



Early Learning Coalition of Broward County, Inc.
Board Meeting Agenda
 1475 W. Cypress Creek Rd., Ft. Lauderdale, FL 33309
October 3, 2019 – 8:30 am

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

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<https://global.gotomeeting.com/join/924261285>

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

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I.	Call to Order		Laurie Sallarulo, Chair
II.	Roll Call		Elsy Silvestre, Executive Assistant
III.	Chair Report		Laurie Sallarulo, Chair
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IV.	CEO Report	3	Renee Jaffe, CEO
V.	Consent Agenda	7	Laurie Sallarulo, Chair
	a. Approve September 12, 2019 Meeting minutes		
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VI.	Regular Business		Renee Jaffe, CEO
VII.	Finance Committee		Nicholas Kaniaris, Finance Chair Christine Klima, CAO

VIII.	Audit Committee		Rich Campillo, Audit Committee Chair Christine Klima, CAO
VIII.	Nominating Committee		Ellie Schrot, Nominating Committee Chair
IX.	Governance Committee		Michael Asseff, Governance Chair
X.	Program Review Committee		Cindy Arenberg-Seltzer, PRC Chair Howard Bakalar, CPO
XI.	Provider Representative Update		Cara Cerchione; Beverley Batson
XII.	FYI a. Read for the Record Flyer b. Strategic Plan Executive Summary - FY19/20 c. Wait List Report d. ELC Contracts FY 19/20 e. Cash Disbursements as of August f. ELC Match Funding Chart FY 19/20 g. Education and Quality Training Calendar FY 19/20 h. Community Events attended FY 19/20 i. Board Calendar FY 19/20 j. Board Committee Member List 19/20 k. Board Meeting Attendance – FY 19/20 l. Glossary of Terms	50 51 55 56 57 58 59 62 63 64 65 67	
XIV.	Unfinished Business New Business Matters from the Board Matters from the CEO Matters from our Partners Public Comment Next ELC Board Meeting: December 19 @ 2:00 pm 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 – October 3, 2019

Board Retreat

On the last page of the CEO report is the final draft agenda for the Board Retreat on October 3rd. The Retreat will begin immediately after the Board meeting.

Board and Committee Packets

Action and Issue Statements included in board and committee packets will include the corresponding Strategic Plan pillar.

Governor Appointed Board Vacancy

ELC staff are exploring potential applicants who might be interested in the vacant board seat. If you know someone you think would be an asset to the board or interested in applying, please let Renee or Perry know and we can reach out to them. Application information is available on our website.

VPK Advocacy

ELC hosted its third advocacy meeting for early learning providers on September 11th. During the meeting, ELC and providers explored many of the challenges faced in the early learning environment for schools, particularly in regards to changing OEL rule requirements and the Kindergarten Readiness Assessment and evaluation. Over the coming weeks and months, ELC will coordinate with the Association of Early Learning Coalitions (AELC) and other key early childhood/education partners regarding an effective advocacy plan to bring recommendations to state decision makers.

ELC is also in the process of scheduling meetings (and site visits to early learning programs) with local legislators. As we have confirmation of these meeting dates and times, we will share the information with all board members. We encourage members who are available and interested in joining Renee for these meetings/visits. Instructions along with the schedule will be provided in the near future.

County and CSC Monitorings

In June and July 2019, both Broward County and the Children's Services Council conducted onsite monitoring reviews at ELC for their FY2018-2019 contract years. There were no findings in either report. Both agencies noted the challenges faced during the year by the system problems with EFS Mod.

CRM Update

As previously mentioned, the ELC must enter and track data from multiple sources to submit required deliverables under the OEL Grant Agreement and manage business decision-making. In addition to EFS Modernization, we currently use a variety of databases, spreadsheets and SharePoint to track and analyze data, which is time-consuming, inefficient, and often complicated, especially when trying to aggregate and assess data and turn it into information that can be used to improve our business processes. A Customer Relationship Management (CRM) system is a software program designed to record, manage and analyze customer data and interaction in one system and will help to address many of the inefficiencies. CRMs can also automate a variety of different business needs, including asset management and human resources operations.

The Board has approved the budget authority to proceed with a CRM procurement process which will involve two public Request for Quote (RFQ) notifications. The first is for the CRM platform. The second is for Consulting Services to configure the system specific to the ELC's needs. The first RFQ was published September 16th on the ELC website. Upon completion

of the required 30-day posting period, ELC staff will evaluate and select a CRM platform by October 18th, based on the selection criteria outlined in the RFQ. The ELC anticipates posting the second RFQ by November 20th for consulting services. Consultant services are needed to assist in the configuration process. The project plan is to implement system components in phases based on functionality and priority within the organization. ELC staff has already begun working on the high level requirements process for these groups and will then move on to the system configuration stage.

Read for the Record (Save the Date)

Jumpstart's Read for the Record campaign is an annual event where classrooms and communities read the same book on the same day, **November 7, 2019**. The chosen book is *Thank You, Omu* by Oge Mora. The author visited Broward County on September 26th as part of a publicity tour as well as to speak at the 32nd Annual Conference on Children's Literature on September 27th (at the Broward County Main Library). At the conference, ELC will be part of a panel discussion on extension activities surrounding the book. We are also purchasing more than 3,000 books to contribute to the overall Broward goal of all four and five year olds receiving a copy of the book. The ELC is planning a family event for the evening of November 7th at the ELC office which will include a read aloud, dinner and activities about *Thank You, Omu*. ELC has invited local officials to read to SR/VPK children at the event. A flyer and calendar invite for this event will be sent to all board members along with information about how to sign up to Read at a local early learning center.

Census Committees

ELC has been actively involved with Broward's Census 2020 Complete Count Committee and its efforts to raise awareness of the importance of the upcoming census and to coordinate with local governments and community partners. ELC staff have participated in two of the sub-committees (Hard to Enumerate and Recruitment and Training) and have delivered a presentation on the challenges and consequences of the undercount of children below the age of five (close to 1 million were left off the 2010 Census). ELC is also collaborating directly with the local Census 2020 staff to share information with parents, providers, and partners as well as to coordinate meetings and trainings onsite at ELC over the next few months. These efforts are geared towards educating our clients about the census and reducing barriers to responding to help ensure the most accurate count possible of all persons.

Yes, You Can Update

The 2019-2020 ELC of Broward Quality initiative, *Yes, You Can* is currently in the recruitment phase. This initiative is focused on helping child care providers improve their overall levels of instruction, interactions and management. The ELC is targeting those child care providers who scored between a 3 and a 4 on their CLASS Observations or below a 60 on the VPK Readiness Rate. Specific supports such as coaching, trainings on CLASS including Making the Most of Interactions (MMCI) will be provided; trainings targeting VPK providers are also being planned. We currently have more than 30 providers who have expressed interest. Our goal is to recruit approximately 75 providers.

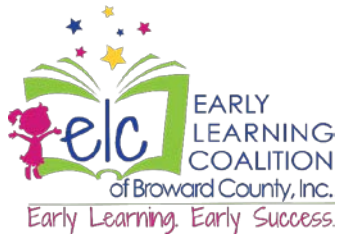
Risk Management RFP Update

On August 20, 2019 ELC received four proposals for risk management brokerage services from an excellent field of candidate firms. On September 6, 2019 a three-member rating committee selected the firm Arthur J. Gallagher after a formal scoring and interview process. The transition to the new agent and the process of risk evaluation has begun. Analysis of current coverage and recommendations for renewals or changes will be prepared for discussion and review over the next several months.

OEL Annual Report

As previously described, the OEL Annual report is a summary of the School Readiness services local Early Learning Coalitions provide, based on information from multiple reports submitted to OEL throughout the year. Additionally, the Annual Report provides detail that counts child disenrollment actions that were implemented during the fiscal year and groups them in the report by (disenrollment) reason based on the disenrollment code selected by ELC staff when the child status is changed. From the 2017-2018 Annual report, a review of individual child disenrollment records led to an increased

focus on staff training and a more comprehensive Quality Assurance Process. The deadline to submit the 2018-2019 report to OEL is October 1st. ELC staff are currently working on the required narrative responses.



ELC Board Retreat 2019

Thursday, October 3, 2019

1475 W. Cypress Creek Rd., Suite 301, Ft. Lauderdale, FL 33309

9:15 am – 4:00 pm

Welcome

ELC Organizational Transformation

Purpose/Overview of the Day/Expectations

Getting to Know You

BREAK (if needed)

Presentation of Data

3-2-1 Activity

LUNCH (Panel Discussion with Providers)

Prioritization of Areas of Focus

Group Activity

Report Out

A Call to Action

Evaluation of Today's Meeting

Next Steps and Closing Remarks



Early Learning Coalition of Broward County, Inc.

Board Meeting Minutes

September 12, 2019 – 8:30 am

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

Members in Attendance	Vice Chair, Michael Asseff; Angela Iudica; Cindy Arenberg-Seltzer; Ellie Schrot; Khalil Zeinieh via phone; Monica King; Nicholas Kaniaris via phone; Richard Campillo; Twan Russell; Amoy Reid; Beverley Batson; Cara Cerchione; William Karp; Renee Podolsky via phone; Dawn Liberta; Laurie Rich Levinson via phone;
Members Absent	Laurie Sallarulo; Mason Jackson;
Staff in Attendance	Renee Jaffe, CEO; Christine Klima, CAO; Hubert Cesar, CIO; Howard Bakalar, CPO; Perry Borman, COO; Keisha Dunn-Pettis, Director of Family Services; Elsy Silvestre, Executive Assistant
Others in Attendance	Jacob Jackson, General Counsel; Layne Polakoff, Broward County Schools; Debi Palmisano, Greater Horizons Academy; Helen Magnuson, First Christian Day School of Pompano Beach, via phone.

Item	Action/Discussion
Welcome & Call to Order	First Vice Chair, Michael Asseff called the meeting to order at 8:35 am. Roll was called and a quorum was established closer to 8:45 am.
Chair Report	<p>Introductions were made to introduce Amoy Reid and Beverley Batson to the Board.</p> <p>Dr. Amoy Reid is the Associate Dean at Academic Affairs in Broward Community College. She has a B.S. in Elementary Education; a MS in Education and a Doctorate of Education, Child & Youth Studies. She joins the Board in the seat vacated by Dr. Avis Proctor.</p> <p>Beverley Batson, officially joins the Board (as faith-based provider representative) once the Consent Agenda is approved. She is the Director of the Ark Christian Pre-school and has an MBA and a Master’s Certificate in Project Management.</p> <p>Dolly Rump resigned from the ELC Board due to relocation. We are currently looking to fill the position which is a Governor appointed seat. Please direct any potential candidate to the ELC website.</p>

<p>ELC Impact Moment</p>	<p>Starting with this Board Meeting, ELC of Broward will have an “ELC Impact Moment” on the agenda at every board meeting to reflect on services we provide to the community. We will be hearing from providers, parents, partners and staff.</p> <p>At our Board Retreat on October 3, there will be a panel with early educators from the community. This will be a great opportunity to ask questions and better understand their day-to-day issues.</p> <p>Renee introduced Adrienne Gilyard, an ELC staff member, to speak about the important role that an Inclusion Specialist plays in the community and for our providers. A few years ago, this team did not exist and there is now a team of 6 specialists with Debbie Kay as the Quality and Education Inclusion Manager.</p> <p>Inclusion Specialists wear many hats; they are the voice of the children and advise early educators and parents on what is needed and conduct follow up. The Inclusion Specialist assesses what tools an educator needs to help a child with challenging behaviors. They help teachers with techniques and strategies and are a source of empowerment for the teachers.</p> <p>It is important that educators be equipped to address different behaviors in the classrooms.</p>
<p>CEO Report</p>	<p>ELC of Broward has terminated the contract with Ceressa’s Enrichment and Empowerment Academy.</p> <p>We had a meeting with William Karp (Childcare Licensing) regarding a no nonsense training for providers in the community on safety. “Look Before You Lock” was an ordinance that was passed in Broward that we would like to refresh. We are working with CSC and the county.</p> <p>School Readiness Waitlist Enrollment/Outreach: ELC of Broward is steadily enrolling children off of the School Readiness waitlist. 504 children have been enrolled since July 1st; ELC participated in 31 outreach events throughout the community in July and August, 2019.</p>
<p>CONSENT AGENDA a. Approve June 6, 2019 Meeting Minutes b. B201CA1 – Approve FY 19-20 Strategic Plan Updates c. B201CA2 – Approve FY 19-20 COOP d. B201CA3 – Approve FY 19-20 CEO Goals e. B201CA4 – Approve Ms. Beverley Batson as Faith-Based</p>	<p>A Motion was made by Monica King to approve all items on the Consent Agenda. Seconded by Ellie Schrot. Unanimously approved.</p> <p>Vice Chair, Michael Asseff welcomed Beverley Batson to the Board. Beverley</p>

<p>Provider Representative</p> <p>f. B201CA5 – Approve Fiscal Policies</p> <p>g. B201CA6 – Approve July 2019 Financials</p> <p>h. B201CA7 – Approve Budget Amendment #1</p>	<p>addressed the Board and stated she is looking forward to this opportunity and excited to serve on the Board.</p> <p>Ellie mentioned that Beverley got over half the votes and is a Mentor for the Business and Leadership Institute for Early Learning.</p>
<p>REGULAR BUSINESS:</p> <p>a. B201RB1 – Review CEO Performance Evaluation Results FY 18-19 and Approve Performance Pay</p>	<p>Only one Board Member did not fill out the CEO evaluation. The CEO will incorporate the feedback from the CEO Performance Evaluation into the work being done through the Strategic Plan/CEO goals (and is also working with an Executive Coach). The CEO exceeded all five (5) performance goals.</p> <p>A was made by motion Cindy Arenberg-Seltzer to approve CEO performance pay. Seconded by Monica King. Unanimously approved.</p>
<p>FINANCE COMMITTEE</p> <p>a. B201FIN1 – FY 18-19 Preliminary Unaudited Year End Financials</p> <p>b. B201FIN2 – VPK and SR Provider Reimbursement</p>	<p>The analysis provided is preliminary as the books have not yet been closed for last fiscal year. Changes and reconciliation to be made during the week of September 16. The amount of spending on income eligible children went up by \$5.7 million since last year (a 24% increase over last year). We also had a significant rise in enrollment with some of our local contracts due to increasing our outreach and enrollment, and we hired more staff so overall staff costs increased.</p> <p>Moving costs were a bit higher than originally anticipated. Due to the increase in staff we had to purchase more workstations for the new space than we originally budgeted for but cost per workstation was less.</p> <p>VPK attendance was not functioning the first 5 months of the fiscal year, but that reconciliation is now almost 100% complete. The School Readiness attendance module was offline for all 12 months of the year and that reconciliation is only just beginning. According to current data there is a mixture of overpayments and underpayments. As we did with VPK, we will prioritize reimbursing providers that were underpaid as soon as we have a confirmed amount due, and we will provide installment plans for those providers that were overpaid if they request it. During the VPK reconciliation process, the majority of providers wanted to pay in a single reconciliation sum.</p> <p>For School Readiness, we are in the process of closing the attendance records submitted in EFS so far for FY2019 and doing a comparison. However, we know that many of the records in EFS are incorrect because of the system problems. There are many adjustments to be made and we are still expecting that providers were generally paid more than the actual attendance reflects. However, we will not be able to confirm this or estimate the amount until we</p>

	<p>confirm that the child roster information used for estimated payments was accurate or not.</p> <p>We have set up tools and trackers and meetings to discuss reconciliation processes and tools that they are using in order to determine the correct amount. OEL's preliminary estimate was that the statewide surplus might be about \$10 million dollars.</p> <p>This is a statewide issue. OEL will provide further guidance.</p>
<p>Program Review Committee</p> <p>a. B201PRC1 – Child Care Business Professional Development RFP</p> <p>b. B201PRC1 – New Quality Assurance Plan</p>	<p>At the last Program Review Committee in July, there were some suggestions with regard to a business development program for childcare providers. ELC funded Robyn Perlman's BLI to provide training to educators and director/owners in the past.</p> <p>We are excited about the new Quality Assurance Plan. Perry and his Quality Assurance team are working closely with Keisha's Family Services team to ensure that Family Services Specialists are doing the best job possible and that the files are accurate and consistent.</p>
<p>PROVIDER REP UPDATE</p>	<p>Cara spoke about providers anxiously waiting for training to be provided. CPR training needs to be more affordable. Important to get trauma training. Some students cannot learn in class environments due to emotional/social delays.</p> <p>Renee mentioned that ELC is partnering with Broward Behavioral Health Council who offered a grant to train ELC staff and providers. ELC will then facilitate additional trainings for providers and help them to identify trauma in young children and support additional assessment and referrals as needed.</p> <p>The Zero to Three Conference is coming up in October. One of the topics being discussed will be Trauma and Stress. Some ELC staff will be attending.</p> <p>CSC is working on creating a systematic overlay to all the work related to Trauma informed care.</p>
<p>NEW BUSINESS</p>	<p>There was no discussion.</p>
<p>MATTERS FROM CHAIR</p>	<p>There was no discussion.</p>
<p>MATTERS FROM COMMITTEES</p>	<p>There was no discussion.</p>
<p>PUBLIC COMMENT</p>	<p>Debi Palmisano, of Greater Horizons Academy spoke about the problems she experiences with the system and how it has been a costly one. She is not getting reports or accurate payments. She said she is short \$10k for July but is tired of fighting. She can't reconcile because there is nothing to reconcile report to. She has had to spend 2 weeks of her time and energy to get the money that she is owed. She noted this was not the fault of ELC but rather the system and thanked ELC staff for all of their assistance.</p>
<p>NEXT MEETING DATE</p>	<p>October 3, 2019 @ 8:30am</p>
<p>ADJOURN</p>	<p>Cindy motioned to adjourn the meeting. The meeting adjourned at 10:03 am.</p>

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

ITEM/MEETING	B202CA1/BOARD
DATE:	10/3/19
SUBJECT:	ELC 2019 Data Security and Systems Policy and Procedures
TIES TO PILLAR	Strengthen and Develop the ELC staff and Organization
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve ELC 2019 Data Security and Systems Policy and Procedures
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Governance Committee – GOV201RB1 – 9/16/19
ELC STAFF LEAD	H. Cesar

Background/History

This policy outlines principles to be applied in the use of ELC data systems. It is intended to define and document the information protocols, standards, and procedures to ensure that all Personal Identifiable Information (PII), assessment, and health data of families and children served are guaranteed to be safe and confidential and release of data is in accordance with the guidance of OEL. ELC’s data security policy was reviewed/approved at the January 2017 Governance Committee meeting “*subject to review and approval by Counsel.*” The policy was never formally reviewed at a board meeting.

Current Status

The policy has been updated by the Chief Information Officer (CIO) to address updates in data security since the last policy review as well as include additional requirements from OEL. The policy applies to all employees of the ELC, contractors, vendors and governs those systems that are:

- Accessed and/or stored on ELC premises or on the cloud;
- Accessed using ELC or ELC funded data systems;
- Accessed using ELC or ELC funded paid access methods;
- Accessed using ELC data systems from a remote location;
- Used in a manner which identifies the individual with ELC; and/or
- Used for the transaction of ELC business, including data systems that are owned by ELC, as well as those which are owned by the user and/or any other person or entity.

The Data Security and Systems Policy and Procedures has been reviewed by legal counsel.

Summary/Recommendation:

The Data Security and Systems Policy and Procedures was reviewed by the Governance Committee at their meeting on 9/16/19. The Committee recommends its approval by the board pending minor revisions which have been made (see below).

Minor revisions made post 9/16/19 Governance Committee

Removed the phrase “*any security incident*” in the incident reporting section, added a reference to the incident reporting policy; ensured the phrase “thumb drive” appeared together with “flash drive”.

Supporting Documents

- ELC of Broward 2019 Data Security and Systems Policy and Procedures addendum
- 2019 Data Security and Systems Policy and Procedure (separate link)

Data Security and Systems Policy - Addendum

The following are some of the more significant additions to the policy from the previous version.

From January 2017 policy	REVISED 2019 Data Security and Systems Policy
	Added definition - Breach shall mean a confirmed event that compromises the confidentiality, integrity, or availability of information or data (Ch. 282.0041, F.S.)”
Breach of Security shall mean an incident in which sensitive, protected or confidential data has potentially been viewed, stolen or used by an individual unauthorized to do so. Data breaches may involve personal health information (PHI), personally identifiable information (PII), Protected personally identifiable information (PPII), trade secrets or intellectual property.	Breach of Security shall mean any unauthorized access of data containing personal information. A breach of security is shall mean an incident in which sensitive, protected or confidential data has potentially been viewed, stolen or used by an individual unauthorized to do so. Data breaches may involve personal health information (“PHI”), personally identifiable information (“PII”), Protected personally identifiable information (“PPII”), trade secrets or intellectual property. Good faith access of data containing personal information by an employee or agent of ELC does not constitute a breach, provide the information is not used for a purpose unrelated to the agreement, task or subject to further unauthorized use (Ch. 501.171, F.S.).
Security Incident shall mean a warning that there may be a threat to information or computer security. The warning could also be that a threat has already occurred. Threats or violations can be identified by unauthorized access to a system.	Security Incident means a violation or imminent threat of violation, whether such violation is accidental or deliberate, of information technology security policies, acceptable use policies, or standard security practices. An imminent threat of violation refers to a situation in which the state agency has a factual basis for believing a specific incident is about to occur. A breach includes a confirmed event that compromises the confidentiality, integrity or availability of information or data. (Ch. 282.0041 F.S.).
	Added definition for Secure File Transfer Protocol (SFTP) shall mean a secure method of transferring files between two remote systems.
	Added in Electronic Transmissions Section Security System Plans The Coalition’s computer system shall contain a firewall which shall monitor organizational systems, including inbound and outbound communications traffic, to detect attacks and indicators of potential attacks.
Backup and Recovery Recoverable backups shall be maintained for all critical systems at the ELC.	Backup and Recovery Recoverable backups shall be maintained for all critical systems at the ELC or by its contracted third party. Backups of critical information resources must be performed, tested and appropriately managed. Backups will be performed according to the following schedule: a. All critical data and system configurations must be backed up on at least a daily basis;

	<ul style="list-style-type: none">b. Applications and licenses will be backed up whenever there are changes to them; andc. The backing up of non-critical data is at the discretion of the data owner.d. Backups will be stored off-site in a secure, environmentally-controlled location.
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ITEM/MEETING	B202CA2/BOARD
DATE:	10/3/19
SUBJECT:	Telework Policy
TIES TO PILLAR	Strengthen and Develop the ELC Staff and Organization
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve 2019 Telework Policy
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Governance Committee – GOV201RB2 – 9/16/19
ELC STAFF LEAD	P. Borman

Background

There are a number of ELC employees whose work is primarily conducted in the field (i.e. Education team, Inclusion specialists, Provider Relations). The availability of mobile technology and better security enables the ELC to shift the work site for some groups of ELC employees from our office suite to an alternative work location (i.e. “home office”). This will increase efficiencies for our staff, free up space within the ELC office suite and enable ELC to designate specific workstations for “hoteling.” ELC reviewed the ELC Miami’s “Alternative Work Site” policy as the foundation for this policy.

We plan on launching the ELC Telework pilot program in October and offer it initially as an optional program to the Provider Relations team (6 employees) who already spend a significant amount of time in the field. Based on that success, the pilot may be expanded to the Education team. The Telework option will only be offered to those staff who meet minimum criteria (i.e. are in good standing with their performance).

ELC legal counsel has reviewed the policy.

Summary/Recommendation:

The Telework policy was reviewed by the Governance Committee at their meeting on 9/16/19 and is recommended to the board for approval pending a minor change that was made post-meeting (see below).

Minor Revision:

The phrase “*will not be compensated by the ELC,*” has been removed from the following sentence in the last paragraph of the I. Policy section: *Any work done by an employee without a signed Telework Agreement form done in accordance herein will not be compensated by the ELC, will be deemed a violation of their employment with the ELC and may result in appropriate disciplinary action by the ELC.*

Supporting Documents

- Telework Policy & Procedures (separate link)

ITEM #/MEETING:	B202CA3/BOARD
DATE:	10/3/19
SUBJECT:	Background Screening Policy
TIES TO PILLAR	Strengthen and Develop the ELC Staff and Organization
FOR ACTION:	Yes
RECOMMENDED ACTION:	Approve 2019 ELC Background Screening Policy
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	Governance Committee – GOV201RB3 – 9/16/19
ELC STAFF LEAD	HR

Background

The existing ELC Background screening policy, which was previously approved by the board on 10/4/18, was more specific to ELC employees. The revised ELC Background Screening Policy has been expanded to include policy related to background screening for interns, volunteers, contractors, subcontractors and vendors as well as procedures related to arrests or charges for criminal offenses.

ELC legal counsel has reviewed the policy.

Summary/Next Steps

The revised policy has been reviewed by the Governance Committee at their meeting on 9/16/19 and is recommended to the board for approval [with one revision which has been made post-meeting (see below)].

Revision:

At the 9/16/19 Governance meeting, ELC staff suggested that the following sentence be removed from the policy. *Employees are required to undergo a credit history check if they are issued a company credit card.* This action was seen as unnecessary given that employees who have a fiduciary responsibility are required to be background screened annually. The Governance Committee recommends approval of the policy that leaves in the requirement for a credit history check but has asked staff to seek feedback from OEL on this issue as well as research best practices. Credit history checks are not required by OEL or included in the OEL Grant Agreement. This specific issue will be revisited at the next Governance Committee meeting (11/18/19).

There are only two employees (Renee Jaffe and Christine Klima) who have company purchasing cards. The sentence *“Employees are required to undergo a credit history check if they are issued a company credit card”* will remain in the policy, subject to further discussion at the next Governance Committee meeting.

Supporting Documents

- 2019 Background Screening Policy (separate link)

ITEM#/MEETING	B202CA4/ BOARD
MEETING DATE:	10/3/19
SUBJECT:	SB & Company Auditor Engagement Letter
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Auditor Engagement Letter for FY2018-2019 Audit
FINANCIAL IMPACT:	\$31,930 Audit and Form 990 Preparation <u>1,550 Form 5500 Preparation</u> \$33,480 Total
AS RECOMMENDED BY:	Audit Committee – AUD201RB1 – 9/26/19
ELC STAFF LEAD	C. Klima

Background Information:

In the Grant Agreement between the Office of Early Learning (OEL) and the Early Learning Coalitions, OEL mandates that all Early Learning Coalitions in the State of Florida receive an annual audit of financial statements and program compliance of major federal awards, as well as tests of internal controls as required under the Single Audit Act. In 2014, ELC selected SB and Company, a Maryland Based CPA firm with offices in Fort Lauderdale, for audit and tax services through a competitive RFP process. The audit of FY18/19 financial statements will be their fifth year in a five- year auditor rotation cycle.

Current Status:

SB and Company has provided excellent audit and tax services in their four prior engagements. They have also been helpful and responsive with technical assistance throughout the fiscal year. The proposed cost of the engagement is \$33,480, the same as last year and is included in the FY2019-2020 Budget, approved by the ELC Board on June 7, 2019.

Summary

The Audit Committee recommends that the Board approve the acceptance of the attached engagement letter for audit services covering FY18/19.

Supporting Documentation:

- Engagement Letter for Audit of FY2018-2019 Financial Statements and Form 990
- Engagement Letter for Preparation of Form 5500

May 15, 2019

Richard Campillo
Chair of the Audit Committee
Early Learning Coalition of Broward County, Inc.
1473 W. Cypress Creek Road, Suite 301
Ft. Lauderdale, FL 33309

Dear Mr. Campillo:

You have requested that we audit the basic financial statements of Early Learning Coalition of Broward County, Inc. (ELCBC) which comprise the statement of financial position as of June 30, 2019, the related statements of activities and cash flows for the year then ending, and the related notes to the financial statements. In addition, we will audit the entity's compliance over major federal award programs and state financial assistance for the year then ending June 30, 2019. We are pleased to confirm our acceptance and our understanding of this audit engagement by means of this letter. Our audits will be conducted with the objectives of our expressing an opinion on the financial statements and an opinion on compliance regarding the entity's major federal award programs.

Also, the document we submit to you will include the following additional information that will be subjected to the auditing procedures applied in our audit of the financial statements:

- Schedule of Expenditures of Federal Awards and State Financial Assistance

Schedule of Expenditures of Federal Awards and State Financial Assistance

We will subject the schedule of expenditures of federal awards and state financial assistance to the auditing procedures applied in our audit of the basic financial statements and certain additional procedures, including comparing and reconciling the schedule to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and additional procedures in accordance with auditing standards generally accepted in the United States of America. We intend to provide an opinion on whether the schedule of expenditures of federal awards is presented fairly in all material respects in relation to the financial statements as a whole.

Audit of the Financial Statements

We will conduct our audit in accordance with auditing standards generally accepted in the United States of America (U.S. GAAS), the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States of America; the audit requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether the basic financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to error, fraudulent financial reporting, misappropriation of assets, or violations of laws, governmental regulations, grant agreements, or contractual agreements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, an unavoidable risk that some material misstatements or noncompliance may not be detected exists, even though the audit is properly planned and performed in accordance with U.S. GAAS and *Government Auditing Standards* of the Comptroller General of the United States of America.

In making our risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. However, we will communicate to you in writing concerning any significant deficiencies or material weaknesses in internal control relevant to the audit of the financial statements that we have identified during the audit.

We will issue a written report upon completion of our audit of ELCBC's basic financial statements. Our report will be addressed to the board of directors of ELCBC. We cannot provide assurance that an unmodified opinion will be expressed. Circumstances may arise in which it is necessary for us to modify our opinion, add an emphasis-of-matter or other-matter paragraph(s), or withdraw from the engagement.

In accordance with the requirements of *Government Auditing Standards*, we will also issue a written report describing the scope of our testing over internal control over financial reporting and over compliance with laws, regulations, and provisions of grants and contracts, including the results of that testing. However, providing an opinion on internal control and compliance over financial reporting will not be an objective of the audit and, therefore, no such opinion will be expressed.

Audit of Major Program Compliance

Our audit of ELCBC's major federal award program(s) compliance will be conducted in accordance with the requirements of the Single Audit Act, as amended; and the provisions the Uniform Guidance; and will include tests of accounting records, a determination of major programs in accordance the Uniform Guidance, and other procedures we consider necessary to enable us to express such an opinion on major federal award program compliance and to render the required reports. We cannot provide assurance that an unmodified opinion on compliance will be expressed. Circumstances may arise in which it is necessary for us to modify our opinion or withdraw from the engagement.

The Uniform Guidance requires that we also plan and perform the audit to obtain reasonable assurance about whether the entity has complied with applicable laws and regulations and the provisions of contracts and grant agreements applicable to major federal award programs. Our procedures will consist of determining major federal programs and performing the applicable procedures described in the U.S. Office of Management and Budget *OMB Compliance Supplement* for the types of compliance requirements that could have a direct and material effect on each of the entity's major programs. The purpose of those procedures will be to express an opinion on the entity's compliance with requirements applicable to each of its major programs in our report on compliance issued pursuant to the Uniform Guidance.

Also, as required by the Uniform Guidance, we will perform tests of controls to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with compliance requirements applicable to each of the entity's major federal award programs. However, our tests will be less in scope than would be necessary to render an opinion on these controls and, accordingly, no opinion will be expressed in our report.

We will issue a report on compliance that will include an opinion or disclaimer of opinion regarding the entity's major federal award programs, and a report on internal controls over compliance that will report any significant deficiencies and material weaknesses identified and a report on state financial assistance required by the Florida Single Audit and Chapter 10.650 of the Office of the Auditor General; however, such report will not express an opinion on internal control.

Management's Responsibilities

Our audit will be conducted on the basis that management and, when appropriate, those charged with governance acknowledge and understand that they have responsibility:

1. For the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America;
2. For the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to error fraudulent financial reporting, misappropriation of assets, or violations of laws, governmental regulations, grant agreements, or contractual agreements;
3. To provide us with:
 - a. Access to all information of which management is aware that is relevant to the preparation and fair presentation of the basic financial statements, such as records, documentation, and other matters; and
 - b. Additional information that we may request from management for the purpose of the audit;
 - c. Unrestricted access to persons within the entity from whom we determine it necessary to obtain audit evidence;
4. For identifying all federal awards expended during the period including federal awards and funding increments received prior to December 26, 2014, and those received in accordance with the audit requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) generally received after December 26, 2014;

5. For preparing the Schedule of Expenditures of Federal Awards (including notes and noncash assistance received) in accordance with the Uniform Guidance requirements;
6. For following up and taking corrective action on reported audit findings from prior periods and preparing a summary schedule of prior audit findings;
7. For following up and taking corrective action on current year audit findings and preparing a corrective action plan for such findings;
8. For making the auditor aware of any significant vendor relationships where the vendor is responsible for program compliance;
9. For adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the current year period(s) under audit are immaterial, both individually and in the aggregate, to the financial statements as a whole; and
10. For confirming your understanding of your responsibilities as defined in this letter to us in your management representation letter.

With regard to the supplementary information referred to above, you acknowledge and understand your responsibility (a) for the preparation of the supplementary information in accordance with the applicable criteria, (b) to provide us with the appropriate written representations regarding supplementary information, (c) to include our report on the supplementary information in any document that contains the supplementary information and that indicates that we have reported on such supplementary information, and (d) to present the supplementary information with the audited financial statements, or if the supplementary information will not be presented with the audited financial statements, to make the audited financial statements readily available to the intended users of the supplementary information no later than the date of issuance by you of the supplementary information and our report thereon.

With respect to any nonattest services we perform, ELCBC's management is responsible for (a) making all management decisions and performing all management functions; (b) assigning a competent individual to oversee the services; (c) evaluating the adequacy of services performed; (d) evaluating and accepting responsibility for the results of the services performed; and (e) establishing and maintaining internal controls, including monitoring ongoing activities.

As part of our audit process, we will request from management and, when appropriate, those charged with governance, written confirmation concerning representations made to us in connection with the audit, including your understanding of your responsibilities as defined in this letter to us in your management representation letter.

If you intend to publish or otherwise reproduce the financial statements and make reference to our firm, you agree to provide us with printers' proofs or masters for our review and approval before printing. You also agree to provide us with a copy of the final reproduced material for our approval before it is distributed.

Taxes

We will also prepare ELCBC's 2018 Federal Form 990 tax return.

It is your responsibility to provide us with all the information required for preparing a complete and accurate return. You should retain all the documents, canceled checks, and other data that form the basis of income and deductions. These may be necessary to prove the accuracy and completeness of the returns to a taxing authority. You have the final responsibility for the income tax returns and, therefore, you should review them carefully before you sign them.

Your return may be selected for examination by taxing authorities. In the event of an examination or other Internal Revenue Service or state taxing authority contact, we are available to represent you. Any proposed adjustments by the examining agent are subject to certain rights of appeal. In the event of such government tax examinations, we will be available upon request to represent you and will render additional invoices for the time and expenses incurred. Fees and services will be communicated in a separate engagement letter.

We will use our professional judgment in preparing your returns. Whenever we are aware that a possible applicable tax law is unclear or that there are conflicting interpretations of the law by authorities (e.g., tax agencies and courts), we will explain the possible positions that may be taken on your return. In accordance with our professional standards, we will follow whatever position you request, as long as it is consistent with the codes, regulations, and interpretations that have been promulgated. When possible, we will resolve questions involving application of tax rules in your favor, if there is reasonable justification for doing so. If the Internal Revenue Service or other taxing agency should later contest the position taken, there may be an assessment of additional tax plus interest and penalties. We assume no liability for such additional penalties, interest, or assessments.

Other

Christopher Lehman is the engagement partner for the audit services specified in this letter. His responsibilities include supervising SB & Company, LLC's services performed as part of this engagement and signing or authorizing another qualified firm representative to sign the audit report.

Our fee for the services discussed is not to exceed \$31,930. This fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs. Our invoice for the fee will be rendered as work progresses as listed below and are payable on presentation.

Bill Date	Amount
Upon Receipt of Engagement Letter	\$ 15,380
Start of Field Work	14,450
Issuance of Financial Statements	1,050
Issuance of Tax Return	1,050
Total	\$ 31,930

Other Matters

If any dispute arises among the parties hereto, the parties agree to first try in good faith to settle the dispute by mediation administered by the American Arbitration Association under Rules for Professional Accounting and Related Services Disputes before resorting to litigation. Costs of any mediation proceeding shall be shared equally by all parties.

Client and accountant both agree that any dispute over fees charged by the accountant to the client will be submitted for resolution by arbitration in accordance with the Rules of Professional Accounting and Related Services Disputes of the American Arbitration Association. Such arbitration shall be binding and final. In agreeing to arbitration, we both acknowledge that in the event of a dispute over fees charged by the accountant, each of us is giving up the right to have the dispute decided in a court of law before a judge or jury and instead we are accepting the use of arbitration for resolution.

During the course of the engagement, we may communicate with you or your personnel via fax or e-mail, and you should be aware that communication in those mediums contains a risk of misdirected or intercepted communications. Further, we will be available during the year to consult with you on financial management and accounting matters of a routine nature.

During the course of the audit we may observe opportunities for economy in, or improved controls over, your operations. We will bring such matters to the attention of the appropriate level of management, either orally or in writing.

The audit documentation for this engagement is the property of SB & Company, LLC and constitutes confidential information. However, we may be requested to make certain audit documentation available to the AICPA and Federal agencies and the U.S. Government Accountability Office pursuant to authority given to it by law or regulation, or to peer reviewers. If requested, access to such audit documentation will be provided under the supervision SB & Company, LLC's personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the regulator. The regulator may intend, or decide, to distribute the copies of information contained therein to others, including other governmental agencies.

It is our policy to keep records related to this engagement for seven years. However, SB & Company, LLC does not keep any original client records, so we will return those to you at the completion of the services rendered under this engagement. When records are returned to you, it is your responsibility to retain and protect your records for possible future use, including potential examination by any government or regulatory agencies.

In accordance with the requirements of *Government Auditing Standards*, we have attached a copy of our latest external peer review report of our firm for your consideration and files.

Please sign and return the attached copy of this letter to indicate your acknowledgment of, and agreement with, the arrangements for our audit of the financial statements including our respective responsibilities.

We appreciate the opportunity to be your financial statement auditors and look forward to working with you and your staff.

Respectfully,

SB & Company, LLC

By: 
Christopher Lehman

RESPONSE:

This letter correctly sets forth our understanding.

Early Learning Coalition of Broward County, Inc.

Acknowledged and agreed on behalf of Early Learning Coalition of Broward County, Inc. by:

Name: _____

Title: _____

Date: _____

Greensburg Office

Lisa M. Altschaffl, CPA
 Jeffrey P. Anzovino, CPA, MSA
 Charles A. Deluzio, CPA
 Joseph E. Petrillo, CPA
 Stacey A. Sanders, CPA, CSEP

Pittsburgh Office

Kay L. Stonemetz, CPA, JD
 Daniel W. Wilkins, CPA

SYSTEM REVIEW REPORT

January 6, 2016

To the Partners of
 SB & Company LLC
 and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of SB & Company LLC (the firm) applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended June 30, 2015. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants. As a part of our peer review, we considered reviews by regulatory entities, if applicable, in determining the nature and extent of our procedures. The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review. The nature, objectives, scope, limitations of, and the procedures performed in a System Review are described in the standards at www.aicpa.org/prsummary.

As required by the standards, engagements selected for review included engagements performed under *Government Auditing Standards* and audits of employee benefit plans.

In our opinion, the system of quality control for the accounting and auditing practice of SB & Company LLC applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended June 30, 2015 has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. SB & Company LLC has received a peer review rating of *pass*.

A handwritten signature in black ink that reads 'Deluzio & Company LLP'. The signature is written in a cursive, flowing style.

Deluzio & Company LLP

B202CA4.2

July 11, 2019

Christine Klima
Early Learning Coalition of Broward County, Inc.
Chief Administrative Officer
6301 NW 5th Way, Suite 3400
Ft, Lauderdale, FL 33309

Dear Ms. Klima,

We appreciate the opportunity to work with you. This letter is to confirm the terms of our engagement with Early Learning Coalition of Broward County, Inc. for the plan year ended December 31, 2018 and to clarify the nature and extent of the services we will provide, and to confirm an understanding of our mutual responsibilities.

We will prepare your Form 5500-SF for tax year 2018 for Early Learning Coalition of Broward County, Inc. Retirement Plan 403(b) from information provided by you. Certain entities may be required to electronically file Form 114, Report of Foreign Bank and Financial Accounts (FBAR) with the U.S. Department of the Treasury. Failure to comply with the filing requirements may result in significant civil and criminal penalties. Unless otherwise specifically agreed in writing, we will not prepare, file, or provide assistance with respect to this form.

It is your responsibility to provide all the information required for the preparation of complete and accurate return. You represent that the information you provide will be accurate and complete to the best of your knowledge. We will not audit or otherwise verify the information provided, although we may ask for clarification if the information appears to be incorrect, inconsistent, or incomplete. Our work in connection with the preparation of your return does not include any procedures designed to discover errors or other irregularities, should any exist. You have the final responsibility for the tax return and, therefore, you should carefully review it before you sign and file it.

You should retain all the documents, canceled checks and other data that form the basis of income, deductions, credits and payments shown on the return. These may be necessary to prove the accuracy and completeness of the return to a taxing authority.

We will use our judgment to resolve questions in your favor where the tax law is unclear or where there are conflicts between the taxing authorities' interpretation of the law and what seem to be other supportable positions. There may be situations where we are required by law to disclose a position on a tax return. We are not attorneys; therefore, we cannot provide you with a legal opinion on various tax positions. We can, however, advise you of the consequences of different positions. We will adopt whatever position you request on your return so long as it is consistent with our professional standards and ethics. In the event, however, that you ask us to take an unsupported tax position or refuse to make any required disclosures, we reserve the right to

withdraw from the engagement without completing or delivering the tax return. Such withdrawal would complete our engagement and you agree to pay our fee based on time expended (at our standard rates) plus all out-of-pocket expenses through the date of withdrawal.

Your return may be selected for examination or audit by the tax authorities. In the event of such governmental examination, we would be pleased to represent you under the terms of a separate engagement letter.

Our engagement does not include any services not specifically identified above. We may need to perform additional accounting or research services incidental to the preparation of your tax return. These incidental services will be billed with your tax return, at our standard rates.

We will bill for services upon completion of the return. Our fees for completing the return mentioned above will be \$1,550.

You may terminate this engagement at any time. Should you do so, however, you remain liable for all unpaid fees as discussed above. We reserve the right to withdraw from this engagement at any time because of unpaid fees, the guidance of our professional standards, or for any other reason. We will notify you in advance of any decision by us to withdraw, and will take all reasonable steps to assist in the orderly transfer of your tax services. Otherwise, this engagement will be considered complete upon acceptance of your e-filed returns by the tax authorities. In the event that your returns are not e-filed, you will have final responsibility for mailing your returns to the applicable taxing authorities.

If any dispute arises among the parties hereto, the parties agree to first try in good faith to settle the dispute by mediation administered by the American Arbitration Association under Rules for Professional Accounting and Related Services Disputes before resorting to litigation. Costs of any mediation proceeding shall be shared equally by all parties.


Client and accountant both agree that any dispute over fees charged by the accountant to the client will be submitted for resolution by arbitration in accordance with the Rules of Professional Accounting and Related Services Disputes of the American Arbitration Association. Such arbitration shall be binding and final. In agreeing to arbitration, we both acknowledge that in the event of a dispute over fees charged by the accountant, each of us is giving up the right to have the dispute decided in a court of law before a judge or jury and instead we are accepting the use of arbitration for resolution.

If the foregoing is in accordance with your understanding, please sign the enclosed copy of this letter in the space indicated and return it to us along with your tax information.

If you have any questions, please do not hesitate to contact us. We appreciate the opportunity to work with you.

Sincerely,

SB & Company, LLC

By: 
Christopher Lehman

RESPONSE:

This letter correctly sets forth our understanding.

Early Learning Coalition of Broward County, Inc. Retirement Plan 403(b)

Acknowledged and agreed on behalf of Early Learning Coalition of Broward County, Inc. Retirement Plan 403(b) by:

Signature: _____

Date: _____ Title: _____

ITEM#/MEETING	B202CA5/BOARD
MEETING DATE:	10/3/19
SUBJECT:	Auditor Procurement— New Five Year Cycle
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve Procurement of a Qualified Certified Public Accounting Firm to Audit ELC Financial Statements and Prepare IRS Forms 990 and 5500 for a Five Year Cycle Beginning with Fiscal Year FY2019-2020.
FINANCIAL IMPACT:	Not to Exceed \$40,000 FY 2020 Budget
AS RECOMMENDED BY:	Audit Committee – AUD201RB2 – 9/26/19
ELC STAFF LEAD	C. Klima

Background Information:

The Early Learning Coalition of Broward Fiscal Policies require the Audit committee to decide if ELC’s Single Audit and IRS form 990 preparation services need to be re-procured or if the engagement partner needs to rotate if the same audit firm conducts the audit for five consecutive years. In 2014, ELC selected SB and Company, a Maryland Based CPA firm with offices in Fort Lauderdale, for audit and other services through a competitive RFP process. The upcoming audit of FY2018-2019 financial statements will be their fifth year in a five-year auditor rotation cycle. SB and Company would be eligible to re-apply under the procurement process.

In accordance with Florida Law, the ELC must initiate a formal procurement because the estimated cost for the services is in excess of \$35,000 (category 2 Florida State purchasing threshold) and none of the statutory exemptions apply.

The procurement must:

- Promote fair and open competition in accordance with all applicable laws and regulations
- Include specific technical requirements, a scope of work, and a cost analysis
- Encourage participation by small businesses, minority-owned firms, and woman-owned business enterprises.
- Meet State and Federal Requirements for Single Audit qualifications and standards

Summary/Next Steps

The Audit Committee recommends that the board approve the procurement process for a Qualified Certified Public Accounting Firm to Audit ELC Financial Statements and Prepare IRS Forms 990 and 5500 for a Five Year Cycle Beginning with Fiscal Year FY2019-2020.

Supporting Documentation

Addendum - Procurement process timeline

Addendum - Auditor Procurement Process

Step	Date
1. Audit Committee approves proposal and timeline to procure; "Cone of Silence" begins (no individual discussion of the procurement with prospective vendors allowed outside of bidder's conference and public postings)	September 2019
2. ELC Staff develops technical specifications for solicitation posting in collaboration with ELC Audit Committee members; Audit Committee convenes to approve final document and rating committee membership	November 2019
3. RFP solicitation posted on ELC Website and distributed to partner agencies for further distribution	December 9, 2019
4. Pre-Bidder's Conference held at ELC to answer bidder questions about the solicitation in a public forum	December 16, 2019
5. ELC posts written questions and answers following pre-bidder's conference on Website	December 18, 2019
6. Proposal submissions to due ELC.	January 13, 2020
7. Rating Committee meets and recommends a firm	Week of January 27, 2020
8. Audit Committee Vote on the Recommended Firm	February 6, 2020
9. Negotiations and Auditor Transfer Process Begins as Applicable; "Cone of Silence" ends	February 15, 2020
10. Services Begin (post tax season)	May 1, 2020

ITEM#/MEETING	B202CA6/ BOARD
MEETING DATE:	10/3/19
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 – EXC201CA1 – 9/26/19
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 728 slots for children ages birth through 5 (not yet in Kindergarten). In FY 2020, the total contract amount was reduced by \$1 million so that the funds could be re-allocated to the Vulnerable Populations program, which is also funded by CSC.

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.

Current Status

The 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, 2019 through September 30, 2020.

Supporting Documentation:

- Contract Fact Sheet

B202CA6.1 -
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, 2019 – September 30, 2020
ANTICIPATED NUMBER OF PARTICIPANTS:	758
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 criteria (unless OEL dollars will be forfeited, in which case other licensed providers may provide child care services): <ul style="list-style-type: none">• Gold Seal Accredited• Participating in CSC’s PBIS Program (Positive Behavioral Interventions and Supports)• Participating in ELC School Readiness Program Assessment program

PERFORMANCE MEASURES:

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.

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 based on ASQ recommendations.	95%	Semi-Annual Report	Semi-Annual Data Submission

ITEM#/MEETING	B202CA7/ BOARD
MEETING DATE:	10/3/19
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 – EXC202CA2 – 9/26/19
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 that are participants in School Readiness Program Assessments. Providers with Vulnerable Populations program enrollments will receive enhanced support services from ELC’s Inclusion team, if needed.

In FY20, the Vulnerable Populations program received an additional \$1 million that was re-allocated from the CSC Financially Assisted Child Care contract. Funding from this contract may also be used to support ELCs application for School Readiness match funding as needed. The program will serve a minimum of 520 child care slots.

Current Status

The 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, 2019 through September 30, 2020.

Supporting Documentation:

- Contract Fact Sheet

**B202CA7.1 -
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, 2019 – September 30, 2020

ANTICIPATED NUMBER OF PARTICIPANTS: 520 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 criteria when available:

- Accredited Gold Seal
- Participating in CSC’s Positive Behavior Initiative Support program
- Participating in School Readiness Program Assessments

PERFORMANCE MEASURES:

VI. PERFORMANCE MEASURES				
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.				
DESIRED RESULT: Children are ready to succeed in school.				
Results based accountability utilizes data to improve performance outcome measures to achieve the desired customer result. When applied, performance measurement answers the following key questions:				
Key Question	Performance	Council Goal	Evaluation Tool	Admin Schedule
How Much Did We Do?	# of children receiving quality child care	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#/MEETING	B202CA8 / BOARD
MEETING DATE:	10/3/19
SUBJECT:	August 2019 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve August 2019 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant
FINANCIAL IMPACT:	None
AS RECOMMENDED BY	Finance Committee – FIN202RB1 – 9/26/19
ELC STAFF LEAD:	C. Klima

Background Information:

The Interim Financial Statements for the two month period ending August 31, 2019 are attached for review.

Current Status: Financial Highlights for the month of August 2019 are as follows:

1. VPK Summer Pattern and Overall Earnings

Participation in VPK programs is much slower during the summer months than during the rest of the year and it tends to dampen the pace of overall contract earnings at the beginning of the year. However, with the start of the school year in August and September, the trend will reverse and VPK participation will continue to increase through December and January. Full VPK contract utilization is expected to be on track by the end of the fiscal year. Total earnings for August were 14% against a 17% target. VPK earnings were at 8%.

2. School Readiness Contract Utilization

ELC continues to closely monitor attrition in the School Readiness program as peak months for income eligible re-determinations approach beginning in September. Response rate and eligibility for continued SR services will be closely monitored in order to determine if the current steady but slow pace of open enrollment should be adjusted. ELC began fiscal year 2020 with 2,000 more children enrolled than the same time last year and staff will continue to call families from the waitlist at the current pace, as long as it can be sustainably maintained.

3. Adjustments to Revenue and Slot Expense Line Items

The summer months are the fourth quarter for funder contracts that run on the government fiscal year (October to September) and the period financials reflect the annual process of shifting funds between ELC fiscal years (which run July to June) to maximize revenues and close out contracts with the Children’s Services Council, Broward County, and Department of Children and Families contract year by September 30, 2019.

4. FY 2019 School Readiness Reconciliation

On September 18, 2019 ELC was able to process School Readiness attendance calculations in the EFS Mod system for the first time since the system was rolled out on July 1, 2018. This critical first step generated detail reports by child that providers and ELC staff can use to begin the process of confirming the list of children each provider served, the child’s dates of attendance and the correct reimbursement amounts for services spanning 14 months from July 2018 through August 2019.

Unfortunately, the reports have significant flaws from system errors and the reconciliation process is expected to take several months, particularly because the error correction functions of EFS Mod are still not working correctly. Nevertheless, ELC staff are committed to prioritizing paying providers that were under-paid as soon as possible through a series of special payment batches once correct calculation amounts can be confirmed with the provider; and to working with those that were overpaid to arrange for installment plans or other accommodations as necessary to minimize disruption to the provider’s business.

The Association for Early Learning Coalitions and the Office of Early Learning, meanwhile have convened all of the Coalition Finance Directors for a workshop to share information and tools to make the process more transparent, consistent and easier. Staff will continue to keep the committee informed and share analytical data about the reconciliation as it becomes available.

Summary

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

Supporting Documents:

- August 2019 Interim Financial Statements and August 2019 Utilization Projection



Early Learning Coalition of Broward County, Inc.

INTERIM FINANCIAL STATEMENTS FISCAL YEAR 2019-2020 For the Two Months Ended August 31, 2019

Submitted to the Finance Committee

August 26, 2019

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

	August 31, 2019	August 31, 2018
Assets:		
Cash	\$ 9,568,028	\$ 8,886,238
Grants Receivable	9,086,355	9,581,996
Accounts Receivable	1,483,985	131,780
Prepaid Expense	219,090	186,546
Fixed Assets	14,483	11,314
Total Assets	\$ 20,371,940	\$ 18,797,874
 Liabilities:		
Accounts Payable	\$ 220,945	\$ 89,222
Salary & Benefits Payable	157,075	12,513
Compensated Absences	201,522	99,493
Rent Abatement	80,871	0
Due to Providers	8,042,467	6,611,182
Due to 211-Broward	29,930	123,762
Due to Family Central	0	99,433
Due to NSU	0	97,852
Due to SBBC	0	5,187
Due to Children's Forum	0	95,672
Due to Other Agencies	25,809	27,735
Deferred Revenue	11,395,954	11,289,895
Total Liabilities	\$ 20,154,573	\$ 18,551,946
 Net Assets		
Unrestricted	217,367	245,928
Total Net Assets	217,367	245,928
 Total Liabilities and Net Assets	 \$ 20,371,940	 \$ 18,797,874

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

	August 2019 Actual	FY 2019 YTD Actual	FY 2018 YTD Actual
Revenue			
OEL School Readiness	\$ 4,698,646	\$ 9,267,824	\$ 8,188,409
OEL CCEP/OEL SR Match	54,602	109,311	919,547
OEL Preschool Development Grant	16,053	16,053	-
OEL - Voluntary Pre-K	2,168,971	3,102,989	3,491,502
OEL - VPK Monitoring & Outreach	-	400	-
CSC - Income Eligible	831,549	2,082,882	453,199
CSC - Vulnerable Populations	381,769	788,755	370,108
Broward County- Match	-	266,581	274,078
Broward County - Special Needs	70,227	142,690	96,628
DCF Entrant	34,642	69,569	32,946
Univ of Florida Lastinger Ctr	1,610	1,610	31,850
Municipalities-SR Local Match	27,059	54,118	54,166
BECE Conf & Miscellaneous	836	32,773	7,928
Total Revenue	\$ 8,285,964	\$ 15,935,554	\$ 13,920,361
Expenses			
Child Care Slots and Incentives:			
OEL School Readiness	\$ 4,118,353	\$ 8,086,901	\$ 7,037,463
OEL CCEP/OEL SR Match	-	-	857,186
OEL - Voluntary Pre-K	2,152,116	3,069,951	3,278,294
CSC - Income Eligible	724,974	1,869,750	329,411
CSC - Vulnerable Populations	363,324	754,281	359,925
Broward County- Match	-	236,961	243,624
Broward County - Special Needs	62,424	126,836	96,731
DCF Entrant	31,493	63,245	31,884
Univ of Florida Lastinger Ctr	-	-	-
OEL Preschool Development Grant	-	-	-
Municipalities-SR Local Match	-	-	54,166
BECE Conf & Miscellaneous	-	-	-
Total Child Care Slots and Incentives	\$ 7,452,684	\$ 14,207,923	\$ 12,288,684
Sub Recipient Expense			
School Board of Broward County	\$ -	\$ -	\$ -
Family Central	-	-	99,433
Nova Southeastern University	-	-	97,423
Children's Forum	-	-	73,673
211 Broward	29,930	57,745	123,762
Total Sub Recipient Expense	\$ 29,930	\$ 57,745	\$ 394,290
ELC Expense			
Salaries & Benefits	\$ 700,605	\$ 1,372,747	\$ 956,624
Attorneys	7,752	13,851	12,724
Auditors	-	-	-
Temporary Staff	-	-	56,786
Consultants	675	5,692	10,866
Staff & Board Travel	1,847	17,610	12,279
Insurance	1,362	2,725	2,563
Office Rent & Maintenance	34,478	69,051	40,312
Office Machines & Storage	1,182	3,004	4,683
Software Licenses	7,405	15,002	32,037
Internet, Email, Website, Phones	6,065	12,175	15,952
Cell Phones	3,939	8,059	4,008
Sponsorships & Memberships	-	1,846	20,850
Other Operating Costs	11,650	30,262	50,435
Computer Equipment & Software	12,160	24,881	27,834
Furniture	3,914	14,690	-
Total ELC Expense	\$ 793,034	\$ 1,591,593	\$ 1,247,952
Total Expenses	\$ 8,275,648	\$ 15,857,262	\$ 13,930,927
Change in net assets	\$ 10,315	\$ 78,292	\$ (10,565)
Net assets, beginning of year		139,075	256,493
Net assets, end of the period		\$ 217,367	\$ 245,928

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

	FY20 Amendment #1	YTD Actual	Balance	% of Budget	Notes
Revenue:					
OEL School Readiness	\$ 52,142,391	\$ 9,267,824	\$ 42,874,567	18%	
OEL CCEP/OEL SR Match	5,185,581	109,311	5,076,270	2%	New rules & procedures.
OEL Preschool Development Grant	228,517	16,053	212,464	7%	Grant began in July 2019
OEL - Voluntary Pre-K	40,613,664	3,102,989	37,510,675	8%	Lower VPK participation in summer
OEL - VPK Monitoring & Outreach	72,142	400	71,742	1%	
CSC - Income Eligible	5,852,708	2,082,882	3,769,826	36%	Reflects prior year deferrals
CSC - Vulnerable Populations	3,206,929	788,755	2,418,174	25%	Reflects recent enrollment increase
Broward County- Match	2,135,255	266,581	1,868,674	12%	
Broward County - Special Needs	662,676	142,690	519,986	22%	Reflects enrollment
DCF Entrant	549,819	69,569	480,250	13%	
Univ of Florida Lastinger Ctr	1,610	1,610	-	100%	
Municipalities-SR Local Match	500,000	54,118	445,882	11%	
BECE Conf & Miscellaneous	50,000	32,773	17,227	66%	\$15K Contribution fm Realtor
Total Revenue	\$ 111,201,292	\$ 15,935,554	\$ 95,265,737	14%	
Expense					
Child Care Slots and Incentives					
OEL School Readiness	\$ 42,756,761	\$ 8,086,901	\$ 34,669,860	19%	
OEL CCEP/OEL SR Match	4,252,176	-	4,252,176	0%	New rules & procedures, ramping up
OEL - Voluntary Pre-K	38,989,117	3,069,951	\$ 35,919,167	8%	Lower VPK participation in summer
CSC - Income Eligible	5,271,723	1,869,750	3,401,973	35%	Reflects prior year deferrals
CSC - Vulnerable Populations	2,886,236	754,281	2,131,955	26%	Reflects recent enrollment increase
Broward County- Match	1,868,348	236,961	1,631,387	13%	
Broward County - Special Needs	579,841	126,836	453,005	22%	Full enrollment
DCF Entrant	522,328	63,245	459,083	12%	
Univ of Florida Lastinger Ctr	-	-	-	-	
OEL Preschool Development Grant	15,000	-	-	-	
Municipalities-SR Local Match	500,000	-	500,000	0%	
Total Child Care Slots and Incentives	\$ 97,641,531	\$ 14,207,923	\$ 83,418,608	15%	
Sub Recipient Expense					
School Board of Broward County	\$ 100,000	\$ -	\$ 100,000	0%	Contract pending SBBC review
Children's Forum	450,900	-	450,900	0%	Billing delay
211 Broward	462,000	57,745	404,255	12%	
Total Sub Recipient Expense	\$ 1,012,900	\$ 57,745	\$ 955,155	6%	
ELC Expense					
Salaries & Benefits	\$ 10,355,465	\$ 1,372,747	\$ 8,982,718	13%	
Attorneys	90,000	13,851	76,149	15%	
Auditors	33,450	-	33,450	0%	Audit begins Oct/Nov
Temporary Staff	-	-	-	0%	
Consultants	522,725	5,692	517,033	1%	CLASS Obs & Biz Dev Training & CRM
Staff & Board Travel	90,900	17,610	73,291	19%	
Insurance	30,000	2,725	27,275	9%	New Broker assessing ELC needs
Office Rent & Maintenance	416,004	69,051	346,953	17%	
Office Machines & Storage	14,865	3,004	11,861	20%	Postage meter machine added
Software Licences	170,591	15,002	155,589	9%	Annual license renewals pending
Internet, Email, Website, Phones	93,896	12,175	81,721	13%	
Cell Phones	22,560	8,059	14,501	36%	
Sponsorships & Memberships	49,680	1,846	47,834	4%	One time expenditures later in year
Other Operating Costs	192,786	30,262	162,523	16%	
Computer Equipment & Software	37,308	24,881	12,427	67%	Laptops for staff as part of COOP
Furniture	15,000	14,690	310	98%	Residual move expense
Unallocated (Budget Only)	411,631	-	411,631	0%	Reserved for Slots
Total ELC Expense	\$ 12,546,861	\$ 1,591,593	\$ 10,955,267	13%	
Total Non-Slot Expense	\$ 13,559,761	\$ 1,649,339	\$ 11,910,422	12%	
Total Expense	\$ 111,201,292	\$ 15,857,262	\$ 95,329,030	14%	

SCHOOL READINESS 3 YEAR UTILIZATION FY 2019 -2021

New Enrollments from Waitlist:

Funding Changes:

Assumptions:

Open enrollment as attrition allows

FY20 Additional \$2.7M SRMAT Dollars
FY20 Additional \$1.9M QIP Dollars

Daily Average Cost forecast reflects current actual trends.
Projected total days paid at 94%

No Additional CSC Billing

With \$4 Rate Increase 0 - 5 Year Olds Eff. 1/1/2020



Fiscal Year 2018-19

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
P	Jul-18	22	94%	9,508	-521	\$18.94	3,799,130	163,411	3,962,541	(205,711)	3,756,829
P	Aug-18	23	94%	9,508	+	20.08	4,225,408	165,736	4,391,144	(275,210)	4,115,934
P	Sep-18	20	94%	9,508	-	19.92	2,260,822	1,527,180	3,788,002	(216,731)	3,571,271
P	Oct-18	23	94%	9,654	+146	19.74	4,240,770	143,360	4,384,130	(174,944)	4,209,185
P	Nov-18	22	94%	9,816	+162	19.13	3,999,326	132,871	4,132,197	(45,357)	4,086,841
P	Dec-18	21	94%	9,823	+7	18.59	3,707,227	126,675	3,833,903	(79,581)	3,754,322
P	Jan-19	23	94%	10,229	+406	19.56	4,468,390	133,965	4,602,355	(141,111)	4,461,244
P	Feb-19	20	94%	10,360	+131	18.83	3,851,782	49,666	3,901,448	(177,745)	3,723,703
P	Mar-19	21	94%	10,538	+178	19.87	4,397,671	-	4,397,671	(363,780)	4,033,892
P	Apr-19	22	94%	10,070	-468	20.07	4,446,993	-	4,446,993	(401,110)	4,045,883
P	May-19	23	94%	10,891	+821	20.31	5,088,475	-	5,088,475	(471,178)	4,617,297
P	Jun-19	20	94%	11,189	+298	25.36	5,942,483	(268,436)	5,674,047	(857,465)	4,816,582
Average Enrollments (Baseline)				10,091						Projected Total	\$ 49,192,982
Increase to baseline FY19 over FY18				352						Budget	50,157,568
Increase to baseline FY19 over FY17				695	(FY17 Baseline= 9,396)					Surplus(Deficit)	\$ 964,586
										CSC Carry-Over	\$ 964,801
										SR Carry Over	\$ (215)

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	69%	11,281	+92	\$20.58	4,021,520	1,319,111	5,340,631	(323,559)	5,017,072
P	Aug-19	22	74%	11,814	+533	19.82	4,425,406	724,974	5,150,380	(304,696)	4,845,683
P	Sep-19	21	79%	11,636	-178	19.37	4,638,016	95,316	4,733,332	(460,291)	4,273,041
P	Oct-19	23	69%	11,459	-177	19.63	4,713,314	459,285	5,172,599	(215,813)	4,956,786
P	Nov-19	21	80%	11,243	-215	19.65	4,181,343	459,285	4,640,628	(193,847)	4,446,781
P	Dec-19	22	76%	11,094	-149	19.64	4,335,517	459,285	4,794,802	(203,078)	4,591,724
P	Jan-20	23	76%	10,812	-283	20.85	4,724,733	459,285	5,184,018	(209,372)	4,974,646
P	Feb-20	20	83%	10,675	-137	19.59	3,723,628	459,285	4,182,913	(180,464)	4,002,450
P	Mar-20	22	91%	10,550	-125	20.03	4,189,857	459,285	4,649,142	(202,630)	4,446,512
P	Apr-20	22	80%	10,395	-155	18.78	3,834,886	459,285	4,294,171	(191,954)	4,102,217
P	May-20	21	102%	10,209	-186	18.75	3,560,396	459,285	4,019,681	(187,273)	3,832,408
P	Jun-20	22	100%	10,209	+	19.51	3,923,264	459,285	4,382,549	(195,857)	4,186,693
Average Enrollments (Baseline)				10,948						Projected Total	\$ 53,676,013
Increase to baseline FY20 over FY19				857						Budget	52,910,159
Increase to baseline FY20 over FY17				1,552	(FY17 Baseline= 9,396)					Surplus(Deficit)	\$ (765,854)
										Projected Carry-Over (OE)	\$ (766,405)
										Surplus(Deficit)	\$ 551

Fiscal Year 2020-21

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Match	Net Billable
P	Jul-20	23	82%	9,504	-706	\$20.51	4,483,540	-	4,483,540	(237,631)	4,245,909
P	Aug-20	22	91%	9,584	+80	19.86	4,187,300	-	4,187,300	(224,634)	3,962,666
P	Sep-20	21	96%	9,664	+80	20.15	4,088,284	-	4,088,284	(226,415)	3,861,869
P	Oct-20	23	81%	9,744	+80	20.35	4,226,297	335,240	4,561,537	(215,992)	4,345,544
P	Nov-20	21	92%	9,824	+80	20.39	3,870,374	335,240	4,205,614	(204,800)	4,000,814
P	Dec-20	22	85%	9,904	+80	20.39	4,107,801	335,240	4,443,041	(203,153)	4,239,888
P	Jan-21	23	82%	9,984	+80	21.71	4,649,749	335,240	4,984,989	(215,066)	4,769,923
P	Feb-21	20	88%	10,064	+80	20.46	3,782,694	335,240	4,117,934	(185,302)	3,932,631
P	Mar-21	22	94%	10,144	+80	20.86	4,319,306	335,240	4,654,546	(208,241)	4,446,305
P	Apr-21	22	81%	10,224	+80	19.50	4,049,793	335,240	4,385,033	(192,816)	4,192,217
P	May-21	21	103%	10,104	-120	19.47	3,795,857	335,240	4,131,097	(203,108)	3,927,989
P	Jun-21	22	0%	10,104	+	20.27	4,170,769	335,240	4,506,009	(196,788)	4,309,221
Average Enrollments (Baseline)				9,904						Projected Total	\$ 50,234,977
Increase to baseline FY21 over FY20				(1,044)						Budget	50,585,377
Increase to baseline FY21 over FY17				507	(FY17 Baseline= 9,396)					Surplus(Deficit)	\$ 350,400
										Projected Carry-Over (OE)	\$ 350,000
										Surplus(Deficit)	\$ 400

ITEM#/MEETING	B202CA9/ BOARD
MEETING DATE:	10/3/19
SUBJECT:	FY 2020 Budget Amendment #1
FOR ACTION:	YES
RECOMMENDED ACTION:	Approve FY20 Budget Amendment #2
FINANCIAL IMPACT:	\$1,544,490 Net Increase to Revenue and Expense
AS RECOMMENDED BY:	Finance Committee – FIN202RB2 – 9/26/19
STAFF LEAD:	C. Klima

Background Information:

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

Current Status: Key changes and updates Included in FY2020 Budget Amendment #2 are as follows:

1. Revenue:

\$1,858,398 additional OEL School Readiness Funding for Quality Incentive Pay for Providers (Tiered Reimbursements)

In mid-September OEL allocated an additional \$1.9 million to ELC Broward to pay the cost of tiered reimbursement quality incentive pay differentials resulting from the School Readiness Program Assessment initiative.

\$461,819 additional funding DCF Entrant Refugee Program

The Department of Children and Families increased funding totaling \$461,819 to ELC to cover new enrollments and to clear the existing waiting list.

Fiscal year funding shifts for CSC and Broward County Contracts.

The period July to September is the 4th Quarter of the contract year for ELC’s funders that follow the government fiscal year (October to September) and ELC typically makes funding shifts between ELC fiscal years during this time to maximize the remaining budgeted revenue and to prepare for upcoming contract renewals. Notable among these is an approximately \$874K shift from the FY20 Vulnerable Populations Program allocation to cover high referral and response rates following ELC staff’s community outreach to key stakeholders. Staff are currently working with CSC to develop criteria for managing attrition in the program.

2. Slots:

- Adjust slots to match Revenue changes noted above.
- Set aside \$274K from unallocated operating budget in reserve for slots if needed depending on attrition rate (following peak season for annual income eligible re-determinations scheduled September to November).

Summary:

The Finance Committee recommends the Board approve Budget Amendment #2.

Supporting Documentation:

- Draft FY2020 Budget Amendment #2
- Three Year Financial Comparison Including FY2020 Budget Amendment #2

Proposed FY2020 Budget Amendment #2 by Business Activity



Revenue:

	FY 2020	FY 2020	FY 2020	FY 2020	FY 2020
	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Quality and Education Activities	Administration	Total Budget Amendment #2
OEL School Readiness	\$ 42,756,761	\$ 3,811,511	\$ 2,967,000	\$ 2,607,120	\$ 52,142,391
OEL CCEP/OEL SR Match	4,252,176	674,126	-	259,279	5,185,581
OEL Preschool Development Grant	-	-	217,091	11,426	228,517
OEL - Voluntary Pre-K	38,989,117	1,218,410	-	406,137	40,613,664
OEL - VPK Monitoring & Outreach	-	-	-	72,142	72,142
CSC - Income Eligible	5,271,723	439,310	-	146,437	5,857,470
CSC - Vulnerable Populations	2,886,236	240,520	-	80,173	3,206,929
Broward County- Income Eligible	1,868,348	202,849	-	64,058	2,135,255
Broward County - Special Needs	579,841	62,954	-	19,880	662,675
DCF Entrant	522,328	21,993	-	5,498	549,819
Univ of Florida Lastinger Ctr	-	-	1,610	-	1,610
Local Match: United Way & Cities	500,000	-	-	-	500,000
BECE Conf & Miscellaneous	-	-	50,000	-	50,000
Total Revenue	\$ 97,626,531	\$ 6,671,672	\$ 3,235,701	\$ 3,672,149	\$ 111,206,053

Expense:

Child Care Slots & Incentives

OEL - School Readiness	\$ 42,756,761				42,756,761
OEL - School Readiness Match	4,252,176				4,252,176
OEL - Voluntary Pre-K	38,989,117				38,989,117
CSC - Income Eligible	5,271,723				5,271,723
CSC - Vulnerable Populations	2,886,236				2,886,236
Broward County-Income	1,868,348				1,868,348
Broward County - Special Needs	579,841				579,841
DCF Entrant	522,328				522,328
OEL Preschool Development Grant			15,000		15,000
Local Match: United Way & Cities	500,000				500,000
Total Child Care Slots & Incentives	\$ 97,626,531	\$ -	\$ 15,000	\$ -	\$ 97,641,531

Sub Recipient Operating Expenses

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

ELC Operating Expenses

Staff Costs		5,637,891	2,272,983	2,444,590	10,355,464
Attorneys				90,000	90,000
Auditors				33,450	33,450
Temporary Staff				-	-
Consultants		22,000	422,125	78,600	522,725
Staff & Board Travel		11,400	55,000	24,500	90,900
Insurance		19,394	5,758	4,848	30,000
Office Rent & Maintenance		266,204	84,748	65,051	416,004
Office Machines & Storage				14,865	14,865
Software Licenses		33,352	55,200	82,039	170,591
Phones/Internet/Web Page		65,777	14,184	13,936	93,897
Cell Phones				22,560	22,560
Subscriptions/Memberships				49,680	49,680
Other Office Costs		1,300	58,000	138,247	197,547
Computer Equipment				37,308	37,308
Furniture & Fixtures				15,000	15,000
Unallocated Budget Only				411,632	411,632
Total ELC Operating	\$ -	\$ 6,057,319	\$ 2,967,999	\$ 3,526,305	\$ 12,551,622

Total ELC & Sub Recipient

	\$ -	\$ 6,394,319	\$ 3,493,899	\$ 3,676,305	\$ 13,564,522
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Total Expense	\$ 97,626,531	\$ 6,394,319	\$ 3,508,899	\$ 3,676,305	\$ 111,206,053
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Revenue Over Expense	\$ -	\$ 277,353	\$ (273,198)	\$ (4,156)	\$ PAGE 44 -
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Percent Total Expenses	87.79%	5.75%	3.16%	3.31%	100.00%
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Proposed FY2020 Budget Amendment #2 Three Year Comparison



	FY2018	FY2019	FY2020	FY2020	FY2020	+/-	
	FY18 Actual	Estimated Actuals (Pending Final Close)	Preliminary Budget Approved June 2019	Amendment 1 Approved September 2019	Proposed Amendment 2	Change Amendment 2 Over Amendment 1	
Revenue:							
OEL - School Readiness	\$ 38,057,776	\$ 52,888,975	\$ 50,283,993	\$ 50,283,993	\$ 52,142,391	\$ 1,858,398	Add funds for Quality Incentive Pay
OEL - CCEP/ New SR Match	2,643,246	2,774,949	2,474,949	5,185,581	5,185,581	-	
OEL- Preschool Development Grant			-	228,517	228,517	-	
OEL - Voluntary Pre-K	46,489,148	40,135,101	40,613,664	40,613,664	40,613,664	-	
OEL - VPK Monitoring & Outreach	11,943	71,358	72,142	72,142	72,142	-	
CSC - Income Eligible	5,187,031	2,670,970	5,694,638	5,852,708	5,857,470	4,763	Prior Year Deferral Adjustment
CSC - Vulnerable Populations	1,644,643	2,687,204	3,819,086	4,080,856	3,206,929	(873,927)	Prior Year Deferral Adjustment
Broward County- Match	1,285,360	1,291,274	1,677,564	2,036,637	2,135,255	98,618	Prior Year Deferral Adjustment
Broward County - Special Needs	557,035	639,220	665,231	669,466	662,676	(6,790)	Prior Year Deferral Adjustment
DCF - Entrant Refugee Program	143,548	278,756	238,982	88,000	549,819	461,819	Add funds awarded to match need
Univ of Florida Lastinger Ctr	(875)	41,701			1,610	1,610	
Local Match: United Way & Cities	363,349	573,318	1,310,000	500,000	500,000	-	
BECE Conf & Miscellaneous	47,510	59,957	50,000	50,000	50,000	-	
Total Revenue	\$ 96,429,715	\$ 104,112,783	\$ 106,900,247	\$ 109,661,564	\$ 111,206,054	\$ 1,544,490	
Expense:							
Child Care Slots & Incentives							
OEL - School Readiness	\$ 37,381,258	\$ 44,384,678	\$ 40,730,034	\$ 41,232,874	\$ 42,756,761	1,523,887	Quality Incentive Pay (Tiered Reimb)
OEL - CCEP/New SR Match	2,397,200	2,492,128	1,930,460	4,252,176	4,252,176	-	
OEL - Voluntary Pre-K	37,640,175	38,577,120	39,051,600	38,989,117	38,989,117	-	
CSC - Income Eligible	4,578,316	2,415,705	5,125,174	5,267,437	5,271,723	4,286	Prior Year Deferral Adjustment
CSC - Vulnerable Populations	1,627,349	2,501,477	3,437,177	3,672,770	2,886,236	(786,534)	Prior Year Deferral Adjustment
Broward County- Income Eligible	1,142,543	1,147,799	1,491,168	1,782,058	1,868,348	86,290	Prior Year Deferral Adjustment
Broward County - Special Needs	495,142	580,258	591,316	585,783	579,841	(5,942)	Prior Year Deferral Adjustment
DCF Entrant Refugee Program	122,842	250,472	227,032	83,600	522,328	438,728	Add funds award to match need
Univ of Florida Lastinger Ctr	5,625	2,750	-	-	-	-	
OEL Preschool Development Grant				15,000	15,000	-	
Local Match: United Way & Cities	363,349	573,318	1,310,000	500,000	500,000	-	
Total Child Care Slots & Incentives	\$ 85,753,798	\$ 92,925,707	\$ 93,893,962	\$ 96,380,816	\$ 97,641,531	\$ 1,260,715	
Sub Recipient Expense							
School Board of Broward County	828,672	-	100,000	100,000	100,000	-	Contract Pending SBBC review
Family Central	927,729	99,433	-	-	-	-	
Nova Southeastern University	872,569	65,563	-	-	-	-	
Children's Forum	445,486	439,546	450,900	450,900	450,900	-	WAGE\$ Provider Incentives
BRHPC	931,824	-	-	-	-	-	
211-Broward	695,289	711,094	462,000	462,000	462,000	-	Community Referrals Only
Total Sub Recipient Expense	\$ 4,701,570	\$ 1,315,635	\$ 1,012,900	\$ 1,012,900	\$ 1,012,900	\$ -	
ELC Expense							
Salaries & Benefits	4,796,087	7,640,228	9,902,220	10,355,465	10,355,465	-	
Attorneys	100,111	71,916	90,000	90,000	90,000	-	
Auditors	47,000	18,100	34,000	33,450	33,450	-	
Temporary Staff	241,443	257,454	250,000	-	-	-	
Consultants	215,882	365,193	395,000	522,725	522,725	-	CLASS Observers, Biz Prof Dev, etc
Staff & Board Travel	39,905	94,535	55,000	90,900	90,900	-	
Insurance	12,717	14,509	20,000	30,000	30,000	-	
Office Rent & Maintenance	151,353	345,161	450,000	416,004	416,004	-	
Office Machines & Storage	29,535	50,456	29,141	14,865	14,865	-	
Software Licences	54,513	84,381	90,000	170,591	170,591	-	
Internet, Email, Website, Phones	59,435	70,992	50,000	93,896	93,896	-	
Cell Phones	15,339	40,468	36,000	22,560	22,560	-	
Sponsorships & Memberships	78,822	46,159	25,000	49,680	49,680	-	
Other Operating Costs	99,021	221,952	130,800	197,548	197,548	-	
Computer Equipment & Software	60,818	101,658	70,000	37,308	37,308	-	
Office Move & Outfitting Costs		358,855		4,734	15,000	10,266	Residual move expense
Depreciation	49,080	13,331				-	
Unallocated (Budget Only)		39,847	366,225	138,122	411,631	273,509	Reserved for slots
Total ELC Expense	\$ 6,051,063	\$ 9,835,193	\$ 11,993,385	\$ 12,267,848	\$ 12,551,623	\$ 283,775	
Total Non-Slot Expense	\$ 10,752,633	\$ 11,150,828	\$ 13,006,285	\$ 13,280,748	\$ 13,564,523	\$ 283,775	
Total Expense	\$ 96,506,431	\$ 104,076,535	\$ 106,900,247	\$ 109,661,564	\$ 111,206,054	\$ 1,544,490	
Revenue over Expense	\$ (76,716)	\$ 36,248	\$ -	\$ -	\$ -	\$ -	

ITEM #/ MEETING	B202CA10/BOARD
MEETING DATE:	10/3/19
SUBJECT:	Child Care Business Professional Development RFP
TIES TO PILLAR:	Provide Quality Early Care Opportunities
FOR ACTION:	YES
RECOMMENDED ACTION:	Recommend that ELC Board approve issuance of Child Care Business Professional Development RFP
FINANCIAL IMPACT:	\$50,000
AS RECOMMENDED/DISCUSSED BY:	PRC 7/26/19 – PRC201RB4; Board 9/12/19 – B201PRC1; PRC 9/26/19 – PRC202RB1
ELC STAFF LEADS:	H. Bakalar, A. Metsch

Background

At its July 26, 2019 committee meeting, the Program Review Committee (PRC) was given a presentation on the ELC’s history of funding business development training for child care providers. Staff discussed having new/updated program requirement options and outcomes for any future provider of this service, to deepen the impact of the current training model. Based on this information, the PRC agreed that the ELC should continue to invest in business development training for child care businesses, and updated the ELC board at its September 12th meeting.

Current Status

ELC staff drafted a Request for Proposals (RFP) for professional business development training and is recommending keeping the maximum reimbursement for a full year at \$50,000. This budget amount had already been approved by the Finance Committee as a placeholder for FY 19-20 for business development training. The cost analysis, which was also presented to the PRC, is listed as an addendum to this document.

The PRC and Legal Counsel reviewed the RFP and offered recommendations for fine tuning outcome expectations and program participant requirements. The Committee then moved approval of the RFP with its recommended changes to be approved by the full Board.

Summary/Next Steps:

The Program Review Committee recommends that the Board approve the issuance of a Request for Proposals (RFP) for Child Care Business Professional Development.

Supporting Documents:

- Fact Sheet
- RFP for Child Care Business Professional Development (separate link)

Child Care Business Development RFP - Addendum

Cost Analysis:

The RFP to be issued has a requirement that a minimum of eight workshop opportunities be offered, each lasting at least 6 hours. At least twenty students will complete the entire series (a cohort), and seats would be available for up to ten additional students who may only need to take one or two specific workshops based on the outcome of their individualized work plan. A simple calculation estimating that approximately 25 students (20 from the cohort and 5 additional students not enrolled in the full cohort) attending all offered workshops would be \$2,000 per student.

In comparison, Miami-Dade Children's Trust pays scholarships in the amount of \$1,400 per student for the current workshop series, which is made up of only five workshops. It does not require its current vendor to collect pre or post-test, or any other significant data concerning student progress or identify development needs prior to the trainings. It also does not limit the amount of seats it will scholarship.

Finally, a local not-for-profit agency providing CDA classes (120 hours of instruction) for classes of between 20-25 students receives approximately \$1,500 per student. While the amount of instruction hours is significantly more than the anticipated 48 hours of instruction for professional business development trainings, the CDA course does not assign or manage mentors to work individually with its students.

Child Care Professional Business Development RFP Fact Sheet

Purpose of RFP:

To provide a range of training workshops designed to improve childcare center director/owner business operations and build organizational infrastructure so that childcare facilities can deliver effective and high-quality educational services to young children.

This procurement will focus on training opportunities to promote business success for childcare center owners, operators and prospective operators.

Contract Terms:

February 1, 2020 – June 30, 2020

- Renewable for up to two additional fiscal years

Anticipated Budget Amount:

- Up to \$50,000 per year

Program Expectations:

- A cadre consisting of a minimum of 20 participants attend at least 8 workshops.
- 10 additional seats held open for students who don't need to take the entire series
- Each workshop will last a minimum of 6 hours

Outcome Expectations:

- Training Participants will demonstrate progress toward attainment of at least 50% of organizational goals at both six (6) months and will demonstrate continued progress 1-year post program completion.
- 75% of all workshop participants will demonstrate newly acquired skills, following each workshop, using a pre/post measurement approved prior to contract execution.
- 75% of Training Participants will gain business knowledge from assigned Coaches/Mentors, using a measurement instrument approved prior to contract execution.
- Positive difference in assessment of Business Financial Viability, including a decrease in staff turnover, using a measurement instrument approved prior to contract execution.
- 85% of Student Cadre participants will report being Satisfied or Highly Satisfied with the Business Training Program, using a measurement instrument that will include comment boxes, and will be approved prior to contract execution.

Anticipated RFP Timeline:

- October 4th RFP released
- October 21st Bidders' Conference
- November 6th Due Date
- November 18th Rating Committee meets

- December 4th Program Review Committee meets to review/approve Rating Committee recommendations
- December 19th ELC Board votes on board recommendation
- February 1, 2020 Contract Begins

History of ELC and Child Care Professional Business Development Trainings:

The ELC contracted with the Business and Leadership Institute (BLI) as a sole source for the past three years, with the final renewal option ending on June 30, 2019. The ELC has partnered with BLI for an annual conference and workshop series, including individualized mentoring, that provides child care owners, directors and educators of Broward County School Readiness children with professional development opportunities that help expand their business skills. Each year BLI conducted four workshops that covered topics such as business branding and development, real estate, marketing, financial management, and human resources. Through individualized, customized training and follow up mentoring, child care providers had the opportunity to develop and hone their capacity to manage their business in order to run a quality child care facility.



Broward: Read for the Record November 7th

Join us as all of Broward reads the same book on the same day. Change a life. Read to a child.



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Children's Services Council of Broward County

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

Vision:

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

Mission:

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

Guiding Principles:

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

Pillars for Delivering on Our Vision and Mission:

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

Provide **Quality Early Care** Opportunities

Advocate for the Early Care and Education System

Forge Strong long term Strategic **Partnerships**

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

2019-2020 High-Level Targeted Outcomes

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

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

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

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

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

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

FY 2019 – 2020 Outcomes and Objectives

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Objectives

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

Outcomes:

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

PILLAR 2: Provide Quality Early Care Opportunities

Objectives

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

Outcomes:

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

PILLAR 3: Advocate for the Early Care and Education System

Objective

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

Outcomes:

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

PILLAR 4: Forge Strong and Strategic Partnerships

Objectives

1. Forge stronger relationships with community partners and funders

Outcomes:

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

PILLAR 5: Strengthen and Develop the ELC Broward Organization

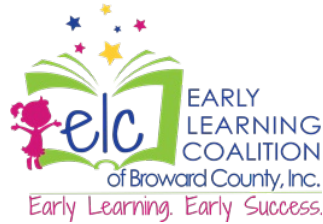
Objectives

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

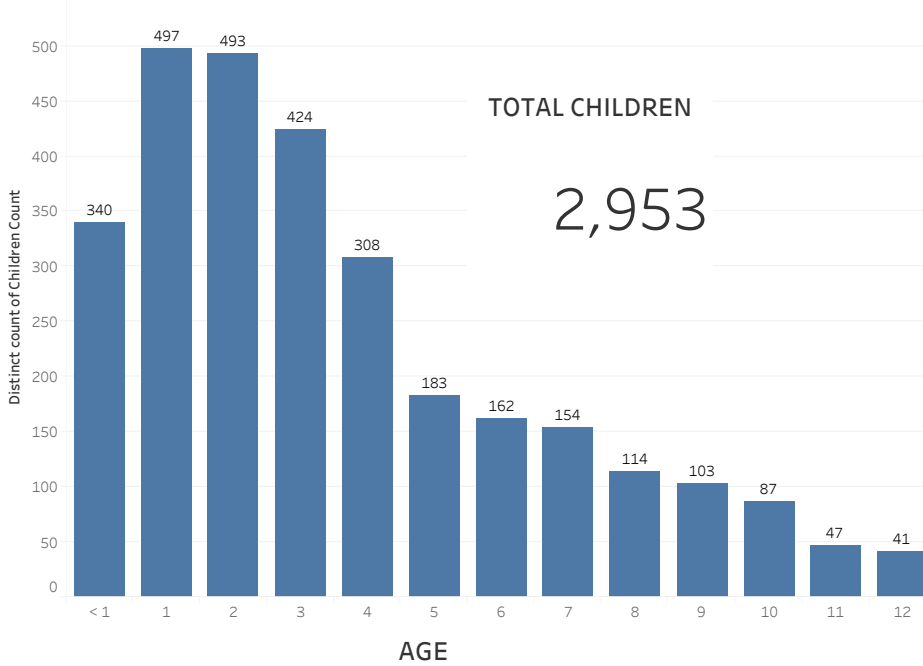
Outcomes:

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

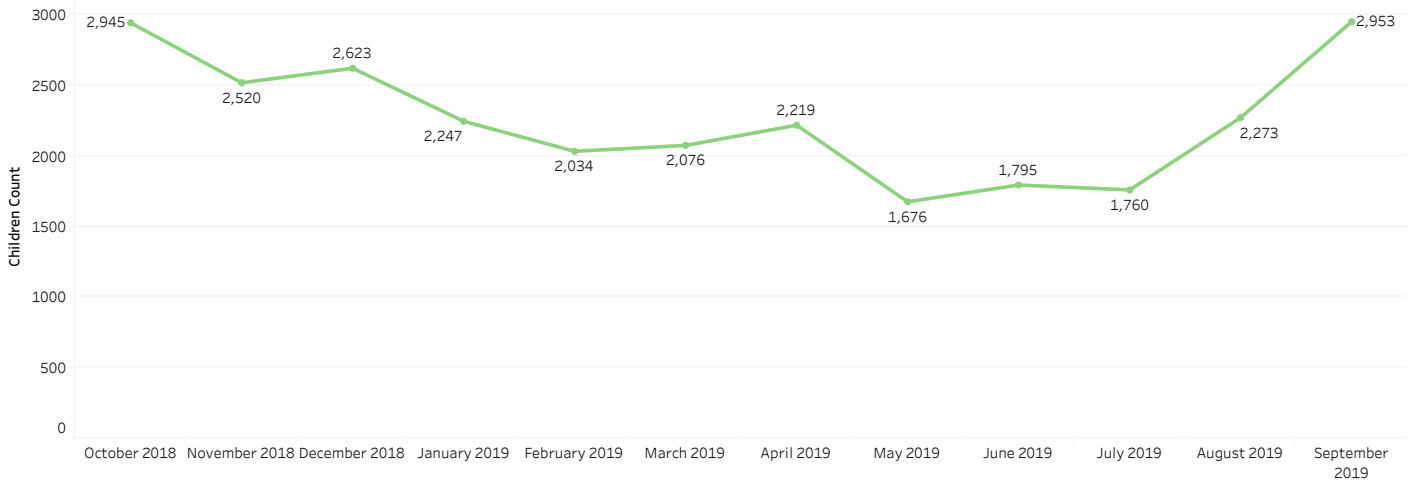
FYI 2 - Waitlist



Waitlist Children by Age as of 9/26/2019



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



Funder or Vendor Name	Amount	Purpose	Type	Term	Status
Office of Early Learning	\$96,311,755	<i>SR: \$55,469,574, VPK: \$40,613,664, PDG: \$228,517</i>	Revenue	7/1/19-6/30/20	Active
Office of Early Learning	\$72,142	<i>VPK Monitoring & Outreach</i>	Revenue	7/1/19-6/30/20	Active
Broward County	\$2,342,795	<i>SR Match & Special Needs Child Care</i>	Revenue	10/1/18- 9/30/19	Active
Children's Services Council	\$5,592,700	<i>Financially Assisted Child Care</i>	Revenue	10/1/18-9/30/19	Active
Children's Services Council	\$3,196,000	<i>Vulnerable Population Child Care</i>	Revenue	10/1/18-9/30/19	Active
City of Fort Lauderdale	\$41,249	<i>SR Match Funds</i>	Revenue	10/1/18-9/30/19	Active
City of Hollywood	\$14,495	<i>SR Match Funds</i>	Revenue	10/1/18-9/30/19	Active
City of Pompano Beach	\$30,000	<i>SR Match Funds</i>	Revenue	10/1/18-9/30/19	Active
Dept. of Children & Families	\$392,119	<i>Refugee Entrant Child Care</i>	Revenue	10/1/18-9/30/19	Active
United Way	\$325,000	<i>SR Match Funds</i>	Revenue	7/1/19-6/30/20	Active
University of Florida	\$22,500	<i>Provider Training Stipends</i>	Revenue	1/4/19-8/31/19	Active
Children's Forum, Inc.	\$450,909	<i>WAGES® Program</i>	Sub-recipient	7/1/19-6/30/20	Active
First Call for Help/211- Broward	\$462,000	<i>Community Referral Services</i>	Sub-recipient	7/1/19-6/30/2	Active
School Board of Broward County	\$100,000	<i>K-Transition Ambassador</i>	Sub-Recipient	10/1/19-6/30/20	Pending
Accessible Communication for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
BlueJean Software, Inc.	\$25,000	<i>Hosting and Support Services</i>	Vendor	7/1/19-6/30/20	Pending
Biometrics4All, INC.	\$7,943	<i>Live Scan (Finger printing)</i>	Vendor	10/29/18-Ongoing	Active
Crown Center	\$403,731	<i>Office Lease (average annual cost)</i>	Vendor	2/1/19-1/31/29	Active
Jacob Jackson	\$90,000	<i>Legal Services</i>	Vendor	3/9/17-3/31/20	Active
Leboffe Associates	\$22,800	<i>Executive Coaching</i>	Vendor	7/15/19-6/30/20	Active
Ronik-Radlauer Group	\$10,000	<i>Board Retreat Facilitation</i>	Vendor	07/15/10/30/19	Active
SB & Company	\$31,900	<i>External Audit & 990 Preparation</i>	Vendor	7/1/19-6/30/20	Pending
SB & Company	\$1,500	<i>Form 5500 Preparation</i>	Vendor	7/1/19-6/30/20	Pending
School Board of Broward County	\$10,253	<i>Gulfstream Early Learning Center Lease</i>	Vendor	9/5/18-9/4/19	Active
School Board of Broward County	\$12,000/yr	<i>Gulfstream Early Learning Center Lease</i>	Vendor	9/5/19-9/4/22	Active
Teaching Strategies Gold	\$16,425	<i>Online Child Assessments Software</i>	Vendor	7/1/18-6/30/22	Active
Vantive Health, LLC	\$12,000	<i>Appointment Software License</i>	Vendor	12/18/18- Ongoing	Active
CareerSource Broward	\$0	<i>Summer Youth Employment Interns</i>	MOU	7/12/17-9/30/19	Active
CareerSource Broward	\$0	<i>Displaced Youth Employment Interns</i>	MOU	8/3/17-6/30/20	Active
CareerSource Broward	\$0	<i>Displaced Adult Employment Interns</i>	MOU	8/3/17-6/30/20	Active
Healthy Families Broward BRHPC	\$0	<i>Collaboration & Referrals</i>	MOU	8/20/18-6/30/20	Active
H.O.M.E.S., Inc.	\$0	<i>Transitional Independent Living Program Interns</i>	MOU	6/15/19-6/30/20	Active
Multiple Community Partners	\$0	<i>Data Sharing Agreement</i>	MOU	Under Negotiation	Under Negotiation
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active

FYI 4 – Cash Disbursements

In accordance with ELC Cash Disbursement Policy Approved April 14, 2017, cash disbursements issued by ELC in amounts greater than \$1,000 and less than \$25,000 are submitted to the ELC Board for review monthly.

Cash disbursement for August 2019

Vendor Name	Amount	Purpose
ADP, Inc.	1,447.06	Payroll Processing Charges for PE 7/13/19 and 7/27/19
Business Card	7,873.03	Bank of America Ops Purchases C. Klima (No individual items > \$1,000)
CDW Government, Inc	1,912.80	July 2019 IT Supplies
CDW Government, Inc	1,752.75	July 2019 IT Supplies
Citrix Systems, Inc.	21,141.00	Cloud Storage Services 7/1/19 - 6/30/2020
Colonial Life & Accident Insurance	3,334.54	July 2019 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 8/1/19 - 8/31/19
Dell Marketing L.P.	11,530.00	June 2019 IT Supplies
Dell Marketing L.P.	11,448.00	July 2019 IT Supplies
Dell Marketing L.P.	2,400.00	August 2019 IT Supplies
Fort Lauderdale Crown Center, LLC.	12,024.32	September 2019 Rent for Suite 301
Guardian	8,786.95	September 2019 Employee Health Benefits
Jacob C. Jackson, P.A.	6,099.00	July 2019 Legal Services
M. Hanson & Company, Inc.	3,834.51	Tables, Filing Cabinets, Bookcases, and Mobile Storage Unit for Office
Midgard Management, Inc.	16,500.00	Partition Wall Installation for Training Room
Mitel Cloud Services	1,757.63	Telephone Services for July 2019
PC Depot, Inc.	7,830.15	Surveillance Camera Installation
Pradere Manufacturing Corp.	7,717.00	Furniture Rental for 11/28/18-4/30/19
Teaching Strategies, LLC	16,425.00	GOLD Assessment Portfolios for Providers
Teachstone Training LLC	12,025.00	Pre-K Training MMCI
The Children's Forum	7,685.37	Forum May-19 Invoice Payment
The Ronik-Radlauer Group, Inc.	5,000.00	Board of Directors Retreat Initial Planning for 2019
United States Postal Service	1,800.00	Postage for October - December 2019
Verizon Wireless	1,469.57	Cell Phone and Data Charges for August 2019
Verizon Wireless	1,665.01	Cell Phone and Data Charges for August 2019

FYI 5 - ELC Broward Match Funding



Amount Secured & Reported YTD FY20				
Match Funder	Secured in FY18/19	Match Requested	Status	Secured by ELC
Coconut Creek	\$ 25,684	\$ 25,684	Application Submitted	
Cooper City		\$ 5,000	Application Submitted	
Coral Springs		\$ 20,000	Application Submitted	
Dania Beach	\$ 1,365	\$ 15,000	Application Submitted	
Davie		\$ 40,000	Application Submitted	
Deerfield Beach	-	\$ 15,000	Application Submitted	
Ft. Lauderdale	\$ 41,249	\$ 45,000	Letter Pending	
Hallandale	\$ 10,000	\$ 10,000	Application Submitted	
Hollywood	\$ 14,495	\$ 30,000	Application Submitted	
Lauderdale By The Sea	\$ 2,000	\$ 2,000	Application Submitted	
Lighthouse Point	\$ 2,000	\$ 15,000	Application Submitted	
Lauderdale Lakes		\$ 3,000	Application Submitted	
Lauderhill		\$ 2,000	Application Submitted	
Margate	\$ 1,000	\$ 1,000	Application Submitted	
Miramar	-	\$ 5,000	Application Submitted	
North Lauderdale	\$ 5,000	\$ 5,000	Application Submitted	
Oakland Park	-		Application Available 10/2019	
Parkland	\$ 3,000	\$ 10,000	Application Submitted	
Pembroke Park (Town)		\$ 6,000	Application Submitted	
Pembroke Pines	\$ 35,000	\$ 35,000	Application Submitted	
Plantation	\$ 21,645	\$ 22,000	Application Submitted	
Pompano Beach	\$ 30,000	\$ 30,000	Award Pending 11/19	\$ 20,000
Tamarac		\$ 10,000	Application Submitted	
Sunrise	\$ 55,890	\$ 55,890	Application Submitted	
Southwest Ranches	-	\$ 2,000	Application Submitted	
West Park		\$ 15,000	Application Submitted	
Weston		\$ 10,000	Application Submitted	
Wilton Manors		\$ 10,000	Application Submitted	
United Way	\$ 325,000	\$ 325,000	Application Submitted	\$ 325,000
Total Secured FY18	\$ 573,328	\$ 769,574	Total Secured FY20	\$ 345,000

<u>Date Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>	<u>Contact</u>
9/10/19 9/17/19 9/24/19 6:30pm – 8:30pm	Jessica Santiago & Carolina White, Inclusion Specialists, ELC	3 Part Series: Preschool Teacher Toolkit for Preventing Expulsion (Serie Español de 3 Semanas: Kit de herramientas para maestros preescolares para prevenir la expulsión)	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Debbie Kay dkay@elcbroward.org (954) 295-0672
9/12/19 12:30pm – 1:30pm	Debbie Kay, Inclusion Manager	The ABCs of the ASQ (Ages and Stages Questionnaire)!!!!!!	<u>Webinar</u> https://global.gotomeeting.com/join/369930309 <u>+1 (408) 650-3123</u> Access Code: 369-930-309	Debbie Kay dkay@elcbroward.org (954) 295-0672
9/18/19 6:30pm – 8:30pm	Ellie Schrot, Director of Early Steps	Early Steps Overview: How Early Intervention Services Support Successful Inclusion	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Debbie Kay dkay@elcbroward.org (954) 295-0672
9/19/19 6:00pm-8:00pm	Julio Maymi, Q & E Coach, ELC	CLASS Overview	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Ayme Hamoui ahamoui@elcbroward.org (954) 702-9361 Or Tiffanie Bernard tbernard@elcbroward.org (954) 702-9647

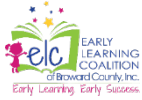
9/25/19 6:00pm-8:00pm	Nelly Palma Assessment Specialist, ELC Palm Beach	<i>Creating Inclusive Classrooms (En Español: Creando ambientes para la inclusión)</i>	Gulfstream Early Learning Center 120 SW 4 th Ave Hallandale Beach, FL 33009	Debbie Kay dkay@elcbroward.org (954) 295-0672
9/26/19 6:00pm- 8:00pm	Stephanie Templin & Grethel Arroyo, Q & E Coaches, ELC	Enhancing Emergent Literacy Skills in the Classroom	Gulfstream Early Learning Center 120 SW 4 Avenue Hallandale Beach, FL 33009	Ayme Hamoui ahamoui@elcbroward.org (954) 702-9361 Or Tiffanie Bernard tbernard@elcbroward.org (954) 702-9647
9/26/19 6:00pm- 8:00pm	Soraya Fernandez, School Readiness South Regional Facilitator, OEL	CLASS Overview (Vas a ser observado con CLASS® ...) *Training in Spanish	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Ayme Hamoui ahamoui@elcbroward.org (954) 702-9361 Or Tiffanie Bernard tbernard@elcbroward.org (954) 702-9647
9/30/19 5:00pm- 7:00pm	Soraya Fernandez, School Readiness South Regional Facilitator, OEL	Language and Vocabulary Development for Preschoolers: Book Embedded Vocabulary Inst (LVP2)	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Tiffanie Bernard tbernard@elcbroward.org (954) 702-9647
10/2/19 6:00pm-8:00pm	Wendy Gordon & Ana Avalos-Atkinson, Q & E Coaches, ELC	What is Coaching? What is CLASS? What is Coaching with CLASS?	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Ayme Hamoui ahamoui@elcbroward.org (954) 702-9361 Or Tiffanie Bernard tbernard@elcbroward.org (954) 702-9647

10/5/19 10:00am- 12:00pm	Grethel Arroyo & Ana Avalos-Atkinson, Q & E Coaches, ELC	VPK Einsteins: Learn About the Scientific Method	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Ayme Hamoui ahamoui@elcbroward.org (954) 702-9361 Or Tiffanie Bernard tbernard@elcbroward.org (954) 702-9647
10/16/19 6:00pm-8:00pm	Stacey Hoaglund, Special Needs Advocate with Family Network on Disabilities	When Preschoolers Act Out, Where Do We Begin?	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Debbie Kay dkay@elcbroward.org (954) 295-0672
10/24/19 6:00pm-8:00pm	Grethel Arroyo & Stephanie Templin, Q & E Coaches, ELC	Creating Critical Thinkers in the VPK Classroom	ELC Broward Crown Center 1475 W. Cypress Creek Road, Suite 301 Ft. Lauderdale, FL 33309	Ayme Hamoui ahamoui@elcbroward.org (954) 702-9361 Tiffanie Bernard tbernard@elcbroward.org (954) 702-9647

Space is limited at trainings, so register by going to the Eventbrite website <https://www.eventbrite.com/signin/>, or ELC Newsletter.

All trainings appear on the ELC website on the calendar.
<http://www.elcbroward.org/p/46>

<u>Date</u>	<u>Time</u>	<u>Event</u>	<u>Description</u>	<u>Location</u>
October 2019				
10/12/19	10:00 am to 3:30 pm	Eleventh Annual Halloween Fair	Pony rides, carnival games, bounce house, face painting, hay rides, arts & crafts and more.	Sand and Spurs Equestrian Park 1600 NE 5 th AV Pompano Beach, FL 33060
10/19/19	3:00 pm to 6:00 pm	Fort Lauderdale Fall Festival	Family festival with wagon rides, carnival games, arts & crafts for children and families.	Mills Pond Park 2201 NW 9 th AV Fort Lauderdale, FL 33311
10/19/19	10:00 am to 2:00 pm	Plantation Halloween and Safety Festival	City event with music, arts, crafts, and food for children and families.	Volunteer Park 12050 W Sunrise Blvd. Plantation, FL 33324
10/25/19	9:30 am to 1:00 pm	Healthy Start Coalition: Shower 2 Empower	Community Event targeted for Haitian Families to bring information and resources regarding health to residents.	Urban League of Broward 560 NW 27th Ave, Fort Lauderdale, FL 33311
10/25/19	5:00 pm to 7:00 pm	Pompano Beach Boo Bash	City event with music, arts, crafts, and food for children and families.	Sample-McDougal House 450 NE 10 th Street Pompano Beach, FL 33060
10/25/19	6:00 pm to 8:00 pm	Halloween Hoopla	City event with music, arts, crafts, and food for children and families.	Tamarac Park 7501 N University Drive Tamarac, FL 33325
10/26/19	11:00 am to 3:00 pm	Fiesta Fall Carnival	City event with music, arts, crafts, and food for children and families.	Lauderdale Manors Park 1340 Chateau Park DR Fort Lauderdale, FL 33311
10/26/19	1:00 pm to 5:00 pm	Trick or Treat on 2 nd Street	City event with music, arts, crafts, and food for children and families.	Esplanade Park 400 SW 2 nd ST Fort Lauderdale, FL 33301



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

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

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

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

November 2019						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
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

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

January 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	

February 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

March 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				

April 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		

May 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						

June 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				

Finance/Executive Meetings begin at 8:30am
(exceptions listed below)

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

Program Review Committee:

Nominating Committee:

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

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

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

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

Governance Committee:

Audit Committee:

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

- September 13, 2019 – 3:00 pm

ELC Offices closed for holidays on:

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

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	Michael Asseff	First Vice Chair	effective 4/14/2017 - 6/2020
Officer	Renee Podolsky	Second Vice Chair	effective 7/2018 - 6/2020
Officer	Twan Russell	Secretary	effective 2/1/2018 -6/2020
Officer	Nicholas Kaniaris	Treasurer	effective 7/2018 - 6/2020
	Cindy Arenberg Seltzer	Program Review Chair	
	Ellie Schrot	Nominating Com. Chair	
	Richard Campillo	Audit Com. Chair	
FINANCE			<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members.</i>
	Nicholas Kaniaris (effec 7/2018)	Chair	
	Renee Podolsky	Member	
	Laurie Sallarulo	Member	
	Cindy Arenberg Seltzer	Member	
	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>
	Cindy Arenberg Seltzer (effec 7/2018)	Chair	
	Khalil Zeinieh	Member	
	Laurie Rich Levinson	Member	
	Dawn Liberta	Member	
	Laurie Sallarulo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	
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 (effec 7/1/18)	Chair	
	Michael Asseff	Member	
	Twan Russell (effec 12/9/16)	Member	
	Monica King (effec 4/7/17)	Member	
	Laurie Sallarulo	Member	
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>
	Michael Asseff (effec 4/14/17 - 6/2020)	Chair	
	Mason Jackson	Member	
	Dawn Liberta (effec. 10/2018)	Member	
	Cara Cerchione (effec 6/2019)	Member	
	Laurie Sallarulo	Member	
NOMINATING			<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition</i>
	Ellie Schrot (effec 3/10/17)	Chair	
	Mason Jackson	Member	
	William Karp (effec 6/2019)	Member	
	Laurie Sallarulo	Member	
	Twan Russell	Member	
AD HOC STRAT PLANNING			
	Richard Campillo	Chair	effec. 11.2017
	Monica King	Board Member	effec. 11.2017
	Michael Asseff	Board Member	effec. 11.2017
	Cindy Arenberg Seltzer	Board Member	effec. 11.2017
	Laurie Sallarulo	Board Member	effec. 11.2017
AD HOC SPACE RELOCATION			
	Twan Russell	Chair	effec. 4.2018
	Mason Jackson	Member	effec. 4.2018
	Nicholas Kaniaris	Member	effec. 4.2018
	Laurie Sallarulo	Member	

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

FYI 11 - ELC Broward Glossary of Terms (re. August 2019)

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

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	FPF	In 2014, the Florida Legislature created the Early Learning Performance Funding Project (ELPFP). It was designed to provide performance based funding for School Readiness providers that demonstrate improved: program quality, teacher-child interactions and/or child outcomes. The ELPFP has demonstrated a significant and positive effect on early childhood program quality and child outcomes among at-risk children and the teachers who support them.
Quality Initiatives	QI	Activities that enhance early learning environments and experiences.
Quality Improvement Plan	QIP	A plan created for providers that do not meet the quality threshold as set by rule 6M-4.741 Program Assessment Threshold Requirements for the School Readiness Program. The plan includes 1 to 2 targeted strategies.
Quality Rating and Improvement System	QRIS	A systematic approach to assessing, supporting, improving, and communicating the level of quality in an early care and education setting. The State of Florida currently utilizes CLASS scores as its only measurement of quality in this system, and assesses whether a child care provider can contract with an ELC to provide care to subsidized children on this. The QRIS system also uses CLASS scores to reimburse child care providers on a scale. Child care providers with higher CLASS scores receive higher reimbursement rates.
Registered Family Child Care Provider		An individual that provides child care for fewer than 24 hours a day per child, as sole caregiver, in a private residence other than the child's home and meets the state and/or local registered family child care requirements.
Religious Exemption		A child care facility which is an integral part of church or parochial schools conducting regularly scheduled classes, courses of study, or educational programs accredited by, or by a member of, an organization which publishes and requires compliance with its standards for health, safety, and sanitation. Such facilities shall meet minimum requirements of the applicable local governing body as to health, sanitation, and safety and shall meet the screening requirements pursuant to ss. 402.305 and 402.3055. Failure by a facility to comply with such screening requirements shall result in the loss of the facility's exemption from licensure.
School-Age Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children who are at least 5 years of age by Sept 1 of the beginning of the school year and who attends kindergarten through grade 5.
School Readiness Program		The School Readiness Act, Chapter 411.01 of the Florida Statutes, School readiness programs are to be full-day, year-round to the maximum extent possible, to enable parents to work and become financially self-sufficient.
Teacher Education and Compensation Helps	T.E.A.C.H.	A scholarship program, which provides educational scholarships and financial incentives to caregivers and administrators of early childhood programs, family day care homes, and large family child care homes.
Temporary Assistance for Needy Families	TANF	Temporary Assistance for Needy Families (TANF) is one of the federal assistance programs. It began on July 1, 1997, and succeeded the Aid to Families with Dependent Children (AFDC) program, providing cash assistance to indigent American families with dependent children. This cash benefit is often referred to simply as "welfare." TANF was created by the <u>Personal Responsibility and Work Opportunity Act</u> instituted in 1996. The Act provides temporary financial assistance while aiming to get people off of that assistance, primarily through employment. The reform granted states wide discretion of how to distribute TANF entitlements.
Utilization Report		This is a management tool that is system which provides year to date expenditures of dollars by category. This data allows for funding projections, based on actual, projected and historical data, to determine if spending is on target or if adjustments may be needed.

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