Mission: To promote high-quality school readiness, voluntary pre-kindergarten and after school programs, thus increasing all children’s chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual needs of Miami-Dade and Monroe County children with a priority toward the ages before birth through age 5.

AUDIT COMMITTEE MEETING
October 29, 2020 at 11:00 am
Via Conference Call
Zoom Meeting ID: 951 8137 3473; Passcode: audit

I. Welcome & Introductions Ileana Alvarez
II. Approval of Minutes Ileana Alvarez
III. Audit Update Mercy Castiglione
IV. Reconciliation Update Victor Caballero
V. Board Orientation
VI. Public Comments Ileana Alvarez
VII. Meeting Adjourn Ileana Alvarez
Audit Committee Meeting
July 30, 2020, 11:00 a.m.
Zoom Meeting ID: 928 1076 0272

Committee Attendees: Adrian Alfonso; Ileana Alvarez; Rudy Rodriguez; John Madariaga, Jose Thomas, Richie Tadoc

Committee Absentees:

Staff Attendees: Evelio Torres; Angelo Parrino; Mercy Castiglione; Alex Sanchez; Lisa Sanabria; Jackye Russell; Sandra Gonzalez; Ana Rodriguez

General Attendees: Manny Alvarez, Octavio Verdeja, Monique Bustamante

I. Welcome and Introductions  Ileana Alvarez
   • I. Alvarez called the meeting to order and welcomed everyone.
   • A quorum was established with five (3) voting members.

II. Approval of Minutes  Ileana Alvarez
    o Motion to approve minutes by A. Alfonso.
    o Motion seconded by I. Alvarez.
    o Motion unanimously passed.

III. Verdeja, De Armas & Trujillo Audit Report  Octavio Verdeja
    • O. Verdeja reviewed, discussed presented the Verdeja, De Armas & Trujillo audit report. Unfortunately, due to issues with EFS Mod the ELC did receive a finding because of the overpayments made that totaled approximately 25 million.
      o Motion to approve audit results by A. Alfonso.
      o Motion seconded by I. Alvarez.
      o Motion unanimously passed.

IV. Reconciliation Project  Victor Caballero
    • V. Caballero gave an update of the reconciliation project. 36% of letters have been sent out.

V. Internal Controls  Mercy Castiglione
• M. Castiglione gave an overview of the internal controls the Early Learning Coalition has in place.

VI. Public Comments
   Ileana Alvarez

VII. Adjourn
     Ileana Alvarez
2018 - 2019 Reconciliations Agreed Upon by Provider
10/27/2020 Snapshot

Overpaid Providers Recap

<table>
<thead>
<tr>
<th>Overpaid Providers</th>
<th>Count</th>
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<tr>
<td>Paid Full Amount</td>
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<tr>
<td>Accepted Amount/Repayment Plan</td>
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<tr>
<td>Disputed Amount</td>
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<tr>
<td>Pending - Open Providers</td>
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<tr>
<td>Pending - Closed Providers</td>
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<td>Awaiting Approval for Extension</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>781</strong></td>
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Average Amount Owed to ELC: $29,332  Median Amount Owed to ELC: $18,053

Underpaid Providers Recap

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<thead>
<tr>
<th>Underpaid Providers</th>
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<td><strong>Total</strong></td>
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*These providers are pending review for payment.*
ELC Orientation
Children First

Parents / Families

Providers

Partners
Children First: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe
2017-2022

OUR MISSION
To promote high-quality inclusive school readiness, voluntary pre-kindergarten and after school programs, thus increasing all children’s chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual development of Miami-Dade and Monroe County children with a priority toward the ages birth through age 5.

OUR VALUES

- **CHILDREN** - Children are at the heart of all we do. We believe that all children, regardless of circumstance, are capable of educational excellence and personal growth, and we are committed to ensuring school readiness and lifelong success for each one.
- **COMMUNITY** - We believe children are the future, and our community is an essential part of their road to success. By working together, we can promote high quality early education and support children as they become thriving, productive members of society.
- **PARTNERSHIP** - We value partnerships and are collaborative in all we do. We work closely with fellow service providers, families, corporations, elected officials, individuals, and the community at large to promote the importance of early learning and to secure educational opportunities for all children.
- **ADVOCACY** - We are a champion for children, promoting positive societal and community change. Our staff and community partners are committed to advancing early education throughout Miami-Dade and Monroe counties and are set apart by our collective passion, strength and dedication to children.
- **EXCELLENCE** - When it comes to early learning, quality matters. We are committed to excellence, providing quality programs and services that make a difference in our community. Designed to further the physical, social, emotional and intellectual needs of all children, our programs are innovative and offer each child an equal opportunity for a successful future.
- **EQUITY** - In working with parents, families, providers and partners by providing comprehensive customer service in a professional, timely and courteous manner.

OUR VISION
CHILDREN FIRST
To ensure a comprehensive and integrated early learning system for all families and their children, birth to 5 years, ensuring high-quality programs throughout Miami-Dade and Monroe Counties, so children enter school ready to learn and succeed in life.

PRIORITY INITIATIVES

- **NEEDIEST CHILDREN**
  - Improve outcomes for children in our neediest communities, including children with developmental and other delays and disabilities, by improving the quality of early learning programs
  - Target neediest areas
  - Identify centers in distressed zip codes and those serving children with, or at risk for, developmental delays & provide extra support for them to meet higher standards
  - Increase the Number of Children
  - Receiving services who have physical, developmental, sensory, and social-emotional delays and disabilities

- **YOUNGEST CHILDREN**
  - Offer a continuum of care throughout childhood, with a particular focus on infants and toddlers
  - Age-based Rates
  - Adjust reimbursement rates to offer incentives to serve the youngest children

- **PROVIDERS**
  - Strengthen Coalition relationship with providers and support providers meeting higher quality performance requirements
  - Improve Provider Selection and Contracting Process
  - Establish local provisions that support parental choice and ensure providers serving children receiving subsidies meet contract and quality requirements

- **Teacher Education**
  - Increase the number of teachers with child care credentials

- **Quality Providers**
  - Drive incentives to higher performing providers

- **Technical Business Assistance**
  - Offer business assistance to providers in distressed areas

- **Educate Providers**
  - Provide program directors/staff with training and resources to provide high quality care to all children, including children with disabilities

- **EDUCATE ALL**
  - Educate families and the community at large about the benefits of quality early learning

- **Parental Choice**
  - Develop innovative strategies to help parents choose child care programs that ensure better outcomes for their children

- **Visibility**
  - Achieve increased visibility of the importance of early learning throughout both counties by creating child care resources and providing information

- **CAPACITY BUILDING**
  - Strengthen Board and Staff capacity to carry out strategic goals
  - Advocacy
  - Engage aggressively & systematically in advocacy to drive better outcomes for children

- **Early Child Care Education Systems Building**
  - Establish regular meetings with partners to strengthen cross-sector investments and policies for children birth through age five

FUNDING

- **Public**
  - Increase public and private funding and reallocate funds to strategic goals

- **Monroe County**
  - Secure adequate resources to ensure high quality delivery to each child we serve
  - Establish a Permanent Funding Model for Social Services

FIVE YEAR STRATEGIC GOALS

- **Drive Incentives to Higher Performing Providers**
  - Offer business assistance to providers in distressed areas
  - Establish regular meetings with partners to strengthen cross-sector investments and policies for children birth through age five

- **Establish the Performance Funding Program platform as the statewide quality, tiered reimbursement and pay for performance model**
Organizational Structure

Evelio Torres
President and CEO

Angelo Parrino
Chief Operating Officer

Mercy Castiglione
Chief Financial Officer

See page 5 for details

See page 6 for details
Organizational Structure – School Readiness and VPK

Sandra Gonzalez
Senior Vice President of School Readiness & VPK

Ileana Vallejo
Family Support Manager
62 Staff Reporting

Isabel Afanador
Family Support Manager
78 Staff Reporting

Laurie Dunn
Monroe County Supervisor
4 staff reporting
Organizational Structure

Pamela Hollingsworth
Senior Vice President of Strategic Initiatives and Program Development

Ana Sejeck
Training Manager
2 staff reporting

Dr. Anabel Bonaventure
Director of Research & Evaluation
5 staff reporting

Adelina Gross
Deputy Director of Professional Development
PDI Trainers
8 staff reporting
ELC Service Locations

1. Main Office
2555 Ponce De Leon Blvd., Suite 210
Coral Gable, FL 33134

Service Centers
2. North Service Center
15100 NW 67th Avenue, Suite 207
Miami Lakes, FL 33014

3. Central Service Center
3250 SW 3rd Ave.
Miami, FL 33129

4. South Service Center
18951 SW 106 Ave., Unit B-208
Miami, FL 33157

5. Edison Plaza
6251 NW 7th Ave, Suite 204
Miami, FL 33150

ELCMDM Satellite Locations
5. MDCPS: Title 1 Neighborhood Resource Center – North
7900 NW 27th Avenue, Suite F9
Miami, FL 33147

6. CITRUS Hialeah
551 West 51 Place, 2nd Floor
Hialeah, FL 33012

7. Sant La South Hub
900 NE 23rd ST
Homestead, FL 33033

8. Community Medical Group
1490 NW 27 Ave
Miami, FL 33125

9. Sant La North Hub
Haitian Neighborhood Center
13390 W Dixie Highway
N. Miami, FL 33161

10. YWCA
3450 NW 199 St.
Miami Gardens, FL 33056
ELC Service Locations

Keys Service Centers

11. Upper Keys Service Center
103400 Overseas Highway
Suite 112
Key Largo, FL 33037

12. Middle Keys Satellite Service Center
5800 Overseas Highway
Suite 36
Marathon, FL 33050

13. Lower Keys Service Center
1111 12 St.
Suite 206
Key West, FL 33040
Board of Directors

• Required Members
• Private Sector Members
• Governor Appointed Members
• Ex-Officio Members
• Community at Large
Required Members

• A Chair appointed by the Governor
• Two private sector business members appointed by the Governor
• A Department of Children and Families Services ("DCF") regional administrator or his or her permanent designee who is authorized to make decisions on behalf of department
• A district superintendent of schools or his or her permanent designee who is authorized to make decisions on behalf of the district
• A local workforce development board executive director or his or her permanent designee
• A county health department director or his or her designee
• A children’s services council or juvenile welfare board chair or executive director, if applicable
• An agency head of a local licensing agency as defined in s. 402.302, where applicable
• A president of a Florida College System institution or his or her designee
• One member appointed by a board of county commissioners
• A Head Start director
• A representative of private for-profit child care providers, including family day care homes
• A representative of faith-based child care providers
• A representative of programs for children with disabilities under the federal Individuals with Disabilities Education Act
Voting Responsibilities

Voting Rights

• Except for those Members designated as non-voting Members, each Member shall have one vote

• Members may participate in a meeting by means of telecommunications as set forth in Section 7.6 of the Bylaws

• A voting Member may send a representative to any meeting of the Coalition; provided, however, that such representative shall not have the power to vote, nor shall the presence of such representative be considered for purposes of establishing a quorum

• For purposes of Florida Statutes § 112.3143(3)(a), each voting Member is considered a local public officer who must abstain from voting when a voting conflict exists and the Conflict of Interest form must be filled out

• No voting member shall participate in the selection, award and administration of a contract if a real or apparent conflict of interest would be involved (45 C.F.R. s. 74.42).
Board Members

CHAIR
Adrian Alfonso

FOUNDING CHAIR
David Lawrence Jr.

VICE CHAIR
Gilda Ferradaz

TREASURER
Robert Eadie

SECRETARY
Maurice Kemp

Directors
Jenni Roig
Roderick E. Beasley
Matthew Bruno
James R. Haj
Loreen Chant
Marisol Diaz
Deena Hoagland
Lisa Taylor
Dr. Joycelyn Lawrence

Gerald K. Schwartz
Aaron Slavens
Alexander Soto
Iris Strachan
Gladys Montes
Sandi Bisceglia
Chuck Mohr
Jane McQueen
Dr. Eileen Fluney
Board Meetings

MEETINGS PER FISCAL YEAR
The Coalition will meet a minimum of six times a year. The Fiscal Year will begin July 1 and run through June 30.

NOTICES OF MEETINGS
The Chair is responsible for ensuring that all meetings are publicly noticed and conducted in accordance with Florida Statutes § 286.011 (the “Sunshine Act”).

SPECIAL MEETINGS
The Chair may call Special Meetings for any purpose(s) with adequate notice in accordance with the Sunshine Act.

QUORUM FOR BOARD MEETINGS
A majority of the voting Members shall be physically present or present through any method of telecommunication to constitute a quorum for the transaction of business at Coalition Board Meetings.

QUORUM FOR COMMITTEE MEETINGS
A majority of the voting Members shall be physically present or present through any method of telecommunication to constitute a quorum for the transaction of business at any Coalition Committee Meeting.

ATTENDANCE BY COMMUNICATIONS TECHNOLOGY FOR BOARD MEETINGS
The Coalition may conduct public meetings through the use of telephone, teleconference, videoconference, or other types of telecommunications. Physical attendance at meetings of the Board of Directors is an expectation of Membership. Notwithstanding the foregoing, if circumstances arise that prevent a Member from physically attending a meeting, such member shall promptly notify the Coalition Board Liaison prior to the start of said meeting so the Coalition can arrange for attendance by telecommunication.

TERMS OF OFFICE
Terms of office for all Members shall be staggered. Initially, the members shall serve two terms. No person may serve as a Member for more than eight years consecutively. But any such person can be nominated to serve additional terms after a one-year break in service.
Board Meetings

MEETING ATTENDANCE
Members must attend six (6) meetings in a fiscal year. One meeting during the fiscal year will be scheduled to occur in Monroe County. When a member has been absent from three (3) meetings of the Board of Directors within any given fiscal year, it shall be considered a resignation from the Coalition by that Member, unless the Chair excuses an absence for good cause, such as death or serious illness on the part of the Member or the Member’s family, or other circumstances beyond the control of the Member. All other excusal requests may be granted by the Executive Committee in extraordinary and rare circumstances. Such requests must be submitted in writing to the Board Liaison, with a copy to the President/CEO, setting forth the reasons justifying the Member’s absence, prior to the meeting the Member cannot attend. Granting or denying the request shall be at the Executive Committee’s discretion. The Executive Committee may excuse a maximum of two (2) absences. The Chair shall send a letter to all Members absent from two meetings within a given fiscal year notifying them that their status as Members is in jeopardy, encouraging their attendance, and reminding them of the meeting attendance policy. When a Member sends a representative to a meeting of the Board of Directors of the Coalition, the presence of such representative shall not be counted for purposes of attendance, unless that representative is appointed as a designee as described in Section 5.10.

ANNUAL MEETING
There shall be an annual meeting each calendar year, and elections of Members and Officers will be conducted at this meeting. The Annual Meeting may be held at the Chair’s discretion.
Board Committees

• Audit Committee
• Executive Committee
• Finance Committee
  • Sub-Committee Cybersecurity
• Governance and Bylaws Committee
• Legislative Committee
• Litigation Committee
• Nominating Committee
• Program Policy & Strategy Committee
• Provider Services Committee
• Strategic Planning Committee
• Monroe Advisory Committee (Proposed)
• Early Head Start Committees
  • Health Advisory Committee
  • Policy Council Committee
Affordable Childcare

Can Working Families Afford child care?

Minimum Wage $8.56 / hr
40 hours per week 40
Gross Wages $338.40
SS/MED -25.25
Take-Home Pay $ 313.15
Child Care- first child (18 months old) -110.00
Child Care - second child (4 years old) -95.00
$203.15
108.15

Working families have only $108.15 every week for food, shelter, clothes, transportation, gas, prescriptions, utilities and other living expenses.

With a School Readiness subsidy, this family would pay a parent co-payment of approximately $12.00 per week for the first child, and $6.00 per week for the second child.
School Readiness Program

CHAPTER 1002 Florida Statutes
MIX OF STATE AND FEDERAL FUNDS

• Limited availability for children in targeted populations based on need
• Children served based on statutory priorities
• Provided for infants, toddlers, preschool children, school-age children younger than age 13
• Parents choose among wide range of providers (child care centers, licensed and registered homes, public and private schools, faith-based, informal settings)
• Parental choice has historically determined which providers may participate
Child Care Eligibility Priorities

CHAPTER 1002.87 Florida Statutes

(1) Effective August 1, 2013, or upon reevaluation of eligibility for children currently served, whichever is later, each early learning coalition shall give priority for participation in the school readiness program as follows:

(a) Priority shall be given first to a child younger than 13 years of age from a family that includes a parent who is receiving temporary cash assistance under chapter 414 and subject to the federal work requirements.

(b) Priority shall be given next to an at-risk child younger than 9 years of age.

(c) Priority shall be given next to children from birth to the beginning of the school year for which the child is eligible for admission to kindergarten and is from an economically disadvantaged working family. Within this priority, the local policy is to further prioritize children from birth to age three (3), who are eligible for participation in the Early Head Start Program.

(d) Priority shall be given next to a child from birth to the beginning of the school year for which the child is eligible for admission to kindergarten of a parent who transitions from the temporary cash assistance work program into employment.

(e) Priority shall be given next to an at risk children who are at least 9 years of age, but younger than 13 years of age. An at-risk child whose sibling is enrolled in the school readiness program will be given priority over other children in this category.

(f) Priority shall be given next to A child younger than 13 years of age from a working family that is economically disadvantaged.

(g) Priority shall be given next to A child younger than 13 of a parent who transitions from the temporary cash assistance work program into employment.

(h) Priority shall be given next to A child who has special needs, has been determined eligible as a student with disability, has a current IEP and is not younger than 3.

(i) Notwithstanding paragraphs (a)-(d), priority shall be given last to a child who otherwise meets one of the eligibility criteria in paragraphs (a)-(d) but who is also enrolled concurrently in the federal Head Start Program and the Voluntary Prekindergarten Education Program.
Child Care Resource & Referral

1002.92, F.S.

CCR&R services shall be locally administered, coordinated, and overseen by early learning coalitions in accordance with Section 1002.92, F.S. early learning coalitions or their contracted CCR&R organizations

- At least one child care resource and referral agency must be established in each early learning coalition’s county or multicounty region.
- Provides referrals to families for child care and information on available community resources.

Child care resource and referral agencies shall provide the following services:

- CCR&R services including child care/early learning listings, consumer education, and information regarding community resources to each individual requesting services.
- Offer unbiased information about local child care options. ELC affirms parental choice; therefore we make absolutely no recommendations, based on family needs only.
- Provide access to information and resources that enable parents to make informed choices on quality child care, including information and resources on the full-range of provider types available; child care licensing; health, safety, and inspection requirements for each type of provider; child care personnel background checks and disqualifying offenses; research and best practices regarding child development;
- Indicators of quality child care; meaningful parent and family engagement; state policies, if applicable, regarding the social-emotional behavioral health of children; and developmental screenings.
- Provide information on how to recognize quality early learning and understand the developmental benefits of child/ren.
- Provide financial assistance strategies.
- Offer CCR&R services to all individuals requesting services without regard to age, an individual’s level of income, or individual circumstances.
- Identification of existing public and private child care and early childhood education services, including child care services by public and private employers.
Child Care Resource & Referral

- Maintenance of Database of Child Care Providers in the (EFS Mod).
- A referral process that responds to parental needs for information and that is provided with full recognition of the confidentiality rights of parents.

Referral information is maintained in EFS and includes:

- Number of Referrals generated and contacts to the child care resource information and referral network component by type of service requested.
- A database is maintained of all legally operating providers and their detailed information such as: hours of operation, curriculum, programs, and pay rate.
- Services may include family day care, public and private child care programs, the Voluntary Prekindergarten Education Program, Head Start, the school readiness program, special education programs for prekindergarten children with disabilities, services for children with developmental disabilities, full-time and part-time programs, before-school and after-school programs, parent education, the temporary cash assistance program, and related family support services.
Early Learning Coalition Plan

- Must be submitted to OEL biennially
- Must be approved by OEL prior to implementation
- Any changes to the plan requires a plan amendment
- Plan amendments must be approved by the Board and by OEL

- Includes:
  - The minimum number of children to be served by care level
  - The Coalition’s procedures for implementing Chapter 1002
Programs We Are Statutorily Required To Manage

• School Readiness
• Voluntary Prekindergarten
• School Readiness Match Program (formerly known as Child Care Executive Partnership Program)
Additional Programs Miami-Dade

• Early Head Start (Department of Health and Human Services)
• Refugee Services Program (Department of Children and Families)
• The Children’s Trust Thrive by 5 Child Scholarship Program
Additional Programs Monroe County

• Teenage Parent Program Monroe (Monroe County Public Schools)
• Ocean Reef Community Foundation
• Professional Services Agreement with FKAHEC (Florida Keys Area Health Education Center)
Quality Improvement Programs

• Inclusion Services
• Developmental Screenings and Assessment
• Professional Development for Early Care Professionals
• Quality Interventions for Early Care Providers
• Curriculum Training and Implementation
• The Neighborhood Place for Early Head Start
VPK Program

CHAPTER 6M-8

• A state program designed to prepare every child in Florida for kindergarten and build the foundation for their educational success.

• Free for all children 4 years old on or before September 1 who reside in Florida. Parents whose children are born from February 2 through September 1 of a calendar year may choose to enroll their child in VPK either that year or the next when their child is 5.

• A child cannot attend VPK more than one program year unless granted a VPK reenrollment.

• A child admitted to kindergarten is not eligible for the VPK program.

• Parents can choose from one of following VPK Programs: School-Year Program (540 hours), Summer Program (300 hours), Specialized Instructional Services Program (VPK SIS)

Source: VPK Parent Handbook
VPK Provider Requirements

- Statewide VPK contract required (Form OEL-VPK 20)
- Provider Type: Private and Public
- Director/Instructor Background Screening (Level 2)
- VPK Director’s Credential
- **School-Year Program (540 hours)** - Class sizes of 20 or fewer students (1:11 or 2:20). At a minimum, instructors must hold a Birth through Five Florida Child Care Professional Credential and complete special training on early literacy and performance standards.
- **Summer Program** (300 hours) - Class sizes of 12 or less. Instructors must hold a bachelor’s degree.
- **Specialized Instructional Services Program (VPK SIS)**—hours vary based on services provided. Certified or licensed professionals provide instruction or therapy in individual or small group settings for eligible children with special needs. The child must have a current individualized educational plan (IEP) from a local school district.
- Developmentally Appropriate Curriculum
- Required to administer a pre- and post-assessment to all children attending a VPK program.

*Sources: Florida’s Voluntary Prekindergarten Education Program Fact Sheet, VPK Parent Handbook*
Early Head Start

The Neighborhood Place for Early Head Start (EHS) is funded by the U. S. Department of Health and Human Services for 750 slots at $10.2 million.

The EHS program provides high quality early education and comprehensive services to young children ages birth to 36 months who live in one (1) of thirteen (13) targeted zip codes in Miami-Dade County. Thirty (30) childcare centers have partnered with the program to provide an educational experience that furthers children’s development.

Children are selected into the program using a point system. Children with highest number of points are considered to be most at risk and are given priority into the program. Ten percent (10%) of the slots are reserved for children with an identified special need.

The program is based on a holistic model that provides services and resources for children and their family members in the areas of disability, education, family services, health, mental health, and nutrition. One of the goals of the program is to build a good early foundation that leads to future success in school and later in life.
Funding Flow for Early Learning Programs

- **DEPARTMENT OF HEALTH AND HUMAN SERVICES**
  - HEAD START
  - EARLY HEAD START
  - CHILD CARE AND DEVELOPMENT FUND
  - TEMPORARY ASSISTANCE FOR NEEDY FAMILIES
  - SOCIAL SERVICES BLOCK GRANT

- **US DEPARTMENT OF EDUCATION**
  - EVEN START

- **FLORIDA LEGISLATURE**
  - VPK
  - SR

- **FLORIDA'S OFFICE OF EARLY LEARNING / DEPARTMENT OF EDUCATION**

- **LOCAL GRANTEES**

- **Grant Authority**
- **Cash Flow**
## Budget Summary Analysis & Variance

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<tr>
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<tr>
<td><strong>TOTAL EXP</strong></td>
<td>219,028</td>
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</table>
Program Oversight

CHAPTER 1002.82 Florida Statutes
Florida Office of Early Learning
• Monitor and evaluate the performance of each early learning coalition in administering the school readiness program, ensuring proper payments for school readiness program services, implementing the coalition’s school readiness program plan, and administering the Voluntary Prekindergarten Education Program. These monitoring and performance evaluations must include, at a minimum, onsite monitoring of each coalition’s finances, management, operations, and programs.
• Review each early learning coalition’s school readiness program plan every 2 years and provide final approval of the plan and any amendments submitted.
• Develop and adopt standards and benchmarks that address the age-appropriate progress of children in the development of school readiness skills. The standards for children from birth to 5 years of age in the school readiness program must be aligned with the performance standards adopted for children in the Voluntary Prekindergarten Education Program.
• Adopt by rule a standard statewide provider contract to be used with each school readiness program provider, with standardized attachments by provider type. The office shall publish a copy of the standard statewide provider contract on its website. The standard statewide contract shall include, at a minimum, provisions for provider probation, termination for cause, and emergency termination for those actions or inactions of a provider that pose an immediate and serious danger to the health, safety, or welfare of the children. The standard statewide provider contract shall also include appropriate due process procedures. During the pendency of an appeal of a termination, the provider may not continue to offer its services. Any provision imposed upon a provider that is inconsistent with, or prohibited by, law is void and unenforceable.

CHAPTER 1002.73 FLORIDA STATUTES
• “The Florida Department of Education shall administer the operational requirements of the Voluntary Prekindergarten Education Program.”

FEDERAL 45 CFR 98.11
• (b) “In retaining overall responsibility for the administration of the program, the Lead Agency shall:
• (6) Monitor programs and services.”
Focus of Reviews

• Assess whether VPK and School Readiness programs are being implemented as provided for in law and rule
• Help assess whether program outcomes are being achieved
• Assist with identifying ways for early learning coalitions to improve their programs and services
• Provide information to help in the development of program policies and procedures

Areas Subject to Review

• Grant Award and Contract Management
• Educational Service Delivery
• Governance and Operations
• Child Care Resource and Referral
• Community Partnerships
• Enrollment Services
• Internal Control
## Enhanced Compliance Requirements

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<thead>
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<th>REQUIREMENT</th>
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<td>Attendance Monitoring</td>
<td>DOE/OEL</td>
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<td>Fraud</td>
<td>DOE/OEL</td>
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<tr>
<td>Curriculum</td>
<td>DOE/OEL</td>
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<td>DOE/OEL</td>
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<td>DOE/OEL</td>
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<td>DOE/OEL</td>
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<td>ELCMDM/DCF</td>
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<td>US DHS</td>
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<td>Formative Assessment (TS GOLD)</td>
<td>DOE/OEL</td>
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Anti Fraud Plan

**SECTION 1002.91, FLORIDA STATUTES**
Each early learning coalition shall adopt an anti-fraud plan addressing the detection and prevention of overpayments, abuse, and fraud relating to the provision of and payment for school readiness program and Voluntary Prekindergarten Education Program services and submit the plan to the office [of Early Learning] for approval.

The term “fraud” means an intentional deception, omission, or misrepresentation made by a person with knowledge that the deception, omission, or misrepresentation may result in unauthorized benefit to that person or another person, or any aiding and abetting of the commission of such an act. The term includes any act that constitutes fraud under applicable federal or state law.

An early learning coalition may suspend or terminate a provider from participation in the school readiness program or the Voluntary Prekindergarten Education Program when it has reasonable cause to believe that the provider has committed fraud.

If suspended, the provider shall remain suspended until the completion of any investigation by the office, the Department of Financial Services, or any other state or federal agency, and any subsequent prosecution or other legal proceeding.

An early learning coalition may not contract with a school readiness program provider or a Voluntary Prekindergarten Education Program provider who is on the United States Department of Agriculture National Disqualified List.

In addition, the coalition may not contract with any provider that shares an officer or director with a provider that is on the United States Department of Agriculture National Disqualified List.
Sunshine Law

SECTION 286.011, FLORIDA STATUTES

Florida’s Open Meetings Law ("Sunshine") is very broad and provides a right of access by members of the public to the governmental process whether it be at the state or local level. Any meeting is deemed open to the public unless it is specifically excepted by law from the sunshine requirements.

There are three basic requirements of the open meetings law:
- The meeting must be open to the public (only if 2 or more board members are to be present)
- Reasonable notice of the meetings must be given (at least three days prior with an agenda or summary)
- Minutes of the meetings must be taken and made available to the public in a timely manner
Ethics Requirements

The activities of the coalition shall be governed by the code of ethics for Public officers and employees, as defined in Florida statutes, §§ 112.313, 112.3135, and 112.3143

Conflict of Interest Requirements

• No Member may participate or vote upon any measure which would inure to such Member’s special private gain or loss (including a Member’s relatives, as defined in Florida Statutes §112.3 143) or that of the principal whom such Member represents

• All Members shall make known through verbal or written communication to the Coalition Members and the Chair all possible or apparent conflicts and refrain from voting and/or participating in actions to be taken on an item on which such Member has a conflict of interest
The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.
Governance Leadership Policies: Code of Conduct

Members must represent un-conflicted loyalty to the interests of the community it serves. This accountability supersedes any conflicting loyalty such as that to the stakeholder group they may be appointed to represent, related advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization’s services.

More specifically board members:
- Will not engage in any action contrary to the purpose and intentions of the Early Learning Act
- May not act in any way inconsistent or in conflict with applicable federal and state statutes, rules and regulations
- Shall follow the Florida Sunshine law
- Shall follow the Code of Conduct for Government Officials, Chapter 112, Florida Statutes
- Will not allow themselves to be lobbied by potential vendors during a cone of silence (the time period between when an invitation to negotiate, request for proposal or other procurement tool has been issued and a vendor selected) with respect to issues before or coming before the Coalition
- Are not responsible for running the day-to-day operations of the Coalition
Governance Leadership Policies: Code of Conduct

Members must avoid conflict of interest with respect to their fiduciary responsibility. Board members are bound by the Code of Conduct for Government Officials, Chapter 112, Florida Statutes.

This includes:

• There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization, except as procedurally controlled, to assure openness, competitive opportunity, and equal access to inside information
• When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall first declare that conflict, may enter into discussion but must recuse herself or himself
• Board members must not use their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign
• Board members must not use their positions to obtain business contracts with the Coalition for their business entities
• Members will annually disclose their involvements with other organizations, with vendors, related parties doing business, and any other associations that might produce a conflict of interest
Governance Leadership Policies: Code of Conduct

Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.

Member’s interactions with public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions. Specifically:

- Members shall not independently speak, as a representative of the Coalition, to the media regarding topics related to the Early Learning Coalition
- Members shall refer any media requests to either the Chair or the chair’s designee

Members will give no consequence or voice to individual judgments of President/CEO or staff performance.

Members may not individually direct the President/CEO or any staff reporting to the President/CEO directly or indirectly.

Members may not get involved in day-to-day management and personnel decisions of the Coalition

- Members will respect the confidentiality appropriate to issues of sensitive nature
- Board members will conduct themselves in a professional manner
Travel Policies

It is the policy of the ELC to cover allowable travel expenses for ELC Board members as described in this policy. When traveling on ELC business, Board members will be provided with subsistence in accordance with Section 112.061, Florida Statutes.

**TRAVEL WITHIN 50 MILES OF THE ELC**

If the travel is within 50 miles of the ELC, travelers using a privately owned vehicle will be reimbursed on a mile for mile basis based on the most current map miles, at the rate authorized in Section 112.061, Florida Statutes, $.445 per mile.
Travel Policies

TRAVEL BEYOND 50 MILES WITH AN OVERNIGHT STAY
When the travel is to or from more than 50 miles away from the ELC, the ELC will cover:

- Lodging (when overnight stay is required)
- Transportation (airline, rental car, etc.) if required
- If travelers prefers to use Privately Owned Vehicle (POV) a POV-vs-Car rental worksheet must be completed prior to travel. If POV is a more economic means of travel reimbursement will be at $.445 per mile, but if car rental is more economic and traveler would still like to use their POV total reimbursable amount will be lessor of the two expenses
  - EX: Car rental – total cost $200
  - POV mileage reimbursement - $250
  - **Total reimbursement amount authorized $200**

- All travel must be pre-authorized by the ELC.
- Arrangements for airline tickets, rental car and hotel will be made by the ELC Corporate Travel Coordinator.
- Travelers shall ensure that they have sufficient funds to cover out-of-pocket expenses. Except for meals and certain incidental expenses, travelers must retain all receipts for reimbursement (i.e. tolls, parking, etc.).
- Meal Allowances / Per Diem: If event meals are not provided, travelers will receive meal allowances according to departure time. For each day of travel traveler is entitled to a max daily Meal Allowance of $36.

<table>
<thead>
<tr>
<th>Meal</th>
<th>Traveler Must Depart Before:</th>
<th>And Return After:</th>
<th>To Claim Meal Allowance of:</th>
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<tr>
<td>Breakfast</td>
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<td>8:00 a.m.</td>
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<tr>
<td>Lunch</td>
<td>12:00 noon</td>
<td>2:00 p.m.</td>
<td>$11.00</td>
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<tr>
<td>Dinner</td>
<td>6:00 p.m.</td>
<td>8:00 p.m.</td>
<td>$19.00</td>
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On the last day of the travel traveler will switch to per diem allowance (on a midnight-to-midnight basis). Per diem amounts are reimbursed in quarters ($20 each), with a maximum available amount of $80

- Midnight – 6am = $20
- 6am – Noon = $20
- Noon – 6pm = $20
- 6pm – Midnight = $20
Grievance Policy and Procedures

The grievance policy is designed to provide prompt and orderly resolution of complaints or disputes arising in the course of conducting business with, receiving services from, and/or providing services to the Early Learning Coalition of Miami-Dade/Monroe. Any party has the right to present their grievance to the Coalition within 30 days of an occurrence, or within 30 days of a party having reasonable knowledge of said matter.

Grievance(s) must be submitted in written form (electronic or mail) to the following address:

  grievances@elcmdm.org or
  Grievance
  Early Learning Coalition of Miami-Dade/Monroe
  2555 Ponce De Leon Blvd, Suite 500
  Coral Gables, FL 33134

A written acknowledgement of the grievance will be provided within seven (7) business days of receipt.

Complaints and disputes may be resolved during this initial contact and thus would not require further action.
Grievance Policy and Procedures

A written resolution will be submitted by the Coalition within 30 days. In the event the party is not satisfied with the outcome provided by the Coalition, they must identify in writing the specific unresolved issue(s) and the resolution being sought within 30 days of the response and address it to:

Provider Services Committee
2555 Ponce De Leon Blvd, Suite 500
Coral Gables, FL 33134

A written acknowledgement of the grievance will be provided within seven (7) business days of receipt. The grievance will then be scheduled for the next Provider Services Committee meeting.

If the Provider Services Committee is unable to resolve the matter or a potential resolution requires action by the Board of Directors of the Early Learning Coalition of Miami-Dade/Monroe, the grievance shall be presented for resolution before the full Board by the chairperson of the Provider Services Committee on behalf of all involved parties.

In the event the party is not satisfied with the outcome provided by the Provider Services Committee and/or Coalition’s Board of Directors, they may seek legal remedies as afforded under the laws of the state of Florida.
Public Records Request Procedure

Requests regarding inspection and/or copies of public records pertaining to the Early Learning Coalition of Miami-Dade/Monroe are to be addressed to: Early Learning Coalition of Miami-Dade/Monroe, Communications Department, 2555 Ponce de Leon Blvd., Suite 210, Coral Gables, FL 33134.

Requests may be submitted electronically, verbally or in writing and must describe the specific query items being requested. Requests must also include the name, address and telephone number of the inquiring party. Requests for exempted records will not be approved and the requester will be provided the basis for why the release of records was denied.

The Communications Department is responsible for providing a timely written response to any public records request received at the ELC. The Communications Department will respond in writing and provide the information requested within a reasonable time of the receipt of the original request.

Requestors may be charged the cost of duplication in the event that the data is not readily available and/or requires additional manipulation to satisfy the request. The charge is based on the hourly rate of the lowest paid staff member used to collect the data.
Appendix: Early Learning Terminology Index

APPLE - Accredited Professional Preschool Learning Environment

ACTIVE CHILD - An enrolled child who has received child care during the reporting period

ASQ - Ages and Stages Questionnaire

FOEL - Florida Office of Early Learning is the state agency under which the Office of Early Learning operates. FOEL contracts with the Coalition to administer the School Readiness and Voluntary Pre-Kindergarten grants

BG1 (BILLING GROUP 1) - Refers to at-risk children ages 0 to 5 not enrolled in public schools and school aged children 5 to 12 as determined by the Department of Children and Families (DCF)/Our Kids, Inc. and as outlined in Rilya Wilson Act. Referrals required from Our Kids, Inc.

BG3 (BILLING GROUP 3) - Refers to children, ages 0 to 12, of Temporary Assistance for Needy Families (TANF). Referrals are required.

BG5 (BILLING GROUP 5) - Refers to children of families eligible for Transitional Child Care (TCC) Program whose household income does not exceed 200% of the Federal Poverty Level. Referrals from South Florida Workforce are required

BG8 (BILLING GROUP 8) - Refers to children of working families whose household income falls below 150% of the Federal Poverty Level upon entry into the program. Also known as “working poor”

CCEP - Child Care Executives Partnership, a public/private partnership program created by Florida Legislature to help employers meet the needs of working parents. Through this program, federal and state funding is “matched” with contributions from local governments, charitable foundations, and participating businesses on a dollar-for-dollar basis to provide child care services to participating families.

CCR&R - Child Care Resource and Referral

CDA – Child Development Associate credential

CLASS – Classroom Assessment Scoring System

CLD - Culturally and Linguistically Diverse

DAYS OF CARE - Provided to an eligible client and billed by provider, including partial days of care

DIRECT SERVICES - Those activities, other than child care, which are necessary to meet the service task requirements of this contract, i.e., eligibility determination, eligibility re-determination, referral follow-up, case management, file documentation, monthly reporting, data collection, referral and coordination with employability services and other support agencies

Dually Enrolled – Children who are enrolled in School Readiness and Early Head Start programs

EARLY LEARNING QUALITY IMPROVEMENT SYSTEM - Miami Dade’s local initiative, funded in conjunction with the Children’s Trust

EARLY STEPS - Birth through 35 months evaluation and eligibility agencies; UM-Mailman (North) and Miami Children’s Hospital (South)

EFS - Enhanced Field System

EHS/HS - Early Head Start/Head Start

ELLS - English Language Learners

ENROLLMENT DATE - The first date the eligible client’s child(ren) receive(s) child care services

ERSEA – Eligibility, Recruitment, Selection, Enrollment, and Attendance

ESE - Exceptional Student Education (includes gifted programs)
Appendix: Early Learning Terminology Index

**FDCE** - Florida Department of Children & Families-the coalition contracts with the State of Florida, Department of Children and Families-Office of Refugee Services to address the needs of Refugees/Entrants children and their families

**FDLRS** - Florida Diagnostic Learning and Resource System

**FLDOE** - Florida Department of Education

**FLKRS** - Florida Kindergarten Readiness Screener

**FOEL** – Florida Office of Early Learning

**GENERAL OPERATING FUNDS** - Unrestricted donations

**GOLD SEAL FACILITIES** - Include child care facilities, large family care homes, or family day care homes that are accredited by a nationally recognized accrediting association and have awarded the Gold Seal designation by DCF

**IDEA** - Individual with Disabilities Education Act requires states to provide a free appropriate education to eligible children and youth with disabilities. The 1997 revision to the Act strengthened early childhood services and mandates Part C and part B provisions

**IEP** - Individual Education Plan

**INFANT** - A child whose age ranges from zero (0) to less than 13 months.

**INTAKE DATE** - The date the child is determined to be eligible for child care services.

**ITERS-R/ECERS-R** - Infant/Toddler / Early Childhood Environmental Rating Scale-Revised

**LAP-D** - Learning Accomplishment Profile-Diagnostic; an assessment to measure a child’s development in the areas of communication, cognition and motor development. A three-year old and four-year old screening is also available

**LICENSED CHILD CARE FACILITY** - Any child care center or home in the state, unless statutorily exempt, possessing an annually renewed child care license from DCF or the local licensing entity

**MDCPS** - Miami-Dade County Public Schools

**NAEYC** - National Association for the Education of Young Children

**OCA** - Other Cost Accumulators are state required codes (Billing Groups BG’s) for grouping items of cost. There is a set of codes for administrative costs, non-direct services, quality services and direct services. Direct services are also referred to as slots. Each FOEL grant; Voluntary Pre-Kindergarten and School Readiness, has its own set of OCAs. OCA is similar to a Chart of Accounts and the BG’s are the GL accounts within that chart

**PART B** - An IDEA program and funding source for children with disabilities ages 3 through 21 that entitles eligible children to receive special education and related services

**PART H/C** - An IDEA program and funding source for infants and toddlers from birth to 36 months who have an established medical condition that places them at high risk for developmental disabilities or who have a developmental delay

**PIR** – Program Information Report

**READINESS RATES** - A measure of how well voluntary pre-kindergarten providers have prepared children to enter kindergarten.

**Self-Assessment** - A process by which the Early Head Start program analyzes data to evaluate the program’s progress towards meeting program goals and to ensure compliance with program requirements.

**SCHOOL AGE** - A child who is at least five years of age by September 1st of the beginning of the school year and who is attending kindergarten through grade five (5)
Appendix: Early Learning Terminology Index

SR - School Readiness
TAS - Technical Assistance Specialist
TCT - The Children's Trust
TODDLER - A child whose age ranges from 13 to less than 24 months
RFP - Request for Proposal
VPK - Voluntary Prekindergarten
WAITLIST - A roster of children who have completed an application, but are not yet enrolled, due to funding limitations
WELS - Web-Based Early Learning System