relocation to alternative facilities or remote operation by employees.

III-2 Disaster Warning Conditions

1. With Warning. It is expected that, in most cases, the ELC will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP with a complete and orderly alert, notification, and deployment of the Relocation Team to an assembly site or a pre-identified alternate relocation point.
2. Without Warning. The ability to execute the COOP following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel that survive. If the deployment of staff to an alternate relocation point is not feasible because of the loss of personnel, temporary leadership of the ELC will be passed to the Office of Early Learning which shall implement the ELC's COOP at the local level.
 - (a) Non-Duty Hours. Affected staff should be able to be alerted and the Relocation Team activated to support operations for the duration of the emergency.
 - (b) Duty Hours. If possible, the COOP will be activated immediately to support operations for the duration of the emergency.

The nature and severity of the emergency will also dictate the level of activity necessary for ELC to respond and recover. Activities include activation of physical resources for the Operations Centers and the Emergency Response Team as identified on **Attachment 4** of the COOP.

- Determine the level of involvement required
- Route resource requests that exceed ELC's capabilities
- Coordinate ELC's efforts during the emergency situation

The involvement will be based on the nature and scope of the events and the level of ELC resources required.

III-3 Direction and Control

1. In the event that the Chief Executive Officer and Chair is incapacitated or unavailable to make decisions regarding ELC's COOP, authorized successors to the Chief Executive Officer are as follows:

- Chief Operating Officer
- Chief Administrative Officer
- Chief Program Officer
- Chief Information Officer

2. In the event the CEO is unavailable or incapacitated and a successor officer for the ELC as indicated above assumes leadership in the CEO's absence in accordance with Attachment 9 of this COOP, the successor officer will temporarily be considered the "CEO" as identified throughout the COOP in order to carry out the CEO duties as specified in this COOP until such time the CEO is available or no longer incapacitated.
3. Pursuant to Sections 20.05 (1) (b) and 20.50 (3), Florida Statutes, the Coalition must have an official established memorandum for Delegation of Authority for managers and officers within the local coalition (Attachment 9).

III-4 Post Disaster

As soon as practical or possible after a disaster, the CEO shall contact the Core Team members to determine a time to conduct a damage assessment. The Core Team (or any subgroup thereof with the ability to gain access to the offices) shall assess the condition of the ELC offices and equipment. Status of power, internet capabilities, etc., as well as an assessment as to when the building can be re-occupied will be determined. If the ELC office is determined to be unsafe or unsuitable for occupancy within 3 days, the CEO shall determine which alternate site the Core Team will use to re-establish operations, or if remote operation of ELC employees is an option. This decision will be based on geographic magnitude of the disaster and accessibility factors for essential staff. The list of alternate sites is listed in Attachment 2. COOP activation will not, in most circumstances, affect the pay and benefits of either Relocation Team members or other personnel. Staff that is required to temporarily relocate to another geographical area of the State will be compensated for travel expenses in accordance with Florida Statutes, Chapter 112.061.

The CEO or designee will contact the Office of Early Learning to report initial status, to report on alternate location if one is necessary, to request aid/receive any pertinent guidance/instruction, and to establish the next time for sharing new information/guidance. The CEO or designee will also direct the core team to implement the next level of calling/texting tree to instruct secondary staff whether to return to work. This instruction will be based on a number of factors, including staff safety risk, personal damage assessments, importance of role immediately following a disaster, and/or reassignment of role immediately following a disaster.

If it is determined that an alternate site or remote operations of ELC employees is necessary to reestablish operations, the CEO or designee:

- Will contact the lead person designated at the alternate site to facilitate entry;
- Direct the CIO to begin establishing the ability to remotely connect to the ELC server and regain IT functionality;
- As appropriate, notify press, news media, outside customers (parents, providers), sub-recipients and other service providers of the temporary relocation (including any changes to ELC contact information) or the ELC's remote operation status.

III-5 Continuation of Mission-Essential Functions

In the event of an emergency, the following *primary functions* are considered mission-essential for the Office of Early Learning:

1. Administration of School Readiness services at the local-level

- Coordinating responses to child care providers and parents regarding activities and services which may be affected
- Ensuring contact points are maintained and communication is intact

As soon as communications methods become available, the Communications Lead will begin updating all key parties (child care providers, parents, staff, community partners) concerning the operational status of the ELC, and any other necessary information received from OEL. Communications methods will include any combination of website updates, incoming call phone message updates, robocalls, texts, and emails, depending on which communication methods are available. These updates will occur as new information is received, and a minimum of daily. Additionally, the ELC website will be monitored for incoming questions from the public, and the Communications Lead will route questions to the appropriate ELC staff member(s).

2. Distribution of Programmatic Funds

To ensure reliable infrastructure support for the ELC, the following **support functions** are also considered to be mission-essential:

- Executive Direction
- Information Technology Support & Maintenance
- Finance & Accounting Services
- Communications
- Facilities/Property Management
- Human Resource Management

The ELC has standard daily backup procedures for all critical information systems. Daily and weekly external back-ups are made for ELC's central file systems, by the CIO. Automated online daily back-up of the central filing system ensures accessibility of critical data at an off-site location.

To ensure adequate reproduction of records and databases, ELC maintains off-site and cloud records storage. The Office of Early Learning's Information Technology Services Unit has standard daily backup procedures for all critical information systems at the state level, including prior month data for enrollment of children and payment of providers in Broward County.

III-6 Augmentation of Staff and Other Resources

1. If it becomes evident that ELC staff cannot ensure the continuous performance of mission-essential functions, ELC, in coordination with the Office of Early Learning, will determine the additional positions necessary to ensure the continuous performance of mission-essential functions.
2. ELC, with assistance from OEL if needed, will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
3. ELC in cooperation with OEL will ensure that all resources needed to sustain operations for at least 30 days are acquired.

III-7 Development of Plans and Schedules for Reconstitution and Termination

1. ELC will develop reconstitution and termination plans and schedules to ensure an orderly transition of all ELC functions, personnel, equipment, and records from the temporary alternate location to a new or restored facility.
2. ELC will approve the plans and schedules prior to the cessation of operations, and will submit the plan to OEL in writing, as soon as is feasibly possible.
3. ELC will take the lead role in overseeing the reconstitution and termination process.

III-8 Weather Related Emergency Events

Office Closure:

- ELC office will close within two hours of the National Hurricane Center issuing a hurricane warning;
- and/or
- ELC office will be closed when Broward County Schools are closed to normal business activities as a result of a declared emergency; and/or
- ELC office will be closed when the building at Crown Center – 1475 W. Cypress Creek Rd., Ft. Lauderdale, FL 33309 closes.

Requests for assistance from the State of Florida:

- Mobile Communications Van – request will be made early for hard hit areas
- A generator will be requested as needed for essential functions to be used at an alternate site for ELC operations and/or subcontract sites as needed
- FEMA will be contacted for necessary supplies: diapers, wipes, water, food, etc. as needed

III.9 Communicable Disease Emergency Event

“Communicable Disease Emergencies” are circumstances caused by biological agents, including organisms such as bacteria, viruses or toxins with the potential for significant illness or death in the population in which state and/or federal authorities have provided emergency notice, recommendations and/or orders in response to said biological agents and urgent and possibly extensive public health and medical interventions are needed to respond to and contain a Communicable Disease. A “Communicable Disease” may include, but is not limited to naturally occurring outbreaks for established diseases (e.g., measles, mumps, etc.), outbreaks for emerging novel diseases (e.g., COVID-19, SARS, avian influenza), and bioterrorism. The circumstances of Communicable Disease emergencies may vary by multiple factors, including type of biological agent, scale of exposure, mode of transmission, etc. The ELC will follow all protocol as directed by the State of Florida the CDC and any other applicable state or federal agency.

Communicable Disease Emergency Planning has been added into the COOP to add additional guidance in the case of outbreaks of diseases caused by a Communicable Disease, or respond to other Communicable Disease Emergencies as defined above. Activities that may be implemented during a Communicable Disease Emergency include:

- Coordination with other city, regional, state and federal agencies and other organizations responding to a large public health emergency.
- Development and dissemination of information and guidance for our employees to ensure proper protocols with the community we serve.
- Public health disease containment measures such as infection control, isolation and quarantine, or restriction and clearance.
- Coordination of internal work processes and management of alternate work when necessary.

The ELC's Communicable Disease control and prevention efforts will include routinely receiving reports of cases of Communicable Disease and will update staff as a result of these reports and the State of Florida's plan for containment measures. This plan is intended to be used for any Communicable Disease emergency that requires a response that may require changing normal ELC business operations in order to maintain the health and safety of our employees, the clients we serve, and the public at large.

Office and Out-posted site closure

In the need to prevent illness, related to a Communicable Disease, the closure of the ELC main office may become necessary (in addition to relocating ELC employees who are currently out-posted at community partner sites) to comply with the recommendations or orders of state and federal officials or agencies as well as to protect the public and ELC employees.

In this case, all employees will need to be prepared to work remotely to ensure the continuity of our operations. This will be completed in the following manner:

- Employees previously approved to work from home may continue to do so. Check in calls with his or her supervisor for accountability of the work to be performed is recommended.
- The scope of the ELC Telework Policy will be temporarily expanded in the event of an emergency until such time the emergency has been declared over by a state or federal authority or agency. Employees not yet approved to work from home but whose positions allow for work from home may do so with supervisory check in's and a list of approved daily duties communicated with their immediate supervisor.
 - Logistics related to phones and computer access are coordinated by IT. For assistance or questions related to VPN accessibility or other issues, please send a ticket to helpdesk@elcbroward.org.
- All other employees whose positions normally do not allow for work from home, where possible and based on ELC agency needs may be assigned alternative duties, which can be completed from home. These positions will also be required to participate in daily check in's and be willing to work with alternative duties during the emergency closure period or use available vacation leave to cover the period of time the ELC offices are closed.

When Illness Strikes due to Communicable Disease Emergencies

- Follow guidelines posted by the Centers for Disease Control and Prevention ("CDC").
- Use wellness CDC based programs to instruct all employees about hygiene and disease prevention.
- Instruct employees to stay home and seek care from a medical doctor or provider if they are experiencing a Communicable Disease Emergency, such as a fever and cough and/or severe respiratory distress. All employees who are sick during emergency closures, or who report in as sick, during these times, should not work.

- Once offices re-open employees who are sick or show symptoms of illness related to a Communicable Disease Emergency should remain home until such fever and/or other symptoms are gone for the period of time recommended by the CDC and be evaluated by a physician before returning to work.
- If employees need to be off work for a long period of time for issues related to a Communicable Disease Emergency the employee's leave issues will be address on a case-by-case basis by contacting Human Resources.

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SECTION IV: DE-ACTIVATION PROCEDURES

Upon a decision by the ELC CEO that the main facility can be reoccupied or that a different facility will be secured for ELC for an extended term (original facility uninhabitable for more than 30 days) or that ELC employees will work remotely, the ELC shall do the following:

1. ELC will oversee the orderly transition of all functions, personnel, equipment, and records from the alternate relocation point to a new or restored facility.
2. Prior to relocating back to the main facility or another building, ELC will ensure appropriate security, safety, and health assessments for suitability.
3. The staff remaining at the alternate relocation point will transfer mission essential functions and resume normal operations when the equipment and documents are in place at the new or restored facility.
4. The staff who are not at an alternate relocation point may work remotely as determined by the CEO.

In the event the capacity of ELC is such that it cannot respond to the needs of customers or deliver crucial services, ELC's functions will need to revert to alternative providers. Alternative providers are listed on **Attachment 5**.

IV-1 After-Action Review and Remedial Action Plan

1. An After-Action Review (information collection process) will be initiated prior to the cessation of operations at the alternate relocation point. The information to be collected will, at a minimum, include information from any employee working during the COOP activation and a review of the strengths and weaknesses at the conclusion of the operations.
2. The information is incorporated into a COOP remedial action plan. Recommendations for changes to the COOP and any accompanying documents will be developed and incorporated into the COOP annual review process.

IV-2 Emergency Response Team Review

The Emergency Response Team will review the COOP and all attachments annually to identify necessary resources to support COOP activities, to ensure that the plan remains viable and compatible with Florida's Comprehensive Emergency Management Plan and that it is maintained at a high level of readiness. The resources necessary to ensure adequate maintenance and operation of the COOP will be considered in ELC's planning process. The Emergency Response Team will ensure that rosters for their respective staff are kept current and that staff members are informed and provided reporting instructions.

IV-3 Ongoing Testing and Training

1. Testing, training and exercise programs have been developed to include the following components:
 - a. Staff awareness
 - b. Leadership responsibilities
 - c. Alert and notification procedures

- d. Validation of and access to equipment and communications at selected alternate facilities.
- 2. Exercise programs to test staff awareness and response capabilities (COOP Drills) shall be initiated and performed by June of each year. Training sessions are presented at staff meetings where the COOP is reviewed and community emergency operations personnel present information employees need to know to prepare for an emergency both personally and professionally. Employee orientation plan includes information on the COOP.

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SECTION V: TELEWORK POLICY

In the event there is a conflict between the COOP and the ELC's Telework Policy, the COOP will prevail.

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Profile:
Early Learning Coalition of Broward County, Inc.
1475 W. Cypress Creek Rd., Suite 301, Ft. Lauderdale, FL 33309

Building Key Contact: Renee Jaffe
Cell: 954 870-0813 Office: 954 377-2194

Mission-Essential Functions performed in facility:

- Chief Executive Officer
- Programmatic and Administrative Funds Distribution, Receipt and Banking
- Information Technology Support/Maintenance
- Communications
- Finance & Accounting Services
- Facilities/Property Management Services
- Program Technical Assistance and Support
- Program oversight and direction for ELC, including:
 - Client Eligibility and Redetermination of Eligibility process
 - Waitlist Maintenance
 - Financial Management Tracking through Enhanced Field System (EFS)
 - Child care center/home quality improvement
 - Child Care Resource & Referral services

ITEM#/MEETING	B211CA4 / BOARD
DATE:	9/23/2020
SUBJECT:	Return to Office Plan – COVID 19 2020
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve Return to Office Plan 2020
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Governance Committee Meeting – 9/11/2020
ELC STAFF LEAD	J. Merritt

Background

The ELC main offices closed on March 16th 2020 due to the COVID 19 pandemic. Since that date all staff have worked remotely off site in order to continue services to providers and clients. Original Plan was presented to the Governance Committee on 8/24/2020, at that time the General Counsel had not had the opportunity to fully review it and provide legal guidance. Committee agreed to return once the General Counsel had reviewed.

Current Status

The ELC is preparing for the anticipated re-opening of the main office along with the satellite locations, once it has been established that it is safe to do so. This being said, we currently are uncertain when this will occur. In preparation of the return to the offices, the Return to Office Plan has been developed to ensure staff and client safety, taking into consideration the guidelines from CDC, OSHA, ADA as well as state and local officials.

General Counsel completed their review, amendments were made to the plan for presentation to the Governance Committee at their September 11th 2020 meeting. Committee members reviewed the amendments and proceeded to recommend that the Plan be adopted by the Board at the upcoming September 23rd 2020 meeting.

Summary

The Return to Office Plan has been reviewed by General Counsel. ELC Staff, General Counsel along with the Governance Committee recommend and support the approval of the Return to Office Plan.

Supporting Documents

- Return to Office Plan 2020

Title: Return to Office Plan – COVID-19

Approval Date: To be approved at September 23, 2020 Board Meeting

Implementation Date:

Last Updated:

Rev Date(s):

STATUS: DRAFT PENDING APPROVAL

The ELC of Broward will continue to monitor developments related to COVID-19 in order to coordinate a safe return to office for both staff and clients. This is a working document and will be updated to reflect guidelines from the Centers for Disease Control and Prevention (CDC), the Occupational Safety and Hazard Administration (OSHA) and state and local orders related to COVID-19.

Initial Planning Phase:

Identify when, who and where will the office operations reopen based on the current guidelines from the CDC, OSHA and state and local orders related to the COVID-19.

1. Identify a return date to the office. Then develop a timeline for activities.
2. Identify positions necessary to be back in the office with a phased-in approach.
3. Determine how to stagger schedules to afford the greatest protection to employees
4. A communication will be sent to have employees self-identify if they are considered at high-risk to return to the office based on CDC guidelines. These outcomes will be considered in what phase these employees return to the office. Other considerations will also be reviewed for employees who may not be comfortable to return, family obligations that interfere with their ability to return to the office or that a return to the office may be a preference for some employees. All evaluations of an employee’s ability to return to the office will be done in accordance with applicable federal and state laws
5. Identify what out-posted facilities are available for employees to return to those offices.

Facilities & Staff:

Facilities

Because COVID-19 spreads through close contact, new office protocols to promote maintenance of a healthy work environment based on current guidelines from the CDC, OSHA and state and local orders related to COVID-19 will be implemented.

1. Professional cleaning services (provided by the landlord) will disinfect and clean the office on a regular basis. Daily cleaning protocols will be established to promote workplace cleanliness
 - a. **Disinfect high touch areas with an EPA-registered disinfectant-** The disinfectant being used will be rated by the Environmental Protection Agency (EPA) and listed in EPA’s List N: Disinfectants for Use Against SARS-CoV-2, the virus that causes COVID-19. Disinfect all possible spaces, focusing on high-traffic and commonly touched areas. ELC will utilize soap and water in the event disinfectants are unavailable due to demand from the public.
 - b. The office building has implemented safety protocols to adhere to guidelines of the CDC for social distancing, face masks, and disinfecting procedures.
2. Separate desks and workstations to ensure that there are 6 feet between each station.
3. Proper social distancing of six feet apart needs to be maintained between each other.
4. Employees may be asked to wear a mask in different situations/locations in the office, but must wear a mask while moving around the offices.
5. The floor will be marked with six foot signs to promote social distancing.
6. The lunchroom and common spaces will identify how many people are allowed to be in a space at one time, no more than ten people. If an employee is not comfortable eating in the lunchroom, employees are encouraged to eat at their desks. During a lunch period no work is to be conducted.
7. Lunch room appliances
 - a. The refrigerator will be available but employees are encouraged to bring their own lunchbox/coolers to limit the amount of contact in the kitchen area.
 - b. Microwave handles and buttons, coffee maker buttons, water cooler lever and refrigerator doors should be wiped down before and after each use with disinfecting wipes.

8. Virtual meetings will be the preferred mode of communication.
9. The size of in-person gatherings and meetings will be less than 10 people, ensuring appropriate social distancing is maintained. Virtual attendance will be offered if requested.
10. Avoid sharing work stations or equipment.
11. Employees are required to disinfect their work station when arriving to the office and before leaving at the end of the day.
12. Meal and break times will be staggered to avoid large groups of employees together at once.
13. All business travel will be stopped until further notice.
14. Employees will be required to disinfect any equipment or area they use in communal spaces after each use, wipes will be available to disinfect
15. Some doors will be left open to avoid staff unnecessarily touching surfaces.
16. Posting signage around the office to remind staff of various CDC protocols for best practices such as social distancing and hand washing techniques.
17. A contactless drop zone will be identified for all deliveries including mail, packages and food. Employees should wear gloves when opening packages and mail.
18. Hand sanitizers, paper towels and disinfecting wipes will be located throughout the office.

Employee Screening Protocols – Keeping Employees Safe is our Priority

The Equal Employment Opportunity Commission permits employers to measure employees' body temperatures before allowing them to enter the worksite. Any employee screening will be implemented on a nondiscriminatory basis, and all information gathered should be treated as confidential medical information under the American with Disabilities Act-specifically, the identity of workers exhibiting a fever or other COVID-19 symptoms should only be shared with members of ELC management with a true need to know basis.

Every employee will be screened, including having his or her temperature taken, when reporting to the office. Employees should report to the ELC lobby upon arrival at the office and prior to entering any other areas.

The screener will take the temperature using a non-contact thermometer and wear a facemask, and a single pair of gloves. The screener will wash his or her hands with soap and water for at least 20 seconds or use a hand sanitizer with at least 60% alcohol before and after the screening.

The screening questions will include:

- 1) Are you exhibiting any of the following symptoms such as;
 - Fever
 - Cough
 - Shortness of breath or difficulty breathing
 - Fatigue
 - Muscle or body aches
 - Headache
 - New loss of taste or smell
 - Sore throat
 - Congestion or runny nose
 - Nausea or vomiting
 - Diarrhea

This list does not include all possible symptoms, and will be updated as CDC continues to update.

- 2) Have you traveled to a high risk area as currently defined by the CDC in the past 14 days and have any of the symptoms above?
- 3) Have you been in close contact with someone diagnosed with COVID-19?

Out posted Staff:

- Staff have the opportunity to come to the main office to obtain PPE if desired, if they choose to do so, they will follow the above protocols.
- Staff will follow the satellite locations protocols while on site.

Time spent waiting for the symptom screening should be recorded as time worked for nonexempt employees.

Anyone refusing a required screening will be denied entry into the workplace. Any employees who refuse screening may be subject to disciplinary action.

Employees with symptoms upon reporting to the office

An employee who has a fever at or above 100.4 degrees Fahrenheit or who is experiencing symptoms will be sent home. At least two temperature checks will be conducted on a person that shows a fever.

After sending an employee home, all areas in the office the employee may have touched or been present before being screened will be thoroughly cleaned.

An employee should monitor his or her symptoms and call a doctor or use telemedicine if concerned about the symptoms.

ELC human resources will follow up with an employee who has been sent home or who has stayed home as a result of displaying symptoms, to obtain an update on the employee's ability to work.

Employees with symptoms before reporting to the office

An employee who experiences fever and/or other symptoms while home should not report to the office. Instead, the employee should contact his or her immediate supervisor or human resources for further direction.

The employee should monitor his or her symptoms and call a doctor or use telemedicine if concerned about the symptoms

Employees who test positive for COVID-19 or believe they have been infected or have been in contact with an infected person will be instructed to follow the advice of a qualified medical professional and self-quarantine.

Employee tested positive for COVID-19 and had symptoms may return to the office if:

- Employee has not had a fever for at least 24 hours and has not used fever-reducing medication during that time; AND
- At least 10 days has passed since he/she first experienced symptoms; AND
- The employee has received one negative COVID-19 test. The test does not need to be repeated unless illness required hospitalization, the employee can return to work if the above requirements are met.

Employee had no symptoms but tested positive for COVID-19 may return to the office if:

- 10 days has passed since the date of the employees' positive test; OR
- The employee provides documentation from a medical provider confirming it is safe for the employee to be around others.

Employee had symptoms but not tested for COVID-19 may return to the office if:

- The employee certifies in writing he or she has had no fever for at least 24 hours without taking medication to reduce fever during that time; AND
- Any other symptoms like a cough and shortness of breath have improved; AND
- At least ten (10) days have passed since the symptoms began OR
- The employee provides documentation from a medical provider confirming it is safe for the employee to be around others.

Employee has no symptoms but was in close contact with another person may return to the office if:

- The employee certifies in writing he or she has stayed home for 14 days after the last contact with a person who has COVID-19, and has monitored health for symptoms.

close contact is considered if:

- The employee has been (within 6 feet) of someone who has had COVID-19 for a total of 15 minutes or more.
- The employee provided care at home to someone who is sick with COVID-19.
- The employee had direct physical contact with the person (hugged or kissed them).
- The employee shared eating or drinking utensils.
- The employee got respiratory droplets by another person either coughing, sneezing or some other mode of transmission.

Employee that is or was symptomatic but not tested for COVID-19 may return to the office if:

- Certifies in writing he or she has had no fever for at least 24 hours without taking medication to reduce fever during that time; AND
- Any other symptoms like a cough and shortness of breath have improved; AND
- At least ten (10) days have passed since the symptoms began; OR
- The employee provides documentation from a medical provider confirming that the employee can return to the office.

Clients & Visitors:

Visitors will be required to sign in at the front desk. Clients will be directed to make appointments for ELC services and will sign in using the kiosk, which will be cleaned by the screener after each use.

- Clients and/or visitor will be required to go through the screening protocols listed above for employees.
- Clients and/or visitors entering the building will be required to wear a mask.
- Hand sanitizers are available throughout the office for clients and visitors.
- Lobby seating and the computer room are arranged to ensure social distancing.
- Intake rooms are arranged to ensure social distancing.
 - No more than two people are permitted in an intake room at a time.
- Appointments must be spaced out to ensure staff has time to disinfect intake rooms after each appointment
- Staff will encourage clients and visitors to schedule in person appointments, as opposed to walk-ins.

Early Learning Coalition of Broward County, Inc.'s goal is to have staff return to the office in a safe and healthy way. We understand these policies and procedures will require every staff member to work together and we appreciate their commitment in slowing the spread of the virus and protecting themselves and our clients/visitors by maintaining a safe and sanitized environment. We are open to any recommendations from staff and the feedback can be emailed to TArthur@elcbroward.org.

ITEM/MEETING	B211RB1 / BOARD
DATE:	9/23/20
SUBJECT:	FY 19/20 Strategic Plan Quarter 4 & YTD 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:	NA
ELC STAFF LEAD	Judith Merritt

Background

At the September 12, 2019 meeting, the ELC Board approved the updates to the current ELC strategic plan (including projected high-level targeted outcomes, revised pillar outcomes and outputs) for FY 19/20. Staff has created a scorecard to track the status of the Plan.

Current Status

ELC met all but one of the outcomes from all of the pillars for the FY 19/20. The only outcome not achieved, missed the required outcome measure by 1%. The outcome not achieving the benchmark was 85% of calls will be answered by the call center. Measures addressing this were taken in the first quarter of the FY 19/20 to ensure that the measure would be met, details of which are contained in the Addendum.

Due to the changing environment throughout the fourth quarter of the FY 19/20 due to COVID-19 and the need to adjust our operational practices, several of the outcome measures were impacted. Either the outcomes were something placed on hold by OEL, or due to the Executive Orders in place we needed to adhere to safety measure put in place. In the addendum included, we have provided an explanation of those measures impacted in the fourth quarter which in turn impacted the year to date results.

Seven (7) of the thirty-three (33) outcomes were impacted by COVID-19 and could not be reported on for the 4th quarter, which equals 21% of total outcomes. Details of why the outcome(s) could not be measured are contained in the Addendum, however, as previously highlighted these changes were due to directives from OEL, local and/or federal entities, limiting the interactions of staff, providers, parents and children.

Ten (10) of the thirty-three (33) outcomes exceeded the benchmark stipulated in the Strategic Plan, which equals 30% of total outcomes, listed in the Addendum.

Attachment(s)

FY 19/20 Strategic Plan Quarter 4 & YTD Scorecard Pillars 1-5

Outcome NOT achieved for FY 19/20

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Outcomes	FY 19-20 Results
FY20: Answer 85% of Call Center calls	<p>Partially Achieved - 84%</p> <p>Q1 68% - Goal not achieved</p> <p>Q2 88.5% - Exceeded Goal</p> <p>Q3 85.7% - Exceeded Goal</p> <p>Q4 92.0% - Exceeded Goal</p> <p>Q1 FY19-20 achieved an answer rate of 68% due to high call volume and hurricane, Q2, Q3 and Q4 exceeded the 85% goal. Implemented new processes after Q1 which increased answer rate</p>

Outcomes effected by COVID-19

HIGH-LEVEL TARGETED OUTCOMES

Outcomes	FY 19-20 Results
ELC will serve at least 77% of Broward 4 year olds in VPK <i>(at least 77% unduplicated children estimated at 16,975)</i>	<p>COVID 19 Impact</p> <p>Partially Achieved</p> <p>93% Prior to COVID 19</p> <p>Served 15,811</p>
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.	<p>COVID 19 Impact</p> <p>CLASS Paused by OEL</p>
At least 80% of observed SR providers will score at least a 4.0 in their CLASS composite	<p>COVID 19 Impact</p> <p>CLASS Paused by OEL</p>

PILLAR 2: Provide Quality Early Care Opportunities

Outcomes	FY 19-20 Results
FY20: 80% of training participants will show mastery of subject based on pre and post testing	<p>COVID 19 Impact</p> <p>Achieved 94% as of YTD Q3 (14% above goal) for participants to show mastery</p> <p>We DID NOT have technology early in pandemic to conduct online surveys</p>
80% of providers in tiered training programs will show mastery of subject based on pre and post-testing.	<p>COVID 19 Impact</p> <p>Achieved 96% as of YTD Q3 (16% above goal) for participants to show mastery</p>

PILLAR 3: Advocate for the Early Care and Education System

Outcomes	FY 19-20 Results
<p>Update and advise Broward's key municipality leadership regarding ELC services, initiatives and possible partnerships and funding</p> <p>FY20: meet with/present to 25 of 31 municipalities</p>	<p>COVID 19 Impact</p> <p>Partially Achieved</p> <p>As of YTD Q3, 72% of goal achieved (Met with 18 of the 25 goal)</p>
<p>Demonstrate thought leadership and improve effectiveness of ELC messaging through launch of ELC outreach campaign</p> <p>FY20: Develop and distribute ELC annual report to key stakeholders</p>	<p>COVID 19 Impact</p> <p>Partially Achieved</p> <p>Disseminated to Board but not other Stakeholders (was scheduled for March 2020 distribution)</p>

Outcomes Exceeding Strategic Plan Benchmarks FY 19/20

HIGH-LEVEL TARGETED OUTCOMES

Outcomes	FY 19-20 Results
ELC will increase its outreach and local advocacy efforts with Broward county leadership and via outreach events. <i>(meet with at least 80% of legislators and municipalities and increase outreach events by 25%)</i>	Achieved 84% Legislators outreach (4% above goal) Achieved 90% increase in Outreach Events (40% higher than goal)
85% of staff will respond as “satisfied” or “very satisfied” via annual staff survey.	94.1%

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Outcomes	FY 19-20 Results
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.	Achieved Parent Satisfaction rating of 99.3% (14.3% above goal) 502 parents responded to the survey

PILLAR 2: Provide Quality Early Care Opportunities

Outcomes	FY 19-20 Results
All providers will have access to new VPK training series FY20: Develop and launch a minimum of 4 classes in VPK training series	Achieved Exceeded Goal at 150% 7 VPK Training classes were completed with 133 people attending

PILLAR 3: Advocate for the Early Care and Education System

Outcomes	FY 19-20 Results
Meet with/present to 15 of 18 state legislators	Achieved (Exceeded Goal) Met with 18-18 Broward Legislators Met with an additional 6 Non Broward Legislators
FY20: Develop at least 3 media opportunities (articles, letters to editor, etc.)	Exceeded Goal with 4 Media opportunities Becon TV Interview (ELC's role in Census) BECE Conference covered in Sun Sentinel and Miami New Times Radio Spot on 103.5 The Beat (child care during pandemic & first responder/medical staff access)

PILLAR 4: Forge Strong and Strategic Partnerships

Outcomes	FY 19-20 Results
<p>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</p>	<p>Achieved and Exceeded goal Achieved 100% Satisfaction rating (15% above goal)</p>
<p>Expand new partnerships to bring additional resources to better serve our clients FY20: Identify and form two new strategic partnerships</p>	<p>Achieved and Exceeded goal Broward Behavioral Health Coalition Census 2020 Community Partner Center for Hearing and communication</p>
<p>Expand new partnerships to bring additional resources to better serve our clients FY20: Actively participate in a minimum of 8 local community system of care workgroups/committee meetings</p>	<p>Achieved and Exceeded goal Participated in 18 workgroups/committee meetings throughout the year</p>

PILLAR 5: Strengthen and Develop the ELC Broward Organization

Outcomes	FY 19-20 Results
<p>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).</p>	<p>Achieved and Exceeded Achieved 95% positions filled (10% above goal)</p>

FY 19-20 High Level Targeted Outcomes - Quarter 4 - PAGE 1	Q4 Results	Q4	YTD	Quarter 4 (April - June 2020) & YTD Comments
Achieve at least 82% contract utilization for slots	85.0%	✓	85.2%	
ELC will serve at least 77% of Broward 4 yr. olds in VPK	93% toward goal	COVID	93%	Served 15,811 YTD. 93% toward annual target is 16,975
75% of providers who score less than 4.0 and participate in Yes You Can will increase their CLASS score	N/A	COVID	N/A	CLASS assessment was paused by OEL
At least 80% of observed SR providers will score at least 4.0 in their CLASS composite	N/A	COVID	N/A	CLASS assessment was paused by OEL
ELC will meet with at least 80% of legislators and municipalites and increase outreach events by 25%	Completed	✓	Completed	YTD Legislators: Met with 84% of legislators YTD Outreach: 90% increase in outreach events
85% of staff will respond as "satisfied" or "very satisfied" via annual staff survey	N/A	✓	94.10%	Employee Satisfaction Overall is 94.1% ** Removed neutral as they are neither positive, nor negative and should not be counted statistically
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 survey.	100%	✓	99.3%	FY data across quarters supports that parents are very satisfied with services provided
Answer 85% of Call Center calls	92.0%		84%	YTD answered call percentage is 84% - Q1 68%, Q2 88.5%, Q3 85.7%, Q4 92.0%, YTD 84%. Q1 low because of call volume and hurricane impact. Addressed staffing and implemented new call back process.
Develop and implement orientation and training curriculum and QA plans for eligibility, enrollment, customer service and payment teams	Completed	✓	Completed	New hires in the department are on boarded by the department's trainer. The trainer works closely with QA to assess needs of staff; creating training tools to address specified areas of need 4-5 week eligibility training is provided to staff (new hires, veterans, and any agency staff who express interest) Specialized training provided based on funding group staff is assigned to serving
Develop QA baseline error rate for eligibility, identify error reduction target and implement strategy to reduce errors	Compliance 87% Error Rate 13%	✓	Compliance 84% Error Rate 16%	Monthly meetings are held with QA to review audit findings. Individual and/or team trainings are provided by the department's eligibility trainer to help facilitate improvement in areas that are identified as deficits or error patterns.
Implement and evaluate alternative communication vehicles (i.e. web-based chat functionality)	Completed	✓	Completed	This functions was added in Q4 to optimize service delivery and offer an alternative means of support for clients. Another goal is to decrease call abandonment. Within the first week of deployment, 16 chats were presented and 15 were answered. The 1 unanswered was due to the client disconnecting.
Develop 4 additional web-based instructional training videos for parents, staff and providers	Completed	✓	Completed	1. VPK app process 2. VPK reenrollment 3. REDE Process 4. Instructional on "reading aloud" (Education team)
Add 2-3 out posted sites	Completed	✓	Completed	1. Department of Children and Families Oakland Park Blvd. Lauderdale Lakes 2. Women In Distress 3. DOH-Paul Hughes
Increase awareness of out-posted sites and services, analyze client traffic patterns quarterly and adjust staffing/services based on analysis	Completed	✓	Completed	Posted flyers in the ELC lobby. Information about out-posted sites is provided ongoing in ELC communications.
Pillar 2 -Provide Quality Early Care Opportunities				
Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators	Completed	✓	Completed	450 educators participated in 34 trainings in Q3. YTD 125 trainings with 1,473 participants. New trainings are being developed monthly.
Develop and launch a minimum of 4 classes in VPK training series	Completed	✓	100%	Our VPK training series have been completed and we added 2 additional this quarter- 4 classes have been completed. VPK Einsteins: Learn about the Scientific Method; Creating Critical Thinkers in the VPK classroom; Math All Around Us in VPK; The First Chapter: Emergent Reading in VPK; The Next Chapter: Emergent Reading in VPK and Using Our Imaginations: Creative Expressive in VPK - Total of 7 for the year
80% of training participants in VPK training series will show mastery of subject based on pre and post testing	N/A	COVID	94%	Q4 data is not available due to Covid. YTD as of Q3 94%
100% of providers participating in ELC's new quality initiative will have a developed Success Plan	Completed	✓	100%	Completed - met annual goal in Q2. All Iparticipants have their success plans developed and working to meet goals
80% of providers in tiered training programs will show mastery of subject based on pre- and post-testing	N/A	COVID	96%	Q4 data is not available due to Covid. Q1-3 YTD 96% achieved
Pillar 3 -Advocate for the Early Care and Education System				
Reach out to 100% of Broward's delegation	Completed	✓	100%	Completed - met annual goal in Q2
Meet with/present to 15 of 18 state legislators	Completed	✓	18	Completed - met annual goal, met 18 out of 18 Broward Legislators (additional Legislator added, now 19 total) and an additional 6 non Broward legislators
Meet with/present to 25 of 31 municipalities	N/A	COVID	72%	Q4 data is not available due to Covid. Q3 = 72% Towards the goal
Develop and distribute ELC annual report to key stakeholders	N/A	COVID	Partially Completed	New Annual report developed and shared with the board and will be shared with other stakeholders in Q4. COVID impacted opportunity to disseminate to other stakeholders in Q4
Develop at least 3 media opportunities (articles, letters to editor, etc.)	Completed	✓	4	Completed - Developed 3 media opportunities in Q3 (Becon TV interview (ELC's role in the census), BECE conference coverage by Sun-Sentinel and Miami New Times) Q4 Radio spot on 103.5 The Beat regarding accessing child care during the pandemic and services for first responders/medical staff.

FY 19-20 ELC Strategic Plan Scorecard - Quarter 4 - PAGE 2				
Pillar 4 - Forge Strong and Strategic Partnerships	Q4 Results	Q4	YTD	Quarter 4 (April - June 2020) & YTD Comments
Meet Semi-annually (with mandatory referral agencies to ensure excellent client coordination)	Completed	✓	Completed	Director and Managers meet on an ongoing/regular basis with BSO, Childnet and Career Source management
At least 85% respond as "satisfied" or "very satisfied" on annual survey with key partners (remote eligibility services at Broward community sites)	100%	✓	100%	Annual survey sent out in June. Recipients asked: On a scale of 1-5, with 5 being VERY SATISFIED, please rate your satisfaction with our on-site services...
Identify and form two new strategic partnerships	Completed	✓	3	Added Broward County Library system for a YTD of 4 new partnerships (from Q1: Broward Behavioral Health Coalition; Census 2020 Community Partner; Center for Hearing and Communication) Met Goal in Q2
Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	Completed	✓	18	ELC participated in 18 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; Broward Reads; Prosperity Broward)
Pillar 5 -Strengthen and Develop the ELC Broward Organization	Q4 Results	Q4	YTD	Quarter 4 (April - June 2020) & YTD Comments
ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions)	96%	✓	95%	
Create baseline of key recruitment metrics, identify a target reduction percentage & initial improvement strategy	Completed	COVID	Partially Completed	Hired HR Specialist by end of 2019 to help with the operations. FY 19-20 metrics did not provide sufficient information to define timeframe to hire, also impacted with COVID 19. FY20-21 additional identified metrics have been established in order to better define the hiring steps and time to hire, then an improvement strategy will be formulated.
Implement core management and staff development/training program	Completed	✓	Completed	Researched and identified vendor. Plan was shifted virtually in Q4 to a program by South Florida Wellness Network to help employees during the COVID-19 pandemic to cope with the today's challenges. This development training will be slated for Q1 in new fiscal year.
Launch CRM to improve organizational effectiveness and efficiency	Completed	✓	Completed	CRM was launched and being utilized by the IT department in coordination with family services/Customer Service department
Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity	Completed	✓	Completed	Completed. Met goal in Q2 (Wells Fargo, PNC Bank, Cresa and Brown and Brown)

ITEM#/MEETING	B211RB2 / BOARD
MEETING DATE:	9/23/20
SUBJECT:	ELC Broward 2020-2021 Strategic Plan
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve 2020-2021 Strategic Plan Update
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Executive Committee 9/10/2020
ELC STAFF LEAD	Judith Merritt

Background

A 3-year Strategic Plan (7/1/18 – 6/30/21) was approved by the board at the beginning of the FY 18-19 fiscal year. Quarterly progress against specific activities and outcomes in the 5 Pillars has been tracked and communicated throughout each year. Near the end of each fiscal year, the ELC leadership team reviews the plan to affirm key objectives, address changing priorities and identify key targeted outcomes for the next 12 months.

During the fourth quarter of FY 19/20 several of the outcomes measures were impacted due to operational changes, made to meet the needs of health and safety during COVID-19 pandemic. These changes were made at the direction of either OEL or local/federal authorities in order to protect staff, providers, parents and children, while ensuring Early Learning remained a priority and taken into account when updating the FY 20/21 Strategic Plan.

Current Status

Given that this is the last year of a three-year plan, along with the ever changing, uncertain operational environment, given COVID-19, we reviewed the existing plan and made small operational changes, to ensure continuation of services, while addressing health, safety and local and federal government direction.

We analyzed the information from quarter four, reviewed existing mandates from either OEL, local and federal governments, to see what was feasible given these uncertain, changing times. With this in mind, the decision was made to move forward with the current strategic plan since the mission, vision, guiding principles, pillars, and core objectives remain relevant. However, we adapted several of the outcome measures, and placed several items on hold due to COVID-19 that cannot at this time be operationalized, while maintaining the health and safety standards in place.

The plan presented has been refined and updated for FY 20-21, specifically due to the COVID-19 pandemic, which has effected the majority of our operations. The focus for this last year of the plan is to continue with those Outcomes that are still effective in the current COVID-19 workplace and/or place those Outcomes that cannot be utilized due to COVID-19 on hold. Wherever possible, those placed on hold were replaced by additional Outcomes.

The vision, mission and guiding principles remain the same, except for the addition of one additional guiding principle, which was added, in response to the current climate of social unrest. The additional principle is addressing historical and structural racism and implicit bias.

The High-Level Targeted Outcomes (HLTO) have been impacted the most by COVID-19. The first four have been placed on HOLD for FY 20-21, explanations for this are contained in the Strategic Plan Crosswalk. Two of the original Outcomes remain the same, with slight verbiage changes. Two additional HLTO have been added, to address the changes in operations given COVID-19.

Summary

ELC provided the updated FY 20-21 Strategic Plan to the members of the Executive Committee Members on Monday August 24 for review prior to the upcoming Executive Committee Meeting, in order to obtain in advance feedback, comments and questions.

ELC provided the Program Review Committee with the Strategic Plan FY 20/21 for pillars 1 through 3, they reviewed and were supportive of the changes in light of the current climate.

ELC is recommending that due to the current wave of unrest along with the COVID-19 uncertainties as it pertains to the Early Learning environment, that these changes be adopted and that we concentrate our efforts on the development of a new Strategic Plan commencing FY21/22 that will continue to strengthen the ELC's mission to provide quality services while promoting Early Learning. A new Strategic Plan that will guide the management team to execute key functions both short and long term, a plan that addresses the why, what, where, who, when and how goals can be achieved by laying down a roadmap for the organization to follow, while allowing the flexibility to change direction should circumstance dictate. ELC staff are planning to develop a more strategic high level plan with the boards involvement over the next few months.

Recommendations

ELC staff and Executive Committee members are recommending the adoption of these amendments to this last year of a three-year strategic plan to the Board.

Supporting Documents

- FY 20-21 Strategic Plan Crosswalk
- FY 20-21 Strategic Plan Overview Updated 9/1/2020

ADDENDUM

Below is an overview of what areas within the plan remain the same as well as those where changes were necessary (along with the specific changes made) in each section of the Strategic Plan FY 20/21.

Specific Outcome changes can be reviewed in the Crosswalk, however below is a breakdown of the Outcome changes: Pillar one, two of the Outcomes have been removed, as they were specific Outcomes that have been achieved. Three remain the same, with slight changes to the verbiage. Additionally, two Outcomes have been amended to concentrate on phase two.

Pillar two, two of the Outcomes have been removed, one due to COVID-19 changes in operations the other was removed as the Outcome had been achieved. The remaining two Outcomes have been changed either due to COVID-19 or to increase the metric. Two new additional Outcomes have been added to strengthen the pillar.

Pillar three, two Outcomes have been removed, due to COVID-19, one new Outcome has been added while the remaining three remain the same with slight verbiage changes.

Pillar four, one Outcomes has been removed, two of the Outcomes remain the same with small changes the verbiage, one Outcome has increased the metric and one new Outcome has been added.

Pillar five, two Outcomes have been removed, two Outcomes have entered into a phase two, so verbiage has been amended to address this. One Outcome remains the same with slight verbiage changes and two new additional Outcomes have been added.



Early Learning Coalition of Broward - Strategic Plan Overview-

UPDATED 9/1/2020 for FY 20-21

July 1, 2018 (FY 19) – June 30, 2021 (FY 21)

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.

NEW: We are dedicated to addressing historical and structural racism and implicit bias

Pillars for Delivering on Our Vision and Mission:

Pillar One: Deliver Outstanding **Eligibility, Enrollment and Payment Services**

Pillar Two: Provide **Quality Early Care** Opportunities

Pillar Three: **Advocate** for the Early Care and Education System

Pillar Four: Forge Strong long term Strategic **Partnerships**

Pillar Five: Strengthen and Develop the **ELC Staff** and Organization

2020-2021 High-Level Targeted Outcomes:

1. ELC will maintain its local advocacy efforts with Broward County Leadership.
(Meet and educate on ELC's role in the community with at least 6 Key Legislators and 15 Key Municipality Leaders.)
2. ELC will maintain Staff Satisfaction by achieving 85% satisfaction rating on the Annual Staff Satisfaction Survey.
3. **NEW:** Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care.

FY 2020 – 2021 Outcomes and Objectives

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Objective:

1. Create customer-centered focus

Outcomes:

- 1.1 Maintain a minimum of 85% parent satisfaction with ELC Services and staff
- 1.2 Ensure timely access to ELC services and staff by answering 85% of all calls to the Call Center
- 1.3 **NEW:** Ensure quality of Eligibility services, by maintaining an error rate of less than 15% on quality assurance case reviews.
- 1.4 Assist parents, staff and providers by developing 4 additional web-based instructional training videos and evaluate their participation to ensure continued improvements are made to address the needs of the community
- 1.5 **NEW:** Maintain a minimum of 85% provider satisfaction with ELC Services and staff

PILLAR 2: Provide Quality Early Care Opportunities

Objective:

1. Increase Quality of Early Education in the Community

Outcomes:

- 1.1 To improve access to trainings for providers, ELC staff will conduct a minimum of 6 classes in VPK training series.
- 1.2 80% of Educator respondents who participate in ELC trainings will show mastery of subject based on pre and post-testing.
- 1.3 **NEW:** ELC staff will conduct a minimum of 2 Community Practice workgroups for Center Directors Quarterly to ensure quality services are being maintained by ELC providers.
- 1.4 **NEW:** Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care

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:

- 1.1 Educate and advise 100% of Broward’s Legislative Delegation on ELC Legislative priorities.
- 1.2 **NEW:** Present ELC's Legislative priorities to at least 6 legislators (local/non-local) sitting on PreK - 12 Education Committees (House and Senate) and/or high ranking members of the Broward Delegation
- 1.3 Meet and/or present to a minimum of 15 of the 31 Broward Key Municipality Leadership, regarding ELC services, initiatives and possible partnerships opportunities.
- 1.4 Demonstrate “thought leadership” through at least 4 media opportunities (articles, letters to editor, social media, etc.) to evoke engagement in early learning education within the community.

PILLAR 4: Forge Strong and Strategic Partnerships

Objective:

1. Forge stronger relationships with community partners and funders.

Outcomes:

- 1.1 Maintain and strengthen partnerships with Broward community sites who are offering remote eligibility services by achieving a minimum of 85% satisfaction with ELC services and staff.
- 1.2 Form two new strategic partnerships to expand client and staff resources to better serve the community.
- 1.3 Maintain and strengthen resources for clients, by actively participate in a minimum of 10 local community system of care workgroups/committee meeting.
- 1.4 **NEW:** ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.

PILLAR 5: Strengthen and Develop the ELC Broward Organization

Objective:

1. Build organizational capabilities through partnerships, staff and technology.

Outcomes:

- 1.1 **NEW:** Phase II - Develop additional key performance indicators (KPI's) to track recruitment process, identify average length of time to hire, identify areas of improvement, then identify reduction percentage and create improvement strategy.
- 1.2 **NEW:** During the first quarter, each department will create a Training/Development Plan for their respective staff.
During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter.
- 1.3 **NEW:** During the first quarter, develop an Equity Plan specifically addressing racial equity and anti-racism. The goals outlined in the plan are to increase staff's awareness of Equity challenges in organizations and communities.
During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.
- 1.4 **NEW:** Phase II Increase Organizational Effectiveness and Efficiency by producing 2 additional CRM components per quarter.
- 1.5 Secure a minimum of 1 prospective external funder and/or funding opportunity

Strategic Plan Crosswalk – 9/1/2020

Mission, Vision, Guiding Principles, Pillars

2019-2020 CURRENT	FY 20-21 DRAFT	Notes
<p>Vision: All children will have high quality early learning experiences leading to success in school and life.</p>	<p>Vision: All children will have high quality early learning experiences leading to success in school and life.</p>	No Changes to Vision
<p>Mission: Lead and support the early learning community to deliver high quality early learning experiences to young children and their families.</p>	<p>Mission: Lead and support the early learning community to deliver high quality early learning experiences to young children and their families.</p>	No Changes to Mission
<p>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.</p>	<p>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. <i>New: We are dedicated to addressing historical and structural racism and implicit bias</i></p>	<i>1 NEW Principle added see print in Bold and Italics</i>
<p>PILLARS FOR DELIVERING OUR VISION & 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</p>	<p>PILLARS FOR DELIVERING OUR VISION & 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</p>	No changes to Pillars

HIGH-LEVEL TARGETED OUTCOMES

2019-2020 CURRENT	FY 19-20 Results	FY 20-21 DRAFT	Notes
ELC will fully maximize School Readiness slot funding (Achieve at least 82% contract utilization for slots = 9,042 slots)	Achieved Outcome with a 85.2% utilization of slots.	HOLD for FY 20/21 ----- "At least 82% of the ELC's School Readiness expenditure will go towards child care slots."	On HOLD for FY 20/21 due to COVID 19 - We are unable to make predictions about slot utilization until we have confirmation from OEL on FY 20-21, funding and a better understanding of the impact of COVID-19 to the child care system (funding, capacity, required classroom size, etc) and parent preference on children attending early learning programs.
ELC will serve at least 77% of Broward 4 year olds in VPK (at least 77% unduplicated children estimated at 16,975)	COVID 19 Impact Partially Achieved 93% Prior to COVID 19 Served 15,811	HOLD for FY 20/21 ----- ELC will serve at least 67.2% of Broward 4 year olds in VPK	On HOLD for FY 20/21 due to COVID 19 - We are unable to make predictions about VPK enrollments until we have a better understanding of the impact of COVID-19 to the child care system, (capacity, required classroom size, etc.). and parent preference on children attending early learning programs. The Florida State VPK Estimating Conference on 8/4/2020, indicated a reduction in statewide enrollment of 4 year olds to 67.2% , however, the data used did not take into consideration the impact of COVID 19. Summer VPK served 21% of the population from prior year.
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.	COVIC 19 Impact CLASS Paused by OEL	HOLD for FY 20/21 ----- 75% of providers who score less than a 4.0 and participate in ELC Broward quality coaching and support initiative will improve to a 4 or higher in their CLASS composite score.	On HOLD for FY 20/21 due to COVID 19 - Due to COVID-19 all CLASS observation requirements are on hold. It is unclear when/if they will resume, or what the impact will be to CLASS scores related to significant changes in the classroom environments.
At least 80% of observed SR providers will score at least a 4.0 in their CLASS composite	COVIC 19 Impact CLASS Paused by OEL	HOLD for FY 20/21 ----- At least 80% of observed SR providers will score at least a 4.0 in their CLASS composite	On HOLD for FY 20/21 due to COVID 19 - Due to COVID-19 all CLASS observation requirements are on hold. It is unclear when/if they will resume or what the impact will be to CLASS scores related to significant changes in the classroom environments.
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%)	Achieved 84% Legislators outreach (4% above goal) Achieved 90% increase in Outreach Events (40% higher than goal)	ELC will maintain its local advocacy efforts with Broward County Leadership. (Meet and educate on ELC's role in the community with at least 6 Key Legislators and 15 Key Municipality Leaders.)	Metrics and text updated: Separated out metrics for legislators, municipalities Changed %s to a number based on the number of total legislators and municipalities (which is consistent with outcome language in Pillar 3). ELC will strategically target a minimum of 15 key municipalities in order to more effectively continue reaching the areas for most children enrolled, underserved communities, and funding leverage amounts. Additionally, for legislators, ELC will also prioritize at least 6 legislators on key committees (e.g. PreK-12 Education and Budget Allocations) in order to target those who can more effectively support ELC's mission. On HOLD for FY 20/21 due to COVID 19 – Outreach component only - we are unsure whether outreach events will take place in the community and/or the impact on legislative and municipal meetings. ELC will continue to use telecommunications for all advocacy efforts for the time being.
85% of staff will respond as "satisfied" or "very satisfied" via annual staff survey.	94.1%	ELC will maintain Staff Satisfaction by achieving 85% satisfaction rating on the Annual Staff Satisfaction Survey.	Changes to wording, metric remains the same
		NEW: ELC staff will conduct a minimum of 45 Educator Trainings per Quarter to ensure quality services are being maintained by ELC providers	NEW Added to replace those Quality indicators that cannot be measured during COVID 19 FY 20/21
		NEW: Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care	NEW

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

2019-2020 CURRENT		FY 20-21 DRAFT	Notes
Objectives		Objectives	
Create customer-centered focus Continue to evaluate technology for improved performance Leverage partnerships to increase service availability		Create customer-centered focus	Changes were made to streamline objectives and remove all operational activities. Removed items may now appear in the outcomes, operational plan, or removed completely if unnecessary.
Outcomes	FY 19-20 Results	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.	Achieved Parent Satisfaction rating of 99.3% (14.3% above goal) 502 parents responded to the survey	Maintain a minimum of 85% parent satisfaction with ELC Services and staff	No change to outcome, streamlining of text only.
FY20: Answer 85% of Call Center calls	Partially Achieved - 84% (1% below goal) Q1 68% - Goal not achieved Q2 88.5% - Exceeded Goal Q3 85.7% - Exceeded Goal Q4 92.0% - Exceeded Goal Q1 FY19-20 achieved an answer rate of 68% due to high call volume and hurricane, Q2, Q3 and Q4 exceeded the 85% goal Implemented new processes after Q1 which increased answer rate	Ensure timely access to ELC services and staff by answering 85% of all calls to the Call Center	No change to outcome, streamlining of text only.
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	Achieved		Achieved - Removed
FY20: Develop QA baseline error rate for eligibility, identify error reduction target and implement strategy to reduce errors	Achieved New Outcome Established	NEW Ensure quality of Eligibility services, by maintaining an error rate of less than 15% on quality assurance case reviews.	Achieved original Outcome, identified error rate, NEW outcome established to build on FY20 Outcome
Increase methods to assist and solve client inquiries FY20: Implement and evaluate alternative communication vehicles (i.e. web-based chat functionality)	Achieved		Achieved - Removed
FY20: Develop 4 additional web-based instructional training videos for parents, staff and providers	Achieved	Assist parents, staff and providers by developing 4 additional web-based instructional training videos and evaluate their participation to ensure continued improvements are made to address the needs of the community	No change to Outcome, change in text
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	Achieved - Added DCF Lauderdale Lakes Women in Distress DOH-Paul Hughes	NEW: Phase II Maintain client access to ELC throughout the community, by analyzing client traffic patterns at remote sites quarterly and adjust staffing/services based on analysis. Utilizing site specific tracking data.	Achieved - Monitoring of continued client traffic will be conducted on the Operation Plan
FY20: Increase awareness of out-posted sites and services, analyze client traffic patterns quarterly and adjust staffing/services based on analysis	Achieved		Achieved - Removed
		NEW: Maintain a minimum of 85% provider satisfaction with ELC Services and staff	NEW

PILLAR 2: Provide Quality Early Care Opportunities

2019-2020 CURRENT		FY 20-21 DRAFT	Notes
Objectives		Objectives	
<p>Expand focus on VPK training and support</p> <p>Provide coaching, professional development, and support services to early learning community</p> <p>Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators</p>		<p>Increase Quality of Early Education in the Community</p>	<p>Changes were made to streamline objectives and remove all operational activities. Removed items may now appear in the <i>outcomes, operational plan, or removed completely if unnecessary.</i></p>
Outcomes	FY 19-20 Results	Outcomes	All edits were made to streamline outcome wording or remove operational activities which now may be included in the <i>operational plan or removed completely if unnecessary</i>)
<p>All providers will have access to new VPK training series</p> <p>FY20: Develop and launch a minimum of 4 classes in VPK training series</p>	<p>Achieved</p> <p>Exceeded Goal at 150%</p> <p>7 VPK Training classes were completed with 133 people attending</p>	<p>To improve access to trainings for providers, ELC staff will conduct a minimum of 6 classes in VPK training series.</p>	<p>Updated metric from 4 - 6</p>
<p>FY20: 80% of training participants will show mastery of subject based on pre and post testing</p>	<p>COVID 19 Impact</p> <p>Achieved 94% as of YTD Q3 (14% above goal) for participants to show mastery</p>	<p>80% of Educator <u>respondents</u> who participate in ELC trainings will show mastery of subject based on pre and post-testing.</p>	<p>Updated language to add respondents due to COVID 19</p>
<p>100% of providers participating in ELC's new quality initiative will have a developed Success Plan</p>	<p>Achieved</p>		<p>Achieved - Removed</p>
<p>80% of providers in tiered training programs will show mastery of subject based on pre and post-testing.</p>	<p>COVID 19 Impact</p> <p>Achieved 96% as of YTD Q3 (16% above goal) for participants to show mastery</p>		<p>Removed</p>
		<p>NEW: ELC staff will conduct a minimum of 2 Community Practice workgroups for Center Directors Quarterly to ensure quality services are being maintained by ELC providers.</p>	<p>NEW</p>
		<p>NEW: Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care</p>	<p>NEW</p>

PILLAR 3: Advocate for the Early Care and Education System

2019-2020 CURRENT		FY 20-21 DRAFT	Notes
Objectives		Objectives	
Be a leader in advocacy of early childhood development and subsidized child care system		Be a leader in advocacy of early childhood development and subsidized child care system	No change
Outcomes	FY 19-20 Results	Outcomes	
Educate and advise Broward’s legislative delegation on ELC services and priorities FY20: Reach out to 100% of Broward’s delegation	Achieved	Educate and advise 100% of Broward’s Legislative Delegation on ELC Legislative priorities	Updated verbiage metric remains the same
Meet with/present to 15 of 18 state legislators	Achieved Met with 18-18 Broward Legislators (additional 1 added during year now 19) Met with an additional 6 Non Broward Legislators (Exceeded Goal)		Achieved - Removed New Outcome established to build on FY20 Outcome
		NEW: Present ELC’s Legislative priorities to at least 6 legislators (local/non-local) sitting on PreK - 12 Education Committees (House and Senate) and/or high ranking members of the Broward Delegation.	NEW Concentrate efforts to increase impact. Strategically work with legislators and/or high ranking members of the Delegation instead of attempting to reach out to the majority, while continuing to communicate with the Broward Delegation.
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	COVID 19 Impact Partially Achieved As of YTD Q3, 72% of goal achieved	Meet and/or present to a minimum of 15 of the 31 Broward Key Municipality Leadership, regarding ELC services, initiatives and possible partnerships opportunities	Due to COVID - only 72% of the goal was achieved, there were no opportunities to meet as from March 2020 to the end of the fiscal year. Reduced number of meetings/presentations from 25 to 15, not only because of COVID 19’s impact, but in order to work more strategically with those that would be most beneficial to the ELC, while maintaining open communications with others to continue the relationships developed.
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	COVID 19 Impact Partially Achieved Disseminated to Board but not other Stakeholders (was scheduled for March 2020 distribution)		Removed
FY20: Develop at least 3 media opportunities (articles, letters to editor, etc.)	Exceeded Goal with 4 Media opportunities Becon TV Interview (ELC’s role in Census) BECE Conference covered in Sun Sentinel and Miami New Times Radio Spot on 103.5 The Beat (child care during pandemic & first responder/medical staff access)	Demonstrate “thought leadership” through at least 4 media opportunities (articles, letters to editor, social media, etc.) to evoke engagement in early learning education within the community	Updated metric and verbiage

PILLAR 4: Forge Strong and Strategic Partnerships

2019-2020 CURRENT		FY 20-21 DRAFT	Notes
Objectives		Objectives	
Forge stronger relationships with community partners and funders		Forge stronger relationships with community partners and funders	No change to Objective
Outcomes	FY 19-20 Results	Outcomes	
Continue to meet with mandatory referral agencies to ensure excellent client coordination. FY20: Meet Semi-annually	Achieved		Achieved - removed
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	Achieved and Exceeded goal Achieved 100% Satisfaction rating (15% above goal)	Maintain and strengthen partnerships with Broward community sites who are offering remote eligibility services by achieving a minimum of 85% satisfaction with ELC services and staff.	No change to metric only verbiage
Expand new partnerships to bring additional resources to better serve our clients FY20: Identify and form two new strategic partnerships	Achieved and Exceeded goal Broward Behavioral Health Coalition Census 2020 Community Partner Center for Hearing and communication	Form two new strategic partnerships to expand client and staff resources to better serve the community.	No change to metric only verbiage
Expand new partnerships to bring additional resources to better serve our clients FY20: Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	Achieved and Exceeded goal Participated in 18 workgroups/committee meetings throughout the year	Maintain and strengthen resources for clients, by actively participate in a minimum of 10 local community system of care workgroups/committee meeting	Increased metric and verbiage
		NEW: ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.	NEW

PILLAR 5: Strengthen and Develop the ELC Broward Organization

2019-2020 CURRENT		FY 20-21 DRAFT	Notes
Objectives		Objectives	
Continue to build organizational capabilities Increase staff development and morale Increase our business analytics through the launch of a customer relationship management software system (CRM) Develop plan to increase unrestricted reserve based on organizational need		Build organizational capabilities through partnerships, staff and technology	Changes were made to streamline objectives and remove all operational activities. Removed items may now appear in the outcomes, operational plan, or removed completely if unnecessary.
Outcomes	FY 19-20 Results	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).	Achieved and Exceeded Achieved 95% positions filled (10% above goal)		Achieved - removed
FY20: Create baseline of key recruitment metrics (i.e. avg. # of days' positions are open), identify a target reduction percentage and initial improvement strategy	Partially Achieved (due to COVID additional data required) Hired HR Specialist Additional key metric required	NEW: Phase II - Develop additional key performance indicators (KPI's) to track recruitment process, identify average length of time to hire, identify areas of improvement, then identify reduction percentage and create improvement strategy.	After evaluation of FY19-20 and the impact of COVID 19, we needed to improve the tracking system, add additional indicators in order to establish a true baseline for hiring times. NEW- Phase II is to add additional KPI's so we can better identify process improvement areas. Original KPI's did not provide sufficient information in order to identify those areas of improvement.
FY20: Implement core management and staff development/training program	Achieved Obtained vendor Q4 changed to virtual due to COVID		Achieved - removed
		NEW: During the first quarter, each department will create a Training/Development Plan for their respective staff. During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter	NEW
		NEW: During the first quarter, develop an Equity Plan specifically addressing racial equity and anti-racism. The goals outlined in the plan are to increase staff's awareness of Equity challenges in organizations and communities. During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.	NEW
Launch CRM to improve organizational effectiveness and efficiency	Achieved CRM Launched and being utilized	NEW: Phase II Increase Organizational Effectiveness and Efficiency by producing 2 additional CRM components per quarter	Achieved - NEW Outcome established to build on FY20 Outcome
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	Achieved Identified Wells Fargo PNC Bank Cresa Brown & Brown	Secure a minimum of 1 prospective external funder and/or funding opportunity	Same metric, change in verbiage only

ITEM#/MEETING	R211RB3 / BOARD
MEETING DATE:	9/23/20
SUBJECT:	CEO Performance Evaluation Results
FOR ACTION:	YES
RECOMMENDED ACTION:	Review Evaluation Results and Approve CEO Performance Pay
FINANCIAL IMPACT:	Up to \$10,000 Pay for Performance
AS RECOMMENDED BY:	Executive Committee 9/10/20
ELC STAFF LEAD	Judith Merritt

Background:

Each year the CEO’s performance is evaluated based on Board approved CEO goals and other criterion included in a CEO performance evaluation tool. As directed by the Board in FY 17/18, the CEO goals for FY 18/19 were aligned with the objectives and outcomes in the ELC’s new strategic plan. On September 12th 2019 the Board approved the FY 19/20 CEO Goals and Updated CEO Evaluation Template to be used following the close of the 19/20 fiscal year.

On August 17th, all Board members were sent an email which included the CEO’s FY 19/20 self-evaluation and goals status update along with a CEO performance evaluation survey to be completed by August 24th. 18 of 18 Board members submitted evaluations (100%).

Several of the outcomes contained within the CEO Evaluation were impacted during the fourth quarter, due to the impact of COVID-19, these are outlined in the Addendum as well as within the CEO Evaluation Report. Given the tumultuous, ever changing environment since March 2020, the changes in practices made to meet the needs of the providers, staff, parents and children, the CEO continued to strive to support and lead the ELC, while communicating those changes to the staff, board, providers and parents. Keeping everyone apprised of the changes implemented by OEL, local, state and federal governmental departments.

Current Status:

The Boards individual ratings for each of the outcomes and pillars was aggregated to provide an overall performance evaluation. This report is attached as a supporting document, outlining that the CEO exceeded expectations in all of the ELC Strategic Plan pillars 1, 2, 3, 4 and 5 as well as the High-Level outcomes. The CEO exceeded all performance goals in pillar 6 which contained separate domains for Finance, Board Management, Audit and Operations. Additionally, the comments were also aggregated by pillar and outcome so that the CEO could address specific questions and/or concerns in order to make improvements for the upcoming fiscal year.

Overall the Board rated the CEO on each pillar, with 55.5% (10) of the Board scoring the CEO either Exceeds Expectations or Outstanding, with 39% (7) of the Board scoring the CEO as Meets Exceptions. Only one Board member scored the CEO Below Expectations which equals 5.5%.

The CEO will continue to incorporate the feedback from the CEO Performance Evaluation into the work being done. Specifically, the CEO will continue to work with an Executive Coach and/or other professional development opportunities to foster improvements in the coming year. Individual board member responses and comments which are included as supporting documents will be addressed, such as providing more transparency of scorecard information, providing staff satisfaction survey results to board members (in the near future) as well as providing additional information regarding the outreach and legislative meetings. The CEO greatly appreciates the Board’s survey participation; it was an extremely helpful process.

The CEO is eligible for up to \$10,000 in Performance Pay, as determined by the Board, and the expense has been accrued as a placeholder to FY20 contracts, which ended on June 30, 2020.

Action(s):

1. Executive Committee are recommending approval of CEO Evaluation Results to the Full Board
2. Executive Committee are recommending Performance Pay to the Full Board

Supporting Documents:

- CEO Performance Evaluation Results FY 19-20 Ratings
- CEO Performance Evaluation Results FY 19-20 Comments
- CEO Performance Evaluation Report Card FY 19-20

ADDENDUM

Outcome NOT achieved for FY 19/20

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Outcomes	FY 19-20 Results
FY20: Answer 85% of Call Center calls	Partially Achieved - 84% Q1 68% - Goal not achieved Q2 88.5% - Exceeded Goal Q3 85.7% - Exceeded Goal Q4 92.0% - Exceeded Goal Q1 FY19-20 achieved an answer rate of 68% due to high call volume and hurricane, Q2, Q3 and Q4 exceeded the 85% goal. Implemented new processes after Q1 which increased answer rate

Outcomes effected by COVID-19

HIGH-LEVEL TARGETED OUTCOMES

Outcomes	FY 19-20 Results
ELC will serve at least 77% of Broward 4 year olds in VPK <i>(at least 77% unduplicated children estimated at 16,975)</i>	COVID 19 Impact Partially Achieved 93% Prior to COVID 19 Served 15,811
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.	COVIC 19 Impact CLASS Paused by OEL
At least 80% of observed SR providers will score at least a 4.0 in their CLASS composite	COVIC 19 Impact CLASS Paused by OEL

PILLAR 2: Provide Quality Early Care Opportunities

Outcomes	FY 19-20 Results
FY20: 80% of training participants will show mastery of subject based on pre and post testing	COVID 19 Impact Achieved 94% as of YTD Q3 (14% above goal) for participants to show mastery
80% of providers in tiered training programs will show mastery of subject based on pre and post-testing.	COVID 19 Impact Achieved 96% as of YTD Q3 (16% above goal) for participants to show mastery

PILLAR 3: Advocate for the Early Care and Education System

Outcomes	FY 19-20 Results
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	COVID 19 Impact Partially Achieved As of YTD Q3, 72% of goal achieved
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	COVID 19 Impact Partially Achieved Disseminated to Board but not other Stakeholders (was scheduled for March 2020 distribution)

Outcomes Exceeding Strategic Plan Benchmarks FY 19/20

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Outcomes	FY 19-20 Results
<p>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.</p>	<p>Achieved Parent Satisfaction rating of 99.3% (14.3% above goal) 502 parents responded to the survey</p>

PILLAR 2: Provide Quality Early Care Opportunities

Outcomes	FY 19-20 Results
<p>All providers will have access to new VPK training series FY20: Develop and launch a minimum of 4 classes in VPK training series</p>	<p>Achieved Exceeded Goal at 150% 7 VPK Training classes were completed with 133 people attending</p>

PILLAR 3: Advocate for the Early Care and Education System

Outcomes	FY 19-20 Results
<p>Meet with/present to 15 of 18 state legislators</p>	<p>Achieved (Exceeded Goal) Met with 18-18 Broward Legislators Met with an additional 6 Non Broward Legislators</p>
<p>FY20: Develop at least 3 media opportunities (articles, letters to editor, etc.)</p>	<p>Exceeded Goal with 4 Media opportunities Becon TV Interview (ELC's role in Census) BECE Conference covered in Sun Sentinel and Miami New Times Radio Spot on 103.5 The Beat (child care during pandemic & first responder/medical staff access)</p>

PILLAR 4: Forge Strong and Strategic Partnerships

Outcomes	FY 19-20 Results
<p>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</p>	<p>Achieved and Exceeded goal Achieved 100% Satisfaction rating (15% above goal)</p>
<p>Expand new partnerships to bring additional resources to better serve our clients FY20: Identify and form two new strategic partnerships</p>	<p>Achieved and Exceeded goal Broward Behavioral Health Coalition Census 2020 Community Partner Center for Hearing and communication</p>
<p>Expand new partnerships to bring additional resources to better serve our clients FY20: Actively participate in a minimum of 8 local community system of care workgroups/committee meetings</p>	<p>Achieved and Exceeded goal Patricipated in 18 workgroups/committee meetings throughout the year</p>

PILLAR 5: Strengthen and Develop the ELC Broward Organization

Outcomes	FY 19-20 Results
<p>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).</p>	<p>Achieved and Exceeded Achieved 95% positions filled (10% above goal)</p>
<p>85% of staff will respond as “satisfied” or “very satisfied” via annual staff survey.</p>	<p>Achieved and Exceeded 94.1%</p>

CEO Performance Evaluation Results FY 19/20

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services					
Responders	Parent Satisfaction	Call Center Calls answered	Web-based trainings for parents	Out posted Sites	Resp Avg
Responder 1	4	4	4	4	4.0
Responder 2	2	1	3	1	1.8
Responder 3	4	2	3	2	2.8
Responder 4	3	3	2	2	2.5
Responder 5	4	2	4	4	3.5
Responder 6	4	3	4	4	3.8
Responder 7	3	2	2	2	2.3
Responder 8	4	2	4	4	3.5
Responder 9	4	2	4	4	3.5
Responder 10	4	2	4	4	3.5
Responder 11	4	3	3	3	3.3
Responder 12	3	1	3	2	2.3
Responder 13	4	3	2	3	3.0
Responder 14	3	2	3	2	2.5
Responder 15	4	3	4	4	3.8
Responder 16	4	2	2	2	2.5
Responder 17	4	2	4	4	3.5
Responder 18	3	1	2	2	2.0
Outcome Avg	3.6	2.2	3.2	2.9	3.0
Domain Avg	3.0 Exceeds Expectations				

PILLAR 2: Provide Quality Early Care Opportunities				
Access to new VPK trainings	Show mastery after trainings VPK	Provider coaching	45 tiered training modules	Resp Avg
4	4	4	4	4.0
4	4	No response	2	3.3
3	2	2	2	2.3
3	3	3	3	3.0
4	3	4	3	3.5
4	4	4	4	4.0
3	2	2	2	2.3
4	3	4	3	3.5
4	3	4	3	3.5
4	3	4	3	3.5
4	2	3	2	2.8
3	2	2	2	2.3
4	3	4	4	3.8
3	3	2	3	2.8
4	3	4	3	3.5
4	3	2	3	3.0
4	4	4	4	4.0
3	No response	2	No response	2.5
3.7	3.0	3.2	2.9	3.2
3.2	3.2 Exceeds Expectations			

PILLAR 3: Advocate for the Early Care and Education System				
Broward Delegation	State Legislators	Municipalities	Media Opportunities	Resp Avg
4	4	4	4	4.0
3	2	2	2	2.3
2	3	1	3	2.3
3	4	2	3	3.0
4	4	3	4	3.8
4	3	3	4	3.5
2	2	2	2	2.0
4	4	3	4	3.8
4	4	3	3	3.5
4	4	3	4	3.8
4	3	4	4	3.8
2	3	1	3	2.3
3	3	2	4	3.0
2	2	2	2	2.0
4	4	3	4	3.8
2	3	1	3	2.3
4	4	3	4	3.8
1	1	1	2	1.3
3.1	3.2	2.4	3.3	3.0
3.0	3.0 Exceeds Expectations			

Key	
4	Outstanding
3	Exceeds Expectations
2	Meets Expectations
1	Below Expectations

PILLAR 4: Forge Strong and Strategic Partnerships				
Responders	Partner Satisfaction	Strategic Partnerships	Community participation	Resp Avg
Responder 1	4	4	4	4.0
Responder 2	2	2	3	2.3
Responder 3	2	2	2	2.0
Responder 4	2	3	4	3.0
Responder 5	4	4	4	4.0
Responder 6	4	4	4	4.0
Responder 7	2	2	2	2.0
Responder 8	4	4	4	4.0
Responder 9	3	4	4	3.7
Responder 10	4	4	4	4.0
Responder 11	2	3	3	2.7
Responder 12	3	3	4	3.3
Responder 13	2	3	4	3.0
Responder 14	2	3	3	2.7
Responder 15	4	4	4	4.0
Responder 16	No response	3	4	3.5
Responder 17	4	4	4	4.0
Responder 18	2	2	2	2.0
Outcome Avg	2.9	3.2	3.5	3.2
Domain Avg	3.2 Exceeds Expectations			

PILLAR 5: Strengthen and Develop the ELC Broward Org.				
Staff Satisfaction	Launch CRM	Secure external funder	Resp Avg	
4	4	4	4.0	
3	3	3	3.0	
2	2	2	2.0	
2	2	3	2.3	
4	4	4	4.0	
3	4	4	3.7	
3	2	2	2.3	
4	4	4	4.0	
4	3	3	3.3	
4	4	4	4.0	
2	3	3	2.7	
3	2	3	2.7	
4	2	3	3.0	
2	2	2	2.0	
4	4	4	4.0	
No response	4	3	3.5	
4	4	4	4.0	
2	2	1	1.7	
3.2	3.1	3.1	3.1	
3.1	3.1 Exceeds Expectations			

Pillar 6 Outcomes				
Finances	Board Mgt	Audit	Operations	Resp Avg
4	4	4	4	4.0
2	2	2	2	2.0
2	2	2	2	2.0
2	3	3	3	2.8
4	4	4	4	4.0
4	3	2	4	3.3
2	2	3	3	2.5
3	4	4	4	3.8
4	4	4	4	4.0
4	4	4	4	4.0
4	3	4	3	3.5
2	2	2	2	2.0
4	3	4	4	3.8
3	2	2	3	2.5
4	4	4	4	4.0
3	3	4	3	3.3
4	4	4	4	4.0
2	1	2	2	1.8
3.2	3.0	3.2	3.3	3.2
3.2	3.2 Exceeds Expectations			

Overall Rating by Responder	
4.0	Outstanding
2.4	Meets Expectations
2.2	Meets Expectations
2.8	Meets Expectations
3.8	Exceeds Expectations
3.7	Exceeds Expectations
2.2	Meets Expectations
3.7	Exceeds Expectations
3.6	Exceeds Expectations
3.8	Exceeds Expectations
3.1	Exceeds Expectations
2.4	Meets Expectations
3.3	Exceeds Expectations
2.4	Meets Expectations
3.8	Exceeds Expectations
2.9	Meets Expectations
3.9	Exceeds Expectations
1.8	Below Expectations
3.1	Exceeds Expectations

CEO Performance Evaluation Results - Comments

Pillar	Outcome	Comments	Respondent
1 Deliver Outstanding Eligibility, Enrollment and Payment Services	Develop 4 additional web-based instructional training videos for parents, staff and providers	Not only were videos completed but Ms. Jaffe has continued to conduct on-line events for the families in our community.	9
	Answer 85% of Call Center calls	I believe this area would have been met if not for some of the time needed to prepare for Covid-19 and the possible hurricane.	9
	Increase client service convenience for parent walk ins through use of online appointment setting system and increased out-posted sites: Add 2-3 out posted sites	Ms. Jaffe and staff worked hard in opening up oppurtunities to allow more exposure to our familes and easier accessibility	9
	Maintain level of client satisfaction A minimum of 85% of parents will respond "satisfied" or "very satisfied" with ELC services on client satisfaction survey.	Ms. Jaffe and her team has done a great job reaching out to families during covid-19 and prior.	9
		Excellent	11
2 Provide Quality Early Care Opportunities	100% of providers participating in ELC's new quality initiative will have a developed Success Plan	ELC has met the expectation that was set forward by ELC	9
	All providers will have access to new VPK training series Develop and launch a minimum of 4 classes in VPK training series	Ms.Jaffe was able to conduct more classes then expected	9
3 Advocate for the Early Care and Education System	Develop at least 3 media opportunities (articles, letters to editor, etc.)	Ongoing opportunities to brand and message ELC as the local leader in early childhood education - not simply the subsidy program.	7
	Educate and advise Broward's legislative delegation on ELC services and priorities	Ms, Jaffe was able to meet with all 18 legislators even when presented with Covid-19 and having to change how communication needed to be handeled.	9
	Reach out to 100% of Broward's delegation	I believe we are in the very early phases of building relationships with community/elected officials. And we need to deepen these relationships. Also board members need to be engaged in these activities as many of them already have these relationships.	18
	Meet with/present to 15 of 18 state legislators	I believe we are in the very early phases of building relationships with community/elected officials. And we need to deepen these relationships. Also board members need to be engaged in these activities as many of them already have these relationships.	18
	Update and advise Broward's key municipality leadership regarding ELC services, initiatives and possible partnerships and funding	I believe we are in the very early phases of building relationships with community/elected officials. And we need to deepen these relationships. Also board members need to be engaged in these activities as many of them already have these relationships.	18
	Meet with/present to 25 of 31 municipalities		

Pillar	Outcome	Comments	Respondent
4 Forge Strong and Strategic Partnerships	Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	Ms. Jaffe is on a countless number of community committees/boards and is trusted by the community.	9
		I would like to know how they are active with a short summary to evaluate the entire relationship.	3
	Continue to offer remote eligibility services at Broward community sites At least 85% respond as "satisfied" or "very satisfied" on annual survey with key partners	I would like to see better survey participation.	3
	Expand new partnerships to bring additional resources to better serve our clients Identify and form two new strategic partnerships	Ms. Jaffe has a great relationship with the community and is able to connect with organizations that allows her to connect to new resources and collaboration.	9
		I would like to know a little more about the relationship. Short summaries.	3
		To what end? Why were these partnerships important to us and how did they forward the mission and awareness of ELC	18
	5 Strengthen and Develop the ELC Broward Organization	A minimum of 85% of ELC staff will respond as "satisfied" or "very satisfied" via annual staff survey.	Great
The ELC staff is well trained and knowledgeable of the organization and the specific job duties. The survey shows an exceptional satisfaction rate.			9
What question(s) was asked?			7
Would be good to see the detail			11
It would be great for board to get a summary of the survey and positive and also the areas of improvement identified.			18
Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity		How much money does this represent?	13
		Ms. Jaffe has a great relationship with the community and is able to connect with organizations that allows her to connect to new funding.	9
		This is a hard one to quantify if there is no money generated. It seems like we developed a relationship, does that mean no money was raised?	3
		As a board member I am not aware of a plan that was developed. And if 2 new funders is what the plan would have identified.	18
Launch CRM to improve organizational effectiveness and efficiency		How are we using the CRM and the information entered?	18

Pillar	Outcome	Comments	Respondent
6 Audit Outcomes	Prepare for and complete financial audits resulting in no 'material' findings.	Excellent job under very difficult circumstances	13
		Ms. Jaffe and her staff do a fantastic job ensuring our financial audits are organized and completed appropriately. Even with some of the issues that took place with new systems they were able to close out the audit with no findings.	9
6 Board Management	Provides the board with information and updates. Provides the board with quarterly updates to the strategic plan. Holds 1 board retreat annually. Fills board (non ex-officio) vacancies within 90 days.	There was dramatic improvement in this area!	13
		CEO kept the staff abreast fo the ever changing information during the pandemic.	15
		Ms. Jaffe is able to ensure timely completion of board packets and completion of committee meetings. When any follow up is requested by a board member she ensures it is completed and communicates the answers effectively.	9
		I still think this is an area of improvement for our CEO. The board gets communicatons, however it seems we get all the good news and everythign goniung well in organization but not areas we can do better or imporve. I also think thatdespite the number of requests, the board has not been engaged in advocacy efforts or received information of events/initiatives ELC is participating in so we can support them.	18
6 Finance	Board receives clear and timely financial reporting and information. Implements and maintains strong internal controls. Fiscal policies are current.	As an outsider, it is difficult for me to comment on the both the internal and external impact of these efforts. Given no financial crisis nor audit findings, I have to assume that the team did an excellent job of dealing wit the Covid related impacts on the ELC financials.	14
		Navigated Finances for both administration and providers very well through the Pandemic.	15
		Ms. Jaffe and staff communicate all finacial information in a timely basis and is able to answer questions the board may have.	9
		Fantastic Work by the Finance Team	11

Pillar	Outcome	Comments	Respondent
6 Operations	<p>Ensures there are appropriate systems in place to facilitate day to day operations of the organization in the areas of Administration and Operations.</p> <p>Manages the organization within OEL requirements.</p>	ELC navigated well through the pandemic. Kudos to Leadership and staff.	15
		Ms. Jaffe remains in contact with OEL and does a good job in communicating with this board when there are any issues that arise. Her staff does a great job with helping run the organization and ensure that our families needs are being met.	9
		My comment is that Renee and her team have done a great job under ve	1
		An enormous amount of good work accomplished	11
		While I rated this "meets expectations", I'd like to see the CEO include experts, either those contracted with us or not, on issues or policies as they are being developed. This is especially pertinent in policies that have any liability or legal ramifications.	18

Name of Board Member:

Key:

GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome
YELLOW CELLS - COVID impacted Q4
RED CELLS - Growth Opportunity
BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Objectives	Outcomes	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
1.0 Create customer-centered focus	Maintain level of client satisfaction A. A minimum of 85% of parents will respond "satisfied" or "very satisfied" with ELC services on client satisfaction survey.	Met/Exceeded Expectations & Stretch Goal	Exceeded Goal by 14.3% - achieved 99.3% client satisfaction 502 parents responded to the survey, which is accessible to all parents at our satellite offices, on our website or by utilizing our kiosks. Stretch Goal: Increase Satisfaction rate to 87%								5%
	B. FY20: Answer 85% of Call Center calls	Growth Opportunity	Growth Opportunity: 84% Avg calls answered - Missed Goal by 1% Q1 68% - Goal not achieved Q2 88.5% - Exceeded Goal Q3 85.7% - Exceeded Goal Q4 92.0% - Exceeded Goal Q1 Justification: High volumn calls in August for VPK along with Hurricane in September resulted in 68% of calls not being answered. Implemented: Auto-call back option Staffed up for January VPK Changed management proess Coached staff to transfer calls to subject matter experts Segregated CCR&R calls to designated team Stretch Goal: 90%								5%
1.2 Continue to evaluate technology for improved performance	Increase methods to assist and solve client inquiries: Develop 4 additional web-based instructional training videos for parents, staff and providers	Met/Exceeded Expectations	Exceeded Goal: 5 videos developed; 4 videos posted for viewing Videos created/posted: • VPK Appointment Process • VPK Re-enrollment and Postponement • The Redetermination Process • Instructions on Reading Aloud Video created only (posted in July/new FY): • VPK Re-enrollment Stretch Goal: 6 Videos								2%
1.3 Leverage partnerships to increase service availability	Increase client service convenience for parent walk ins through use of online appointment setting system and increased out-posted sites: Add 2-3 out posted sites	Met Expectations	Achieved Goal at 100% 3 New Out posted sites were operational Sites include: Department of Children & Families - Lauderdale Lakes Women in Distress DOH-Paul Hughes								5%
Pillar 1 Overall Weighting											17%

Key: GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome
YELLOW CELLS - COVID impacted Q4
RED CELLS - Growth Opportunity
BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 2: Provide Quality Early Care Opportunities

Objectives	Outcomes	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
2.0 Expand focus on VPK training and support	All providers will have access to new VPK training series A. Develop and launch a minimum of 4 classes in VPK training series	Met/Exceeded Expectations and Stretch Goal	<p>Exceeded Goal at 150%</p> <p>Seven VPK training classes were completed: VPK Einstein Learn about the Scientific Method Creating Critical Thinkers in the VPK classroom Math All Around Us in VPK The First Chapter: Emergent Reading in VPK The Second Chapter: Emergent Reading in VPK Using Our Imaginations: Creative Expressive in VPK</p> <p>133 people attended the trainings above</p> <p>Stretch Goal: 6 Classes</p>								4%
	B. 80% of training participants will show mastery of subject based on pre and post testing	On Target to Meet Expectations - Impacted by COVID	<p>Exceeded Goal at 94% as of Qtr3</p> <p>Average Provider Mastery Scores for Quarters 1-3 was 94%, data unavailable for Q4 due to COVID-19</p> <p>In Q4 we couldn't pre/post test because we didn't yet have the virtual technology available.</p> <p>Stretch Goal 83% will show mastery</p>								4%
2.2 Provide coaching, professional development, and support services to early learning community	100% of providers participating in ELC's new quality initiative will have a developed Success Plan	Met Expectations	<p>Achieved Goal at 100%</p> <p>All providers participating in "Yes You Can" have a Professional Development Success Plan</p> <p>Stretch Goal: None</p>								4%
2.3 Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators	80% of providers in tiered training programs will show mastery of subject based on pre and post-testing.	On Target to Meet/Exceed Expectations - Impacted by COVID	<p>Exceeded Goal at 96% as of Qtr3</p> <p>Average Provider Mastery Scores for Quarters 1-3 was 96%, data unavailable for Q4 due to COVID 19</p> <p>In Q4 we couldn't pre/post test because we didn't yet have the virtual technology available.</p> <p>Stretch Goal: None</p>								4%
Pillar 2 Overall Weighting											16%

Key: GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome
YELLOW CELLS - COVID impacted Q4
RED CELLS - Growth Opportunity
BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 3: Advocate for the Early Care and Education System

Objectives	Outcomes	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
3.0 Be a leader in advocacy of early childhood development and subsidized child care system	Educate and advise Broward's legislative delegation on ELC services and priorities	Met Expectations	Achieved Goal at 100% (cannot exceed goal) All 18 legislators were educated and advised regarding the ELC's FY 19/20 Legislative Priorities.								5%
	A. Reach out to 100% of Broward's delegation										
	B. Meet with/present to 15 of 18 state legislators	Met/Exceeded Expectations	Exceeded Goal at 120% Between the ELC CEO and the Director of Community Engagement, met with/presented to 18 Broward Legislators and 6 State legislators (from outside of Broward).								5%
	Update and advise Broward's key municipality leadership regarding ELC services, initiatives and possible partnerships and funding	On Target to Meet Expectations - Impacted by COVID	Partially Achieved: 72% as of Quarter 3 By Quarter 3 we had met with 18 Municipal Leaders = 72% of Goal Due to COVID-19, we were unable to meet in person with additional municipalities. However we did reach out to all municipalities during the pandemic to provide information about the services available through the ELC during the pandemic.								5%
A. Meet with/present to 25 of 31 municipalities											
B. Develop at least 3 media opportunities (articles, letters to editor, etc.)	Met/Exceeded Expectations Achieved Stretch Goal	Exceeded Goal at 133% Achieved Goal in Quarter 3, added additional Radio Spot discussion on Effects of Pandemic on ELC parents and first responders. Activities: Beacon TV interview (ELC's role in the census) BECE conference coverage by Sun-Sentinel and Miami New Times Radio spot on 103.5 The Beat regarding accessing child care during the pandemic and services for first responders/medical staff.									5%
Pillar 3 Overall Weighting											20%

Key: GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome
YELLOW CELLS - COVID impacted Q4
RED CELLS - Growth Opportunity
BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 4: Forge Strong and Strategic Partnerships

Objectives	Outcomes	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
4.0 Forge stronger relationships with community partners and funders	Continue to offer remote eligibility services at Broward community sites A. At least 85% respond as "satisfied" or "very satisfied" on annual survey with key partners	Met/Exceeded Expectations and Stretch Goal	Exceeded Goal at 100% Submitted to 7 Partners, only 2 returned the survey, however, both expressed "Satisfaction" with ELC. Stretch Goal 87% Satisfaction rating								8%
	Expand new partnerships to bring additional resources to better serve our clients A. Identify and form two new strategic partnerships	Met/Exceeded Expectations and Stretch Goal	Exceeded Goal at 150% Established 4 new Partnerships in the community: Broward Behavioral Health Coalition Census 2020 Community Partner Center for Hearing and communication Stretch Goal 3 new partnerships								8%
	B. Actively participate in a minimum of 8 local community system of care workgroups/committee meetings	Met/Exceeded Expectations	Exceeded Goal at 225% Active participation in 18 Community Systems of Care efforts: Broward Healthy Start Coalition (BHSC) Broward Data Collaborative Committee Baby SNAC Parent Support Comm SNAC Policy Census 2020 Diversity Committee UW Public Policy CSB Advocacy Coordinating Council of Broward - CCB League of Cities Homeless CoC Board Homeless Council Fundors Forum BC Village Square BC Early Ed. Pathways Broward Reads Prosperity Broward								4%
Pillar 4 Overall Weighting											20%

Key:

GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome
YELLOW CELLS - COVID impacted Q4
RED CELLS - Growth Opportunity
BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 5: Strengthen and Develop the ELC Broward Organization

Objectives	Outcomes	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
5.1 Increase Staff development and morale	A minimum of 85% of ELC staff will respond as "satisfied" or "very satisfied" via annual staff survey.	94.1% Staff Satisfaction Rating	Achieved and Exceeded Goal by 9.1% (94.1% Staff Overall Satisfaction)** <small>** % Satisfaction calculated by removing Neutral response as they cannot be counted as positive or negative</small>								5%
5.2 Increase our business analytics through the launch of a customer relationship management software system (CRM)	Launch CRM to improve organizational effectiveness and efficiency	Met Expectations	Achieved Goal 100% New Outcome proposed in Strategic Plan								5%
5.3 Develop plan to increase unrestricted reserve based on organizational need	Identify and develop new private and corporate sponsors/funders to increase unrestricted reserve Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity	Met/Exceeded Expectations	Exceeded Goal at 200% (2 New Funders) New Funders: Brown and Brown Cresca Repeat Private Funders: PNC Bank Wells Fargo								5%
Pillar 5 Overall Weighting											15%

Key: GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome
YELLOW CELLS - COVID impacted Q4
RED CELLS - Growth Opportunity
BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 6: Overall CEO Areas of Oversight (Not from Strategic Plan)

CEO Area of Oversight	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
ELC Finances: Board receives clear and timely financial reporting and information. Implements and maintains strong internal controls. Fiscal policies are current.		<ul style="list-style-type: none"> Implemented a long range open enrollment strategy with waitlist enrollments to stabilize monthly expenditure levels and maximize contract utilization across the board. Completed a comprehensive overhaul of fiscal policies to accomplish the following: <ol style="list-style-type: none"> Bring policies into better alignment with ELC's in-house business model and recent updates to State and Federal grant requirements. Clarify and update the division of responsibilities and levels of decision making authority between the ELC Board, its committees and ELC staff for financial actions affecting day to day operating activities. Update and improve internal controls. Codify accounting and accountability standards for annual and interim budgets and financial reports. Create new policies addressing key risk areas including: <ul style="list-style-type: none"> Cash and Asset Management Guidelines for managing OEL advance returns Third Party Administrator procurement for Retirement Asset Management Operating bank procurement Reserve fund accumulation Business Continuity Controls Insurance & Record Retention Updated presentation of financial statements and budget to include functional activity by business unit, rather than fund source, to provide more relevant information to stakeholders and decision-makers. Conducted a comprehensive review of all balance sheet accounts and implemented accelerated invoicing and monthly closing procedures to provide information to Board timely. <p>COVID 19 - Finances</p> <ul style="list-style-type: none"> Smooth and rapid transition of all fiscal activities to online only in response to COVID-19 & telework Providers continued to be paid on time (on or before the 19th of each month). Converted approximately 21 providers previously receiving checks to direct deposit. Converted approximately 75 operating expense vendors to be paid electronically via either direct deposit, auto draft or purchasing card. Implemented Zelle automatic transfer to issue stipend payments later in the fiscal year to individual educators. Used smartphone technology to deposit checks received by in the mail. Converted all funder invoices to fully electronic submission. Configured Federally-mandated FMLA leave rules under the CARES Act into payroll system. Distributed supplies and other purchases directly to staff at home through online order delivery or mail forwarding. Adapted internal workflows to ensure continuity of internal controls as well as continuity of administrative operations. Added or upgraded Licenses for Microsoft Teams, Citrix Goto Meetings and Zoom to allow for flexible and accessible video conferencing, webinars and instant message communications. 								3%

Key: GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome
YELLOW CELLS - COVID impacted Q4
RED CELLS - Growth Opportunity
BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 6: Overall CEO Areas of Oversight (Not from Strategic Plan)

CEO Area of Oversight	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
Board Management: Provides the board with information and updates. Provides the board with quarterly updates to the strategic plan. Holds 1 board retreat annually. Fills board (non ex-officio) vacancies within 90 days.		<ul style="list-style-type: none"> The ELC Executive team conducted an assessment of the board packet planning process and board documents to increase organization, timeliness of board packets, and improve the quality of board packet documents Improvement plan devised and executed and included new template of Action/Issue Statements, Document ID and tracking system, and Addendum Section to provide additional supporting information to members regarding subject matter Successful board retreat in October 2019 which resulted in: <ol style="list-style-type: none"> Strategic Plan Pillar Presentation (10-15 min) at every board meeting – conducted at Dec and Feb board meetings (April and June put on hold due to the pandemic) Board visits to Child Care Provider sites (4 scheduled: 2 conducted; 2 cancelled due to pandemic) Creation of Ad-Hoc Fundraising Committee – approved at the February board meeting Implemented a Part II of Board Orientation for new board members to provide a deeper dive into ELC services and programs Commitment of board members to be on time for meetings and ask questions regarding board packets in advance of board/committee meetings (which has been extremely helpful) Continued to provide regular ELC Board updates in between board meetings and as needed and increased frequency of updates during the pandemic. Rolled out a segment at ELC board meetings called IMPACT Moment to provide members with insight into the work done in various ELC service areas, ELC partnerships, and/or provider and parent assistance and/or issues (which occurred at board meetings in FY 19/20 except April and June due to the pandemic) Implemented Quarterly Board Strategic Plan updates (occurred at the September, December, February, June meetings) Updated application process & policy for child care representative board seat Created a board matrix and survey sent to board members (in February 2020), to be used to understand board makeup and need for future board members (process was put on hold due to pandemic) Filled vacant Treasurer position within 90 days (during the pandemic) Board communication efforts continue to be multi-faceted and included personal interactions, phone and email conversations 								3%

Key:

GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome
YELLOW CELLS - COVID impacted Q4
RED CELLS - Growth Opportunity
BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 6: Overall CEO Areas of Oversight (Not from Strategic Plan)

CEO Area of Oversight	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight
Audit Outcomes: Prepare for and complete financial audits resulting in no 'material' findings.		<ul style="list-style-type: none"> No material findings on annual single audit Recognized by other Coalitions statewide for leadership role crafting strong response to single audit compliance finding caused by OEL Recognized by OEL for leadership and good decision-making in handling estimated payments while EFS was off-line and for selecting an optimal approach to reconciliation throughout FY20 Complimented by on-site auditors and monitors for responsiveness and high quality documentation. 								3%

Key: GREEN CELLS - Achieved Outcome - Met/Exceeded Outcome
YELLOW CELLS - COVID impacted Q4
RED CELLS - Growth Opportunity
BLUE CELLS - Enter Rating with an X in appropriate column and add comments

PILLAR 6: Overall CEO Areas of Oversight (Not from Strategic Plan)

CEO Area of Oversight	Performance	CEO Self-Assessment/Year End Goal Status (completed by CEO)	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate	Comments	Total Score	Weight	
<p>Operations:</p> <p>Ensures there are appropriate systems in place to facilitate day to day operations of the organization in the areas of Administration and Operations.</p> <p>Manages the organization within OEL requirements.</p> <p>Employee Handbook is up to date.</p>		<ul style="list-style-type: none"> • CRM RFP process conducted and Customer Relations Management (CRM) system vendor selected in February 2020 • Rolled out 2 CRM components: <ul style="list-style-type: none"> ** Customer Service Inquiry Tracker – March 2020 ** IT Inventory/Equipment Tracker – May 2020 • New HR Handbook devised and rolled out and appears in ELC's online benefits system • Created and implemented new quality control measures and reviews to one additional unit (Provider Relations) in May 2020 • Quality Assurance Dept. in collaboration with the Family Services Dept. devised and rolled out new benchmark measurements in QA for eligibility and Enrollment and established baseline for metrics • Created baseline for call "Answered Calls" by call center staff and increased metric from 68% in quarter 1 to 92% in quarter 4 (using various strategies) • Implemented a more robust call center operational platform, which allow us to better handle calls and analyze call data • Rolled out new training program for Family Services Staff based on outcome of QA review data beginning July 2020 • Rolled out Child Care Resource and Referral services – following staff training • Started Monday Morning Roundup, a weekly meeting with all Senior Staff to ensure all areas within the organization were on top of what is going on throughout the organization • Updated ELC By-Laws related to the elections/terms of office (for standing committee chairs) and quorum/meeting rules approved in December 2019 • Implemented telework policy in October 2019 and launched successful pilot for 2 ELC units • Increased cyber security, updated data security policy, and purchased cyber risk insurance • Developed and implemented use of internal Monthly Data Report – tracked and reviewed by Senior Team monthly • Established set of baseline benchmarks for HR unit • Overhaul of fiscal policies and workflows • Implemented centralized supply tracking and ordering system with credit authorization • Overhauled the sub recipient and vendor agreement templates to bring them more into compliance • Devised new internal communications policy <p>COVID 19 - Staff</p> <ul style="list-style-type: none"> • Provided technical assistance for 130+ staff to facilitate their ability to work from home • Deployed Microsoft Teams to 130+ staff for seamless collaborative work between multiple communication methods such as video conference calling, instant messaging, real-time document collaboration, and file sharing • Upgraded ELC's VPN application to add additional bandwidth for staff while working from home. • Deployed Mitel Softphone application for 80+ staff to make and receive phone calls from their laptops • Developed and executed new leave policies to adhere to COVID-19 opportunities (in March and April 2020). <p>COVID 19 - Providers & Parents</p> <ul style="list-style-type: none"> • Created two very simple local grant processes (instructor stipends and booster grants) designed to put dollars directly into child care providers' and instructors' hands quickly • Administered two CARES stimulus dollar processes for child care providers • Created a completely virtual training system for child care providers • Enrolled more than 2,700 children of first responders since April. • Implemented virtual story time in twice each week for children/families • Utilized DOC, a virtual preschool platform, that allowed ELC education staff to use a combination of existing and their own original materials to create lesson plans and learning opportunities for teachers and parents and their children. • Almost daily communications to providers and parents during the first month of the pandemic; and very frequent communication in the following months • Appointment system software was updated in March 2020 to allow ELC staff access to schedule trainings for providers and community partners to allow registration for all virtual events/meetings/trainings during the pandemic 									3%

ITEM#/MEETING	B211RB4 / BOARD
MEETING DATE:	9/23/20
SUBJECT:	CEO Goals FY 20/21
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve FY 20/21 CEO Goals and CEO Scorecard
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Executive Committee 9/10/2020
ELC STAFF LEAD	R. Jaffe

Background

On May 9, 2019 a Special Executive Committee Meeting was held specifically to discuss the CEO goals for FY 19/20. At this meeting, a motion was approved for the CEO goals to come directly from the Objectives and Outcomes included in the approved Strategic Plan Executive Summary of the Strategic Plan and an additional section would be added to the CEO Evaluation tool related to CEO Areas of Oversight. Following the direction of the committee, the CEO Goals were updated and approved at the September 12, 2019 Board meeting.

Current Status

CEO Goals - Following the directive of the Executive Committee on May 9 2019, the CEO goals for FY 20/21 were updated to align with the objectives and outcomes included in the organization’s draft of the FY 20/21 Strategic Plan (also being presented at the 9/10/20 Executive Committee meeting). The outcomes selected from the SP FY 20/21 for the CEO Goals were those that are more high level and strategic in nature.

CEO Scorecard – The CEO Scorecard was updated to reflect changes and updates that appear in the FY 20/21 CEO Goals. In the Pillar 6 section, Overall CEO Areas of Oversight, a Leadership category was added as well as additional text describing the areas of oversight in more detail. All of the additions appear in bold and italics (in the scorecard) for ease of reading.

As presented with the Strategic Plan for FY 20/21, ELC is recommending that due to the current wave of unrest along with the COVID-19 uncertainties as it pertains to the Early Learning environment, that the updated CEO goals for FY 20/21 be adopted and that we concentrate our efforts on the development of a new Strategic Plan and CEO Goals commencing FY21/22 that will continue to strengthen the ELC’s mission to provide quality services while promoting Early Learning. A new Strategic Plan that will guide the management team to execute key functions both short and long term, a plan that addresses the why, what, where, who, when and how goals can be achieved by laying down a roadmap for the organization to follow, while allowing the flexibility to change direction should circumstance dictate. ELC staff are planning to develop a more strategic high level plan with the boards involvement over the next few months.

Summary

ELC staff and the Executive Committee members recommended approval of the CEO Goals for FY 20/21.

Supporting Documents

- FY 20/21 CEO Goals Overview
- FY 20/21 CEO Goals/Scorecard

CEO Report Card Worksheet - Renee Jaffe, CEO

Reporting Period: July 1, 2020 - June 30, 2021

Scoring Grid:			Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unable to Rate (N/A)	Total Score	Weight TOTAL 100%	Notes/Comments
Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services										
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>								
1. Create a customer- centered focus	1.1 Achieve a minimum of 85% Parent Satisfaction for ELC Services.								4%	
	1.2 85% of all calls to the Call Center will be answered. <i>Stretch Goal: 90%</i>								4%	
	1.3 NEW: Achieve a minimum of 85% Provider Satisfaction For ELC Services.								5%	
Total Weight Pillar 1:									13%	
Pillar 2: Provide Quality Early Care Opportunities										
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>								
2. Increase quality of Early Education in the Community	2.1 80% of educator respondents who participate in ELC trainings will show mastery of subject based on pre and post-testing. <i>Stretch Goal: 83%</i>								4%	
	2.2 NEW: ELC staff will conduct a minimum of 45 Educator Trainings per Quarter. <i>Stretch Goal: 50</i>								5%	
	2.3 NEW: Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care								5%	
Total Weight Pillar 2:									14%	
Pillar 3: Advocate for the Early Care and Education System										
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>								

3. Be a leader in advocacy of early childhood development and subsidized child care system	3.1 Educate and advise 100% of Broward’s Legislative Delegation on ELC Legislative priorities.									4%	
	3.2 Meet and/or present to a minimum of 15 of the 31 Broward key municipality leadership, regarding ELC services, initiatives and possible partnerships opportunities									5%	
	3.3 NEW: Present ELC's Legislative priorities to at least 6 legislators (local/non-local) sitting on PreK - 12 Education Committees (House and Senate) and/or high ranking members of the Broward Delegation.									5%	

Total Weight Pillar 3										14%	
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Pillar 4: Forge Strong long term Strategic Partnerships											
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Objective	Outcome	CEO Self Assessment/Year End Goal Status <small>(This section to be filled by CEO at FY end)</small>									
4. Forge stronger relationships with community partners and funders	4.1 Achieve 85% Satisfaction rating for ELC Services using the ELC Broward Partners Survey (for community partners with ELC staff out posted at their sites)									4%	
	4.2 Form two (2) new strategic partnerships to expand client and staff resources to better serve the community.									5%	
	4.3 NEW: ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.									5%	

Total Weight Pillar 4:										14%	
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Pillar 5: Strengthen and Develop the ELC Broward Organization											
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Objective	Outcome	CEO Self Assessment/Year End Goal Status <small>(This section to be filled by CEO at FY end)</small>									
5. Continue to build organizational capabilities	5.1 A minimum of 85% of ELC staff will respond as “satisfied” or “very satisfied” via annual staff survey.									5%	

	<p>5.2 NEW: During the first quarter, each department will create a Training/Development Plan for their respective staff.</p> <p>During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter</p>									5%	
	<p>5.3 NEW: During the first quarter, develop an Equity Plan with goals, to increase staff's awareness of Equity challenges in organizations and communities.</p> <p>During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.</p>									5%	
Total Weight Pillar 5:										15%	
Pillar 6: Overall CEO Areas of Oversight (Not from Strategic Plan)											
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>									
NEW: Leadership	<p>L1. Demonstrates a clear vision for the organization. Represents the organization well to its constituencies (families, providers, community partners, OEL, elected officials, etc.) Demonstrates community and systems involvement with Early Care funders, stakeholders, etc.. Supports and explains reasoning for decisions.</p>									6%	

ELC Finances	F1. Board receives Clear and timely financial reporting and information. Implements and maintains strong internal controls. Fiscal policies are current.									6%	
Board Management	BM1. Provides the board with information and updates and provides adequate information to the inform board discussions/decisions. Provides the board with quarterly updates to the strategic plan. <i>Works effectively with individual board members and with the board as a whole.</i>									6%	
Audit Outcomes	AO1. Prepare for and complete all audits resulting in no 'material' findings.									6%	
Operations	OPS1. Ensures there are appropriate systems in place to facilitate day to day operations of the organization in the areas of Administration and Operations. Manages the organization within OEL requirements. <i>Utilizes data and technology to establish quality practices and monitor programmic and administrative compliance.</i>									6%	
Total Weight Pillar 6:										30%	
										100%	TOTAL

Rating Categories :	Definition:
Outstanding (4)	Work performance is consistently superior to the Standards required for the job
Exceeds Expectations (3)	Work performance is consistently above the standards for the position
Meets Expectations (2)	Work performance consistently meets the standard of performance for the position
Below Expectations (1)	Work performance does not consistently meet the standards of performance for the position; serious effort is needed to improve performance.

ITEM/MEETING	B211RB5 / BOARD
DATE:	9/23/2020
SUBJECT:	COVID-19 Update
FOR ACTION:	No
RECOMMENDED ACTION:	NA
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEAD	R. Jaffe

Background

On March 16, 2020, the ELC activated their Continuity of Operations Plan (COOP) and the entire ELC workforce shifted to working remotely. All in office appointments (walk-ins included), trainings, and meetings were suspended. While the physical office is closed the ELC continues to be “open” for business. Throughout the COVID-19 pandemic, ELC has provided ongoing communication updates, information, and community, State, and Federal Resources to parents, providers and staff via email, website, and social media. We have also provided information to community partners, municipality leaders, and local legislators regarding resources we are providing to parents and providers.

Below is a status update on some of the COVID-19 related changes/waivers put in effect by OEL:

Providers:

- ELC reimbursements to open SR and VPK providers based on enrollment has been extended through the end of September, as the Governor extended his Executive Order. OEL has indicated that it is interested in hopefully formulating some type of formula for a gradual return to reimbursement based on actual attendance in the coming months, rather than a dramatic shift.
- All child screenings and assessment freezes were lifted effective July 1, 2020. Child care providers are now expected to complete their Ages and Stages Questionnaires (ASQ).
- SR Providers serving children of first responders and medical personnel are still eligible to receive a bonus however no new children are being accepted for enrollment (effective July, 31st).
- School readiness providers have until September 30, 2020 to implement an approved curriculum.
- Flexible Learning Options/Virtual VPK has been approved as an option for both public and private providers, and ELC is currently accepting applications.
- Full-day school age care has been approved by OEL to allow for school age children to engage in virtual learning from their child care centers.

Families:

- Termination of SR eligibility expired on August 15th. ELC has begun the process of re-determining eligibility. Parents received a 30 day (in advance) notice.
- Parent copays/fees for SR families have been waived through the month of September, based on an extension of the Governor’s Executive Order.

- ELC’s are administering free child care for parents who are first responders and medical personnel (who enrolled in the program prior to July 31st).
- Children identified as having limited language and emergent literacy skills or who may not have had a full VPK experience will have access to the Rising Kindergarten program being administered by the school district. This program is set to begin September 12.
- Families that may not want to send their children to in-person VPK classes can now opt for using the flexible learning option of virtual classes with participating (approved) VPK providers.

Provider Closure Update: Key Highlights as of September 14 include:

Providers Open: 95.6% (668)

Providers Closed: 4.4% (31)

Child Care Providers (as of 4.20.20)	# Open	# Closed	Total
Both (SR & VPK)	370	22	392
VPK Only	128	0	128
School Readiness Only	170	9	179
Total	668	31	699

To date (as of September 11th) **162** child care facility staff and **102** children have tested positive for COVID 19 in Broward facilities.

COVID-19 Provider Financial Relief Efforts

To date, ELC Broward has approved \$8,031,225 in relief efforts to Broward Child Care providers and individual early educators or \$11,909,545 including provider reimbursements for first responder/medical personnel slots. Attached is breakdown of funding by each relief type described below.

1. **CARES Act** (Phase I, Phase II, and Phase III Grants)

In an effort to provide support for Florida’s early learning/child care providers, OEL has authorized CARES Act Supplemental funding for child care providers to offset “Continued payments and assistance to child care providers in the case of decreased enrollment or closes, and to assure the providers are able to

remain open or to reopen,” There are three types of CARES Act relief efforts, Phase I and Phase II and Phase III.

- **Phase I Grants** are for ELC and non ELC contracted providers that were open as of April 30th. The base grant funding is based on the provider’s total capacity as reported to the Department of Children and Families (DCF) or in EFS Mod. Contracted SR providers also receive an additional bonus for serving infants and toddlers or children with special needs.
- **Phase II Grants** are for ELC contracted and non ELC contracted providers that were **NOT** open as of 4/30/20 AND earned a CLASS score of 3.5 or higher (if they are an SR provider) or are an approved Gold Seal provider (if they do not have a contract with the ELC).
- **Phase II Grants** are for ELC contracted SR and VPK sites that were closed April 30th, and do not have CLASS scores and do not have Gold Seal status. These sites primarily are VPK providers and/or providers with less than 20 percent of their population receiving SR. A CLASS Observation is not required for sites with less than 20 percent of their population receiving SR funding.

The deadline for CARES Act applications for open and closed providers for Phase I and Phase II was August 3rd. The Phase III CARES Act application process began September 9th, and will close September 28th. OEL has also allowed the ELC’s to re-open the Phase 1 and Phase II process during this time for any providers that missed the prior deadline.

2. **Child Care Provider Mini Grants**

In addition to CARES Act Funding, OEL has awarded additional funding to ELC’s for provider Mini Grants to offset the cost of infrastructure, cleaning supplies, and PPE.

On June 30th, the ELC Broward Board approved the use of existing FY 19/20 funds for a local mini grant initiative (which we called a Child Care Quality Booster), not part of CARES Act funding, to cover the cost for providers to purchase curriculum required by OEL for SR and VPK classrooms, developmentally appropriate books or learning materials, supplies, equipment, enhanced Wi-Fi and internet capabilities, or expenditures related to recruiting, training or retaining qualified staff.

3. **Educator Training Stipends**

In April, ELC launched a local training stipend for child care educators designed to put funds directly into child care educators’ pockets for completion of ELC Broward quality trainings.

In late May, OEL authorized training grants specifically for early educators for completion of OEL identified (only) trainings through the Department of Children and Families Child Care Training System.

First Responder Childcare Enrollments:

3,077 children of first responders and medical personnel have been enrolled with 210 School Readiness providers since the program rollout on April 16. The deadline for new applications was July 31st. However, those already enrolled can remain in care (with continued eligibility) until further notice.

SR Providers serving children of first responders and medical personnel are still eligible to receive a bonus (\$500 per enrollment, up to \$4,000 per month and a maximum of \$12,000 per provider).

Quality and Education Online Provider Trainings & Resources:

- **Virtual Trainings:** Since March 16th, ELC staff has conducted 79 virtual provider trainings with over 18,668 educators (duplicated) in attendance. Trainings are conducted in both English and Spanish and during the day and evenings.
- **Story Time:** ELC education staff continue to have story time live on Facebook 6 times a week. Story are read in English, Spanish and Creole.

Free Wellness Services at Child Care Centers: ELC collaborated with the Children’s Services Council to offer Health Services Technicians and/or Registered Nurses to provide free wellness services for children and staff at interested child centers. This effort rolled out on May 11 to 32 programs and was well received by providers and families with over a dozen e-mails, letters, and phone calls from center owners and directors expressing their appreciation. Unfortunately, the contract and funding ended as of September 1st.

Provider Payments Schedule Unchanged:

Provider payments continue to be issued on time as scheduled on or before the 19th of each month.

Supporting Documentation

- Financial Supports to Providers during the Pandemic - March 2020 to Present

Financial Supports to Providers during the Pandemic March 2020 to Present

Funding Source	Initiative	Amount Allowed	Recipients	Number of Children Served	Number of Individual Teachers Paid	Number of Providers Affected	Amount Paid/Projected
CCDF	Stipends: Learn to Earn	\$50/class	Teachers must complete ELC trainings		980		\$ 251,925
CCDF	Stipends: OEL Minigrant #3	\$75/class	Teachers must complete DCF trainings		480		\$ 212,925
CCDF	Minigrants for Health and Safety	\$2,000/center	ELC Contracted Providers with no Class 1 Violations with imminent re-opening plans			378	\$ 752,000
CCDF	Booster Minigrant for Curricula & Health and Safety	\$2,500/center	ELC Contracted Providers with no Class 1 Violations			380	\$ 920,000
CARES	Phase I Grants for operating costs	Up to \$20,000/center	High quality providers that are currently open			149	\$ 1,930,300
CARES	Phase II	Up to \$14,600/center	High quality providers with imminent re-opening plans			118	\$ 1,333,575
CARES	Phase III	Up to \$13,970/center	All other providers			TBD	TBD
CARES	First Responder Slots	Up to ELC Max Rate/Child	Children of Health Care Workers Regardless of Income	2,888			\$ 3,878,320
CARES	First Responder Bonus	Up to \$4,000/month, \$12,000 max	Providers with enrolled first responder children			379	\$ 2,630,500

Total Amount Paid to Date	\$ 11,909,545
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ITEM#/MEETING	B211FIN1/BOARD
MEETING DATE:	10/23/2020
SUBJECT:	FY 2020 Preliminary Financial Results (Unaudited)
FOR ACTION:	No
RECOMMENDED ACTION:	None FYI only
AS RECOMMENDED BY:	N/A
FINANCIAL IMPACT:	None

Background Information:

During the month of August following the end of each fiscal year, the ELC prepares preliminary financial results for the period just ended for information and discussion purposes only. Until the end of September, when the 13th month invoice is due to OEL, ELC's books for fiscal year 2020 will remain open and material changes are still possible. After the final invoice to OEL is submitted, the information-gathering process for ELC's annual audit begins and the auditors conduct their field work from October to November. Because of this lengthy timeline for closeout set by OEL, **the following analysis is preliminary only and not intended as a final report.**

Current Status: Financial Highlights of Fiscal Year 2020 (July 1, 2019 to June 30, 2020) include:

1. ***Overall pass through expenditures for slots and provider financial support increased by 18% over the prior year due to the combined effect of the following:***
 - Full enrollment across all programs throughout the year achieved through incremental monthly open enrollment from the waitlist. Staff successfully replaced children lost through attrition from July to March, until OEL paused re-determinations as an emergency response to Coronavirus Pandemic.
 - Sharply increased slot costs in the fourth quarter of the year (April to June) with the implementation of Statewide emergency orders to waive parent copay deductions and pay providers based on enrollment, regardless of attendance. By the time the year ended in June monthly slot costs had risen by approximately 13% over the average monthly cost for the nine months prior to the pandemic.
 - Addition of over 2,000 new children of first responders during the fourth quarter through Federal CARES Act Funding pandemic relief initiatives. By year end, first responder children accounted for an additional 19% increase over the average monthly pre-pandemic slot costs
 - A 7% average increase to the maximum provider reimbursement rate that was in full effect for the entire fiscal year.
 - More than \$2 million dollars in one-time CCDF-funded stipends and grants issued to provide financial support to child care staff and businesses during the pandemic.
 - Approximately \$1.2 million in residual child care expenses related to FY18-19 that were identified by staff while reconciling prior year estimated payments to actual attendance as OEL gradually resolved major functionality problems with EFS Mod.

Type of Slot/Pass Through Expense	FY20	FY19	Variance	% Change
School Readiness Slots	\$ 62,644,702	\$ 50,718,373	\$ 11,926,329	24%
First Responders Slots (CARES)	2,555,271		2,555,271	N/A
Stipends & Grants (CCDF)	2,191,200	1,500	2,189,700	N/A
VPK Slots	37,462,725	38,463,673	(1,000,948)	-3%
Vulnerable Populations	3,610,433	2,501,477	1,108,956	44%
Special Needs	469,544	580,258	(110,715)	-19%
DCF Entrant /Refugee	162,911	250,472	(87,561)	-35%
Total	\$ 109,096,786	\$ 92,515,754	\$ 16,581,032	18%

2. **Overall staff costs** increased by approximately \$1.37 million as ELC added staff to complete a three-year expansion process. The increase was slightly offset by a less steep rise in the cost of benefits. Employee health, dental and life insurance premiums declined relative to overall salary costs through more favorable large group pricing for the second year in a row. Overtime decreased by 42% after eligibility operations normalized when EFS Mod came back on line in the second quarter.

Staff Cost	FY20	FY19	Variance	% Change
Salaries	\$ 6,928,592	\$ 5,554,746	\$ 1,373,846	25%
Overtime	96,616	167,242	(70,626)	-42%
Benefits	2,319,131	1,918,225	400,906	21%
Total	\$ 9,344,340	\$ 7,640,213	\$ 1,704,127	22%
<i>Percent Benefits/Salary</i>		<i>33%</i>	<i>34%</i>	

3. **Overall Operating Costs** declined by 26% compared to the prior year

FY20 was the first full year for ELC in the new office space at Crown Center Plaza, resulting in a \$148K (24%) rise in occupancy related costs and a \$54K (11%) increase in the cost of ongoing operating fees and supplies. Costs for furniture and equipment, by contrast, dropped sharply by 75% because the office move was completed in the prior year. Costs for temps, consultants and travel also significantly declined due to the combined effect of EFS Mod operations returning to normal (requiring fewer temps) and the pause in CLASS Observation and out of County Conference activity during the pandemic (requiring fewer consultants and travel).

Operating Costs	FY20	FY19	Variance	% Change
Occupancy, Software & Communications	754,132	605,966	148,165	24%
Other Operating Costs (Fees & Supplies)	536,059	482,347	53,713	11%
Furniture & Equipment	95,476	382,259	(286,783)	-75%
Temps & Consultants	\$ 167,866	\$ 622,647	\$ (454,781)	-73%
Travel	64,762	94,535	(29,773)	-31%
Total	\$ 1,618,295	\$ 2,187,754	\$ (569,459)	-26%

4. **New Receivable and Liability on Balance Sheet for upcoming EFS Mod Overpayment Recovery**

On August 31 staff completed the arduous process of reconciling and adjusting provider balances in EFS to calculate total amounts of overpayments issued to providers during the fifteen-month period that EFS Mod was not working from July 1, 2018 through September 30, 2019. Staff calculate that 73% (493) providers were over paid and 27% (179) were paid correctly.

To capture the amount to be eventually recovered from providers and returned to OEL, the fiscal team has recorded \$3,036,300 in net Accounts Receivable and a corresponding amount Due to Other Agencies as a liability. See the calculation below. Reimbursements for underpayments are issued as soon as they are verified. To date, Staff have issued approximately \$1.4 million to more than 165 providers in this group.

Now that the total amount due has been recorded, staff are working with OEL Finance and IT staff to complete a series of coding corrections that are required in EFS Mod in order to finalize this phase of the reconciliation process in EFS Mod. This process may take several weeks, depending on the availability of OEL staff.

When the coding changes are complete and if conditions related to the pandemic have begun to ease, staff will initiate the next phase in the process to share balance calculations with individual providers so they may review and verify the amounts due or make corrections as needed. Providers wishing to repay their balances in installments will be accommodated whenever possible and permitted under OEL guidelines.

FY2019 EFS Mod Reconciliation Status as of September 3, 2020			
Item	Amount		Percent of Total Paid
Total Paid to Provider			
FY19 Estimates all 12 months	\$ 55,191,722		
FY20 Estimates 3 months, fixes & adj 9 months	66,887,590		
		\$ 122,079,312	
Total Attendance Certified by Provider in EFS Mod			
FY 2019	(51,896,467)		
FY2020	(66,205,231)		
		(118,101,698)	97%
Total Overpayments Calculated to Date		3,977,614	
Total Held Harmless by OEL (up to \$1,500/provider)	(601,866)		
Total Likely Uncollectable (Provider Out of Business)	(339,448)		
Less Total Allowances		(941,313)	
Total amount likely to be recovered from providers		\$ 3,036,300	

Count of Providers Overpaid as of September 4, 2020 (Pending Confirmation by Providers)			
Overpaid			
<i>Overpaid but 100% held harmless</i>	146		
<i>Overpaid but >50% held harmless</i>	69		
<i>Overpaid but are now out of business</i>	35		
<i>Overpaid & likely to pay in installments</i>	243		
Total Overpaid		493	73%
Paid Correctly		179	27%
Underpaid		-	0%
Total		672	100%
Recoverable Overpayment total amount			
	\$ 3,036,300		
Overpayment average			
	9,732		

Supporting Documents:

- Preliminary, Unaudited FY2020 Financial Statements for Discussion Only



Early Learning Coalition of Broward County, Inc.

PRELIMINARY FINANCIAL STATEMENTS

(UNAUDITED & PENDING 13TH MONTH FINALIZATION)

FISCAL YEAR 2019-2020

For the Twelve Months Ended June 30, 2020

Submitted to the Board Meeting

September 23, 2020

For Discussion Purposes Only

Early Learning Coalition of Broward County, Inc.
FY 2019-2020 Statement of Financial Position
As of June 30, 2020

	June 30, 2020	June 30, 2019
Assets:		
Cash	\$ 5,127,883	\$ 4,898,386
Grants Receivable	6,705,689	2,907,376
Accounts Receivable	1,500,202	440,471
Due From Providers	3,110,897	0
Prepaid Expense	200,132	166,983
Fixed Assets	17,178	21,094
Total Assets	\$ 16,661,980	\$ 8,434,311
 Liabilities:		
Accounts Payable	\$ 709,611	\$ 442,995
Salary & Benefits Payable	348,943	418,694
Compensated Absences	303,467	201,522
Rent Abatement	131,004	40,435
Due to Providers	11,536,360	6,320,920
Due to 211-Broward	57,227	181,234
Due to Children's Forum	49,228	162,560
Due to Other Agencies	3,089,583	6,327
Deferred Revenue	114,918	354,486
Total Liabilities	\$ 16,340,341	\$ 8,129,173
 Net Assets		
Unrestricted	321,639	305,138
Total Net Assets	321,639	305,138
 Total Liabilities and Net Assets	 \$ 16,661,980	 \$ 8,434,311

Early Learning Coalition of Broward County, Inc.
FY 2019-2020 Statement of Activities
For The Month Ending June 30, 2020

	Jun 2020 Actual	FY 2020 YTD Actual	FY 2019 YTD Actual
Revenue			
OEL School Readiness	\$ 9,007,834	\$ 59,334,724	\$ 52,964,324
OEL CCEP/OEL SR Match	(1,061,200)	5,185,581	2,448,043
OEL Preschool Development Grant	26,093	265,519	-
OEL CARES Covid -10 Relief Grant	1,833,848	2,947,389	-
OEL - SR Program Assessments	-	114,480	-
OEL - Voluntary Pre-K	1,060,256	38,963,870	40,053,226
OEL - VPK Monitoring & Outreach	3,832	72,455	66,985
CSC - Income Eligible	1,274,809	6,641,041	2,670,596
CSC - Vulnerable Populations	336,513	3,951,523	2,680,758
Broward County- Income Eligible	196,200	2,141,397	1,291,274
Broward County - Special Needs	34,938	495,025	639,220
DCF Entrant	-	184,057	278,728
Univ of Florida Lastinger Ctr	10,625	38,530	41,701
Municipalities-SR Local Match	42,130	533,313	523,941
Miscellaneous Revenue	(3,361)	73,671	59,957
Total Revenue	\$ 12,762,517	\$ 120,942,575	\$ 103,718,752
Expenses			
Child Care Slots and Incentives:			
OEL School Readiness	\$ 6,823,625	\$ 49,069,426	\$ 44,461,471
OEL CCEP/OEL SR Match	390,218	5,185,581	2,168,206
OEL CARES Covid -10 Relief Grant	1,623,170	2,555,271	-
OEL - Voluntary Pre-K	807,761	37,462,725	38,463,673
CSC - Income Eligible	1,127,767	5,929,314	2,415,705
CSC - Vulnerable Populations	262,917	3,610,433	2,501,477
Broward County- Income Eligible	174,400	1,925,666	1,147,799
Broward County - Special Needs	31,056	469,544	580,258
DCF Entrant	-	162,911	250,472
Stipends and Grants to Providers	1,886,725	2,191,200	1,500
Municipalities-SR Local Match	110,437	534,715	525,191
Total Child Care Slots and Incentives	\$ 13,238,077	\$ 109,096,786	\$ 92,515,754
Sub Recipient Expense			
School Board of Broward County	\$ -	\$ -	\$ -
Family Central	-	-	99,433
Nova Southeastern University	-	-	65,563
Children's Forum	9,904	438,903	439,546
211 Broward	57,227	427,750	711,094
Total Sub Recipient Expense	\$ 67,131	\$ 866,653	\$ 1,315,635
ELC Expense			
Salaries & Benefits	\$ 885,573	\$ 9,344,340	\$ 7,645,232
Attorneys	4,731	68,400	71,916
Auditors	-	33,480	18,100
Temporary Staff	-	12,085	257,454
Consultants	4,520	155,781	365,193
Staff & Board Travel	2,469	64,762	93,489
Insurance	2,565	19,833	14,509
Office Rent & Maintenance	34,118	428,257	354,380
Office Machines & Storage	910	12,152	41,237
Software Licences	17,544	142,271	84,381
Internet, Email, Website, Phones	8,268	88,514	70,992
Cell Phones	11,210	63,104	40,468
Sponsorships & Memberships	1,932	20,647	21,139
Other Operating Costs	8,110	409,617	361,132
Computer Equipment & Software	6,031	75,952	102,852
Office Move/Furniture	-	19,525	305,044
Depreciation	3,916	3,916	-
Total ELC Expense	\$ 991,895	\$ 10,962,635	\$ 9,847,516
Total Expenses	\$ 14,297,103	\$ 120,926,074	\$ 103,678,905
Change in net assets	\$ (1,534,586)	\$ 16,502	\$ 39,847
Net assets, beginning of year		305,138	265,291
Net assets, end of the period		\$ 321,639	\$ 305,138

Early Learning Coalition of Broward County, Inc.
FY 2019-2020 Annual Budget to Actual YTD
For the Twelve Month Period Ending June 30, 2020
Summary

	FY20 Amendment #5	YTD Actual	Balance	% of Budget	Notes
Revenue:					
OEL School Readiness	\$ 61,142,391	\$ 59,334,724	\$ 1,807,667	97%	Final allocation was \$59M, 100% spent
OEL School Readiness Match	5,185,581	5,185,581	-	100%	
OEL Preschool Development Grant	265,519	265,519	-	100%	
OEL CARES Covid -19 Relief Grant		2,947,389	(2,947,389)	0%	Actual allocation was \$4M, Balance to FY21
OEL - SR Program (CLASS) Assessments	114,480	114,480	(0)	100%	
OEL - Voluntary Pre-K	39,513,664	38,963,870	549,794	99%	VPK May & June low due to pandemic
OEL - VPK Monitoring & Outreach	72,142	72,455	(313)	100%	
CSC - Income Eligible	5,635,860	6,641,041	(1,005,181)	118%	Funding crosses fiscal years, xfer fm FY21
CSC - Vulnerable Populations	4,165,295	3,951,523	213,773	95%	Funding crosses fiscal years, xfer to FY21
Broward County- Income Eligible	2,010,426	2,141,397	(130,971)	107%	Funds reallocated from Special Needs
Broward County - Special Needs	669,467	495,025	174,441	74%	Funds reallocated to Income Eligible
DCF Entrant (Sunset Feb 29, 2020)	179,021	184,057	(5,036)	103%	Contract sunset February 29, 2020
Univ of Florida Lastinger Ctr	26,030	38,530	(12,500)	148%	Funding crosses fiscal years, xfer fm FY21
Municipalities-SR Local Match	500,000	533,313	(33,313)	107%	
Miscellaneous Revenue	65,000	73,671	(8,671)	113%	
Total Revenue	\$ 119,544,876	\$ 120,942,575	\$ (1,397,699)	101%	
Expense					
Child Care Slots and Incentives					
OEL School Readiness	\$ 47,888,655	\$ 49,069,426	\$ (1,180,771)	102%	84% of Total Expenditures/78% Required
OEL School Readiness Match	5,185,581	5,185,581	-	100%	Costs higher than normal due to COVID19
OEL CARES Covid -19 Relief Grant		2,555,271	(2,555,271)	0%	1st Responders, CARES Act funds rec'd June
OEL - Voluntary Pre-K	37,933,117	37,462,725	470,392	99%	VPK May & June low due to pandemic
CSC - Income Eligible	5,072,274	5,929,314	(857,040)	117%	Funding crosses fiscal years, xfer fm FY21
CSC - Vulnerable Populations	3,748,766	3,610,433	138,333	96%	Funding crosses fiscal years, xfer to FY21
Broward County- Income Eligible	1,759,123	1,925,666	(166,543)	109%	Funds reallocated from Special Needs
Broward County - Special Needs	585,783	469,544	116,239	80%	Funds reallocated to Income Eligible
DCF Entrant (Sunset Feb 29, 2020)	162,793	162,911	(118)	100%	Contract sunset February 29, 2020
Stipends & Minigrants to Providers	4,616,809	2,191,200	2,425,609	47%	Balance re-allocated to slots
Municipalities-SR Local Match	500,000	534,715	(34,715)	107%	
Total Child Care Slots and Incentives	\$ 107,452,902	\$ 109,096,786	\$ (1,643,884)	102%	
Program Expense					
School Board of Broward County	\$ -	\$ -	\$ -	0%	
Children's Forum	430,900	421,085	9,815	98%	
211 Broward	337,000	303,099	33,901	90%	
Eligibility, Payments & CCR&R	5,405,770	5,492,330	(86,560)	102%	
Quality & Education	2,481,567	2,560,339	(78,772)	103%	
Total Program Expense	\$ 8,655,237	\$ 8,776,853	\$ (121,616)	101%	
Administrative Expense					
School Board of Broward County	\$ -	\$ -	\$ -	0%	
Children's Forum	20,000	17,818	2,182	89%	4% of contract
211 Broward	125,000	124,651	349	100%	29% of contract
ELC Administration	3,291,737	2,909,966	381,771	88%	2.5% of Revenues (ELC Only)
Total Administrative Expense	\$ 3,436,737	\$ 3,052,434	\$ 384,302	89%	2.5% of Revenues (All Admin)
Total Expenses	\$ 119,544,876	\$ 120,926,073	\$ (1,381,197)	101%	Additional funds allocated in June

Early Learning Coalition of Broward County, Inc.
FY 2019-2020 Annual Budget to Actual by Month
For the Twelve Month Period Ending June 30, 2020
Detail

	FY20 Amendment #5	YTD Actual	Balance	% of Budget	Notes
Revenue:					
OEL School Readiness	\$ 61,142,391	\$ 59,334,724	\$ 1,807,667	97%	Final allocation was \$59M, 100% spent
OEL School Readiness Match	5,185,581	5,185,581	-	100%	
OEL Preschool Development Grant	265,519	265,519	-	100%	
OEL CARES Covid -10 Relief Grant		2,947,389	(2,947,389)		Actual allocation was \$4M, Balance to FY21
OEL - SR Program (CLASS) Assessments	114,480	114,480	(0)	100%	
OEL - Voluntary Pre-K	39,513,664	38,963,870	549,794	99%	VPK May & June low due to pandemic
OEL - VPK Monitoring & Outreach	72,142	72,455	(313)	100%	
CSC - Income Eligible	5,635,860	6,641,041	(1,005,181)	118%	Funding crosses fiscal years, xfer fm FY21
CSC - Vulnerable Populations	4,165,295	3,951,523	213,773	95%	Funding crosses fiscal years, xfer to FY21
Broward County- Income Eligible	2,010,426	2,141,397	(130,971)	107%	Funds reallocated from Special Needs
Broward County - Special Needs	669,467	495,025	174,441	74%	Funds reallocated to Income Eligible
DCF Entrant (Sunset Feb 29, 2020)	179,021	184,057	(5,036)	103%	Contract sunset February 29, 2020
Univ of Florida Lastinger Ctr	26,030	38,530	(12,500)	148%	Funding crosses fiscal years, xfer fm FY21
Municipalities-SR Local Match	500,000	533,313	(33,313)	107%	
Miscellaneous Revenue	65,000	73,671	(8,671)	113%	
Total Revenue	\$ 119,544,876	\$ 120,942,575	\$ (1,397,699)	101%	
Expense					
Child Care Slots and Incentives					
OEL School Readiness	\$ 47,888,655	\$ 49,069,426	\$ (1,180,771)	102%	84% of Total Expenditures/78% Required
OEL School Readiness Match	5,185,581	5,185,581	(0)	100%	Costs higher than normal due to COVID19
OEL CARES Covid -10 Relief Grant		2,555,271	(2,555,271)	0%	VPK May & June low due to pandemic
OEL - Voluntary Pre-K	37,933,117	37,462,725	470,392	99%	Funding crosses fiscal years, xfer fm FY21
CSC - Income Eligible	5,072,274	5,929,314	(857,040)	117%	Funding crosses fiscal years, xfer to FY21
CSC - Vulnerable Populations	3,748,766	3,610,433	138,333	96%	Funds reallocated from Special Needs
Broward County- Income Eligible	1,759,123	1,925,666	(166,543)	109%	Funds reallocated to Income Eligible
Broward County - Special Needs	585,783	469,544	116,239	80%	Contract sunset February 29, 2020
DCF Entrant (Sunset Feb 29, 2020)	162,793	162,911	(118)	100%	Balance re-allocated to slots
Stipends & Grants to Providers	4,616,809	2,191,200	2,425,609	47%	Stipends in progress
Municipalities-SR Local Match	500,000	534,715	(34,715)	107%	
Total Child Care Slots and Incentives	\$ 107,452,902	\$ 109,096,786	\$ (1,643,884)	102%	
Sub Recipient Expense					
School Board of Broward County	\$ -	\$ -	\$ -	0%	
Children's Forum	450,900	438,903	11,997	97%	
211 Broward	462,000	427,750	34,250	93%	
Total Sub Recipient Expense	\$ 912,900	\$ 866,653	\$ 46,247	95%	
ELC Expense					
Salaries & Benefits	\$ 9,107,356	\$ 9,344,340	\$ (236,984)	103%	Compensated Absence Accrual & Overtime
Attorneys	90,000	68,400	21,600	76%	
Auditors	33,450	33,480	(30)	100%	
Temporary Staff	12,084	12,085	(1)	100%	
Consultants	234,426	155,781	78,645	66%	CLASS Observations suspended in March
Staff & Board Travel	62,282	64,762	(2,480)	104%	Residual reimbursment processed Qtr 4
Insurance	30,000	19,833	10,167	66%	Transitioning to new policies
Office Rent & Maintenance	445,673	428,257	17,415	96%	
Office Machines & Storage	14,865	12,152	2,713	82%	
Software Licenses	172,468	142,271	30,197	82%	
Internet, Email, Website, Phones	93,896	88,514	5,382	94%	
Cell Phones	60,124	63,104	(2,980)	105%	Addl phones needed for telework
Sponsorships & Memberships	49,680	20,647	29,033	42%	
Other Operating Costs	401,321	409,617	(8,296)	102%	Addl supplies needed for telework
Computer Equipment & Software	71,558	75,952	(4,394)	106%	Addl laptops needed for telework
Furniture	20,000	19,525	475	98%	
Depreciation	-	3,916	(3,916)	0%	
Unallocated (Budget Only)	279,891	-	279,891	0%	Reallocated to slots
Total ELC Expense	\$ 11,179,074	\$ 10,962,635	\$ 216,439	98%	
Total Non-Slot Expense	\$ 12,091,974	\$ 11,829,288	\$ 262,686	98%	
Total Expense	\$ 119,544,876	\$ 120,926,074	\$ (1,381,198)	101%	Additional funds allocated in June

ITEM#/MEETING	B211FIN2 / BOARD
MEETING DATE:	9/23/2020
SUBJECT:	July 2020 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve July 2020 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant
FINANCIAL IMPACT:	None
AS RECOMMENDED	Finance Committee 09/10/20

Background Information:

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

1. Overall

ELC opened the 2020-2021 fiscal year with parents, providers and OEL still grappling with the impact of the Coronavirus Pandemic that began in March 2019. Total expenditures were high above the expected 8% period target at 11%, earning more than \$13 million in revenues for the first month of the year; \$3.5M higher than normal.

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

- Slots paid without co-pay deductions and at a 100% attendance rate for all enrolled children, even if the provider is closed, under a State of Florida emergency order issued in April to provide economic support to child care providers and families during the pandemic. The emergency order was originally set to expire on August 31, but the Governor extended it for another 60 days on September 6, so the Coalition will continue to reimburse slots at this high rate through at least the end of October.
- OEL issuing expected annual funding allocations at a slower-than-normal pace due to the hectic and uncertain budget environment as the pandemic drags on. (see below for more information about pending allocations)

2. Contract Utilization

OEL School Readiness Program slot expenditures were 8% higher than budgeted and accounted for 90% of the program total for the month due to the factors listed above. At the current pace sustained through October 31, staff projects a slot budget deficit of approximately \$350K by year end, taking into account the estimated combined impact of the following additional factors:

- School Aged children no longer enrolled in child care because they attend school on-line either at home or in an alternate location until Broward Public Schools reopen for onsite instruction
- School Aged children triggering full time reimbursement rates because they are attending school on-line at their child care center.
- Attrition resulting from more than 6,000 families going through the eligibility re-determination process over the next two months.
- Potential spikes in new referrals for child care from Child Welfare or Economic Assistance agencies caused by worsening economic conditions County-wide.
- The timing for implementation of Broward’s \$2.50 per child per day rate increase request currently pending OEL fiscal analysis. OEL has deferred making a decision on the request until the funding allocations that the request is based on are finalized. Staff hope to have a decision from OEL by early October at the latest.
- The actual available supply and demand for child care seats when Coalition eligibility and payment rules return to those in effect prior to the pandemic. Uncertainty over how families and providers will move forward with child care given economic, health & safety and capacity concerns make expenditures through the end of the year very difficult to predict. Possible scenarios range widely from dramatic

increases in demand for a short supply of seats to dramatic falls in demand with significant percentages of empty seats.

Staff will closely monitor attrition and attendance going forward, especially during the peak months for income eligible re-determinations beginning in September, to determine whether and when enrollments from the waitlist can or should resume.

OEL VPK Program slot expenditures were unusually low at only 1% because most summer programs closed down due to health and safety concerns with in-person instruction as the pandemic continued to surge. Starting in the fall, providers will have more flexible options for operations, including on-line instruction. Many programs are expected to re-open for business, which will increase contract utilization in the coming months. VPK is funded by OEL to match actual usage each year and allocations are determined for each county by the State based on demographic analysis at an annual Statewide estimating conference.

OEL CARES ACT First Responder Program slot expenditures approached their peak for this temporary, pandemic-related initiative as the last day for new enrollments passed on July 31, 2020. More than 2,500 new children of essential health and safety workers were enrolled between April and July, regardless of income. Expenditures are expected to peak in August and then taper off until the Federal emergency relief funding for the initiative sunsets at the end of December 2020. This program is currently projected to have a deficit of \$2 million. (see attached utilization chart). OEL has not yet responded to staff requests for an additional allocation. Families may receive services under this program for two consecutive three-month first responder referrals, but they must qualify as income eligible in order to continue after that.

3. CARES Act Grants to Providers:

\$3.1 million in pandemic relief grants were issued to high quality providers in July through CARES Act funding allocated on the last day last fiscal year. Grant amounts were tiered by OEL based on whether or not the provider was open for business or had imminent plans to re-open; and whether or not the provider had an active school readiness contract with the ELC. In September, OEL issued additional criteria along with an additional \$1 million allocation so that Coalitions continue issuing grants based on the existing criteria and also expand the program to include all other types of providers, as funding permits.

4. Expected New Revenues

- **Statewide Funding for Waiting List Enrollments:** OEL will be making new allocations to the Coalitions from a \$60 million Statewide funding pool sometime after October to help Coalitions enroll new children from the waiting list. At approximately 3,400 children, Broward's is the largest School Readiness waiting list in the State and represents 17% of the Statewide total. OEL has not yet announced exactly how much each Coalition will receive or whether there will be special rules or restrictions with the funding. The proportional share for Broward based on the size of the current waiting list is nearly \$10.1 million.
- **Statewide Funding for Provider Reimbursement Rate Increases:** OEL will be allocating \$50 million in one-time funds to Coalitions statewide to increase provider reimbursements later in the year. However, OEL has not yet formed the workgroup it needs to develop a methodology for allocating the funds and the timeline for decision-making on this new funding is not yet known.

Summary:

Staff recommend that the Board approve the July 2020 interim financial statements.

Supporting Documents: July 2020 Interim Financial Statements and July 2020 Utilization Projection



Early Learning Coalition of Broward County, Inc.

INTERIM FINANCIAL STATEMENTS

FISCAL YEAR 2020-2021

For the One Month Period Ended July 31, 2020

Submitted to the Board Meeting

September 23, 2020

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

	July 31, 2020	July 31, 2019
Assets:		
Cash	\$ 14,573,931	\$ 7,462,782
Grants Receivable	14,145,221	11,908,480
Accounts Receivable	380,689	688,255
Due From Providers	3,123,591	0
Prepaid Expense	125,215	220,900
Fixed Assets	17,178	21,094
Total Assets	\$ 32,365,825	\$ 20,301,509
 Liabilities:		
Accounts Payable	\$ 722,560	\$ 449,734
Salary & Benefits Payable	30,528	405,688
Compensated Absences	303,467	201,522
Rent Abatement	134,072	60,653
Due to Providers	12,862,393	7,213,011
Due to 211-Broward	33,740	98,805
Due to Children's Forum	24,053	186,716
Due to Other Agencies	3,089,583	7,793
Deferred Revenue	14,820,733	11,306,344
Total Liabilities	\$ 32,021,130	\$ 19,930,266
 Net Assets		
Unrestricted	344,694	371,243
Total Net Assets	344,694	371,243
 Total Liabilities and Net Assets	 \$ 32,365,825	 \$ 20,301,509

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

	<u>Jul 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>YTD Actual</u>	<u>FY 2020</u> <u>YTD Actual</u>
Revenue			
OEL School Readiness	\$ 6,665,675	\$ 6,665,675	\$ 4,294,499
OEL CCEP/OEL SR Match	240,173	240,173	291,355
OEL Preschool Development Grant			-
OEL CARES	5,171,908	5,171,908	
OEL - Voluntary Pre-K	347,947	347,947	980,698
OEL - VPK Monitoring & Outreach	2,953	2,953	(331)
CSC - Income Eligible	163,256	163,256	1,253,174
CSC - Vulnerable Populations	272,276	272,276	405,962
Broward County- Match	178,618	178,618	266,581
Broward County - Special Needs	42,327	42,327	72,463
DCF Entrant	-	-	34,927
Univ of Florida Lastinger Ctr	-	-	-
Municipalities-SR Local Match	-	-	27,059
BECE Conf & Miscellaneous	30,000	30,000	31,937
Total Revenue	<u>\$ 13,115,133</u>	<u>\$ 13,115,133</u>	<u>\$ 7,658,324</u>
Expenses			
Child Care Slots and Incentives:			
OEL School Readiness	\$ 5,981,453	\$ 5,981,453	\$ 3,731,587
OEL CCEP/OEL SR Match	240,173	240,173	236,961
OEL CARES	2,021,983	2,021,983	
OEL - Voluntary Pre-K	228,604	228,604	965,084
CSC - Income Eligible	153,307	153,307	1,144,174
CSC - Vulnerable Populations	258,536	258,536	390,956
Broward County- Match	158,771	158,771	236,961
Broward County - Special Needs	37,624	37,624	64,412
DCF Entrant	-	-	31,752
Grants to Providers	3,149,925	3,149,925	-
Municipalities-SR Local Match	30	30	-
Total Child Care Slots and Incentives	<u>\$ 12,230,406</u>	<u>\$ 12,230,406</u>	<u>\$ 6,801,886</u>
Sub Recipient Expense			
School Board of Broward County	\$ -	\$ -	\$ -
Family Central	-	-	-
Nova Southeastern University	-	-	-
Children's Forum	37,576	37,576	
211 Broward	33,740	33,740	27,815
Total Sub Recipient Expense	<u>\$ 71,316</u>	<u>\$ 71,316</u>	<u>\$ 27,815</u>
ELC Expense			
Salaries & Benefits	\$ 661,633	\$ 661,633	\$ 463,394
Attorneys	3,249	3,249	5,903
Auditors	-	-	-
Temporary Staff	-	-	15,264
Consultants	275	275	4,341
Staff & Board Travel	170	170	3,993
Insurance	2,941	2,941	1,281
Office Rent & Maintenance	34,241	34,241	17,206
Office Machines & Storage	910	910	1,962
Software Licences	13,221	13,221	6,078
Internet, Email, Website, Phones	8,293	8,293	7,045
Cell Phones	4,424	4,424	1,264
Sponsorships & Memberships	2,908	2,908	15,688
Other Operating Costs	56,365	56,365	6,783
Computer Equipment & Software	1,725	1,725	1,747
Total ELC Expense	<u>\$ 790,356</u>	<u>\$ 790,356</u>	<u>\$ 551,949</u>
Total Expenses	<u>\$ 13,092,078</u>	<u>\$ 13,092,078</u>	<u>\$ 7,381,650</u>
Change in net assets	<u>\$ 23,055</u>	<u>\$ 23,055</u>	<u>\$ 276,673</u>
Net assets, beginning of year		321,639	94,569
Net assets, end of the period		<u>\$ 344,694</u>	<u>\$ 371,243</u>

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

	FY2021 Amendment 1 (Proposed)	YTD Actual	Balance	% of Budget	Notes
Revenue:					
OEL School Readiness	\$ 51,825,587	\$ 6,665,675	\$ 45,159,912	13%	High Utilization due to Pandemic
OEL CCEP/OEL SR Match	5,489,738	240,173	5,249,565	4%	
OEL Preschool Development Grant	328,541		328,541	0%	
OEL - CARES	10,176,117	5,171,908	5,004,209		CARES funding Sunsets December 2020
OEL - SR Program Assessments	-	-	-	0%	Not yet allocated by OEL
OEL - Voluntary Pre-K	40,290,903	347,947	39,942,956	1%	Low VPK Utilization due to Pandemic
OEL - VPK Monitoring & Outreach	50,388	2,953	47,435	6%	
CSC - Income Eligible	4,592,850	163,256	4,429,594	4%	
CSC - Vulnerable Populations	4,017,850	272,276	3,745,574	7%	
Broward County- Income Eligible	1,677,564	178,618	1,498,946	11%	
Broward County - Special Needs	665,231	42,327	622,904	6%	
DCF Entrant	-	-	-	0%	
University of Florida	-	-	-	0%	
Municipalities-SR Local Match	500,000	-	500,000	0%	
BECE Conf & Miscellaneous	336,000	30,000	306,000	9%	
Total Revenue	\$ 119,950,769	\$ 13,115,133	\$ 106,835,636	11%	
Expense					
Child Care Slots and Incentives					
OEL School Readiness	\$ 41,918,812	\$ 5,981,453	\$ 35,937,359	14%	Actual Utilization 90% of Allocation
OEL CCEP/OEL SR Match	5,489,738	240,173	5,249,565	4%	Due to Copay & Attendance Waivers
OEL - CARES	4,556,120	2,021,983	2,534,137	44%	1st Responder Slots (Sunsets in December)
OEL - Voluntary Pre-K	38,741,253	228,604	38,512,649	1%	
CSC - Income Eligible	4,133,565	153,307	3,980,258	4%	
CSC - Vulnerable Populations	3,616,065	258,536	3,357,529	7%	
Broward County- Income Eligible	1,491,168	158,771	1,332,397	11%	Contract year ends September
Broward County - Special Needs	591,316	37,624	553,693	6%	
DCF Entrant	-	-	-	0%	
Grants to Providers	4,782,987	3,149,925	1,633,062	66%	CARES Grants to Providers
Municipalities-SR Local Match	500,000	30	499,970	0%	
Total Child Care Slots and Incentives	\$ 105,821,025	\$ 12,230,406	\$ 93,590,619	12%	
Sub Recipient Expense					
School Board of Broward County	\$ 1,245,300	-	\$ 1,245,300	0%	\$1.2M Rising K, (K Ambassador on hold)
Children's Forum	100,900	37,576	63,324	37%	Portion of Actual Expense is stipend
211 Broward	462,000	33,740	428,260	7%	
Total Sub Recipient Expense	\$ 1,808,200	\$ 71,316	\$ 1,736,884	4%	
ELC Expense					
Salaries & Benefits	\$ 10,434,036	\$ 661,633	\$ 9,772,403	6%	
Attorneys	90,000	3,249	86,751	4%	
Auditors	31,000	-	31,000	0%	
Temporary Staff	-	-	-	0%	
Consultants	337,936	275	337,661	0%	
Staff & Board Travel	75,000	170	74,830	0%	
Insurance	30,000	2,941	27,059	10%	
Office Rent & Maintenance	445,673	34,241	411,432	8%	
Office Machines & Storage	14,865	910	13,955	6%	
Software Licenses	252,195	13,221	238,974	5%	
Internet, Email, Website, Phones	67,485	8,293	59,192	12%	
Cell Phones	60,124	4,424	55,700	7%	
Sponsorships & Memberships	52,710	2,908	49,802	6%	
Other Operating Costs	333,823	56,365	277,458	17%	One time supply purchases
Computer Equipment & Software	50,000	1,725	48,275	3%	
Furniture & Fixtures	-	-	-	0%	
Unallocated (Budget Only)	46,698	-	46,698	0%	
Total ELC Expense	\$ 12,321,544	\$ 790,356	\$ 11,531,188	6%	
Total Non-Slot Expense	\$ 14,129,744	\$ 861,672	\$ 13,268,072	6%	
Total Expense	\$ 119,950,769	\$ 13,092,078	\$ 106,858,691	11%	

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

	FY2021 Amendment 1 (Proposed)	YTD Actual	Balance	% of Budget	Notes
Revenue:					
OEL School Readiness	\$ 51,825,587	\$ 6,665,675	\$ 45,159,912	13%	High Utilization due to Pandemic
OEL CCEP/OEL SR Match	5,489,738	240,173	5,249,565	4%	
OEL Preschool Development Grant	328,541	-	328,541	0%	
OEL - CARES Act Pandemic Relief	10,176,117	5,171,908	5,004,209	51%	CARES funding Sunsets December 2020
OEL - SR Program Assessments	-	-	-	0%	Not yet allocated by OEL
OEL - Voluntary Pre-K	40,290,903	347,947	39,942,956	1%	Low VPK Utilization due to Pandemic
OEL - VPK Monitoring & Outreach	50,388	2,953	47,435	6%	
CSC - Income Eligible	4,592,850	163,256	4,429,594	4%	
CSC - Vulnerable Populations	4,017,850	272,276	3,745,574	7%	
Broward County- Income Eligible	1,677,564	178,618	1,498,946	11%	
Broward County - Special Needs	665,231	42,327	622,904	6%	
DCF Entrant	-	-	-	0%	
University of Florida	-	-	-	0%	
Municipalities-SR Local Match	500,000	-	500,000	0%	
BECE Conf & Miscellaneous	336,000	30,000	306,000	9%	
Total Revenue	\$ 119,950,769	\$ 13,115,133	\$ 106,835,636	11%	
Expense					
Child Care Slots and Incentives					
OEL School Readiness	\$ 41,918,812	\$ 5,981,453	\$ 35,937,359	14%	Actual Utilization 90% of Allocation Due to Copay & Attendance Waivers
OEL CCEP/OEL SR Match	5,489,738	240,173	5,249,565	4%	
OEL - CARES Act Pandemic Relief	4,556,120	2,021,983	2,534,137	44%	1st Responder Slots (Sunsets in December)
OEL - Voluntary Pre-K	38,741,253	228,604	38,512,649	1%	
CSC - Income Eligible	4,133,565	153,307	3,980,258	4%	
CSC - Vulnerable Populations	3,616,065	258,536	3,357,529	7%	
Broward County- Income Eligible	1,491,168	158,771	1,332,397	11%	Contract year ends September
Broward County - Special Needs	591,316	37,624	553,693	6%	
DCF Entrant	-	-	-	0%	
Stipends & Grants to Providers	4,782,987	3,149,925	1,633,062	66%	CARES Grants to Providers
Municipalities-SR Local Match	500,000	30	499,970	0%	
Total Child Care Slots and Incentives	\$ 105,821,025	\$ 12,230,406	\$ 93,590,619	12%	
Program Expense					
School Board of Broward County	\$ 1,242,800	\$ -	\$ 1,242,800	0%	\$1.2M Rising K Prgm; (K Ambassador on hold
Children's Forum	80,900	36,071	44,829	45%	Portion of expense to be moved to stipends
211 Broward	337,000	24,590	312,410	7%	
Eligibility, Payments & CCR&R	6,293,531	397,154	5,896,377	6%	
Quality & Education	2,299,964	188,326	2,111,638	8%	
Total Program Expense	\$ 10,210,095	\$ 646,141	\$ 9,563,954	6%	
Administrative Expense					
School Board of Broward County	\$ 2,500	\$ -	\$ 2,500	0%	5% of Contract (On hold due to Pandemic)
Children's Forum	20,000	1,505	18,495	8%	4% of Contract
211 Broward	125,000	9,150	115,850	7%	37% of Contract
ELC Administration	3,728,049	204,875	3,523,174	5%	3.1% of Revenues (ELC Only)
Total Administrative Expense	\$ 4,020,549	\$ 215,531	\$ 3,805,018	5%	3.4% of Revenues (All Admin)
Total Expenses	\$ 120,051,669	\$ 13,092,078	\$ 106,959,591	11%	

SCHOOL READINESS 3 YEAR UTILIZATION FY 2019 -2021

New Enrollments from Waitlist:

Enrollments Paused due to Provider
Closures

Funding Changes:

Assumptions:

Daily Average Cost forecast reflects current actual trends.
Projected total days paid at 100% Jul-Oct 20
Parent Fee Suspension Jul-Oct 20 \$2.3M
No Attrition or Absences \$3.8M
Registration Fees Jun2020 \$850K



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
A	Jul-18	22	94%	9,508	-521	\$18.35	3,675,814	163,411	3,839,225	(82,395)	3,756,829
A	Aug-18	23	94%	9,508	+	20.08	4,225,408	165,736	4,391,144	(275,210)	4,115,934
A	Sep-18	20	94%	9,508	-	19.92	2,260,822	1,527,180	3,788,002	(216,731)	3,571,271
A	Oct-18	23	94%	9,654	+146	19.74	4,240,770	143,360	4,384,130	(174,944)	4,209,185
A	Nov-18	22	94%	9,816	+162	19.13	3,999,326	132,871	4,132,197	(45,357)	4,086,841
A	Dec-18	21	94%	9,823	+7	18.59	3,707,227	126,675	3,833,903	(79,581)	3,754,322
A	Jan-19	23	94%	10,229	+406	19.56	4,468,390	133,965	4,602,355	(141,111)	4,461,244
A	Feb-19	20	94%	10,360	+131	18.83	3,851,782	49,666	3,901,448	(177,745)	3,723,703
A	Mar-19	21	94%	10,538	+178	19.87	4,397,671	-	4,397,671	(363,780)	4,033,892
A	Apr-19	22	94%	10,070	-468	20.07	4,446,993	-	4,446,993	(401,110)	4,045,883
A	May-19	23	94%	10,891	+821	20.31	5,088,475	-	5,088,475	(471,178)	4,617,297
A	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
Increase to baseline FY19 over FY17				695	(FY17 Baseline= 9,396)				Surplus(Deficit)		\$ 696,150
									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	\$21.05	4,197,935	1,144,776	5,342,711	(82,395)	5,260,316
A	Aug-19	22	89%	11,568	+533	19.61	4,265,484	724,974	4,990,458	(82,395)	4,908,063
A	Sep-19	21	91%	11,517	-51	18.56	4,434,493	54,487	4,488,980	(37,704)	4,451,276
A	Oct-19	23	92%	11,627	+110	18.36	4,544,548	364,219	4,908,768	(46,104)	4,862,664
A	Nov-19	21	92%	11,497	-130	18.83	4,197,377	349,203	4,546,581	(37,002)	4,509,579
A	Dec-19	22	91%	11,452	-45	18.58	4,331,171	349,613	4,680,784	(36,375)	4,644,409
A	Jan-20	23	91%	11,453	+1	18.60	4,576,729	324,161	4,900,890	(34,827)	4,866,063
A	Feb-20	20	93%	11,374	-79	18.61	3,882,304	350,792	4,233,096	(36,920)	4,196,176
A	Mar-20	22	93%	11,193	-181	19.79	4,520,558	352,168	4,872,726	(38,568)	4,834,159
A	Apr-20	22	100%	10,935	-258	23.03	5,187,091	352,168	5,539,259	(47,677)	5,491,582
A	May-20	21	100%	11,274	+339	24.98	5,635,664	277,358	5,913,022	(36,142)	5,876,880
A	Jun-20	22	100%	11,318	+44	23.60	5,578,061	297,135	5,875,196	(41,710)	5,833,486
Average Enrollments (Baseline)				11,354					Projected Total		\$ 59,734,651
Increase to baseline FY20 over FY19				1,262					Budget		59,734,792
Increase to baseline FY20 over FY17				1,957	(FY17 Baseline= 9,396)				Surplus(Deficit)		\$ 141
									CSC Carry-Over		\$ -
									Surplus(Deficit)		\$ 141

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	Provider In-Kind Match	Net Billable
A	Jul-20	23	100%	11,173	-145	\$21.66	5,414,450	152,458	5,566,908	(43,871)	5,523,037
P	Aug-20	22	100%	10,973	-200	20.12	4,857,619	-	4,857,619	(39,743)	4,817,876
P	Sep-20	21	100%	10,773	-200	21.25	4,807,521	-	4,807,521	(37,112)	4,770,409
P	Oct-20	23	100%	10,573	-200	19.82	4,376,992	442,370	4,819,362	(34,741)	4,784,620
P	Nov-20	21	94%	9,723	-850	20.52	3,747,644	442,370	4,190,014	(28,808)	4,161,206
P	Dec-20	22	94%	9,523	-200	20.29	3,808,981	442,370	4,251,352	(31,745)	4,219,606
P	Jan-21	23	94%	9,455	-68	20.29	3,970,263	442,370	4,412,633	(34,035)	4,378,598
P	Feb-21	20	94%	9,355	-100	20.26	3,347,834	442,370	3,790,204	(31,734)	3,758,470
P	Mar-21	22	94%	9,505	+150	20.23	3,788,247	442,370	4,230,617	(32,524)	4,198,094
P	Apr-21	22	94%	9,655	+150	20.23	3,853,972	442,370	4,296,342	(32,382)	4,263,960
P	May-21	21	94%	9,805	+150	20.57	3,792,139	442,370	4,234,509	(31,331)	4,203,179
P	Jun-21	22	94%	10,055	+250	21.03	4,209,988	442,370	4,652,358	(33,038)	4,619,320
Average Enrollments (Baseline)				10,047					Projected Total		\$ 53,698,376
Increase to baseline FY21 over FY20				(1,306)					Budget Amendment #1		53,363,619
Increase to baseline FY21 over FY17				651	(FY17 Baseline= 9,396)				Surplus(Deficit)		\$ (334,757.41)
									CSC Carry-Over		\$ -
									Surplus(Deficit)		\$ (334,757)

CARES ACT FIRST RESPONDERS PROGRAM UTILIZATION FY 19-20 & 20-21

New Enrollments from Waitlist:

Enrollments Paused 7/31/2020

Funding Changes:

Assumptions:

Daily Average Cost forecast reflects current actual trends.
 Projected total days paid at 100% Jul-Oct 20
 Parent Fee Suspension Jul-Oct 20 \$500K
 No Attrition or Absences \$900K



No Additional CSC Billing

Fiscal Year 2019-20

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Provider Bonuses	Total First Responder	Match	Net Billable	
A	Jul-19	23										
A	Aug-19	22										
A	Sep-19	21										
A	Oct-19	23										
A	Nov-19	21										
A	Dec-19	22										
A	Jan-20	23										
A	Feb-20	20										
A	Mar-20	22										
A	Apr-20	22	100%	223	+223	34.17	59,118	108,500	167,618		167,618	
A	May-20	21	100%	1,059	+836	34.38	353,483	411,000	764,483		764,483	
A	Jun-20	22	100%	2,040	+981	36.17	896,170	727,000	1,623,170		1,623,170	
Average Enrollments (Baseline)				1,107							Projected Total	\$ 2,555,271
									Budget		2,555,271	
									Surplus(Deficit)		\$ 0	

Fiscal Year 2020-21

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Provider Bonuses	Total First Responder	Match	Net Billable	
A	Jul-20	23	100%	2,467	+427	\$34.86	1,250,983	727,000	1,977,983		1,977,983	
P	Aug-20	22	94%	2,940	+473	\$33.39	1,461,060	698,500	2,159,560		2,159,560	
P	Sep-20	21	94%	1,944	-996	\$34.25	922,175	476,000	1,398,175		1,398,175	
P	Oct-20	23	94%	1,056	-888	\$38.91	548,643	396,500	945,143		945,143	
P	Nov-20	21	94%	195	-861	\$46.40	92,502	97,500	190,002		190,002	
P	Dec-20	22	94%	32	-163	\$45.32	15,903	16,000	31,903		31,903	
P	Jan-21	23	94%									
P	Feb-21	20	94%									
P	Mar-21	22	94%									
P	Apr-21	22	94%									
P	May-21	21	94%									
P	Jun-21	22	94%									
Average Enrollments (Baseline)				1,439							Projected Total	\$ 6,702,766
									Budget		4,556,120	
									Surplus(Deficit)		\$ (2,146,646)	

SCHOOL READINESS UTILIZATION FY 2018 -2019-2020

Children Services Council Vulnerable Population Contracts

New Enrollments from Waitlist:

Current Waitlist: 125

Enrolling 15 Children/Mo Oct20 - May21

Funding Changes:

Assumptions:

Parent Fee Suspension Apr-Jun

No Attrition or Absences

Registration Fees Aug2020

\$35K

\$59K

\$34K

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day		Total Slots	Adjustments	Net Billable
A	Oct-19	23	565	-19	25.76		334,718		334,718
A	Nov-19	21	501	-64	26.90		282,984		282,984
A	Dec-19	22	483	-18	25.67		272,779		272,779
A	Jan-20	23	461	-22	26.07		276,388		276,388
A	Feb-20	20	484	+23	25.66		248,358		248,358
A	Mar-20	22	479	-5	26.69		281,299		281,299
A	Apr-20	22	467	-12	27.46		282,138		282,138
A	May-20	21	482	+15	26.41		267,336		267,336
A	Jun-20	22	447	-35	26.45		260,064		260,064
							Projected Total	\$	2,506,065
							FY20 CSC Contract Year Bud	\$	2,611,433
							Surplus(Deficit) End of ELC FY20	\$	105,368
A	Jul-20	23	411	-71	27.03		255,555		255,555
P	Aug-20	21	424	+13	29.63		263,824		263,824
P	Sep-20	22	431	+7	25.87		245,256		245,256
							Projected Total	\$	764,635
							FY20 CSC Contract Year Bud		1,137,333
							Surplus(Deficit) ELC FY21 Quarter 1	\$	372,698
							Total Surplus(Deficit) Life of Contract	\$	478,066
P	Oct-20	22	479	+48	27.69		291,787		291,787
P	Nov-20	22	487	+8	28.45		304,765		304,765
P	Dec-20	21	498	+11	26.24		274,395		274,395
P	Jan-21	23	507	+9	25.97		302,878		302,878
P	Feb-21	20	514	+7	26.28		270,208		270,208
P	Mar-21	22	519	+5	28.00		319,657		319,657
P	Apr-21	21	530	+11	27.27		303,473		303,473
P	May-21	23	541	+11	27.02		336,154		336,154
P	Jun-21	21	534	-7	26.76		300,076		300,076
							Projected Total	\$	2,703,393
							FY20 CSC Contract Year Bud	\$	2,712,049
							Surplus(Deficit) End of ELC FY20	\$	8,656
P	Jul-21	22	522	+3	27.79		319,107		319,107
P	Aug-21	21	512	-10	27.28		293,290		293,290
P	Sep-21	20	506	-6	29.61		299,658		299,658
							Projected Total	\$	912,055
							FY20 CSC Contract Year Bud		904,016
							Surplus(Deficit) ELC FY21 Quarter 1	\$	(8,038)
							Total Surplus(Deficit) Life of Contract	\$	618

SCHOOL READINESS UTILIZATION FY 2018 -2019-2020

Broward County Children Services Board Special Need Contract (COSPN)

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



Assumptions:
 Parent Fee Suspension Apr-Jun \$17K
 No Attrition or Absences \$36K
 Registration Fees Aug 2020 \$6K

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	Total Slots	Adjustments	Net Billable
A	Oct-19	23	86	-11	23.62			46,727
A	Nov-19	21	64	-22	25.62			34,429
A	Dec-19	22	64	+	23.06			32,471
A	Jan-20	23	56	-8	23.16			29,827
A	Feb-20	20	51	-5	25.33			25,840
A	Mar-20	22	50	-1	25.72			28,296
A	Apr-20	22	49	-1	27.27			29,401
A	May-20	21	49	+	29.01			29,846
A	Jun-20	22	53	+4	26.63			31,056
Projected Total								\$ 287,894
FY20 SPN Contract Year Bud								\$ 442,500
Surplus(Deficit) End of ELC FY20								\$ 154,606
A	Jul-20	23	49	+	32.47			36,589
P	Aug-20	21	52	+3	29.92			32,677
P	Sep-20	22	52	+	25.53			29,204
Projected Total								\$ 98,470
FY20 SPN Contract Year Bud								\$ 147,500
Surplus(Deficit) ELC Quarter 1 FY21								\$ 49,030
Total Surplus(Deficit) Life of Contract								\$ 203,636
P	Oct-20	22	48	-4	57.86			61,100
P	Nov-20	22	55	+7	26.74			32,356
P	Dec-20	21	62	+7	26.10			33,984
P	Jan-21	23	69	+7	26.61			42,235
P	Feb-21	20	75	+6	25.84			38,754
P	Mar-21	22	81	+6	26.27			46,813
P	Apr-21	21	86	+5	26.14			47,202
P	May-21	23	93	+7	28.49			60,937
P	Jun-21	21	96	+3	28.23			56,907
Projected Total								\$ 420,289
FY20 SPN Contract Year Bud								\$ 443,487
Surplus(Deficit) End of ELC FY20								\$ 23,198
P	Jul-21	22	95	+2	29.15			60,921
P	Aug-21	21	94	-1	28.07			55,413
P	Sep-21	20	93	-1	28.90			53,745
Projected Total								\$ 170,079
FY20 SPN Contract Year Bud								\$ 147,829
Surplus(Deficit) ELC Quarter 1 FY21								\$ (22,250)
Total Surplus(Deficit) Life of Contract								\$ 948

ITEM#/MEETING	B211FIN3 / BOARD
MEETING DATE:	9/23/2020
SUBJECT:	FY 2021 Budget Amendment #1
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve FY2021 Budget Amendment #1
AS RECOMMENDED BY:	Finance Committee 9/10/20
FINANCIAL IMPACT:	\$10,225,738 Net Increase to Revenue and Expense

Background Information:

In June 2020, the Board approved a preliminary annual budget that reflected estimated revenues and expenditures pending receipt of actual grant award letters from funders. During July, August and September, the Office of Early Learning (OEL) issued some, but not all of the expected notices of award for FY2021. In addition, ELC has received updated budget information from the Children’s Services Council (CSC) and Broward County for contracts that will be renewed starting in October 2020. The annual budget has been amended to reflect these and other proposed changes.

Current Status: Key changes and updates Included in FY2021 Budget Amendment #1 are as follows:

1. Revenue:

\$10,176,117 Net additional OEL CARES Act Pandemic Relief Funding for Providers & First Responders

In June and September 2020, OEL issued two allocations totaling \$13.1 million from Federal CARES Act Child Care and Development Block Grant funds to pay for child care slots for first responders, financial support grants for child care providers and “Rising K” instructional funding passed through to the School Board. \$2.9 million of the total allocation was expended for first responder slots in fiscal year 2020 that ended on June 30. The remaining \$10.2 million was carried forward into FY 2021. Staff are currently projecting that the allocation could fall short of slot expenditures for first responders by \$2.1 million and have requested additional funding from OEL before the program sunsets in December 2020.

\$256,000 New funding from the Jim Moran Foundation and the United Way to fund Learning Pods at Child Care Centers

In September a consortium of local funders issued a request for proposals through the United Way to set up Learning Pods around Broward County to create alternative instructional learning spaces for low income children while Public Schools remain closed to on-site instruction. ELC will participate in the program as the paying agent to successful applicant child care centers on behalf of the consortium. The Jim Moran Foundation and the United Way have committed \$200K and 56K respectively to this effort.

2. CARES Act Allocation Expenses

In accordance with the restrictions of the CARES Act funding from OEL, ELC has budgeted the FY21 allocation as follows:

First Responder Slots*	\$4,556,120
Grants to Providers	3,826,987
SBBC Rising K Instructional Funding	1,192,800
Program Support (Eligibility Determination)	250,210
Total	\$10,176,117

**Staff currently project First Responders Slot Costs for FY21 will be approximately \$2.1 million higher than the allocation allows. Additional funding has been requested.*

3. Consultant Expenses: Preschool Development Grant Placeholder for Mental Health Initiative:

\$177,000 from the FY21 Preschool Development Grant restricted to mental health activities has been budgeted to consultants pending further development of an expenditure plan for the funds.

4. Operating Expenses: Staff Costs

Staff costs overall remain unchanged in Amendment #1, but they have been re-allocated as follows to include updated projections for health benefit premiums following open enrollment, updated estimates for overtime based on workload analysis and updated lapse salary and merit increase estimates as follows:

Salaries *	\$7,504,323
Overtime (5,350 hours)	150,000
Benefits	2,779,713
Total	\$10,434,036

*3% increase on average as performance warrants.

Supporting Documents:

- Draft FY2021 Budget Amendment #1
- Three Year Financial Comparison Including FY2021 Budget Amendment #1

FY2021 Amendment #1 Budget by Business Activity



Revenue:

	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021
	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Quality and Education Activities	Administration	Total Preliminary Budget
OEL School Readiness	\$ 41,918,812	\$ 4,627,258	\$ 2,388,750	\$ 2,890,766	\$ 51,825,587
OEL School Readiness Match Pool	5,489,738	-	-	-	5,489,738
OEL Preschool Development Grant	-	-	312,114	16,427	328,541
OEL-CLASS Observations	-	-	-	-	-
OEL-CARES	4,556,120	-	5,369,787	250,210	10,176,117
OEL - Voluntary Pre-K	38,741,253	1,162,238	-	387,413	40,290,903
OEL - VPK Monitoring & Outreach	-	-	-	50,388	50,388
CSC - Income Eligible	4,133,565	344,464	-	114,821	4,592,850
CSC - Vulnerable Populations	3,616,065	301,339	-	100,446	4,017,850
Broward County- Income Eligible	1,491,168	139,797	-	46,599	1,677,564
Broward County - Special Needs	591,316	55,436	-	18,479	665,231
DCF Entrant	-	-	-	-	-
Univ of Florida Lastinger Ctr	-	-	-	-	-
Local Match: United Way & Cities	500,000	-	-	-	500,000
BECE Conf & Miscellaneous	-	-	336,000	-	336,000
Total Revenue	\$ 101,038,038	\$ 6,630,531	\$ 8,406,651	\$ 3,875,549	\$ 119,950,769

Expense:

Child Care Slots & Incentives					
OEL - School Readiness	\$ 41,918,812				\$ 41,918,812
OEL - School Readiness Match	5,489,738				5,489,738
OEL - CARES First Responders	4,556,120				4,556,120
OEL - Voluntary Pre-K	38,741,253				38,741,253
CSC - Income Eligible	4,133,565				4,133,565
CSC - Vulnerable Populations	3,616,065				3,616,065
Broward County-Income	1,491,168				1,491,168
Broward County - Special Needs	591,316				591,316
DCF Entrant	-				-
Local Match: United Way & Cities	500,000				500,000
Stipends & Grants to Providers	-		4,782,987		4,782,987
Total Child Care Slots & Incentives	\$ 101,038,038	\$ -	\$ 4,782,987	\$ -	\$ 105,821,025

Sub Recipient Operating Expenses

School Board of Broward County	-		\$ 1,242,800	\$ 2,500	\$ 1,245,300
Children's Forum	-		\$ 80,900	\$ 20,000	100,900
211 Broward		337,000	\$ -	\$ 125,000	462,000
Total Sub Recipient Operating	\$ -	\$ 337,000	\$ 1,323,700	\$ 147,500	\$ 1,808,200

ELC Operating Expenses

Staff Costs		\$ 5,754,302	\$ 2,169,382	\$ 2,510,352	\$ 10,434,036
Attorneys		-	-	90,000	90,000
Auditors		-	-	31,000	31,000
Temporary Staff		-	-	-	-
Consultants		35,848	256,288	45,800	337,936
Staff & Board Travel		-	-	75,000	75,000
Insurance		19,492	5,544	4,964	30,000
Office Rent & Utilities		288,529	84,487	72,657	445,673
Office Machines & Storage		-	-	14,865	14,865
Software Licenses		53,930	57,653	140,612	252,195
Phones/Internet/Web Page		53,619	7,315	6,550	67,485
Cell Phones		-	-	60,124	60,124
Sponsorships & Memberships		-	5,000	47,710	52,710
Instructional Material, Curricula		-	100,000	-	100,000
Books for Kids		-	-	-	-
Fees, Supplies & Other Costs		6,111	42,585	185,126	233,823
Computers & Software		-	-	50,000	50,000
Furniture & Fixtures		-	-	-	-
Depreciation		-	-	-	-
Unallocated Budget Only		81,699	(428,289)	393,288	46,698
Total ELC Operating	\$ -	\$ 6,293,531	\$ 2,299,964	\$ 3,728,049	\$ 12,321,544

Total ELC & Sub Recipient	\$ -	\$ 6,630,531	\$ 3,623,664	\$ 3,875,549	\$ 14,129,744
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Total Expense	\$ 101,038,038	\$ 6,630,531	\$ 8,406,651	\$ 3,875,549	\$ 119,950,769
Revenue Over Expense	\$ -	\$ -	\$ -	\$ -	\$ -

Percent Total Expenses	84.23%	5.53%	7.01%	3.23%	100.00%
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Proposed FY2021 Budget Three Year Comparison

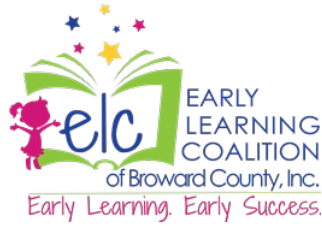


Revenue:

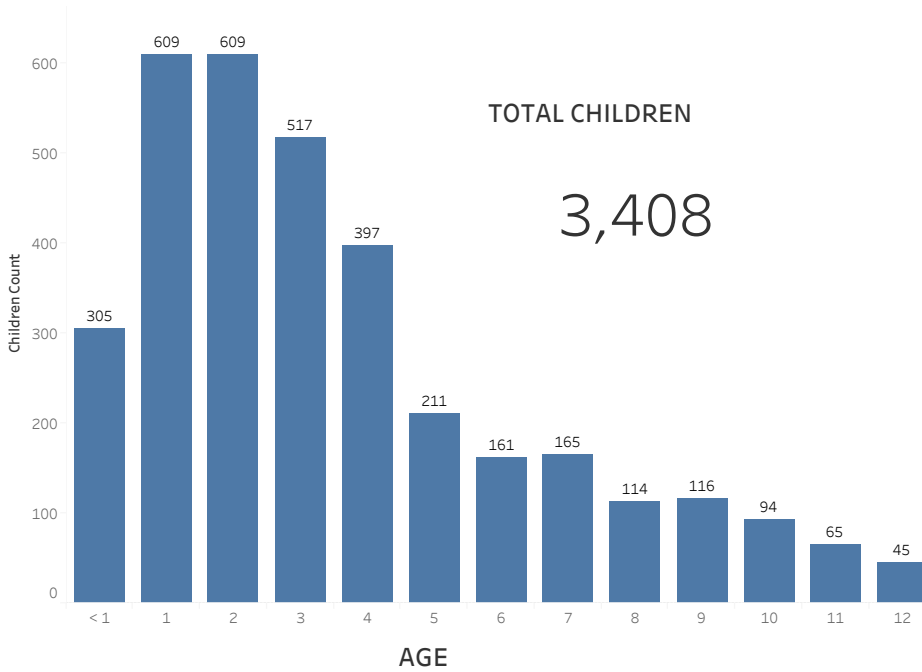
	FY2019	FY2020	FY21	FY21	+/-	
	FY2019 Actual	FY2020 Preliminary Actual (Unaudited)	FY2021 Preliminary Approved June	FY2021 Amendment 1 (Proposed)	Change FY21 over FY20	
OEL School Readiness	\$ 52,575,264	\$ 59,334,724	\$ 52,142,391	\$ 51,825,587	\$ (316,804)	Actual Allocation Sept 4 & 250K to FY20
OEL School Readiness Match Pool	2,774,949	5,185,581	5,185,581	5,489,738	304,157	Actual Allocation Sept 4
OEL Preschool Development Grant		265,519	265,519	328,541	63,022	Actual Allocation Sept 4
OEL-CLASS Observations	253,237	114,480	250,000	-	(250,000)	Not Yet Allocated by OEL
OEL-CARES		2,947,389		10,176,117	10,176,117	Actual Allocation Sept 4
OEL - Voluntary Pre-K	40,120,101	38,963,870	40,290,903	40,290,903	-	Actual Allocation Sept 4
OEL - VPK Monitoring & Outreach	71,358	72,455	72,142	50,388	(21,754)	Actual Allocation Sept 4
CSC - Income Eligible	2,670,951	6,641,041	4,592,850	4,592,850	-	
CSC - Vulnerable Populations	2,687,509	3,951,523	4,017,850	4,017,850	-	
Broward County- Income Eligible	1,291,274	2,141,397	1,677,564	1,677,564	-	
Broward County - Special Needs	632,429	495,025	665,231	665,231	-	
DCF Entrant	278,756	184,057	-	-	-	
Univ of Florida Lastinger Ctr	41,701	38,530	-	-	-	
Local Match: United Way & Cities	573,318	533,313	500,000	500,000	-	
BECE Conf & Miscellaneous	54,084	73,671	65,000	336,000	271,000	\$256K for Learning Pods
Total Revenue	\$ 104,024,932	\$ 120,942,575	\$ 109,725,031	\$ 119,950,769	\$ 10,225,738	

Expense:

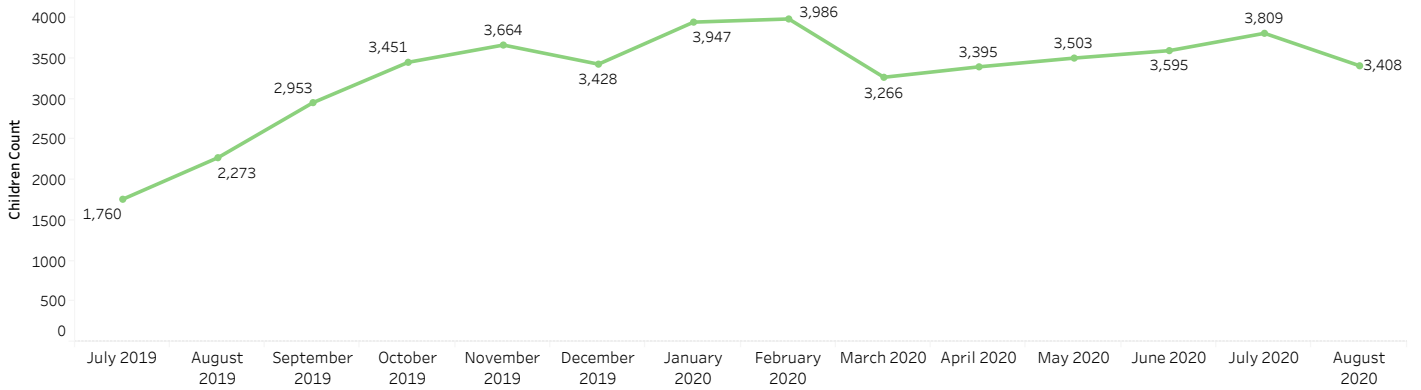
Child Care Slots & Incentives						
OEL - School Readiness	\$ 44,131,821	\$ 49,069,426	\$ 42,233,340	\$ 41,918,812	\$ (314,528)	82% Total SR Allocation for Slots
OEL - CCEP/ School Readiness Match	2,492,128	5,185,581	5,185,581	5,489,738	304,157	
OEL- CARES First Responders		2,555,271		4,556,120	4,556,120	1st Responder Slots (Sunsets December)
OEL - Voluntary Pre-K	38,577,120	37,462,725	38,741,253	38,741,253	-	
CSC - Income Eligible	2,415,705	5,929,314	4,133,565	4,133,565	-	
CSC - Vulnerable Populations	2,501,477	3,610,433	3,616,065	3,616,065	-	
Broward County- Income Eligible	1,147,799	1,925,666	1,491,168	1,491,168	-	
Broward County - Special Needs	580,258	469,544	591,316	591,316	-	
DCF Entrant Refugee Program	250,472	162,911	-	-	-	
Local Match: United Way & Cities	573,318	533,312	500,000	500,000	-	
Stipends and Grants to Providers	516,755	2,542,604	350,000	4,782,987	4,432,987	CARES Phase 3, INCENTIVE\$, & Pods
Total Child Care Slots & Incentives	\$ 93,186,854	\$ 109,446,786	\$ 96,842,288	\$ 105,821,025	\$ 8,978,737	
Sub Recipient Expense						
School Board of Broward County	-	-	100,000	1,245,300	\$ 1,145,300	\$1.1M Rising K, \$50K K-Ambassador 50%
Family Central	99,433	-	-	-	-	
Nova Southeastern University	65,563	-	-	-	-	
Children's Forum	89,546	\$ 88,903	\$ 100,900	100,900	-	
211-Broward	711,094	427,750	462,000	462,000	-	
Total Sub Recipient Expense	\$ 965,635	\$ 516,653	\$ 662,900	\$ 1,808,200	\$ 1,145,300	
ELC Expense						
Salaries & Benefits	\$ 7,640,213	\$ 9,344,340	\$ 10,434,036	\$ 10,434,036	\$ -	
Attorneys	71,916	68,400	90,000	90,000	-	
Auditors	18,100	33,480	33,450	31,000	(2,450)	New Audit Firm
Temporary Staff	257,454	12,085	-	-	-	
Consultants	365,193	155,781	160,936	337,936	177,000	PDG Mental Health Initiative
Staff & Board Travel	94,535	64,762	75,000	75,000	-	Online Conferences & Training for Staff
Insurance	14,509	19,833	30,000	30,000	-	
Office Rent & Utilities	345,161	428,257	445,673	445,673	-	
Office Machines & Storage	50,456	12,152	14,865	14,865	-	
Software Licences	84,381	142,271	172,468	252,195	79,727	Online Learning, Online Meeting Apps
Internet & Phones	70,992	88,514	93,896	67,485	(26,411)	Email Server (Reallocated to Software)
Cell Phones	40,468	63,104	60,124	60,124	-	
Sponsorships & Memberships	46,159	49,680	49,680	52,710	3,030	IACET Accreditation to issue CEUs
Quality & Education Books & Training	-	75,978	100,000	100,000	-	
Other Operating Costs	261,199	304,605	301,321	233,823	(67,498)	Savings from telework
Computer Equipment & Software	93,715	75,952	50,000	50,000	-	
Office Move & Outfitting Costs	358,855	19,525	-	-	-	
Depreciation	14,663	3,916	-	-	-	
Unallocated (Budget Only)			108,394	46,698	(61,696)	
Total ELC Expense	\$ 9,827,967	\$ 10,962,634	\$ 12,219,843	\$ 12,321,544	\$ 101,702	
Total Non-Slot Expense	\$ 10,793,603	\$ 11,479,287	\$ 12,882,743	\$ 14,129,744	\$ 1,247,002	
Total Expense	\$ 103,980,457	\$ 120,926,074	\$ 109,725,031	\$ 119,950,769	\$ 10,225,738	
Revenue over Expense	\$ 44,475	\$ 16,501	\$ -	\$ -	\$ -	



Waitlist Children by Age as of 8/31/2020



Prior Month	Children Count	+/-	%
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%
Jan 2020	3,947	519	13%
Feb 2020	3,986	39	1%
Mar 2020	3,266	-720	-22%
Apr 2020	3,395	129	4%
May 2020	3,503	108	3%
Jun 2020	3,595	92	3%
Jul 2020	3,809	214	6%
Aug 2020	3,408	-401	-12%



ELC Broward Contract 2020-2021 List

Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Office of Early Learning	\$102,719,865	<i>School Readiness, VPK & PDG</i>	Revenue	7/1/20-6/30/21	Active
Office of Early Learning	\$50,388	<i>VPK Monitoring & Outreach</i>	Revenue	7/1/20-6/30/21	Active
Broward County	\$2,342,795	<i>SR Match & Special Needs</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 Populations</i>	Revenue	10/1/19-9/30/20	Active
City of Fort Lauderdale	\$41,249	<i>SR Match Funds</i>	Revenue	10/1/19-9/30/20	Active
City of Hollywood	\$10,000	<i>SR Match Funds</i>	Revenue	10/1/18-9/30/20	Active
City of Pompano Beach	\$20,000	<i>SR Match Funds</i>	Revenue	10/1/19-9/30/20	Active
United Way	\$130,000	<i>SR Match Funds</i>	Revenue	7/1/19-6/30/20	Pending
Children's Forum, Inc.	\$450,909	<i>INCENTIVES® Program</i>	Sub-recipient	7/1/20-6/30/21	Active
First Call for Help/211	\$462,000	<i>Community Referral Services</i>	Sub-recipient	7/1/20-6/30/21	Active
Abila	\$4,964	<i>MIP Accounting Software</i>	Vendor	7/1/20-6/30/21	Active
Accessible Comm for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
AT&T	\$40,000	<i>Cell Phones and Hot Spots</i>	Vendor	7/1/20-6/30/21	Active
Atech Security	\$420	<i>Panic Button</i>	Vendor	10/15/19-10/15/20	Active
BlueJean Software, Inc.	\$33,000	<i>Hosting and Support Services</i>	Vendor	7/1/20-6/30/21	Pending
Biometrics4All, INC.	\$70	<i>Live Scan Software Support</i>	Vendor	7/1/20-6/30/21	Active
Business Leadership Institute	\$50,000	<i>Business Development</i>	Vendor	10/1/20-6/30/21	Pending
Comcast	\$4,446	<i>Internet</i>	Vendor	7/1/20-6/30/21	Active
Crown Castle	\$12,600	<i>Internet</i>	Vendor	7/1/20-6/30/21	Active
Crown Center	\$416,078	<i>Office Lease (est. annual cost)</i>	Lease	2/1/19-1/31/29	Active
FL Dept of Law Enforcement	\$1,863	<i>LiveScan Service (annual cost)</i>	Vendor	10/29/18-Ongoing	Active
Jacob Jackson	\$90,000	<i>Legal Services</i>	Vendor	4/1/20-3/31/21	Renewal
Konica Minolta	\$5,017	<i>Copier and Printer Rental</i>	Vendor	7/1/19-10/31/20	Active
Mitel	\$45,099	<i>Business Telephone Lines</i>	Vendor	7/1/20-6/30/21	Active
Keefe McCoullough, LLP	\$31,000	<i>External Audit Preparation</i>	Vendor	7/1/20-6/30/21	Active
School Board Broward County	\$12,000/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/19-9/4/22	On Hold
Teaching Strategies Gold	\$19,425	<i>Child Assessment Software</i>	Vendor	7/1/20-6/30/21	Active
Vantiv Health, LLC	\$12,000	<i>Appointment Software License</i>	Vendor	12/18/18- Ongoing	Active
Webauthor	\$30,000	<i>CRM Software</i>	Vendor	7/1/20-6/30/21	Active
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active



Training Calendar

September 2020

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Tuesday 9/1/2020	1pm – 2:30pm	Beatriz Pillier & Gordia Ross, Q&E Coaches, ELC	Professionalism and Leadership in the Preschool Classroom	https://attendee.gotowebinar.com/register/2095228667339754767
Wednesday September 2, 2020	1pm – 2:30pm	Libby Snyder Inclusion Specialist, ELC	All About Infants	https://register.gotowebinar.com/register/7872963259920066316
Thursday 9/3/2020	1pm – 2:30pm	Agnieszka Boddie & Julio Maymi, Q&E Coaches, ELC	Open-Ended Explorations: Teacher Interactions with Art	https://attendee.gotowebinar.com/register/875895560903645967
Tuesday 9/8/2020	1pm – 2:30pm	Antoinette Shaw & Wendy Gordon, Q&E Coaches, ELC	Bringing Language and Literacy to Life	https://attendee.gotowebinar.com/register/8582717806636510479
Wednesday, September 9, 2020	1pm – 2:30pm	Debbie Kay, Inclusion Manager	All About Toddlers	https://attendee.gotowebinar.com/register/8426423328481661708
Thursday 9/10/2020	1pm – 2:30pm	Jenny Sanchez & Margarita Medina, Q&E Coaches, ELC	Learning and Playing: Let's “Work” in the Pre-K Classroom	https://attendee.gotowebinar.com/register/4598581348297426703
Tuesday 9/15/2020	1pm – 2:30pm	Natacha Herisse & Raina Sajous, Q&E Coaches, ELC	Supporting Children's Growth and Development in Preschool	https://attendee.gotowebinar.com/register/1915094577849704975



Training Calendar

September 2020

Wednesday, September 16, 2020	1-2:30 pm	Adrienne Gilyard Inclusion Specialist, ELC	All About 2's	https://attendee.gotowebinar.com/register/5883354088531968780
Thursday 9/17/2020	1pm – 2:30pm	Grethel Arroyo & Stephanie Templin, Q&E Coaches, ELC	Active Movement and Learning in the VPK Classroom	https://attendee.gotowebinar.com/register/5292782203534255888
Monday 9/21/2020	7pm – 8:30pm	Ana Avalos-Atkinson & Natacha Herisse, Q&E Coaches, ELC	The Growing Brain - 2-A: The Factors Affecting Brain Growth and Development	https://attendee.gotowebinar.com/register/3150048446025399820
Tuesday 9/22/2020	1pm – 2:30pm	Julio Maymi & Mirta De Jesus, Q&E Coaches, ELC	El Poder de la Construcción con Bloques en la Educacion Temprana (The Power of Block Play in Early Childhood)	https://attendee.gotowebinar.com/register/5158030456740584203
Wednesday, September 23, 2020	1pm – 2:30pm	Suwenda Louis Inclusion Specialist, ELC	All About 3's	https://attendee.gotowebinar.com/register/4658523423957284624
Thursday 9/24/2020	1pm – 2:30pm	Agnieszka Boddie & Aida Brar, Q&E Coaches, ELC	Child Assessments: “What’s the Next Steps...”	https://attendee.gotowebinar.com/register/7554523801572591375
Monday 9/28/2020	7pm – 8:30pm	Ana Avalos-Atkinson & Natacha Herisse, Q&E Coaches, ELC	The Growing Brain - 2-B: The Key Ingredients for Healthy Brain Development	https://attendee.gotowebinar.com/register/4049764517383368460
Tuesday 9/29/2020	1pm – 2:30pm	Tiffanie Bernard, Q&E Manager, ELC	Explore, Play, and Wonder: STEM for Infant and Toddlers	https://attendee.gotowebinar.com/register/6183244785248288271
Wednesday September 30/2020	1pm – 2:30pm	Carolina White Inclusion Specialist, ELC	All About 4's	https://attendee.gotowebinar.com/register/851075272661607184



Training Calendar

September 2020

All trainings appear on the ELC website on the calendar.

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

Cash Disbursements

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

Cash disbursement for June 2020

Vendor Name	Amount	Purpose
ADP, Inc.	1,649.35	Processing Charges for PE 5/16/20 & 5/30/20
Bluejean Software, Inc.	2,650.00	May 2020 Hosting and Maintenance & Support
Business Card	5,158.44	Bank of America Ops Purchases C. Klima (No individual items > \$1,000)
Business Card - Intermedia	2,643.34	Email Hosting for May 2020
Business Card - AT&T	5,161.89	April 2020 Cell Phone and Data Services
Business Card - AT&T	2,980.00	May 2020 Cell Phone and Data Services
Business Leadership Institute	4,250.00	May 2020 Professional Development Training Services
Cause Tech LLC DBA Achieve Causes	1,293.50	Content editing Services for Website
Cause Tech LLC DBA Achieve Causes	1,600.00	Website Design Changes
Cause Tech LLC DBA Achieve Causes	6,956.00	Website Development Services. for Website Security & Renovation
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 6/1 - 6/30/20
Fort Lauderdale Crown Center, LLC.	29,631.29	June 2020 Rent for Suite 301
Jacob C. Jackson, P.A.	4,769.00	May 2020 Legal Services
Kaplan Early Learning Co.	2,711.32	Books to Distribute at Outreach Events
Mitel Cloud Services	4,059.75	July 2020 Telephone Services
The Children's Forum	32,740.45	April 2020 Sub-contractor payment
Webauthor.com LLC	5,000.00	CRM Software License and Hosting for June 2020

Cash Disbursements

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

Cash disbursement for July 2020

Vendor Name	Amount	Purpose
ADP, Inc.	1,635.13	Payroll Processing Charges for PE 6/13/20 & 6/27/20
Bluejean Software, Inc.	1,206.25	Cloud Hosting and Maintenance and Support for June 2020
Business Card	161.58	Bank of America Ops Purchases C. Klima (No Individual Items > \$1,000)
Business Card - KnowBe4 Inc.	2,157.30	Security Awareness Training for 1 Year
Business Card - G6 Medical Supplies	8,743.25	PPE Equipment for Office
Business Card - Intermedia	2,681.56	Email Hosting for July 2020
Business Card	4,266.53	Bank of America Ops Purchases C. Klima (No Individual Items > \$1,000)
Business Card - Intermedia	2,686.90	Email Hosting for June 2020
Business Card - Abila	4,964.00	Annual Accounting Software Renewal
Business Card - AT&T	5,977.55	June 2020 Cell Phone and Data Services
Business Leadership Institute	3,000.00	June 2020 Professional Development Training Services
Child's Play, Inc.	24,148.00	Social Emotional Children's Books
Colonial Life & Accident Insurance	4,921.72	June 2020 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 7/1 - 7/31/20
Dell Marketing L.P.	5,796.00	Laptops for Family Services and Chief Information Officer
G6 Medical Supply	8,743.25	PPE Equipment for Office Staff
Fort Lauderdale Crown Center, LLC.	30,384.14	August 2020 Rent for Suite 301
Fort Lauderdale Crown Center, LLC.	30,384.14	July 2020 Rent for Suite 301
Guardian	8,655.55	August 2020 Employee Health Benefits
Guardian	8,732.77	July 2020 Employee Health Benefits
Jacob C. Jackson, P.A.	4,731.00	June 2020 Legal Services
LogMeIn USA, Inc.	5,970.00	GoToWebinar Subscription (7/20/20 - 10/19/21)
LogMeIn USA, Inc.	6,365.60	LogMeIn Subscription (6/27/20 - 6/26/21)
Mitel Cloud Services	4,038.86	August 2020 Telephone Services
Nova Casualty Company	14,293.98	Property, General Liability, & Umbrella Insurance 7/1/20-6/30/21
Office of Early Learning	3,521.18	FY 19-20 Repayment of Bank Interest to OEL
The Children's Forum	25,174.40	May 2020 Subcontractor Services
The Lincoln National Life Insurance	6,447.57	July 2020 Employee Health Benefits
United States Treasury	13,918.77	Learning Corner Preschool Levy Payment
Webauthor.com LLC	5,000.00	CRM Software License and Hosting for July 2020



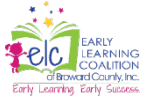
Match YTD Match Fundraising Report

Funder	Secured FY19/20	Requested FY20/21	Status as of 9/11/20
Coconut Creek	\$ 25,690	\$ 25,684	Recommended for Funding
Cooper City		5,000	Pending Response
Coral Springs (Community Chest)		20,000	Application in Process
Dania Beach		15,000	Recommended for Funding
Davie			No Funding Available
Deerfield Beach			Not Approved
Ft. Lauderdale	41,249	41,249	Recommended for Funding
Hallandale	10,000	10,000	Recommended for Funding
Hollywood	10,000		Not Approved
Lauderdale By The Sea	2,000	2,000	Recommended for Funding
Lighthouse Point		1,000	Recommended for Funding
Lauderdale Lakes		3,000	Pending Response
Lauderhill			No Funding Available
Margate	1,000	1,000	Approved & Invoiced
Miramar	2,500	5,000	Recommended for Funding
North Lauderdale	5,000	5,000	Recommended for Funding
Oakland Park		10,000	Applications in October
Parkland		3,000	Approved & Received
Pembroke Park (Town)		6,000	Pending Response
Pembroke Pines	35,000	35,000	Recommended for Funding
Plantation		-	Not Approved
Pompano Beach	20,000	40,000	Application in Process
Tamarac		10,000	Pending Response
Sunrise	55,890	55,890	Application in Process
Southwest Ranches		2,000	Pending Response
West Park		5,000	Pending Response
Weston		10,000	Applications in December
Wilton Manors		10,000	Pending Response
Total Municipalities (SR)	\$ 208,329	\$ 320,823	Total Requested FY21
United Way (SR)	325,000	130,000	Committed as of July 1, 2020
Child Care Providers (CCEP)	300,000	500,000	Committed as of July 1, 2020
Broward County (CCEP)	1,677,231	1,677,231	Committed as of July 1, 2020
CSC (SR & CCEP)	2,675,021	2,861,684	Committed as of July 1, 2020
Total All Match	\$ 5,185,581	\$ 5,489,738	Total SR Match

ELC of Broward County

Committee Membership 2020-2021

COMMITTEE	Member Name	Seat	By Laws
EXECUTIVE	<i>Members consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees)</i>		
Officer	Laurie Sallarulo	Chair	effective 4/2014 - Governor appointment
Officer	Dawn Liberta	First Vice Chair	effective June 2020 -
Officer	Twan Russell	Second Vice Chair	effective June 2020 -
Officer	Monica King	Secretary	effective June 2020 -
Officer	Cindy Arenberg Seltzer	Treasurer	effective June 2020 -
	Khalil Zeinieh	Program Review Chair	
	Michael Asseff	Nominating Com. Chair	effective June 2020 -
	Richard Campillo	Audit Com. Chair	
FINANCE	<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members.</i>		
	Cindy Arenberg Seltzer	Chair	
	Renee Podolsky	Member	
	Laurie Sallarulo	Member	
	Zachary Talbot	Member	effective June, 2020
	Twan Russell	Member	
PROGRAM REVIEW	<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>		
	Khalil Zeinieh	Chair	effective 6/2020
	Laurie Rich Levinson	Member	
	Dawn Liberta	Member	
	Laurie Sallarulo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	
	Cindy Arenberg-Seltzer	Member	
	Cara Cerchione	Member	effective 10/2019
AUDIT	<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>		
	Richard Campillo	Chair	effective 7/1/18
	Michael Asseff	Member	
	Twan Russell	Member	effective 12/9/16
	Monica King	Member	effective 4/7/17
	Beverley Batson	Member	effective 12/19/19
GOVERNANCE	<i>Members Elected by Board. Consists of at least (5) five Members. First Vice Chair shall serve as chair of the Governance Committee</i>		
	Dawn Liberta	Chair	effective 6/30/20-
	Mason Jackson	Member	
	Cara Cerchione	Member	effective 6/2019
	Michael Asseff	Member	effective 6/2020
	Laurie Sallarulo	Member	
NOMINATING	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition</i>		
	Michael Asseff	Chair	effective 6/2020
	Mason Jackson	Member	
	William Karp	Member	effective 6/2019
	Twan Russell	Member	
	Dr. Amoy Reid	Member	effective 12/19/19
	Laurie Sallarulo	Member	
AD HOC FUNDRAISING	Michael Asseff	Chair	established 2/13/20
	Amoy Reid	Member	effective 2/13/20
	Cara Cerchione	Member	effective 2/13/20
	Richard Campillo	Member	effective 2/13/20
	Twan Russell	Member	effective 2/13/20
	Michael Asseff	Member	effective 2/13/20
AD HOC STRAT PLANNING	Richard Campillo	Chair	effective 11/2017
	Monica King	Member	effective 11/2017
	Michael Asseff	Member	effective 11/2017
	Cindy Arenberg Seltzer	Member	effective 11/2017
	Laurie Sallarulo	Member	effective 11/2017



FY 20-21 – ELC of Broward County
2020-2021 Board/ Committee Meeting Calendar

July 2020						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August 2020						
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 2020						
Su	M	Tu	W	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 2020						
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November 2020						
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December 2020						
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January 2021						
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February 2021						
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March 2021						
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April 2021						
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May 2021						
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June 2021						
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27	28	29	30			

Executive/Finance Meetings

- September 10, 2020 at 10:00 AM
- October 27, 2020 at 1:30 PM
- December 1, 2020 at 1:30 PM
- February 2, 2021 at 1:30 PM
- March 23, 2021 at 1:30 PM
- April 27, 2021 (if needed) at 1:30 PM
- June 1, 2021 at 3:00 PM

Full Board Meeting

- September 23, 2020 at 2:00 PM
- November 9, 2020 at 12:00 PM
- December 21, 2020 at 12:00 PM
- February 17, 2021 at 1:30 PM
- April 12, 2021 12:00 PM
- May 10, 2021 (if needed) at 12:00 PM
- June 21, 2021 at 12:00 PM

Program Review Committee:

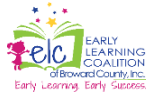
Nominating Committee:

Governance Committee:

Audit Committee:

ELC Offices closed for holidays on:

July 3; Sep 7; Nov 11; Nov 26 and 27; Dec. 25; Dec. 31; Jan 1; Jan 18; Feb 15; May 31



**Early Learning Coalition of Broward County
Board Attendance Chart FY 19-20**

	Member	1st Term Started	1st Term Exp	Sept 12	Oct 3	Dec 19	Feb 13	Apr 29	June 25	TOTAL FY ABSENCES
1	Angela Iudica	9.7.17	N/A	X	X	ABS	X	X	ABS	2
2	Cara Cerchione	4.4.19	N/A	X	X	X	X	X	X	0
3	Cindy Arenberg Seltzer	1999	N/A	X	X	X	X	X	X	0
4	Dawn Liberta	6.2018	N/A	X	X	X	X	X	X	0
5	William Karp	4.2019	N/A	X	X	X	X	X	ABS	1
6	Ellie Schrot	6.2014	N/A	X	X	X	X	X	X	0
7	Khalil Zeinieh	5.12.17	6.30.21	P	X	P	X	X	X	0
8	Monica King	5.12.17	6.30.21	X	X	X	X	X	X	0
9	Laurie Rich Levinson	11.2014	N/A	P	X	ABS	X	X	ABS	2
10	Laurie Sallarulo	4.2014	4.2018	ABS	P	X	X	X	X	1
11	Mason Jackson	1999	N/A	ABS	X	X	X	X	X	1
12	Michael Asseff	5.7.2013	5.7.2018	X	X	X	X	ABS	X	1
13	Nicholas Kaniaris	5.2015	6.30.19	P	ABS	ABS				2
14	Renee Podolsky	6.2014	N/A	P	X	X	ABS	X	X	1
15	Richard Campillo	5.12.17	6.30.21	P	X	X	X	X	X	0
16	Twan Russell	2.2016	N/A	X	X	ABS	X	X	X	1
17	Dr. Amoy Reid	9.2019	N/A	X	X	X	X	X	X	0
18	Beverly Batson	9.2019	N/A	FM	X	X	X	X	X	0
19	Zachary Talbot	2.2020	2.2024					FM	X	0
20	VACANT - Gub. private sector									
	MEMBERS WHO LEFT DURING FY									
	Nicholas Kaniaris - resigned 2/12/20									
	X = Present at meeting									
	ABS = Absent from Meeting									
	P = phone attendance									
	FM First Meeting LM Last Meeting									
	Shaded areas - no meeting scheduled									

ELC Broward Glossary of Terms (August 2019)

Rev. 7/2019 Subject	Acronym	Definition
Ages and Stages Questionnaire®	ASQ	A developmental and social-emotional screening for children from one month to 5 ½ years. Highly reliable and valid, ASQ looks at strengths and trouble spots, educates parents about developmental milestones, and incorporates parents' expert knowledge about their children.
Association of Early Learning Coalitions	AELC	The Association of Early Learning Coalitions (AELC) is an organization comprised of 31 Early Learning Coalitions throughout the State of Florida. The AELC supports the role of the Early Learning Coalitions to develop and administer a comprehensive school readiness program and voluntary pre-kindergarten program that prepares preschool children to succeed in school and in life. Each Early Learning Coalition's service area is as unique as the population it serves, with some Coalitions serving a single county while others are serving two to seven counties.
Billing Group	BG	<p>An eligibility category that aligns with Chapter 411, Florida Statutes, which describes the different groups or defined categories of children served; a category of direct service costs. The following defines the various billing groups:</p> <p>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.