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.

BOARD OF DIRECTORS MEETING
December 7, 2020; 8:00 a.m.
Zoom Meeting ID: 951 1413 0037
Passcode: ELC1207

I. Welcome & Introductions  
   A. Roll Call  

II. Approval of Minutes  
   A. Motion to approve the October 2020 Board of Directors Meeting minutes.  

III. Chairman’s Report  

IV. 2021 Board of Directors Meeting Schedule  

V. Executive Committee Meeting Report  
   A. Evaluation for Legal Services/Lehtinen Schultz  
   B. Visibility: Business Community Engagement  
   C. Monroe County Needs Assessment Status Report  
   D. Resolution 11022020-01- Approval of the recommendation by the Executive Committee acting as Evaluators for Legal Services for RFQ#ELCMDM2020-01, and authorize the President and CEO to award, negotiate and execute a contract with the selected vendor (Cone of Silence still remains effective).  
   E. Resolution 11022020-02 to approve the Early Learning Coalition’s Amendment to the Annual Budget for fiscal year 2020-2021.  
   F. Resolution 11022020-03 Authorize the President and CEO to apply, negotiate, execute a contract and receive funds from Miami-Dade County to receive CARES Act funding for Early Learning Centers in unincorporated areas  
   G. Revised Leave Policy  

VI. Finance Committee Meeting Report  
   A. Resolutions  
      i. Resolution 12072020-01- Approval of the Evaluation Committee’s recommendation to award contracts for RFP#ELCMDM2020-06 (Comprehensive Cleaning Services), and authorize the President and CEO to negotiate and execute contracts with the selected vendors.  
      ii. Resolution 12072020-02 Approval of the Evaluation Committee’s recommendation to award a contract for RFP#ELCMDM2020-07 (Professional Development Resources), and authorize the President and CEO to negotiate and execute a contract with the selected vendor.
iii. Resolution 12072020-03 to approve the Early Learning Coalition’s Additional Amendment to the Annual Budget for fiscal year 2020-2021.

B. Slot Utilization
   i. Miami Dade County
   ii. Monroe County
   iii. Title V

C. Cybersecurity Update

D. EHS Credit Card Report
   i. October (No Charges)

VII. ELC Expenditures, State Rules, Audit Requirements and Compliance
     Mercy Castiglione

VIII. Provider Services Committee Report
      Rick Beasley
      A. Our Little Hands of Love

IX. Programs, Policy & Strategy Committee Report
     Gladys Montes
     A. Recruitment and Selection Plan
     B. Meals
     C. Attendance
     D. PDG Renewal Grant
     E. Monroe Early Learning Conference
     F. Florida Reading Corp.

X. Governance & Bylaws Committee Report
    Gerald Schwartz
    A. Section 9.4 (Monroe County Advisory Committee)

XI. Ethics Training
    Jose Arrojo

XII. CEO Report
     Evelio Torres

XIII. Public Comments
      Adrian Alfonso

XIV. Adjourn
     Adrian Alfonso

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.
I. Welcome and Introductions

- A. Alfonso called the meeting to order and welcomed everyone.

- L. Sanabria called roll and a quorum was established with twenty (20) voting members.

- A. Alfonso presented the award sent to Dr. Abilio Rodriguez for his participation on the board.

- A. Alfonso congratulated David Lawrence for being honored by The Greater Miami Chamber with the “Sand in My Shoes” award.

- A. Alfonso stated that ELC staff continue to hold weekly provider meetings via Zoom to provide updates from the different ELC departments. This past week they had a representative from DCF giving updates on licensing and DCF COVID recommendations.

- A. Alfonso stated that the Children’s First Conference was held on Sept. 12 via Zoom Meeting and it was a very successful event.

- A. Alfonso thanked Rick Beasley for organizing the Early Learning Impact to MDC Business Community meeting, which was held on September 15. ELC Staff, various Board members and CEO’s from various Chambers attended. The topics discussed were: Value Added to Employers,
Economy and Community by Early Learning Coalition and Cultivating the Synergy between Early Learning Coalition and Employers. It was a productive meeting and we look forward to working with the chambers.

II. Approval of Minutes Adrian Alfonso

- A. Alfonso called for the approval of the meeting minutes from September 2020.
  - J. Haj moved to approve the minutes.
  - L. Chant seconded the motion.
  - Motion passed unanimously.

III. Executive Committee Report Adrian Alfonso

  a. A. Alfonso stated that the Executive Committee met on September 22. The committee was asked to approve a shade meeting between ELC staff, the Litigation Committee and attorneys representing the cases.

IV. Finance Committee Report Adrian Alfonso

- A. Alfonso stated that the Finance Committee met on October 1st reviewed, and approved resolution:
  - Resolution 10052020-01 Authorize the President and CEO to receive the one-time supplemental funding for the Early Head Start budget in the amount of $479,039.00 and approve the final amendment for the Early Head Start budget. Fiscal Impact: The total award is $479,039.00 for a one-time supplement. Funding Source: U.S. Department of Health and Human Services, Administration for Children and Families.
    - Motion to approve resolution in a block vote by B. Eadie.
    - Motion seconded by G. Montes.
    - Motion unanimously passed.

- A. Alfonso stated that monies spent are higher because ELC is paying the providers based on enrollment and not actual attendance. This makes for a difficult budget year because of the unique situations the ELC is facing, paying parent fees, reimbursing for full-time for school-aged children that would regularly be part-time, etc.

- A. Alfonso reviewed the reconciliation snapshot and stated that there were still many providers that had not responded to the letter, phone call and emails sent.

- A. Alfonso stated that the Snapshots show no waitlist in Miami-Dade or Monroe County. Children are being brought in every two weeks in Miami-Dade and daily in Monroe.
• A. Alfonso stated that there were no charges on the EHS credit card report.

V. **Nominating Committee Report**

Marisol Diaz

• M. Diaz stated that the Nominating Committee met on September 24th and interviewed two applicants for the faith-based provider representative position on our Board. After the interviews and discussion, the Nominating Committee approved the nomination of Dr. Eileen Fluney, from Paradise Christian School
  
  o G. Schwartz moved to approve the nomination.
  o J. Roig seconded the motion.
  o Motion passed unanimously.

VI. **Programs, Policy & Strategy Committee Report**

Gladys Montes

• G. Montes stated that the Programs, Policy & Strategy Committee met on September 28 and discussed the following items:

  • EHS enrollment, attendance and meal programs were reviewed and accepted. The committee had some concerns about the number of children reported as not attending the program. After the meeting, staff followed up on the attendance identified that only six (6), out of the 695 children enrolled, have not been participating virtually or attending classes in person. Family Advocates have been in communication with the families of the 6 children and continue to provide the family services piece of the program. The program has been flexible with families during these trying times, but will now proceed with the committee’s recommendation to have these 6 families commit to in-person or virtual education services in order to continue being enrolled in the EHS program.
  • Dad’s Take Your Children to School Day
  • Self-Assessment Plan
    o Process
      ▪ Data Collection
      ▪ Focus Group Formation
      ▪ Data Sharing
      ▪ Data Analysis
      ▪ Impact of Analysis
      ▪ Final Report and Improvement Plan (01/20/21-01/22/21)
      ▪ Report Presentation (02/01/21-02/17/21)
      ▪ Focus Group Updates (02/22/21-07/31/21)
  • Children’s First Conference-Virtual conference, strong support from Miami-Dade, participants from all Florida counties even one participant from Puerto Rico.
Leading for Equity-startup phase, value statement has been changed, creating a small team to develop a Planning & Steering Committee.

Improving Reading Skills for Preschoolers- studies conducted by the Children’s Trust were reviewed by ELC staff. We will have a presentation from Rachael Spector at our upcoming Board meeting to discuss the results. (Ask Evelio to say a few words)

VII. Provider Services Committee Report

Rick Beasley

R. Beasley stated that the Provider Services Committee met on September 24 and discussed the following items:

- A Certificate of Insurance monitoring report was presented by the Quality Assurance Director. 80 providers were randomly selected for review and all had valid insurance.
- VPK Assessments Period 1 are to begin soon as they are to be conducted within the first 30 calendar days of the start of the VPK program and submitted within 45 days.
- Communications Monthly Report was presented, reflecting the efforts made for outreach to providers and parents. News alerts, social media posts and the attendance at our weekly provider meeting were shared.
- Data requested by the Provider Sustaining and Strengthening break-out group on provider under-enrollment was shared. The data identified the reimbursements for children attending vs. enrolled, attendance rates, number of open providers and participants in the first responders grant.

VIII. Litigation Committee Report

Gerald Schwartz

G. Schwartz stated that the Litigation Committee met on September 24 and discussed two cases:

- Dania Espinosa vs. Early Learning Coalition of Miami-Dade/Monroe, Inc.

These discussions were held “in the shade”. The Board will receive further information once the cases are resolved.

IX. Monroe County Advisory Sub-Committee Report

Sandi Bisceglia

S. Bisceglia stated that the Monroe County Advisory Committee met on September 24th to discuss the Monroe County Needs Assessments.

X. CEO Report

Evelio Torres
XI. Public Comments

XII. Adjourn
Board of Directors 2021 Meeting Schedule

January 2021 - No meeting

Monday February 1, 2021 (Key Largo)

Monday March 1, 2021

Monday April 5, 2021

May 2021 - Executive Committee Meeting

Monday June 7, 2021

July - No meeting

Monday August 2, 2021 (Annual Meeting/BOD Retreat in Marathon)

Tuesday September 7, 2021

Monday October 4, 2021

November – Executive Committee Meeting (Key West)

Monday December 6, 2021
THE EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC.

LEGAL SERVICES

RFQ #ELCMDM2020-01

Submitted by:

LEHTINEN SCHULTZ PLLC

In collaborative partnership with:

Rodolfo (“Rudy”) Gomez, Esq. &
Ford Harrison LLP
1 SE Third Ave.
Suite 2130
Miami, Florida 33131

and

Daniel J. Benavides, Esq. &
Sandman Savrann PLLC
78 SW 7th St.
Suite 500
Miami, Florida 33131

and

John M. Catalano Esq. &
Siegfried Rivera
201 Alhambra Circle
11th Floor
Coral Gables, Florida 33134
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Lehtinen Schultz PLLC (“Lehtinen Schultz” or the “Firm”) has served as Board Counsel and has provided legal services to the Early Learning Coalition of Miami-Dade/Monroe, Inc. (“Coalition”) since 2017. It was founded in 2014 by several partners from the highly respected law firm Tew Cardenas LLP. Lehtinen Schultz has a particular focus on and history of providing legal services to not-for-profit agencies and municipalities. Through Bob de la Fuente, Amanda Quirke Hand, Claudio Riedi, and Dexter W. Lehtinen, Lehtinen Schultz is uniquely able to provide the Early Learning Coalition of Miami-Dade/Monroe, Inc. (“Coalition”) with the services required by the Coalition.

The Firm is pleased to present a collaborative partnership with three other individuals and firms whose legal expertise is well known to the Coalition. Our team includes: (i) Rodolfo (“Rudy”) Gomez and his firm, Ford Harrison LLP (“Ford Harrison”); (ii) John M. Catalano and his firm, Siegfried Rivera; and (iii) Daniel (“Danny”) Benavides and his firm, Sandman Savrann PLLC (“Sandman Savrann”). All three have provided the Coalition with legal services in the past, and we are pleased to include them in this response to the Request for Qualifications (“RFQ”).

Our team’s breadth of experience is extensive, as set forth below.

Bob de la Fuente is rated AV pre-eminent by Martindale Hubbell and has served as Board Counsel to the Coalition since 2017 and is consistently recognized as a Super Lawyer, Top Lawyer and a member of the Legal Elite. While at Tew Cardenas, Mr. de la Fuente provided legal services to the Coalition, working extensively for the Coalition in a variety of capacities, occasionally serving as Board Counsel to the Board of Directors, and serving as the primary attorney for the Program
Policy & Strategy Committee. He has been practicing since 1993, enjoying a varied career as an Assistant State Attorney, the Director of Florida Development for a New York based development company, a partner at Tew Cardenas LLP a founding shareholder of Lehtinen Schultz, and Board Counsel to the Coalition, where his responsibilities included all requirements of this RFQ.

**Amanda Quirke Hand,** an attorney since 2006, brings a tremendous wealth of private and public sector experience to our team, having practiced land use, local government, and litigation. She also served as an Assistant City Attorney in the City of Miami where, among other things, she served as board counsel to the Planning, Zoning and Appeals Board and the Historic, Environmental and Preservation Board.

**Claudio Riedi** has practiced law since 1993 and is a founding shareholder of the Firm. He serves as Special Counsel to the Village of Wellington (“Village”), where he and other members of the Firm have handled litigation matters for the Village.

**Dexter W. Lehtinen** is a well-known figure in the South Florida community, having served as the United States Attorney for the Southern District of Florida. He was most recently the Village Attorney for the Village of Palmetto Bay until the end of 2019.

**Rudy Gomez** is a partner at Ford Harrison, which is a global law firm of human resource attorneys. Rudy has practiced labor and employment law for over thirty (30) years. From August 2011 until April 2012, Mr. Gomez worked with Bob de la Fuente representing the Early Learning Coalition of Broward County in extremely sensitive labor and employment law issues, and he has been doing the same for the Coalition since 2017.

**Danny Benavides** is a partner at Sandman Savrann PLLC and was formerly a partner at Shutts & Bowen. At Shutts & Bowen, Danny worked extensively with the Coalition serving as counsel to the Provider Services Committee and to the Contracts Department.
RELEVANT WORK HISTORY IN SOUTH FLORIDA WITH NON-PROFIT ORGANIZATIONS

Lehtinen Schultz and its collaborative partners provide the following work history in South Florida with non-profit organizations and government, with unparalleled experience to address the Coalition’s needs.

LEHTINEN SCHULTZ PLLC

Bob de la Fuente

Early Learning Coalition of Miami-Dade/Monroe, Inc.: Board Counsel and Coalition related legal matters, including but not limited to: Resolutions; Parliamentary procedure; Sunshine law; Public records; Procurement; Voting conflicts; Contracts; Procurement.

Board Counsel 2017 – Present
Counsel (at Tew Cardenas) 2010 - 2014

Early Learning Coalition of Broward County, Inc: Board related matters, including but not limited to: Resolutions; Parliamentary procedure; Sunshine law; Public records; Procurement; Voting conflicts; Contracts; Procurement; Contracts

Interim Board Counsel 2011 – 2012
Special Counsel, Procurement 2015

Additional Non-Profit & Government Representations:

Camillus House: Land Use & Zoning Matters
Miami Rescue Mission: Land Use & Zoning Matters
City of Miami Beach: Special Counsel to Planning Director
Town of Medley: Special counsel for land use, zoning and public records matters
City of West Palm Beach: Special counsel opposing roadway extension; public records,
State and Federal agency interaction
Amanda Quirke Hand
Early Learning Coalition of Miami-Dade/Monroe, Inc.: Procurement matters
City of Miami, Assistant City Attorney: Board counsel

Claudio Riedi
Early Learning Coalition of Miami-Dade/Monroe, Inc.: Employment, contract, and procurement matters.
Village of Wellington: Special counsel, land use litigation
Village of Palmetto Bay: Board counsel, litigation counsel
City of West Palm Beach: Special counsel opposing roadway extension; public records, State and Federal agency interaction

Dexter W. Lehtinen
Village of Palmetto Bay: Village Attorney.

Rudy Gomez/Ford Harrison
Early Learning Coalition of Miami-Dade/Monroe, Inc.: Employment counsel
Early Learning Coalition of Broward County, Inc.: Employment counsel

John M. Catalano/Siegfried Rivera
Early Learning Coalition of Miami-Dade/Monroe, Inc.: Real estate/leasing counsel
Town of Medley: Real estate counsel
Camillus House: Real estate and transactional counsel

Danny Benavides/Sandman Savrann
Early Learning Coalition of Miami-Dade/Monroe, Inc.: Counsel to the Provider Services Committee and Contracts department.
KNOWLEDGE OF RULES AND REGULATIONS
GOVERNING NON-PROFIT FUNDING

Current and prior representation of the Coalition and ELC Broward have resulted in significant knowledge of the funding, use and restrictions on the use of funds for the Coalition. Further, the Firm benefits from extensive dealings with the General Counsel’s office of the Office of Early Learning (“OEL”), including open lines of communication allowing confirmation that Coalition actions remain in compliance with the Coalition’s Grant Agreement and governing regulations. The Firm therefore has extensive knowledge of the Grant Agreement and the extensive list of applicable Federal and State regulations, a small sample of which includes: 45 CFR Part 99 – Procedures for Hearings for the CCDF; Code of Federal Regulations requirements which must be included in vendor contracts; Sabanes-Oxley Act; Chapter 1002, Part V, Fla. Stat. – Voluntary Prekindergarten Education Program; Chapter 1002, Part VI, Fla. Stat. – School Readiness Program; Chapter 112, Fla. Stat.

Recently, and of particular relevance, in dealing with the challenges presented by the problems caused by the failure of EFS Mods, the Firm, with the Coalition, drafted and negotiated Grant Agreement modifications to best protect the Coalition from exposure.

The Firm’s years of experience representing the Coalition, reviewing the Grant Agreements, and fostering open lines of communication and good relations with OEL’s General Counsel’s office have resulted in the ability to effectively navigate, understand and provide advice on the numerous regulations governing non-profit, and specifically the Coalition’s, funding.

PLAN TO RENDER SERVICES REQUESTED
IN SECTION 3.4

As has been the case for the last three and a half years, Bob de la Fuente would continue to serve as the primary contact for the Coalition. We anticipate that most of the work for the Coalition will be performed by Mr. de la Fuente, Ms. Hand, and Mr. Riedi. Rudy Gomez would handle
employment related matters; John Catalano would handle real estate and leasing matters; Danny Benavides would be available for Provider Services meetings, Contract issues, and other Coalition issues as needed. For each task listed under Section 3.4, Bob de la Fuente would be the primary contact and handle each matter himself. On the rare occasion that he might be unavailable to attend any required board or committee meetings or conference calls, coverage is available from Amanda Quirke Hand, Claudio Riedi, Danny Benavides, and Dexter W. Lehtinen. Legal advice and consultation from every member of our collaborative partnership is available.

The Coalition will receive a single invoice for all legal services and expenses from Lehtinen Schultz, which will include Messrs. Gomez, Catalano and Benavides and their firms’ fees and expenses listed as an expense, and those invoices would be provided as backup for those expenses.

Through designated point person Bob de la Fuente, services will be provided through direct contact with Coalition Board members, Committee members, the CEO, or administration as designated by the CEO, or as otherwise directed by the Coalition. Lehtinen Schultz plans on following the working model as previously established during prior work for the Coalition and the ELC Broward County. Direct lines of communication with the client and the specific departments requiring legal assistance have resulted in being able to quickly identify specific needs and the ability to address those needs immediately and accurately.

**EXPERIENCE IN GOVERNMENTAL AND ADMINISTRATIVE/REGULATORY MATTERS, INCLUDING REPRESENTATION OF A BOARD OF DIRECTORS**

Bob de la Fuente has currently served as Board Counsel to the Coalition since 2017, and provided legal services and served as counsel to the Board of Directors of the Coalition from 2010 – 2014 at Tew Cardenas, for a total of 7.5 years. Additionally, he served as Interim Board Counsel for
the ELC Broward for one year, and subsequently served as Procurement Counsel for the ELC Broward. With these engagements Mr. de la Fuente routinely and regularly provided advice on relevant legal matters to both coalitions, including but not limited to conflicts, Sunshine Law, Shade Meetings, procurement, contracts and parliamentary procedure. This is in addition to his extensive governmental and administrative experience set forth earlier in the section entitled “Relevant Work History in South Florida with Non-Profit Organizations,” outlining, among other things, his representation of the City of Miami Beach, the Town of Medley, and the City of West Palm Beach.

Claudio Riedi has provided legal services for the Coalition since 2017. Most recently, and of particular note was his well-received presentation to the Coalition Board at its September 2020 meeting, advising the board members of their fiduciary responsibilities. Mr. Riedi’s governmental/administrative/regulatory experience includes representing the Village of Wellington, the Village of Palmetto Bay, and the City of West Palm Beach.

Amanda Quirke Hand has provided legal services for the Coalition since 2017. She was an Assistant City Attorney for the City of Miami, advising the Commission, boards and staff on administrative and regulatory matters.

Dexter W. Lehtinen was Village Attorney for the Village of Palmetto Bay until December, 2019. His duties required expertise in governmental and administrative/regulatory matters, and representation of the Village Council.

Rudy Gomez and Ford Harrison have provided the Coalition and the Broward ELC with Employment Law expertise since 2012.

In addition to having provided the Coalition with real estate and leasing legal services, John Catalano represented, with Bob de la Fuente, Camillus House in a sophisticated land swap transaction involving the Florida Department of Transportation, the Florida Department of State
Lands, Camillus House, and the University of Miami, yielding significant experience in governmental and regulatory matters.

Danny Benavides is well known to the Coalition, having provided his legal services to the Coalition while he was a shareholder at his prior firm.

**INFRASTRUCTURE TO PROVIDE REQUESTED SERVICES AND INTERNAL CAPACITY TO PROVIDE SPECIALIZED LEGAL ADVICE/REPRESENTATION IN DIFFERENT AREAS OF THE LAW**

Lehtinen Schultz PLLC’s roster of attorneys possesses extensive experience and skills that have effectively served the Coalition since 2017. In addition, our collaborative partnership with Rudy Gomez and Ford Harrison, John Catalano and Siegfried Rivera, and Danny Benavides and Sandman Savrann supplement and enhance Lehtinen Schultz’s abilities, providing the Coalition with the ability and internal capacity to provide the services requested and the specialized legal advice and representation in the different areas of the law which have been most frequently needed by the Coalition. Our structure enables full service without large firm inefficiencies. In sum, Lehtinen Schultz and its collaborative partners are the most important tools that are already in place which would continue to provide exemplary service to the Coalition. If the situation arises where none of the attorneys in our collaborative partnership are able to provide needed expertise (and this has not occurred while we have been Board Counsel), we are fortunate to have an extended network of colleagues within Ford Harrison and Siegfried Rivera, as well as stemming from our tenures at larger firms, such as Tew Cardenas and Shutts & Bowen, among others. With that network, specialists are readily found.

The size of our team and our team’s breadth of services provides more than ample internal capacity to efficiently serve the Coalition, provides the Coalition with direct and immediate contact with attorneys to handle its issues, and minimizes the number of attorneys working on its matters.
Lehtinen Schultz’s offices on Brickell Avenue, Danny Benavides’ and Rudy Gomez’s offices downtown, and John Catalano’s office in Coral Gables all contain administrative staff able to assist on Coalition matters and the required technology to meet the Coalition’s requirements, including but not limited to the ability to conduct remote meetings when required. Bob de la Fuente’s full-time legal assistant is readily reachable in the event that Mr. de la Fuente is unavailable, and is equipped to locate the required attorneys to handle any emergent matters.

PROPOSED BUDGET AND BUDGET NARRATIVE FOR EACH YEAR OF CONTRACT TERM

The proposed budget for the Legal Services contract is $125,000/year. Each attorney will bill for legal services in increments of one-tenth (0.1) of one hour. We are pleased to offer the same hourly rates we currently charge the Coalition. Expenses incurred in connection with rendering legal services shall be billed in addition to legal services. These expenses may include long distance telephone charges, photocopying expenses, courier service fees, postage, filing fees, title searches, transcripts, Westlaw online legal research expenses, court fees, and facsimiles.

2021 (January 1 – June 30) & 2026 (July 1, 2026 – December 31, 2026)

Budget: $62,500/6 months

Hourly Rates

<table>
<thead>
<tr>
<th>Attorney</th>
<th>Rate</th>
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<tbody>
<tr>
<td>Bob de la Fuente</td>
<td>$200</td>
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<tr>
<td>Amanda Quirke Hand</td>
<td>$200</td>
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<tr>
<td>Claudio Riedi</td>
<td>$200</td>
</tr>
<tr>
<td>Dexter W. Lehtinen</td>
<td>$200</td>
</tr>
</tbody>
</table>

1 For every year, his excludes serving as lead counsel in any litigation matters, which if required, would be considered on a case by case basis.
2 For every year, this excludes serving as lead counsel in any litigation matters, which if required, would be considered on a case by case basis.
Budget: $125,000/year

Hourly Rates

Bob de la Fuente $200
Amanda Quirke Hand $200
Claudio Riedi $200
Dexter W. Lehtinen $200
Lehtinen Schultz Attorneys $200
Rudy Gomez $275
Ford Harrison Attorneys $275
John M. Catalano $200
Siegfried Rivera Attorneys $200
Danny Benavides $200
Sandman Savrann Attorneys $200
I certify from the records of this office that LEHTINEN SCHULTZ PLLC is a limited liability company organized under the laws of the State of Florida, filed on January 15, 2014, effective January 13, 2014.

The document number of this limited liability company is L14000007858.

I further certify that said limited liability company has paid all fees due this office through December 31, 2020, that its most recent annual report was filed on January 27, 2020, and that its status is active.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Fifth day of October, 2020

[Signature]
Secretary of State

Tracking Number: 2865609930CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication
PROFESSIONAL REFERENCES

Lehtinen Schultz PLLC provides the following seven (7) professional references, two (2) more than required by the RFQ:

Evelio Torres
President & CEO
Early Learning Coalition of Miami-Dade/Monroe, Inc.
305.646.7220
ETorres@elcmdm.org

Raul Aguila, Esq.
City Attorney
City of Miami Beach
305.673.7470
RaulAguila@miamibeachfl.gov

Miami Rescue Mission
Rev. Ronald Brummitt, President
2020 NW 1st Ave.
Miami, FL 33127
Tel. 305.571.2273
Fax 305.571.2244
Email rbrummit@caringplace.org

Paul R. Ahr, Ph.D., MPA, MA
Former CEO of Camillus House
paulahr@earthlink.net
305.965.9303

Esther Jacobo, Esq.
Former Interim Secretary of the Department of Children & Families
Former Board Member, Early Learning Coalition of Miami-Dade/
Monroe, Inc.
estherjaco@msn.com
786.514.9037

---

1 The RFQ specifies “references” and not letters of recommendation; nevertheless, as a supplement, we include five (5) attached letters of recommendation.
Paul Schofield  
Village Manager  
Village of Wellington  
561.753.2536  
pauls@wellingtonfl.gov

Ed Silva  
Former Village Manager, Palmetto Bay  
786.606.8903
May 3, 2017

Early Learning Coalition of Miami-Dade/Monroe, Inc.
c/o LSRCF Attorneys, PLLC
1111 Brickell Avenue
Suite 2200
Miami, FL 33131

Re: Reference letter for LSRCF Attorneys, PLLC

To the Early Learning Coalition of Miami-Dade/Monroe, Inc.:

I am the President/CEO of the Children's Services Council of Broward County, as well as the Second Vice Chair of the Early Learning Coalition of Broward County (ELC). I am happy to serve as a reference for LSRCF Attorneys, PLLC and its attorneys, and recommend them in their application to become board counsel to your organization.

I worked with Bob de la Fuente and his firm extensively in 2015, when Mr. de la Fuente served as procurement counsel for the ELC, and I served as chair of the procurement committee. We were faced with a challenging and contentious process in selecting providers for: (i) child care resource & referral and family education cell center administration services; and (ii) eligibility determination, enrollment and slot utilization management program services. Mr. de la Fuente and his partners capably guided us, providing effective counsel to our board and administration. He and his firm have demonstrated skill and sensitivity to the particulars of representing a not-for-profit organization.

Please feel free to contact me with any questions you may have.

Sincerely,

[Signature]

Cindy Arenberg Seltzer, M.P.A., J.D.
President/CEO

6600 West Commercial Boulevard • Lauderhill, Florida 33319 • Phone 954-377-1000 • Fax 954-377-1683
www.csebroward.org
May 2, 2017

Early Learning Coalition of Miami-Dade/Monroe, Inc.
c/o LSRCF Attorneys, PLLC
1111 Brickell Avenue
Suite 2200
Miami, FL 33131

Re: Reference letter for LSRCF Attorneys, PLLC ("LSRCF")

To the Early Learning Coalition of Miami-Dade/Monroe, Inc.:
I am the Village Manager of the Village of Palmetto Bay. Dexter Lehtinen, as Village Attorney, along with his law firm have provided exemplary legal services to the Village since 2014. I recommend them for the position of board counsel to the Early Learning Coalition of Miami-Dade/Monroe.

Dexter and the lawyers at his firm have provided sound counsel to our staff, board and commission in all areas of municipal work. Serving as board counsel, and providing counsel regarding procurement, administrative law, litigation, land use, zoning and procedural matters, LSRCF has been an asset to the Village and I recommend them to you without reservation.

Sincerely,

Ed Silva
Village Manager
May 2, 2017

Early Learning Coalition of Miami-Dade/Monroe, Inc
C/o LSRCF Attorneys, PLLC
1111 Brickell Avenue
Suite 2200
Miami, FL 33131

RE: Reference Letter for LSRCF Attorneys, PLLC

To the Early Learning Coalition of Miami-Dade/Monroe, Inc:

The Village of Wellington is a municipality in Western Palm Beach County. Claudio Riedi, Dexter Lehtinen and Bob de la Fuente of Lehtinen, Schultz, Riedi, Catalano de la Fuente, PLLC in Miami have been special litigation counsel to the Village of Wellington and have advised this community capably and reliably for many years.

First as Director of Community Services and now as Manager of Wellington, I have had the opportunity to work with several of the Firm’s attorneys. Our relationship began in 2002. The firm’s attorneys have capably handled complex litigation matters, as well as attending and advising the Council and specialty in numerous public meetings. They are familiar with governmental and administrative regulatory matters and most importantly, they are able to effectively coordinate and interact with the Village’s elected officials and staff. They have expertise in land use and municipal litigation and in administrative and regulatory matters. They have conducted legal research and have always been available and approachable as trusted legal counsel to the Council and Staff.

We are very pleased with our working relationship with the firm and recommend them without reservation. Please feel free to contact me with any question you may have.

Sincerely,

Paul Schofield, AICP; ICMA/CM
Village Manager
May 1, 2017

Early Learning Coalition of Miami-Dade/Monroe, Inc.
c/o LSRCF Attorneys, PLLC
1111 Brickell Avenue
Suite 2200
Miami, FL 33131

Re: Reference letter for LSRCF Attorneys, PLLC

To the Early Learning Coalition of Miami-Dade/Monroe, Inc.: The Miami Rescue Mission has served the homeless and the needy of South Florida since 1922. We are a current client of LSRCF Attorneys, PLLC, and I highly recommend the firm to you.

As President of the Miami Rescue Mission, I had the opportunity to work with Bob de la Fuente and John Catalano, two of the partners of LSRCF Attorneys, PLLC, when they were partners at Tew Cardenas LLP. Over many years, they resolved real estate, litigation, and municipal-related issues for the Miami Rescue Mission, demonstrating expertise in dealing with not-for-profit organizations, working with our board of directors, resolving governmental and administrative matters, and other legal issues as they arose.

Over the years they have become more than just our attorneys, they are partners in our vision that No One is Homeless.

Thank you for your time. Please feel free to contact me with any questions you may have.

Sincerely,

Rev. Ronald Brummitt, President
Miami Rescue Mission | Broward Outreach Centers
May 1, 2017

The Early Learning Coalition of Miami-Dade/Monroe, Inc.
2555 Ponce de Leon Blvd.
Suite 500
Coral Gables, Fl. 33134

Re: Letter of Recommendation for Bob de la Fuente, Esq. and Lehtinen Schulz Riedl Catalano de la Fuente, PLLC

To the Early Learning Coalition of Miami-Dade/Monroe, Inc.:

From 2011-2013, while I was the Regional Director of the Southern District for the Department of Children & Families, I was a board member of the Early Learning Coalition of Miami-Dade/Monroe, Inc. I left the board when I became Interim Secretary for the Department of Children & families, a position I filled until I became Chief Assistant and Chief of Staff for State Attorney Katherine Fernandez Rundle.

As a Board Member for the ELC, I was a client of Mr. de la Fuente and his prior law firm, Tew Cardenas. I had the opportunity to work with Mr. de la Fuente when he served as Board Counsel at several board meetings that I attended. Mr. de la Fuente was always prepared and professional, and he demonstrated experience, expertise and knowledge in all legal matters relevant to the ELC. He served as an effective attorney for me and for the Board, and I recommend both Mr. de la Fuente and his Firm to provide legal services to the ELC.

Sincerely,

Esther Jacobo
May 3, 2017

The Early Learning Coalition of
Miami-Dade/Monroe, Inc.
2555 Ponce de Leon Blvd.
Suite 500
Coral Gables, FL 33134

Re: Letter of Recommendation for Bob de la Fuente, Esq. and LSRCF Law, PLLC

To the Early Learning Coalition of Miami-Dade/Monroe, Inc.:  
I am the General Manager of Big Bus Miami. As a multi-city operator of hop-on/hop-off tours, we operate throughout Miami-Dade County and its various municipalities. Accordingly, we regularly encounter regulatory issues, requiring legal representation. Bob de la Fuente and his law partners have provided valuable legal counsel to us since 2014. The Firm capably represents us in procurement, regulatory and litigation matters, and has been effective with County and municipal staff and elected officials. I recommend them for the position of board counsel for your organization without reservation. Please feel free to contact me with any questions you may have.

Sincerely,

[Signature]

Anat Kremen
General Manager
T: +1 800 336 8233 x302
C: +1 954 829 8294
### Certificate of Liability Insurance

**Certificate holder**: Early Learning Coalition of Miami-Dade/Monroe, Inc.  
**Address**: 2555 Ponce de Leon Blvd, Suite 210, Coral Gables, FL 33134

**Insured**: Lehtinen Schultz, PLLC f/k/a LSRCF Law, PLLC  
**Address**: 1111 Brickell Ave. Suite 2200, Miami, FL 33131

**Producer**: GABLES INSURANCE AGENCY CORP  
**Address**: 2875 NE 191ST STREET, SUITE 702B, AVENTURA, FL 33180  
**Contact Person**: Anaely Hoadley  
**Phone**: (305) 446-4305  
**Fax**: (305) 982-8294  
**E-mail**: info@gablesinsurance.com

**Date**: 06/03/20

**Certificate Number**: I-660-1E633964

**Revision Number**: 0

### Coverages

<table>
<thead>
<tr>
<th>Cert. Holder</th>
<th>Policy Number</th>
<th>Policy Effective</th>
<th>Policy Expiration</th>
<th>Limits</th>
</tr>
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<tbody>
<tr>
<td>A A</td>
<td>I-660-1E633964</td>
<td>1/29/2020</td>
<td>1/29/2021</td>
<td>General Liability</td>
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<tr>
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<td></td>
<td></td>
<td></td>
<td>EACH OCCURRENCE: $1,000,000</td>
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<tr>
<td></td>
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<td></td>
<td>DAMAGE TO RENTED PREMISES (EA occurrence): $100,000</td>
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<td></td>
<td></td>
<td>MED EXP (Any one person): $5,000</td>
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<td></td>
<td></td>
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<td>PERSONAL &amp; ADV INJURY: $1,000,000</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>GENERAL AGGREGATE: $2,000,000</td>
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<tr>
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<td></td>
<td></td>
<td></td>
<td>PRODUCTS - COMPO/OP AGG: $2,000,000</td>
</tr>
</tbody>
</table>

**B B**  
**Policy Number**: I-660-1E633964  
**Policy Effective**: 1/29/2021  
**Policy Expiration**: 1/29/2021

**Limits**:  
- EACH OCCURRENCE: $1,000,000  
- PROPERTY DAMAGE (Per accident): $1,000,000  
- MEDICAL EXPENSE (Any one person): $5,000

**Description of Operations / Locations / Vehicles**

Certificate holder is named as Additional Insured. No modification or change in insurance shall be effective without a 15 day advance written notice to certificate holder.

**Cancellation**:  
Should any of the above described policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions.

**Authorized Representative**

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EXHIBIT 5
RFQ # ELCMDM2020-01
Legal Services

NON-COLLUSIVE AFFIDAVIT

STATE OF Florida
COUNTY OF Miami-Dade

Domingo (Bob) de la Fuente being first duly sworn deposes and says that:

1) He/She is the (Owner, Partner, Officer, Representative or Agent) of the Proposer that has submitted the attached Proposal;

2) He/She is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;

Such Proposal is genuine and is not a collusive or sham Proposal;

Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly with any other Proposer, firm, or person to submit a collusive sham Proposal in connection with the Work for which the attached Proposal has been submitted; or to refrain from bidding in connection with such Work; or have in any manner, directly or indirectly, sought by agreement or collusion or communication, or conference with any Proposer, firm or person to fix the price or prices in the attached Proposal or any other Proposer or to fix any overhead, profit, or cost elements of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed Work;

The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or any other of its agents, representatives, owners, employees or parties in interest, including this affiant.

By:

Name: Lehtinen Schultz PLLC, By Domingo (Bob) de la Fuente
Its: Shareholder and Authorized Representative

SWORN TO and subscribed before me this 8th day of October, 2020, by who is personally known to me or who produced his/her

[Signature]
Notary Public - State of Florida
My Comm. Expires Dec 1, 2023

Printed type of stamp
EXHIBIT 8
RFQ # ELCMDM2020-01
Legal Services

SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted by Domingo (Bob) de la Fuente for Lehtinen Schultz PLLC, whose business address is and (if applicable) its Federal Employer Identification Number (FEIN) is 1200 Brickell Ave. Ste. 507, Miami; 46-4499366 (If the entity has no FEIN, the Social Security Number of the individual signing this sworn statement:__________________________

2. I understand that a “public entity crime” as defined in Paragraph 287.133(1)(a), Florida Statutes, means a violation of any state and federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or Contract for goods and services to be provided to any public entity or any agency or political subdivision or any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

3. I understand the “convicted” or “conviction” as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of recording relating to charges brought by indictment or information after July 1, 1989, as result of jury verdict, non-jury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an “affiliate” as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

   a. A predecessor or successor of a person convicted of a public entity crime; or

   b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term “affiliate” included those officers, directors, executives, partners, shareholders, employees, members and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not
fair market value under an arm’s length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a “person as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or the United States with the legal power to enter into a binding Contract and which bids or applies to bid on Contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term “person” includes those officers, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement, which I have marked below, is true in relation to the entity submitting this sworn statement, (Please indicate which statement applies)

X Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or any affiliate of the entity has been charged with and convicted of a public entity crime within the past 36 months. And (Please indicate which additional statement applies).

___ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged and convicted of a public entity crime subsequent to July 1, 1989.

___ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime within the past 36 months. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OR THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.
Domingo (Bob) de la Fuente, Jr.

Name and Title of Authorized Representative

Signature

STATE OF Florida
COUNTY OF Miami-Dade

SWORN TO and subscribed before me this 8th day of October, 2020, by Domingo (Bob) de la Fuente who is personally known to me or who produced his/her as identification.

ANA T. WEINTRAUB
Notary Public - State of Florida
Commission # GG 935224
My Comm. Expires Dec 1, 2023

Notary Public - State of Florida
My commission expires: Dec. 1, 2023

Printed type of stamp
Electronic Articles of Organization  
For  
Florida Limited Liability Company  

Article I  
The name of the Limited Liability Company is:  
LSRCF LAW, PLLC  

Article II  
The street address of the principal office of the Limited Liability Company is:  
1111 BRICKELL AVENUE  
SUITE 2200  
MIAMI, FL.  33131  

The mailing address of the Limited Liability Company is:  
PO BOX 330489  
MIAMI, FL.  33233  

Article III  
Other provisions, if any:  
THE OPERATION OF A LAW FIRM.  

Article IV  
The name and Florida street address of the registered agent is:  
JOHN CATALANO  
1111 BRICKELL AVENUE  
SUITE 2200  
MIAMI, FL.  33131  

Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this certificate, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relating to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.  
Registered Agent Signature:  JOHN CATALANO
Article V

The name and address of person(s) authorized to manage LLC:

Title: MGR
JOHN CATALANO
1111 BRICKELL AVENUE, SUITE 2200
MIAMI, FL. 33131

Article VI

The effective date for this Limited Liability Company shall be:

01/13/2014

Signature of member or an authorized representative

Electronic Signature: JOHN CATALANO

I am the member or authorized representative submitting these Articles of Organization and affirm that the facts stated herein are true. I am aware that false information submitted in a document to the Department of State constitutes a third degree felony as provided for in s.817.155, F.S. I understand the requirement to file an annual report between January 1st and May 1st in the calendar year following formation of the LLC and every year thereafter to maintain "active" status.
COVER LETTER

TO: Registration Section
Division of Corporations

SUBJECT: Lehtinen Schultz PLLC
Name of Limited Liability Company

The enclosed Articles of Amendment and fee(s) are submitted for filing.

Please return all correspondence concerning this matter to the following:

[Signature]
Name of Person

[Company Name]
Firm/Company

[Address]
Address

[Miami, Florida 33151]
City/State and Zip Code

[criedi@lsrfcf.com]
E-mail address (to be used for future annual report notification)

For further information concerning this matter, please call:

[Signature]
Name of Person

[Area Code] 760-8544
Area Code Daytime Telephone Number

Enclosed is a check for the following amount:

☑ $25.00 Filing Fee
☐ $30.00 Filing Fee & Certificate of Status
☐ $55.00 Filing Fee & Certified Copy
(additional copy is enclosed)
☐ $60.00 Filing Fee,
Certificate of Status &
Certified Copy
(additional copy is enclosed)

MAILING ADDRESS:
Registration Section
Division of Corporations
P.O. Box 6327
Tallahassee, FL 32314

STREET/COURIER ADDRESS:
Registration Section
Division of Corporations
Clifton Building
2661 Executive Center Circle
Tallahassee, FL 32301
ARTICLES OF AMENDMENT
TO
ARTICLES OF ORGANIZATION
OF LSRCF LAW, PLLC
(a Florida Professional Limited Liability Company)

The Articles of Organization for this Limited Liability Company were filed on January 15, 2014, and assigned Florida document number L14000007858.

This amendment is submitted to amend the following:

1. The Name of the Company as of the date of amendment shall be:

   Lehtinen Schultz PLLC

2. The Principal Office Address remains:

   1111 Brickell Avenue
   Suite 2200
   Miami, FL 33131

3. The Name of the new Registered Agent is:

   Claudio Riedi, Esq.

4. The Registered Agent Office Address is:

   1111 Brickell Avenue
   Suite 2200
   Miami, FL 33131

I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relative to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent as provided for in Chapter 605, F.S. Or, if this document is being filed to merely reflect a change in the registered office address, I hereby confirm that the limited liability company has been notified in writing of this change.

Signature of new registered agent, Claudio Riedi, Esq.
5. **Remove Authorized Member:** John Catalano, P.A.
   1111 Brickell Avenue
   Suite 2200
   Miami, FL 33131

6. **Effective date:** Date of Filing

Dated: July 25, 2017

Claudio Riedi, PA
Authorized Member

By and through Claudio Riedi
State of Florida
Department of State

I certify from the records of this office that LEHTINEN SCHULTZ PLLC is a limited liability company organized under the laws of the State of Florida, filed on January 15, 2014, effective January 13, 2014.

The document number of this limited liability company is L14000007858.

I further certify that said limited liability company has paid all fees due this office through December 31, 2020, that its most recent annual report was filed on January 27, 2020, and that its status is active.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Fifth day of October, 2020

Tracking Number: 2865609930CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication
Board 2020 Strategic Planning Goal: Business Community Involvement
Visibility

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

- Florida Statute 1002.83 (m) (5) Including the members appointed by the Governor under subsection (3), more than one-third of the members of each early learning coalition must be private sector business members, either for-profit or nonprofit, who do not have, and none of whose relatives as defined in s. 112.3143 has, a substantial financial interest in the design or delivery of the Voluntary Prekindergarten Education Program created under part V of this chapter or the school readiness program
Board Membership

Current Membership: 22 Members

10 Private Sector

7 Private Sector for profit
3 Private Sector nonprofit
Recent Activities

1. Discussion with Chambers (organized by Rick Beasley)
2. Presentation to Coalition of Chambers
3. Presentation to Monroe Chambers
4. Participation in Florida Chamber Foundation 2020 Future of Florida Forum
Desired Outcomes

• TBD By Board
Challenges

• Employers not usually aware of employee’s participation in the programs.
  • Enrollment is protected by client confidentiality requirements.
• Enrollment opens and closes based on budget availability.
  • Ex: may be open one month and closed the next month.
• Open and closed enrollment communication with employers is a challenge.
• Maintaining accurate e-mail lists of employers is always a challenge.
Opportunities

• Establish an e-mail list of HR departments to notify employers of open and closed enrollment.
• Work with Career Source to share information with employers.
• Nominating Committee to establish protocol to recruit private sector members.
• Share information with all Miami-Dade and Monroe chambers and ask them to share with their members. Note: Not high on their priority list, so they may not be willing to share updates on a regular basis.
• Include top legislative agenda item on chamber legislative priorities (this has been done in the past).
<table>
<thead>
<tr>
<th><strong>SICK LEAVE</strong></th>
<th><strong>Vacation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff</strong></td>
<td></td>
</tr>
<tr>
<td>4 hours per PP, 104 hours annually. No maximums.</td>
<td>0 to 5 years employed (4 hours per PP, 104 hours annually). *</td>
</tr>
<tr>
<td>After 10 years of employment, can receive ¼ of sick leave balance as payout, up to a maximum of 480 hours, upon separation.</td>
<td>5 to 10 years employed (5 hours per PP, 130 hours annually)</td>
</tr>
<tr>
<td></td>
<td>10 years or more (6 hours per PP, 156 hours annually)</td>
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<tr>
<td></td>
<td>Maximum of 240 hours carry-over.</td>
</tr>
<tr>
<td></td>
<td>Maximum of 240 hours of payout upon separation. **</td>
</tr>
<tr>
<td><strong>Managers &amp; Directors</strong></td>
<td>176 hours upon appointment and 176 hours annually on appointment anniversary. ***</td>
</tr>
<tr>
<td>104 hours upon appointment and 104 hours annually on appointment anniversary. No maximums.</td>
<td>Maximum of 480 hours carry-over.</td>
</tr>
<tr>
<td>After 10 years of employment, can receive ¼ of sick leave balance up to a maximum of 480 hours, upon separation.</td>
<td>Maximum of 480 hours of payout on separation. **</td>
</tr>
</tbody>
</table>
Action Requested: Approval of the recommendation by the Executive Committee acting as Evaluators for Legal Services for RFQ#ELCMDM2020-01, and authorize the President and CEO to award, negotiate and execute a contract with the selected vendor.

Fiscal Impact: The approximate amount of $125,000.00 per fiscal year, which is subject to availability of funding.


Strategic Goal: ☑️ Neediest Children ☑️ Youngest Children ☑️ Educate All ☑️ Providers ☑️ Internal Capacity ☐ Funding

RESOLUTION: 11022020-01

APPROVAL OF THE RECOMMENDATION BY THE EXECUTIVE COMMITTEE ACTING AS EVALUATORS FOR LEGAL SERVICES FOR RFQ#ELCMDM2020-01, AND AUTHORIZE THE PRESIDENT AND CEO TO AWARD, NEGOTIATE AND EXECUTE A CONTRACT WITH THE SELECTED VENDOR.

WHEREAS, the Executive Committee of the Early Learning Coalition of Miami-Dade/Monroe, Inc. has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Executive Committee for adoption and approval;

WHEREAS, the Executive Committee approves the adoption of this action;

NOW, THEREFORE, be it resolved that the Executive Committee shall approve the recommendation by the Executive Committee acting as Evaluators for Legal Services for RFQ#ELCMDM2020-01, and authorize the President and CEO to award, negotiate and execute a contract with the selected vendor.
The foregoing resolution and attachment was offered by ___________, who moved its approval. The motion was seconded by ___________, and upon being put to a vote, the vote was as follows: _________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 2nd day of November, 2020.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC.

By: ___________________________
Executive Committee Secretary
Background:

Resolution #02262020-01 authorized the President and CEO to release a Request for Qualifications (RFQ) for Legal Services. On September 14, 2020, the Early Learning Coalition of Miami-Dade/Monroe, Inc. (ELC) released RFQ#ELCMDM2020-01 for Legal Services. The ELC received one proposal that was reviewed by the Executive Committee acting as Evaluators for Legal Services.

Executive Committee Members acting as Evaluators for Legal Services:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1. Adrian Alfonso, Partner, Certified Public Accountant – Kaufman Rossin.</td>
<td></td>
</tr>
<tr>
<td>2. Robert Eadie, Administrator and Health Officer- Monroe County Health Department.</td>
<td></td>
</tr>
<tr>
<td>4. Maurice Kemp, Deputy Mayor, Miami-Dade County.</td>
<td></td>
</tr>
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</table>

On October 19, 2020, the Executive Committee acting as Evaluators for Legal Services conducted an interview with the prospective legal services candidate, Lehtinen Schultz PLLC. The Executive Committee acting as Evaluators for Legal Services moved and passed a motion to recommend that the ELC award a contract to the proposer Lehtinen Schultz PLLC. Lehtinen Schultz PLLC has been the ELC’s Legal Counsel since July 1, 2017, as stated in the table below.

Legal services are exempt from procurement, but the ELC conducts a public solicitation as best practice. To reduce administrative costs, we are seeking a contract for legal services for a term of three years, renewable for another term of three years contingent on the vendor’s satisfactory performance. The effective date of the contract will be January 1, 2021 after Executive Committee approval and successful negotiations of terms and conditions.

<table>
<thead>
<tr>
<th>Lehtinen Schultz PLLC f/k/a LSRCF Law, PLLC Contract Terms</th>
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</thead>
<tbody>
<tr>
<td><strong>Contract Number</strong></td>
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<tr>
<td>PSA17-25</td>
</tr>
<tr>
<td>PSA18-25</td>
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<tr>
<td>PSA19-24</td>
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<tr>
<td>PSA 20-22 (Current)</td>
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Evaluate the following RFQ # ELCMDM2020-01:

<table>
<thead>
<tr>
<th>Organizational Background, Qualifications and Capabilities</th>
<th>Legal Services</th>
<th>Max Score</th>
<th>Lehtinen Schultz PLLC</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>(#1) #2 #3 #4</td>
</tr>
<tr>
<td>1 Is the Attorney of Firm located in Miami-Dade/Monroe Counties in metropolitan area?</td>
<td>10</td>
<td>10 10 10 10</td>
<td></td>
</tr>
<tr>
<td>2 Does the proposal include the Attorney/Firm’s background information regarding the general legal services provided?</td>
<td>20</td>
<td>20 20 20 20</td>
<td></td>
</tr>
<tr>
<td>3 Does the Attorney/Firm have extensive experience in governmental and administrative/ regulatory matters, including representation of a Board of Directors?</td>
<td>20</td>
<td>20 20 20 20 20</td>
<td></td>
</tr>
<tr>
<td>4 Does the Attorney/Firm have internal capacity to provide specialized legal advice/representation in the different areas of the law as requested in the scope?</td>
<td>20</td>
<td>20 20 20 20</td>
<td></td>
</tr>
<tr>
<td>5 Does the proposal include five professional references?</td>
<td>10</td>
<td>10 10 10 10</td>
<td></td>
</tr>
<tr>
<td>6 Proposal clearly demonstrates prior experience and job performance</td>
<td>10</td>
<td>10 10 10 10</td>
<td></td>
</tr>
<tr>
<td>7 Rates/prices for each fiscal year from 2020-2020</td>
<td>10</td>
<td>10 10 10 8</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
<td>100 100 100 56</td>
<td></td>
</tr>
<tr>
<td>TOTAL SUM</td>
<td>400</td>
<td>395 8</td>
<td></td>
</tr>
<tr>
<td>AVERAGE</td>
<td>100</td>
<td>92 8</td>
<td></td>
</tr>
</tbody>
</table>
Action Requested: To approve the Early Learning Coalition's Amendment to the Annual Budget for fiscal year 2020-2021.

Fiscal Impact: Net increase of $20,260,717.00 to the Initial Budget for a new total budget of $235,750,793.00.


Strategic Goal: □ Neediest Children □ Providers
□ Youngest Children □ Internal Capacity
□ Educate All □ Funding

RESOLUTION: 11022020-02

TO APPROVE THE EARLY LEARNING COALITION'S AMENDMENT TO THE ANNUAL BUDGET FOR FISCAL YEAR 2020-2021.

WHEREAS, the Executive Committee of the Early Learning Coalition of Miami-Dade/Monroe, Inc. has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Executive Committee for adoption and approval;

WHEREAS, the Executive Committee approves the adoption of this action;

NOW, THEREFORE, be it resolved that the Executive Committee shall approve the Early Learning Coalition's Amendment to the Annual Budget for fiscal year 2020-2021.
The foregoing resolution and attachment was offered by __________, who moved its approval. The motion was seconded by __________, and upon being put to a vote, the vote was as follows: ____________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 2nd day of November, 2020.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: __________________________
Executive Committee Secretary
Background:

The Early Learning Coalition’s fiscal year began July 1, 2020. Please see the amendment to the approved annual budget for fiscal year 2020-2021 below.

<table>
<thead>
<tr>
<th></th>
<th>School Readiness (SR)</th>
<th>CARES</th>
<th>Voluntary Prekindergarten Education Program (VPEP)</th>
<th>Early Head Start</th>
<th>YMI</th>
<th>Other</th>
<th>Total</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/1/2020</td>
<td>$183,115,401</td>
<td></td>
<td>$55,461,730</td>
<td>$10,093,599</td>
<td></td>
<td></td>
<td>$248,670,730</td>
<td></td>
</tr>
<tr>
<td>10/15/2020</td>
<td>$137,922,892</td>
<td>$15,000,484</td>
<td>$18,098,690</td>
<td>$11,408,267</td>
<td></td>
<td></td>
<td>$283,830,443</td>
<td>$25,160,713</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$432,501,173</td>
<td></td>
</tr>
<tr>
<td>Budget Increase</td>
<td>$25,160,713</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


Action Requested: Authorize the President and CEO to apply, negotiate, execute a contract and receive funds from Miami-Dade County to receive CARES Act funding for Early Learning Centers in unincorporated areas.

Fiscal Impact: Approximately up to $5,000,000.00.

Funding Source: Miami-Dade County

Strategic Goal:  
- ☑️ Neediest Children
- ☑️ Youngest Children
- ☑️ Providers
- ☑️ Internal Capacity
- ☑️ Educate All
- ☑️ Funding

RESOLUTION: 11022020-03

AUTHORIZE THE PRESIDENT AND CEO TO APPLY, NEGOTIATE, EXECUTE A CONTRACT AND RECEIVE FUNDS FROM MIAMI-DADE COUNTY TO RECEIVE CARES ACT FUNDING FOR EARLY LEARNING CENTERS IN UNINCORPORATED AREAS.

WHEREAS, the Executive Committee of the Early Learning Coalition of Miami-Dade/Monroe, Inc. has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Executive Committee for adoption and approval;

WHEREAS, the Executive Committee approves the adoption of this action;

NOW, THEREFORE, be it resolved that the Executive Committee shall authorize the President and CEO to apply, negotiate, execute a contract and receive funds from Miami-Dade County to receive CARES Act funding for Early Learning Centers in unincorporated areas.
The foregoing resolution and attachment was offered by ___________, who moved its approval. The motion was seconded by ___________, and upon being put to a vote, the vote was as follows: ____________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 2nd day of November, 2020.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: __________________________
Executive Committee Secretary
Background:

Authorize President and CEO to negotiate and execute a contract with Miami-Dade County to receive CARES Act funding for Early Learning Programs in the unincorporated municipal services area. Funding is up to $5,000,000.00, please see attached resolution from Miami-Dade County.
MEMORANDUM

TO: Honorable Chairwoman Audrey M. Edmonson and Members, Board of County Commissioners

FROM: Abigail Price-Williams
County Attorney

DATE: September 30, 2020

SUBJECT: Resolution directing the County Mayor to develop and implement a forgivable loan or grant program for certain child and adult day care centers in the unincorporated municipal service area that have been impacted by coronavirus disease 2019 (COVID-19) using $5 million from funds made available through the 2020 coronavirus aid, relief, and economic security act (CARES Act), and up to $5 million from any other legally available CARES Act funds, including unspent or recaptured CARES Act funds from other programs; authorizing the County Mayor to negotiate and execute any documents necessary to carry out the purposes of this resolution; and requiring reports

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Daniella Levine Cava.

Abigail Price-Williams
County Attorney

APW/uw
MEMORANDUM
(Revised)

TO: Honorable Chairwoman Audrey M. Edmonson
and Members, Board of County Commissioners

FROM: Abigail Price-Williams
County Attorney

DATE: September 30, 2020

SUBJECT: Special Item No. 4

Please note any items checked.

_____ “3-Day Rule” for committees applicable if raised

_____ 6 weeks required between first reading and public hearing

_____ 4 weeks notification to municipal officials required prior to public hearing

_____ Decreases revenues or increases expenditures without balancing budget

_____ Budget required

_____ Statement of fiscal impact required

_____ Statement of social equity required

_____ Ordinance creating a new board requires detailed County Mayor’s report for public hearing

_____ No committee review

_____ Applicable legislation requires more than a majority vote (i.e., 2/3’s present, 2/3 membership, 3/5’s unanimous, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c), CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c), or CDMP 9 vote requirement per 2-116.1(4)(c)(2) to approve

_____ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required
RESOLUTION NO. ________________________

RESOLUTION DIRECTING THE COUNTY MAYOR OR THE COUNTY MAYOR’S DESIGNEE TO DEVELOP AND IMPLEMENT A FORGIVABLE LOAN OR GRANT PROGRAM FOR CERTAIN CHILD AND ADULT DAY CARE CENTERS IN THE UNINCORPORATED MUNICIPAL SERVICE AREA THAT HAVE BEEN IMPACTED BY CORONAVIRUS DISEASE 2019 (COVID-19) USING $5 MILLION FROM FUNDS MADE AVAILABLE THROUGH THE 2020 CORONAVIRUS AID, RELIEF, AND ECONOMIC SECURITY ACT (CARES ACT), AND UP TO $5 MILLION FROM ANY OTHER LEGALLY AVAILABLE CARES ACT FUNDS, INCLUDING UNSPENT OR RECAPTURED CARES ACT FUNDS FROM OTHER PROGRAMS; AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR’S DESIGNEE TO NEGOTIATE AND EXECUTE ANY DOCUMENTS NECESSARY TO CARRY OUT THE PURPOSES OF THIS RESOLUTION; AND REQUIRING REPORTS

WHEREAS, in early 2020, the State of Florida and Miami-Dade County began experiencing an outbreak of the infectious disease named coronavirus disease 2019 (‘’COVID-19’’); and

WHEREAS, in response to COVID-19, Governor Ron DeSantis issued Executive Order 20-51, directing the State Health Officer and Surgeon General to declare a public health emergency in the State of Florida and directing the State Health Officer take any action necessary to protect the public health and to follow guidelines established by the United States Centers for Disease Control and Prevention (‘’CDC’’) to control the spread of COVID-19; and

WHEREAS, on March 12, 2020, County Mayor Carlos Gimenez declared a state of emergency in Miami-Dade County; and
WHEREAS, in response to the COVID-19 pandemic, public health officials and the CDC encouraged “social distancing” to reduce the spread of the virus; and

WHEREAS, to enforce social distancing and prevent the spread of COVID-19, Governor DeSantis and Mayor Gimenez issued executive and emergency orders restricting businesses’ and residents’ activities; and

WHEREAS, while these precautions were established to keep people safe, they have had and continue to have a negative financial impact on many County businesses and residents; and

WHEREAS, in an effort to reduce the transmission of COVID-19 and to protect vulnerable older adults, on March 31, 2020, the County shuttered adult day cares; and

WHEREAS, there are more than 150 adult day care centers in the County that cater to older adults living with Alzheimer’s disease and other intense care needs; and

WHEREAS, the COVID-19 pandemic also forced the temporary closure of many childcare centers throughout the county and the country; and

WHEREAS, in a recent national survey conducted by the National Association for the Education of Young Children, only 18 percent of the over 5,000 child care providers that responded expected their child care programs to survive beyond June of 2021; and

WHEREAS, according to the survey, the programs that were operating reported severely reduced enrollment and substantial additional costs for staff, cleaning supplies, and personal protective equipment; and

WHEREAS, many families rely on daycare centers to watch over children and adults with special needs; and

WHEREAS, on September 25, 2020, Governor DeSantis issued Executive Order 20-244, which moved all of Florida’s 67 counties into Phase 3 reopening; and
WHEREAS, as the County moves into Phase 3 reopening, businesses will reopen and individuals will be returning to work or leaving their households in search of work; and

WHEREAS, child care and adult daycare are essential components of a well-functioning economy; and

WHEREAS, on August 4, 2020, this Board adopted Resolution No. R-779-20 setting County policy that the County shall consider the unincorporated municipal service area ("UMSA") a municipality for purposes of allocating and distributing funds made available through the Coronavirus Aid, Relief, and Economic Security Act ("CARES Act"), the proposed Health and Economic Recovery Omnibus Emergency Solutions Act ("HEROES Act"), or similar legislation providing federal funds to local governments to assist with the public health emergency caused by COVID-19; and

WHEREAS, this Board also adopted, on August 4, 2020, Resolution No. R-781-20 authorizing the County Mayor or County Mayor’s designee to negotiate and execute interlocal grant agreements with each of the municipalities in the County, using a total of not-to-exceed $100 million in CARES Act funds; and

WHEREAS, following the allocation of not-to-exceed $100 million in CARES Act funds to municipalities pursuant to Resolution No. R-781-20, approximately $37 million in CARES Act remained unallocated and the Board expressed an intent to use these funds in UMSA; and

WHEREAS, from those remaining funds this Board wishes to allocate $5 million to child and adult day care centers in UMSA that have been impacted by COVID-19; and

WHEREAS, this Board also wishes to allocate up to $5 million from any other unspent or recaptured CARES Act funds to assist child and adult day care centers countywide,
NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board:

Section 1. Directs the County Mayor or the County Mayor’s designee to develop and implement a forgivable loan or grant program (the “program”) for child and adult day care centers in the unincorporated municipal service area that have been impacted by coronavirus disease 2019 (COVID-19), using $5 million from funds made available through the 2020 Coronavirus Aid, Relief, and Economic Security Act (“CARES Act”). In the event any CARES Act funds previously allocated by the Board for other programs or services is unspent or recaptured, up to $5 million of such funds should be reallocated for the program and used countywide. In developing the program, the County Mayor or County Mayor’s designee shall: (i) require that the day care centers demonstrate financial loss due to COVID-19, (ii) provide for a uniform maximum loan or grant amount per organization, (iii) ensure that those receiving these loans or grants avoid duplication and have not made up their financial losses through other assistance, such as assistance already received through county, city, state, or federal loan or grant programs established in response to COVID-19 or insurance, and (iv) to the extent legally permissible under the CARES Act, make such funds available for the payment of business expenses, including employee payroll costs. Funding for the program shall be equally distributed across the unincorporated municipal service area to the extent feasible, and, with respect to any unspent or recaptured CARES Act funds, equally distributed among the 13 commission districts to the extent feasible.

Section 2. Authorizes the County Mayor or the County Mayor’s designee to negotiate and execute any documents necessary to carry out the purposes of this resolution, following approval of such documents by the County Attorney’s Office for legal form and sufficiency.
Section 3. Directs the County Mayor or the County Mayor’s designee to provide a written report to this Board within 15 days of the effective date of this resolution detailing the status of the development and implementation of the program or explaining why it has not been developed or implemented. Upon implementation, the County Mayor or County Mayor’s designee shall provide a written report to this Board every 30 days detailing the status of the program until funding for the program is exhausted. The County Mayor or County Mayor’s designee shall place the completed reports on agendas of the Board pursuant to Ordinance No. 14-65.

The Prime Sponsor of the foregoing resolution is Commissioner Daniella Levine Cava. It was offered by Commissioner , who moved its adoption. The motion was seconded by Commissioner and upon being put to a vote, the vote was as follows:

Audrey M. Edmonson, Chairwoman  
Rebeca Sosa, Vice Chairwoman  
Esteban L. Bovo, Jr.  
Jose “Pepe” Diaz  
Eileen Higgins  
Joe A. Martinez  
Dennis C. Moss  
Xavier L. Suarez  
Daniella Levine Cava  
Sally A. Heyman  
Barbara J. Jordan  
Jean Monestime  
Sen. Javier D. Souto
The Chairperson thereupon declared this resolution duly passed and adopted this 30th day of September, 2020. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: _________________________
   Deputy Clerk

Approved by County Attorney as to form and legal sufficiency.

Leigh C. Kobrinski
Shanika A. Graves
Action Requested: Approval of the Evaluation Committee's recommendation to award contracts for RFP#ELCMDM2020-06 (Comprehensive Cleaning Services), and authorize the President and CEO to negotiate and execute contracts with the selected vendors.

Fiscal Impact: An approximate amount of $200,000.00 per fiscal year, which is subject to the availability of funding.

Funding Source: Department of Health and Human Services, Administration for Children and Families, Florida Department of Children and Families, Florida Department of Education Office of Early Learning, The Children's Trust.

Strategic Goal: ☐ Neediest Children ☐ Providers
☐ Youngest Children ☐ Internal Capacity
☐ Educate All ☐ Funding

RESOLUTION: 12072020-01

APPROVAL OF THE EVALUATION COMMITTEE'S RECOMMENDATION TO AWARD CONTRACTS FOR RFP#ELCMDM2020-06 (COMPREHENSIVE CLEANING SERVICES), AND AUTHORIZE THE PRESIDENT AND CEO TO NEGOTIATE AND EXECUTE CONTRACTS WITH THE SELECTED VENDORS.

WHEREAS, the Board of the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the “Board”) has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Board for adoption and approval;

WHEREAS, the Board approves the adoption of this action;

NOW, THEREFORE, be it resolved by the Board to approve the evaluation committee's recommendation to award contracts for RFP#ELCMDM2020-06 (Comprehensive Cleaning Services), and authorize the President and CEO to negotiate and execute contracts with the selected vendors.
The foregoing resolution and attachment was offered by __________, who moved its approval. The motion was seconded by __________, and upon being put to a vote, the vote was as follows: ___________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 7th day of December, 2020.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: __________________________
Board Secretary
Background:

Resolution #08032020-03 authorized the President and CEO to release a Request for Proposal (RFP) for **Comprehensive Cleaning Services**. On September 21, 2020, the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the Coalition) released **RFP#ELCMDM2020-06** for **Comprehensive Cleaning Services**. On or before October 13, 2020, the Coalition received two (2) proposals from the following vendors:

- National Interior Solutions, LLC.
- Miami Janitorial Supplies, Inc.

Legal Counsel reviewed the proposal on October 22, 2020, the proposal were deemed responsive.

On October 29, 2020, the proposals were reviewed by the following four (4) evaluators who made up the Evaluation Committee.

**Evaluation Committee Members:**

| 1. Cathrine Pollard, Administrative Coordinator - The Neighborhood Place for Early Head Start a division of the Early Learning Coalition of Miami-Dade/Monroe, Inc. |
| 2. Isabel Afanador, Family Support Manager - Early Learning Coalition of Miami-Dade/ Monroe, Inc. |
| 3. Annie Benedetti, Program Director - Rainbow Intergenerational Learning Center |
| 4. Mariamanda Borge, Human Resources Compliance Manager - (Alternate) |

On November 16, 2020, at the second Evaluation Committee Meeting, the committee moved and passed a motion to recommend that the Coalition award the contract for deep cleaning exclusively to National Interior Solutions, LLC. and regular cleaning to both companies at the Coalition’s staff discretion.

<table>
<thead>
<tr>
<th>Proposer’s Name</th>
<th>Final Rating (Max 300)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. National Interior Solutions, LLC</td>
<td>271</td>
</tr>
<tr>
<td>2. Miami Janitorial Supplies, Inc.</td>
<td>214</td>
</tr>
</tbody>
</table>
### Evaluation Scorecard:

<table>
<thead>
<tr>
<th>RFP #  ELCMDM2020-06</th>
<th>Max. Score</th>
<th>National Interior Solutions, LLC</th>
<th>Miami Janitorial Supplies, Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Background, Qualifications and Capabilities</strong></td>
<td>20</td>
<td>#1</td>
<td>9</td>
</tr>
<tr>
<td>1 Most strictly meets the requested needs of the agency as listed within the scope.</td>
<td>10</td>
<td>#2</td>
<td>10</td>
</tr>
<tr>
<td>2 Proposal includes summary of the proposer’s overall organization.</td>
<td>30</td>
<td>#3</td>
<td>10</td>
</tr>
<tr>
<td><strong>Products and Performance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Proposal clearly demonstrates the Products and services.</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Provided a clear presentation.</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Proposal includes specialized disinfection services to kill virus, fungus, bacteria and for use against SARS-Cov-2, the virus that causes Covid-19, and uses hospital-grade disinfectants.</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Provided a clear presentation.</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pricing</strong></td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Competitive pricing as it relates to all proposing vendors.</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Experience</strong></td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Has at least 3 years relevant experience.</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL SUM</strong></td>
<td>300</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td>100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Early Learning Coalition Board of Directors Meeting

December 07, 2020

Resolution: 12072020-02

Action Requested: Approval of the Evaluation Committee's recommendation to award a contract for RFP#ELCMDM2020-07 (Professional Development Resources), and authorize the President and CEO to negotiate and execute a contract with the selected vendor.

Fiscal Impact: An approximate amount of $135,000.00 per fiscal year, which is subject to the availability of funding.

Funding Source: Department of Health and Human Services, Administration for Children and Families, Florida Department of Education Office of Early Learning, and The Children’s Trust.

Strategic Goal:
✅ Neediest Children
✅ Youngest Children
✅ Educate All

☑️ Providers
☐ Internal Capacity
☐ Funding

RESOLUTION: 12072020-02

APPROVAL OF THE EVALUATION COMMITTEE’S RECOMMENDATION TO AWARD A CONTRACT FOR RFP#ELCMDM2020-07 (PROFESSIONAL DEVELOPMENT RESOURCES), AND AUTHORIZE THE PRESIDENT AND CEO TO NEGOTIATE AND EXECUTE A CONTRACT WITH THE SELECTED VENDOR.

WHEREAS, the Board of the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the "Board") has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Board for adoption and approval;

WHEREAS, the Board approves the adoption of this action;

NOW, THEREFORE, be it resolved by the Board to approve the Evaluation Committee’s recommendation to award a contract for RFP#ELCMDM2020-07 (Professional Development Resources), and authorize the President and CEO to negotiate and execute a contract with the selected vendor.
The foregoing resolution and attachment was offered by ___________, who moved its approval. The motion was seconded by ___________, and upon being put to a vote, the vote was as follows: _____________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 7th day of December, 2020.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: __________________________
Board Secretary
Background:

Resolution #08032020-02 authorized the President and CEO to release a Request for Proposal (RFP) for **Professional Development Resources for Miami-Dade and Monroe Counties**. On September 21, 2020, the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the Coalition) released RFP#ELCMDM2020-07 for **Professional Development Resources**. On or before October 13, 2020, the Coalition received one (1) proposal from the following vendor:

- **Teachstone, Inc.**

Legal Counsel reviewed the proposal on October 22, 2020, the proposal was deemed responsive.

On October 29, 2020, the proposal was reviewed by the following four (4) evaluators who made up the Evaluation Committee.

**Evaluation Committee Members:**

| 1. Shaleen Fagundo, Owner/Director - Interamerican Learning Center |
| 2. Diahdenys Chavez, Regional Director - Catholic Charities of the Archdiocese of Miami, Inc. |
| 3. Corina Febres Cordero, Connecting Assessments with Intentional Teaching Program Director - United Way of Miami-Dade |
| 4. Brigitte Saint Louis, Education Specialist - The Neighborhood Place for Early Head Start a division of the Early Learning Coalition of Miami-Dade/ Monroe, Inc. (Alternate) |

On November 16, 2020, at the second Evaluation Committee Meeting, the committee moved and passed a motion to recommend that the Coalition negotiate and execute a contract with Teachstone, Inc.

<table>
<thead>
<tr>
<th>Proposer’s Name</th>
<th>Final Rating (Max 300)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Teachstone, Inc.</td>
<td>296</td>
</tr>
</tbody>
</table>
# Evaluation Scorecard:

<table>
<thead>
<tr>
<th>RFP # ELCMDM2020-07</th>
<th>Max. Score</th>
<th>Teachstone, Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Capacity</strong></td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>1. The organization has at least five (5) years of experience and knowledge with using and training on the Classroom Assessment Scoring System (CLASS) tool for Pre-K and at least three (3) years with Infant and Toddler CLASS tool.</td>
<td>10</td>
<td>10 10 10</td>
</tr>
<tr>
<td><strong>Professional Development</strong></td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>1. CLASS trainers are CLASS Observer Certified on the CLASS tool for Infants, Toddlers, and Pre-K.</td>
<td>5</td>
<td>5 5 5 5</td>
</tr>
<tr>
<td>2. The organization has certified CLASS Trainers to conduct the CLASS Trainer Certification (Train-the-Trainer) for Infants, Toddlers, and Pre-K.</td>
<td>15</td>
<td>15 15 15 15</td>
</tr>
<tr>
<td>3. The organization has certified trainers to conduct Making the Most of Classroom Interactions (MMCI) Train-the-Trainer for Infants, Toddlers, and Pre-K.</td>
<td>15</td>
<td>15 15 15</td>
</tr>
<tr>
<td>4. The organization has certified trainers to conduct Introduction to CLASS for Infants, Toddlers, and Pre-K.</td>
<td>5</td>
<td>5 5 5 5</td>
</tr>
<tr>
<td><strong>Online</strong></td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>1. The organization can provide access to MyTeachstone online software.</td>
<td>15</td>
<td>15 15 15 15</td>
</tr>
<tr>
<td>2. The organization can provide access to the online recalibration software.</td>
<td>15</td>
<td>15 15 15</td>
</tr>
<tr>
<td>3. The organization can provide access to the CLASS video library.</td>
<td>10</td>
<td>10 10 10 10</td>
</tr>
<tr>
<td><strong>Resource</strong></td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>1. The organization can provide CLASS Dimension Guides for Infants, Toddlers, and Pre-K.</td>
<td>3</td>
<td>3 3 3 3</td>
</tr>
<tr>
<td>2. The organization can provide MMCI resource binders.</td>
<td>3</td>
<td>3 3 3 3</td>
</tr>
<tr>
<td><strong>Pricing</strong></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>1. Proposal details ways in which the contractor will provide Early Head Start with in-kind services or materials.</td>
<td>1</td>
<td>4 1 4 1</td>
</tr>
</tbody>
</table>

| TOTAL | 100 | 100 97 99 |
| TOTAL SUM | 300 | 296 |
| AVERAGE | 100 | 99 |
Action Requested: To approve the Early Learning Coalition's Additional Amendment to the Annual Budget for fiscal year 2020-2021.

Fiscal Impact: Net increase of $8,373,961.00 to the Current Approved Budget, this would be the second budget amendment for fiscal year 2020-2021 for a new total budget of $244,124,754.00.

Funding Source of Increase: Florida Department of Education, Office of Early Learning

Strategic Goal:
- □ Neediest Children
- □ Youngest Children
- □ Educate All
- □ Providers
- □ Internal Capacity
- ☑ Funding

RESOLUTION: 12072020-03

TO APPROVE THE EARLY LEARNING COALITION'S ADDITIONAL AMENDMENT TO THE ANNUAL BUDGET FOR FISCAL YEAR 2020-2021.

WHEREAS, the Board of the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the “Board”) has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Board for adoption and approval;

WHEREAS, the Board approves the adoption of this action;

NOW, THEREFORE, be it resolved by the Board to approve the Early Learning Coalition’s Additional Amendment to the Annual Budget for fiscal year 2020-2021.
The foregoing resolution and attachment was offered by __________, who moved its approval. The motion was seconded by __________, and upon being put to a vote, the vote was as follows: ____________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 7th day of December, 2020.

EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC,

By: __________________________
Board Secretary
Background:

The Early Learning Coalition’s fiscal year began July 1, 2020. Please see the additional amendment to the approved annual budget for fiscal year 2020-2021 below.

<table>
<thead>
<tr>
<th>Date</th>
<th>Description of Amendment</th>
<th>Amendment Amount (change in award)</th>
<th>Total Budget FY20-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/4/2020</td>
<td></td>
<td>$26,168,315</td>
<td>$222,636,634</td>
</tr>
<tr>
<td>10/19/2020</td>
<td>CARES (Coronavirus Aid, Relief, and Economic Security Act)</td>
<td>$9,880,000</td>
<td>$202,607,176</td>
</tr>
<tr>
<td>11/13/2020</td>
<td>CARES (Coronavirus Aid, Relief, and Economic Security Act)</td>
<td>$8,373,961</td>
<td>$244,124,754</td>
</tr>
</tbody>
</table>
Action Requested: Authorize the President and CEO to release a Request for Proposal for a Literacy Tutoring Program with Evaluation services.

Fiscal Impact: An approximate amount of $130,000.00 per fiscal year, which is subject to the availability of funding.

Funding Source: Florida Department of Education Office of Early Learning.

Strategic Goal:
- ☑ Neediest Children
- ☑ Youngest Children
- ☑ Educate All
- ☐ Providers
- ☐ Internal Capacity
- ☐ Funding

RESOLUTION: 12072020-04

AUTHORIZE THE PRESIDENT AND CEO TO RELEASE A REQUEST FOR PROPOSAL FOR A LITERACY TUTORING PROGRAM WITH EVALUATION SERVICES.

WHEREAS, the Board of the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the “Board”) has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Board for adoption and approval;

WHEREAS, the Board approves the adoption of this action;

NOW, THEREFORE, be it resolved by the Board to authorize the President and CEO to release a Request for Proposal for a Literacy Tutoring Program with Evaluation services.
The foregoing resolution and attachment was offered by ___________, who moved its approval. The motion was seconded by ___________, and upon being put to a vote, the vote was as follows: ____________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 7th day of December, 2020.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: __________________________
Board Secretary
Description:

The Early Learning Coalition of Miami-Dade/Monroe, Inc. seeks to fund a program to place specially trained Tutors to provide high-quality early literacy support for children in high-need neighborhoods in Miami-Dade and Monroe Counties. The early literacy support/tutoring program will operate in community-based preschool classrooms for children ages 3-5. An evaluation will be included in the solicitation.

Background:

The placement of literacy focused tutors, whose role is to work with small groups of children, in preschool classrooms, especially those located in high-need areas, has yielded impressive national success. These programs are as unique and diverse as the communities in which they operate. One thing they all have in common, based on program evaluation, is the demonstrated ability to move the needle on the early literacy and kindergarten readiness gap that often plagues vulnerable children.

Research has consistently demonstrated that providing preschool children, especially vulnerable children, with consistent, language-rich experiences — such as talking, reading, and singing — can have important benefits on their brain development and school readiness.

Early literacy plays a key role in enabling the kind of early learning experiences that research shows are linked with academic achievement, reduced grade retention, higher graduation rates and enhanced productivity in adult life.

What we know:

- Literacy development starts early in life and is highly correlated with school achievement.
- All of the domains of a child's development — physical, social-emotional, cognitive, language and literacy — are interrelated and interdependent.
- The more limited a child's experiences with language and literacy the more likely he or she will have difficulty learning to read.
- Proficiency in reading by the end of third grade enables students to shift from learning to read to reading to learn, and to master the more complex subject matter they encounter in the fourth grade curriculum.
- Most students who fail to reach this critical milestone falter in the later grades and often drop out before earning a high school diploma.

Resources: Dorothy Strickland, Shannon Riley-Ayers and The Campaign for Grade Level Reading
### Early Learning Coalition of Miami-Dade/Monroe

**School Readiness Slot Utilization Snapshot - Miami-Dade**

**October 2020**

**Note:** Legends with too small percentage are not shown on the pie chart.

#### Children By Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td>2,01</td>
</tr>
<tr>
<td>6-9</td>
<td>3,818</td>
</tr>
<tr>
<td>10-13</td>
<td>4,083</td>
</tr>
<tr>
<td>Ages 0-5</td>
<td>2,593</td>
</tr>
<tr>
<td>Ages 6-9</td>
<td>2,798</td>
</tr>
<tr>
<td>Ages 10-13</td>
<td>3,452</td>
</tr>
<tr>
<td>Pre-School</td>
<td>4,083</td>
</tr>
<tr>
<td>School Age: 6 yrs</td>
<td>1,955</td>
</tr>
<tr>
<td>School Age: 7 yrs</td>
<td>1,569</td>
</tr>
<tr>
<td>School Age: 8 yrs</td>
<td>1,259</td>
</tr>
<tr>
<td>Unduplicated School Age: 5 - 8 yrs**</td>
<td>7,102</td>
</tr>
<tr>
<td>School Age: 9 yrs and above</td>
<td>2,013</td>
</tr>
<tr>
<td>School Age (Duplicated)</td>
<td>7</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total:** 7,102 / 32%

#### Children Paid by Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Children Paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td>2,01</td>
</tr>
<tr>
<td>6-9</td>
<td>3,818</td>
</tr>
<tr>
<td>10-13</td>
<td>4,083</td>
</tr>
<tr>
<td>Ages 0-5</td>
<td>2,593</td>
</tr>
<tr>
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</tr>
<tr>
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<td>3,452</td>
</tr>
<tr>
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</tr>
<tr>
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</tr>
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</tr>
<tr>
<td>Unduplicated School Age: 5 - 8 yrs**</td>
<td>7,102</td>
</tr>
<tr>
<td>School Age: 9 yrs and above</td>
<td>2,013</td>
</tr>
<tr>
<td>School Age (Duplicated)</td>
<td>7</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total:** 326 / 9%

### Eligibility Breakdown

#### Children Paid by Billing Group

<table>
<thead>
<tr>
<th>Type</th>
<th>Receiving Service</th>
<th>% of Total</th>
<th>Diff Prior Month</th>
<th>% Change Prior Month</th>
<th>Amount*</th>
<th>% of Total</th>
<th>Diff Prior Month</th>
<th>% Change Prior Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT Risk (BG1)</td>
<td>3,818</td>
<td>18.14%</td>
<td>(262)</td>
<td>-6.42%</td>
<td>$1,847.49</td>
<td>19.79%</td>
<td>(197.09)</td>
<td>-9.64%</td>
</tr>
<tr>
<td>Income Eligible (BG8)</td>
<td>16,687</td>
<td>79.30%</td>
<td>(480)</td>
<td>-2.80%</td>
<td>$7,255.36</td>
<td>77.72%</td>
<td>(553.85)</td>
<td>-6.88%</td>
</tr>
<tr>
<td>Florida One Parent</td>
<td>-</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transitional Child Care (BG5)</td>
<td>213</td>
<td>1.01%</td>
<td>(29)</td>
<td>-11.98%</td>
<td>$96.20</td>
<td>1.03%</td>
<td>($7.50)</td>
<td>-5.59%</td>
</tr>
<tr>
<td>Work Force Development (BG3x)</td>
<td>326</td>
<td>1.55%</td>
<td>12</td>
<td>3.82%</td>
<td>$135.98</td>
<td>1.46%</td>
<td>$11.31</td>
<td>9.08%</td>
</tr>
<tr>
<td>CCEP (Purchasing Pool) (CCPP)</td>
<td>-</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>ARRA</td>
<td>-</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>BGSNT</td>
<td>-</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>BGCSD&amp;BGCSO</td>
<td>-</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>21,044</td>
<td>100%</td>
<td>(759)</td>
<td>-3.48%</td>
<td>$9,335.03</td>
<td>100%</td>
<td>($727.31)</td>
<td>-7.23%</td>
</tr>
</tbody>
</table>

**Net increase/decrease children:** (721)

#### Monthly Activity

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Activity Beginning Census</td>
<td>21,670</td>
</tr>
<tr>
<td>NET Increase/Decrease</td>
<td>(721)</td>
</tr>
<tr>
<td>Total</td>
<td>20,949</td>
</tr>
</tbody>
</table>

#### Current Data

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled As of Nov 23, 2020</td>
<td>18,653</td>
</tr>
<tr>
<td>Projected Paid for November (96% of enrolled)</td>
<td>17,907</td>
</tr>
<tr>
<td>SR applications in the Queue</td>
<td></td>
</tr>
<tr>
<td>Ages 0-5</td>
<td>270</td>
</tr>
<tr>
<td>Ages 6-9</td>
<td>44</td>
</tr>
<tr>
<td>Ages 10-13</td>
<td>11</td>
</tr>
<tr>
<td>VPK Enrolled As of Nov 23, 2020</td>
<td></td>
</tr>
<tr>
<td>Regular</td>
<td>16,586</td>
</tr>
<tr>
<td>Summer</td>
<td>-</td>
</tr>
<tr>
<td>SISP</td>
<td>3</td>
</tr>
<tr>
<td>VPK Total Actual Paid - October 2020</td>
<td></td>
</tr>
<tr>
<td>Regular</td>
<td>11,441</td>
</tr>
<tr>
<td>Summer</td>
<td>-</td>
</tr>
<tr>
<td>VPK Total Actual Paid - YTD</td>
<td>13</td>
</tr>
<tr>
<td>Regular</td>
<td>11,841</td>
</tr>
<tr>
<td>Summer</td>
<td>111</td>
</tr>
</tbody>
</table>

**VPK Total Actual Paid - October 2020**

**VPK Total Actual Paid - YTD**

**Net Slot Payment and Gold Seal**

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT Risk (BG1)</td>
<td>588.06</td>
</tr>
<tr>
<td>Income Eligible (BG8)</td>
<td>7,255.36</td>
</tr>
<tr>
<td>Florida One Parent</td>
<td>7,589.56</td>
</tr>
<tr>
<td>Transitional Child Care (BG5)</td>
<td>96.20</td>
</tr>
<tr>
<td>Work Force Development (BG3x)</td>
<td>135.98</td>
</tr>
<tr>
<td>CCEP (Purchasing Pool) (CCPP)</td>
<td>0.00</td>
</tr>
<tr>
<td>ARRA</td>
<td>0.00</td>
</tr>
<tr>
<td>BGSNT</td>
<td>0.00</td>
</tr>
<tr>
<td>BGCSD&amp;BGCSO</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>9,335.03</td>
</tr>
</tbody>
</table>

**Net increase/(decrease) dollars:** (727)

**GOLD SEAL**

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Learning Coalition of Miami-Dade/Monroe</td>
<td>948.90</td>
</tr>
</tbody>
</table>

**Note:** (all dollar amounts in thousands ‘000)
# Early Learning Coalition of Miami-Dade/Monroe

## School Readiness Slot Utilization Snapshot - Monroe

**October 2020**

### Eligibility Breakdown

<table>
<thead>
<tr>
<th>Type</th>
<th>Receiving</th>
<th>% of Total</th>
<th>Diff Prior</th>
<th>% Change Prior Month</th>
<th>Amount</th>
<th>% of Total</th>
<th>Diff Prior</th>
<th>% Change Prior Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT Risk (BG1)</td>
<td>110</td>
<td>27.09%</td>
<td>1</td>
<td>0.92%</td>
<td>$49.99</td>
<td>28.28%</td>
<td>($7.36)</td>
<td>-12.83%</td>
</tr>
<tr>
<td>Income Eligible (BG8)</td>
<td>296</td>
<td>72.91%</td>
<td>5</td>
<td>1.72%</td>
<td>$126.79</td>
<td>71.72%</td>
<td>($4.39)</td>
<td>-3.35%</td>
</tr>
<tr>
<td>Florida One Parent</td>
<td>-</td>
<td>0.00%</td>
<td>0</td>
<td>-</td>
<td>$0.00</td>
<td>0.00%</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Transitional Child Care (BG5)</td>
<td>-</td>
<td>0.00%</td>
<td>0</td>
<td>-DIV/0!</td>
<td>$0.00</td>
<td>0.00%</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>CCEP (Purchasing Pool) (CCPP)</td>
<td>-</td>
<td>0.00%</td>
<td>0</td>
<td>-</td>
<td>$0.00</td>
<td>0.00%</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>ARRA</td>
<td>-</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
<td>$0.00</td>
<td>0.00%</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

**Total** 404

**Monthly Activity**

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Census</td>
<td>399</td>
</tr>
<tr>
<td>Net Increase/(Decrease)</td>
<td>5</td>
</tr>
</tbody>
</table>

**Total** 404

### Current Data

- Enrolled As of Nov 23, 2020: 314
- Projected Paid for November (96% of enrolled): 301
- SR applications in the Queue: 0
- Ages 6-9: 0
- Ages 10-13: 0
- VPK Enrolled as of Nov 23, 2020: 358
- VPK Total Actual Paid - October 2020: 337

### Age Break Down

<table>
<thead>
<tr>
<th>Type</th>
<th>Receiving</th>
<th>% of Total</th>
<th>Diff Prior</th>
<th>% Change Prior Month</th>
<th>Amount</th>
<th>% of Total</th>
<th>Diff Prior</th>
<th>% Change Prior Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infant</td>
<td>63</td>
<td>14.79%</td>
<td>(6)</td>
<td>-8.70%</td>
<td>$38.44</td>
<td>21.75%</td>
<td>($2.70)</td>
<td>-6.56%</td>
</tr>
<tr>
<td>Toddler</td>
<td>72</td>
<td>16.90%</td>
<td>2</td>
<td>2.86%</td>
<td>$40.61</td>
<td>22.97%</td>
<td>$0.87</td>
<td>2.18%</td>
</tr>
<tr>
<td>Three Year Old</td>
<td>68</td>
<td>15.96%</td>
<td>(7)</td>
<td>-9.33%</td>
<td>$37.22</td>
<td>21.05%</td>
<td>($3.87)</td>
<td>-9.42%</td>
</tr>
<tr>
<td>Pre-School</td>
<td>74</td>
<td>17.37%</td>
<td>1</td>
<td>1.37%</td>
<td>$29.94</td>
<td>16.93%</td>
<td>$0.61</td>
<td>2.09%</td>
</tr>
</tbody>
</table>

**Sub-Total** 277 / 65.02%

<table>
<thead>
<tr>
<th>Type</th>
<th>Receiving</th>
<th>% of Total</th>
<th>Diff Prior</th>
<th>% Change Prior Month</th>
<th>Amount</th>
<th>% of Total</th>
<th>Diff Prior</th>
<th>% Change Prior Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Age: 6</td>
<td>27</td>
<td>6.34%</td>
<td>-1</td>
<td>-3.57%</td>
<td>$6.62</td>
<td>3.75%</td>
<td>($0.64)</td>
<td>-8.84%</td>
</tr>
<tr>
<td>School Age: 7</td>
<td>26</td>
<td>6.10%</td>
<td>5</td>
<td>23.81%</td>
<td>$5.68</td>
<td>3.22%</td>
<td>($0.74)</td>
<td>-11.56%</td>
</tr>
<tr>
<td>School Age: 8</td>
<td>22</td>
<td>5.16%</td>
<td>7</td>
<td>46.67%</td>
<td>$3.58</td>
<td>2.03%</td>
<td>($0.27)</td>
<td>-7.04%</td>
</tr>
<tr>
<td>School Age: 5 - 8**</td>
<td>105</td>
<td>24.65%</td>
<td>3</td>
<td>2.94%</td>
<td>$23.38</td>
<td>13.22%</td>
<td>($3.97)</td>
<td>-14.52%</td>
</tr>
<tr>
<td>School Age: 9 - 10</td>
<td>33</td>
<td>7.75%</td>
<td>4</td>
<td>13.79%</td>
<td>$5.68</td>
<td>3.21%</td>
<td>($2.32)</td>
<td>-29.00%</td>
</tr>
<tr>
<td>School Age: 11 - 12</td>
<td>10</td>
<td>2.35%</td>
<td>4</td>
<td>66.67%</td>
<td>$1.53</td>
<td>0.86%</td>
<td>($0.37)</td>
<td>-19.47%</td>
</tr>
<tr>
<td>School Age: Other Age</td>
<td>1</td>
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**Sub-Total** 149 / 34.98%

<table>
<thead>
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<th>Amount</th>
<th>% of Total</th>
<th>Diff Prior</th>
<th>% Change Prior Month</th>
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<tbody>
<tr>
<td>School Age Total</td>
<td>$30.58</td>
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<td>-17.89%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>0.00%</td>
<td>0.00%</td>
<td>$0.00</td>
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<th>% Change Prior Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$176.78</td>
<td>100%</td>
<td>($11.75)</td>
<td>-6.23%</td>
</tr>
</tbody>
</table>

**Minus 22 Overlap** 404

### Children By Age Group

- Infant: 63 / 14.79%
- Toddler: 72 / 16.90%
- Three Year Old: 68 / 15.96%
- Pre-School: 74 / 17.37%

### Children Paid by BG Group

- AT Risk (BG1): 105 / 24.71%
- Income Eligible (BG8): 33 / 7.76%
- Florida One Parent: 10 / 2.35%
- Transitional Child Care (BG5): -
- Work Force Development (BG3x): -
- CCEP (Purchasing Pool) (CCPP): -
- ARRA: -

### Dollars Paid by Age Category

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<th>Diff Prior</th>
<th>% Change Prior Month</th>
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<tbody>
<tr>
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<tr>
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<td>-</td>
<td>0.00%</td>
<td>0.00%</td>
<td>$0.00</td>
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<td>($11.75)</td>
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**Minus 22 Overlap** 404
Early Learning Coalition of Miami-Dade/Monroe  
DCF Title V Slot Utilization Snapshot • Miami-Dade  
October 2020 as of 11/24/2020

### Children Served

<table>
<thead>
<tr>
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<tr>
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<tr>
<td>Total actual paid - October 2020</td>
<td>41</td>
</tr>
<tr>
<td>Net Slot Payment and Gold Seal</td>
<td>$17</td>
</tr>
<tr>
<td>Match (BG8 and CCEP)</td>
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</tr>
<tr>
<td>Total cost (in thousands) (incl match)</td>
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</tr>
<tr>
<td>Change month over month</td>
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</tr>
<tr>
<td>Total Net Increase/(decrease) children</td>
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</tbody>
</table>

### Monthly Activity

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Beginning Census</td>
<td>44</td>
</tr>
<tr>
<td>NET Increase/(Decrease)</td>
<td>(3)</td>
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<tr>
<td>Total</td>
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### Current Data

<table>
<thead>
<tr>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Enrolled As of Nov 23 2020</td>
<td>26</td>
</tr>
<tr>
<td>Projected Paid for November (96% of enrolled)</td>
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</table>

### Eligibility Breakdown

#### Children Paid by Billing Group

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<th>Receiving Service</th>
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<th>Diff Prior Month</th>
<th>% Change Prior Month</th>
<th>Amount*</th>
<th>% of Total</th>
<th>Diff Prior Month</th>
<th>% Change Prior Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>V</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$18.95</td>
<td>100.00%</td>
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<td>-14.66%</td>
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### Dollars Paid by Billing Group

<table>
<thead>
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<th>Type</th>
<th>Amount*</th>
<th>% of Total</th>
<th>Diff Prior Month</th>
<th>% Change Prior Month</th>
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</thead>
<tbody>
<tr>
<td>V</td>
<td>$18.95</td>
<td>100.00%</td>
<td>($3.26)</td>
<td>-14.66%</td>
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</tbody>
</table>

### Change month over month

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount*</th>
<th>% of Total</th>
<th>Diff Prior Month</th>
<th>% Change Prior Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$18.95</td>
<td>100.00%</td>
<td>($3.26)</td>
<td>-14.66%</td>
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</tbody>
</table>

### Monthly Activity

<table>
<thead>
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</thead>
<tbody>
<tr>
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<tr>
<td>NET Increase/(Decrease)</td>
<td>(3)</td>
</tr>
<tr>
<td>Total</td>
<td>41</td>
</tr>
</tbody>
</table>

### Current Data

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<tr>
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<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled As of Nov 23 2020</td>
<td>26</td>
</tr>
<tr>
<td>Projected Paid for November (96% of enrolled)</td>
<td>25</td>
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### Age Break Down

#### All Eligible Clients-Paid

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<th>Receiving Service</th>
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<th>Diff Prior Month</th>
<th>% Change Prior Month</th>
<th>Amount ($)</th>
<th>% of Total</th>
<th>Diff Prior Month</th>
<th>% Change Prior Month</th>
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</thead>
<tbody>
<tr>
<td>Infant</td>
<td>21</td>
<td>48.84%</td>
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<td>5.00%</td>
<td>$11.23</td>
<td>59.28%</td>
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<tr>
<td>Toddler</td>
<td>12</td>
<td>27.91%</td>
<td>1</td>
<td>9.09%</td>
<td>$5.76</td>
<td>30.39%</td>
<td>$1.45</td>
<td>33.69%</td>
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<tr>
<td>Three Year Old</td>
<td>2</td>
<td>4.65%</td>
<td>(3)</td>
<td>-60.00%</td>
<td>$0.33</td>
<td>1.74%</td>
<td>($1.18)</td>
<td>-55.44%</td>
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<tr>
<td>Pre-School</td>
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<td>11.63%</td>
<td>(3)</td>
<td>-37.50%</td>
<td>$0.95</td>
<td>5.00%</td>
<td>$0.31</td>
<td>1.65%</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td>40</td>
<td>93.02%</td>
<td>(4)</td>
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<td>$18.27</td>
<td>96.41%</td>
<td>($3.23)</td>
<td>-15.04%</td>
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<td>School Age: 6 yrs</td>
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<td>-</td>
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<td>0.00%</td>
<td>$0.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>School Age: 7 yrs</td>
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<td>-</td>
<td>0.00%</td>
<td>$0.31</td>
<td>1.65%</td>
<td>($0.02)</td>
<td>-6.31%</td>
</tr>
<tr>
<td>School Age: 8 yrs</td>
<td>0</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
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<td>0.00%</td>
<td>$0.00</td>
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</tr>
<tr>
<td>Unduplicated School Age: 5 - 8 yrs**</td>
<td>1</td>
<td>2.33%</td>
<td>-</td>
<td>0.00%</td>
<td>$0.31</td>
<td>1.65%</td>
<td>($0.02)</td>
<td>-6.31%</td>
</tr>
<tr>
<td>School Age: 9 yrs and above</td>
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<td>4.65%</td>
<td>-</td>
<td>0.00%</td>
<td>$0.37</td>
<td>1.94%</td>
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<tr>
<td>School Age Total Includes 0 Overlap</td>
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<td>$0.68</td>
<td>3.59%</td>
<td>($0.02)</td>
<td>-2.99%</td>
</tr>
<tr>
<td>School Age (Unduplicated)</td>
<td>3</td>
<td>6.98%</td>
<td>-</td>
<td>0.00%</td>
<td>$0.68</td>
<td>3.59%</td>
<td>($0.02)</td>
<td>-2.99%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
<td>$0.00</td>
<td>0.00%</td>
<td>$0.00</td>
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<tr>
<td><strong>Sub-Total</strong></td>
<td>3</td>
<td>6.98%</td>
<td>-</td>
<td>0.00%</td>
<td>$0.68</td>
<td>3.59%</td>
<td>($0.02)</td>
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<tr>
<td>Total</td>
<td>43</td>
<td>100%</td>
<td>(4)</td>
<td>-8.51%</td>
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<td>100%</td>
<td>($3.26)</td>
<td>-14.66%</td>
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<tr>
<td>Minus 2 Overlap</td>
<td>41</td>
<td>100%</td>
<td>-</td>
<td>-</td>
<td>$18.95</td>
<td>100%</td>
<td>($3.26)</td>
<td>-14.66%</td>
</tr>
</tbody>
</table>

Note: Legends with too small percentage are not shown on the pie chart.
Action Requested: The Executive Leadership Team ("ELT") recommends termination of the School Readiness ("SR") and Voluntary Prekindergarten ("VPK") Contracts for the 2020-2021 FY and revocation of eligibility for a period of five (5) years subject to provider testimony and verification of supporting documentation submitted by provider

Background

Our Little Hands of Love

- License Capacity: 82
- Care Level offered: 2 months to 14 years old
- Approximate Children enrolled for SR: 61
- Approximate Children enrolled for VPK: 9
- Approximate Number of providers within the same zip code offering the same services: 7
-Accreditations/Gold Seal: APPLE/Gold Seal Birth-5
- Provider has offered services approximately since: 2002
- 2019-2020 Approximate reimbursements: 492,640.76

Issues

- On 02/05/2020, after the Early Head Start ("EHS") meeting with providers, the provider approached the Vice President for EHS as well as EHS Finance Manager to discuss Gold Seal Rates, to which they both replied that EHS does not pay for Gold Seal rate and accreditations and it is only paid through School Readiness.
- On 02/25/2020 a meeting was held with the provider at the South Service Center to reconcile School Readiness attendance and EHS dually enrolled children. Provider agreed with EHS data.
- On 03/10/2020, provider participated in a meeting with COO, CFO and EHS Manager at the South Service Center to discuss collection of total due to EHS. Provider stated she would not pay until she received payment from School Readiness Reconciliation.
- On 07/20/2020, Reconciliation Team emailed the provider their 2018-2019 School Readiness underpayment, which totaled 32,465.53.
- On 08/03/2020 provider emailed the “Recon Team” and stated that his calculations totaled 37,256.28 but that they would accept the amount calculated by the ELC and on 08/04/2020 the “Recon Team” advised that it would be processed in the next two payment cycles.
Early Learning Coalition Review Hearing Committee

October 16, 2020

Out Little Hands of Love- C11MD0402

489 W Lucy Street Florida City, FL 33034

Continued from page 1

Issues:

- As part of the payment process for providers who were underpaid in the 2018-2019 Fiscal Year, once the provider accepts the amount calculated by the Reconciliation Team ("Recon"), the provider is reviewed by the Finance Department to ensure that provider does not owe the ELC funds for any reason not related to the reconciliation.
- In the case of Our Little Hands of Love, the Finance Dept. identified that the provider had a balance owed to the ELC for EHS funds. The EHS Finance Manager was notified of the School Readiness funds owed to the provider as a result of the 2018-2019 reconciliation in order to determine if provider was due to receive funds from the ELC or vice versa.
- On 08/24/2020, the provider contacted the Recon Team to inquire when their payment would be received and also stated that someone from the ELC advised that their payments from the Recon team would take up to two months. Provider was advised that it would be looked into.
- On 08/27/2020 Provider received the final reconciliation letter from EHS indicating she owed $32,615.95. Provider stated that when school readiness paid what they owe she would start a payment plan with EHS. Provider stated that as per the letter she had 21 days to reply after which she can enter a payment plan starting as late as January 2021.
- Provider did not agree with amount from EHS and Recon and advised her attorney stated that these were two different contracts and should be treated separately.
- On 08/28/2020, Provider contacted the Recon Team to request a detailed report of their reconciliation and the report was emailed to the provider that same day.
- On 09/02/2020 Provider sent an email requesting a list of her dually enrolled children and how much was paid for each child by month. Report was sent upon request.
- On 09/14/2020 Provider sent email stating, “Our Little Hands of Love is looking forward to reconciliation but we are not willing to take another loss. Please let me know how we can resolve the situation.” EHS Finance Manager offered to go over the reconciliation on a zoom call and go over each child by month.
- On 09/16/2020 Provider advised EHS Finance Manager that her daughter was getting married and could not meet till after September 24th, but that a zoom call would be a great option.
- On 09/22/2020 Provider emailed the Recon team to inquire about the status of their payment and a letter was emailed to the provider by EHS Finance Manager detailing the offset of the School Readiness and EHS funds.
- On 09/25/2020 Provider participated in a Zoom call with EHS Finance Manager and Loss Prevention and Compliance Manager overseeing School Readiness Reconciliation. Provider requested information on appeals process and advised that she would take that route.
Early Learning Coalition Review Hearing Committee

October 16th, 2020

Our Little Hands of Love- C11MD0402

489 W Lucy Street Florida City, FL 33034

Additional Information:

- The Provider’s 2020-2021 SR contract commenced on 7/8/2020, and was previously contracted under the 2019-2020 SR Extension. The Provider’s 2020-2021 VPK contract commenced on 08/24/2020.
- Provider also has QIS.
- The Provider has zero violations with Department of Children and Families ("DCF") within the past 2 years.
- The Provider has no previous Corrective Action Plans, terminations or non-compliances. In addition, the facility has not been monitored by the Loss Prevention or Voluntary Pre-Kindergarten Departments within the last 12 months.
- Provider is currently open.
Belkis Torres
Vice President for Early Head Start

Strategic Plan Priority Initiative:

- Educate All
- Neediest Children
- Providers
October 2020 Attendance

**Present 83%**
- Present 85%-100% of the time: 60%
- Present 50%-84% of the time: 26%
- Present less than 50% of the time*: 14%

*Note: Of those attending less than 50%, 92% of the children also had off-site services.
# October 2020 Meals

<table>
<thead>
<tr>
<th>Provider</th>
<th>Breakfast</th>
<th>Lunch</th>
<th>Snack</th>
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</thead>
<tbody>
<tr>
<td># of Meals</td>
<td>% of Meals</td>
<td># of Meals</td>
<td>% of Meals</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>America’s Little Leaders</td>
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<tr>
<td>Children of The Sun Academy</td>
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<td>LORD’s Learning Center, Inc.</td>
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<td>My Little Angels Day Care Center</td>
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<tr>
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<tr>
<td>The Carter Academy II</td>
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<tr>
<td>Early Learning Coalition</td>
<td>8,908</td>
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AMENDED AND RESTATED BYLAWS
OF
EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC.
(A FLORIDA NOT-FOR-PROFIT CORPORATION)

Amended DecemberMay 2020
# TABLE OF CONTENTS

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<tr>
<th>Article</th>
<th>Section</th>
<th>Page</th>
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ARTICLE I.
OFFICES

Section 1.1  Registered Office. The registered office of Early Learning Coalition of Miami-Dade/Monroe, Inc., a Florida not-for-profit corporation (the "Coalition" or "Corporation"), shall be 2555 Ponce de Leon Boulevard, 2nd Floor, Coral Gables, Florida 33134.

Section 1.2  Other Offices. The Coalition may also have offices at such other places, either within or without the State of Florida, as the Board of Directors of the Corporation (the "Board of Directors") may from time to time determine or as the business of the Corporation may require.

ARTICLE II.
VISION

To ensure a comprehensive and integrated system providing for all families and their children beginning before birth to five years the affordable opportunity to enter school ready to learn and succeed in life.

ARTICLE III.
MISSION

To promote high-quality school readiness and voluntary pre-kindergarten programs 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.

ARTICLE IV.
PURPOSE

To implement the provisions set forth in the School Readiness Program Florida Statute Chapter 1002, Part VI, as amended from time to time, and the Voluntary Pre-kindergarten Education Program, Florida Statute Chapter 1002, Part V, as amended from time to time. Except as provided by law, the Coalition may not impose requirements on a child care or early childhood education provider that does not deliver services under the school readiness programs or receive state, federal, required maintenance of effort, or matching funds under Florida Statute Chapter 1002, Part VI.
ARTICLE V.
BOARD OF DIRECTORS

The Coalition shall be composed of not less than 15 and not more than 30 directors (each, a "Member" and collectively, the "Members"). As a multi-county coalition, the Coalition must include representation from each county. There shall always be a minimum of five (5) Members from Monroe County. No person who is from the private sector may serve as a Member if either such person or such person's relatives (as defined in § 112.314 of the Florida Statutes) has a substantial financial interest in the design or delivery of the Voluntary Pre-Kindergarten Education Program created under part V of Chapter 1002 of the Florida Statutes or the Coalition’s school readiness programs, except as provided by Section 5.3.4 herein.

Section 5.1 Required Members. The required Members mandated under part VI of Chapter 1002 of the Florida Statutes are as follows and shall be voting members:

(a) A Chair appointed by the Governor, who must meet the same qualifications as private sector business members under Section 5.4.

(b) Two private-sector business Members appointed by the Governor; provided, that such Members meet the qualifications applicable to private-sector business Members pursuant to Section 5.4 hereof.

(c) A Department of Children and Families Services ("DCF") regional administrator or permanent designee authorized to make decisions on behalf of DCF.

(d) A district superintendent of schools or permanent designee authorized to make decisions on behalf of the district. This position shall be a rotating position between Miami-Dade and Monroe County.

(e) An executive director of the Regional Workforce Development Board or permanent designee.

(f) A director of a local county Health Department or designee. This position shall be a rotating position between Miami-Dade and Monroe County.

(g) A children’s services council or juvenile welfare board chair or executive director, if applicable.

(h) An agency head of a local licensing agency as defined in s. 402.302, F.S., where applicable.

(i) The president of a Florida College System institution or permanent designee. This position shall be a rotating position between Miami-Dade and Monroe County.
(j) An appointee selected by a local county Board of County Commissioners or the governing board of a municipality. This position shall be a rotating position between Miami-Dade and Monroe County.

(k) A central agency administrator, where applicable.

(l) A Head Start director. This position shall be a rotating position between Miami-Dade and Monroe County.

(m) A representative of private for-profit child care providers, including private for-profit family day care homes. This Member must regularly provide reports to the Board regarding the needs of its constituency.

(n) A representative of faith-based child care providers. This Member must regularly provide reports to the Board regarding the needs of its constituency.

(o) A representative of programs for children with disabilities under the federal Individuals with Disabilities Education Act. This Member must regularly provide reports to the Board regarding the needs of its constituency.

The Required Members serve continuously while they are in their positions. A Member who no longer represents the organization or group described shall notify the Chair in writing and that seat shall remain vacant until the organization or group he or she represents identifies a new representative to serve as a Member. The Coalition also shall appoint additional Members from a list of nominees submitted to the Coalition by a Chamber of Commerce or economic development council within the geographic region served by the Coalition. Including the Members appointed by the Governor, more than one-third of the Members must be private-sector business Members, two of the private-sector business Members must be from Monroe County (collectively, the "Appointed Members"). The Appointed Members, except those appointed by the Governor, shall serve staggered terms as provided in Section 5.7. Vacancies shall be filled as provided in Section 5.12. Each Member shall hold office for the term to which he or she is appointed and until a successor has been appointed and qualified, or until resignation, removal from office or death.

Section 5.2 [INTENTIONALLY OMITTED]

Section 5.3 Community at Large Members. The Coalition may appoint up to one Community at Large Member from each county served by the Coalition (the "Community at Large Members"), subject to the standards and criteria as established by Florida's Office of Early Learning. Community at Large members shall be designated voting members.

5.3.1 Each Community at Large member must reside in, or must represent a legal entity located in, Miami-Dade or Monroe County.
5.3.2 Except as provided in 5.3.4 below, a Community at Large member and the member's relatives must not have a substantial financial interest as defined in Section 5.6 below in the design or delivery of the VPK Program or the Coalition's School Readiness Program.

5.3.3 The appointment of a Community at Large member must not duplicate the representation of an organization or of a required, conditional or private sector membership position listed in Sections 5.1, 5.2 or 5.4.

5.3.4 The Coalition may appoint as a Community at Large member, a representative of a nonprofit child care provider. Notwithstanding 5.3.2 above, a Community at Large member appointed under this paragraph may have a substantial financial interest in the design or delivery of the VPK Program or the coalition's School Readiness Program.

5.3.5 The Coalition is encouraged to appoint as one of its Community at Large members a parent of a child enrolled in the VPK Program or the coalition's School Readiness Program. The parent must meet the requirements of 5.3.1, 5.3.2 and 5.3.3 above. Early Head Start Policy Council Members shall be given priority over other applicants for this position.

Section 5.4 Private-Sector Business Members. The Coalition shall appoint private-sector business Members who meet criteria as established by the Florida Statutes, Florida’s Office of Early Learning, these Bylaws and the Coalition. Including the chair and two Coalition members appointed by the Governor, and based on the number of seated board members, private sector business members must comprise more than one-third of the Coalition's seated board membership. Vacant member positions are not included in the total board membership calculation. In order to meet this requirement, the Coalition must appoint additional members who meet the criteria for appointment as a private sector business member. Each private-sector business Member must reside in Florida and be an employee, manager or owner of a business entity which operates in the Coalition's area of responsibility. A physician operating in the Coalition’s area of responsibility may qualify as a private-sector business Member. A private-sector business Member must meet the following requirements:

5.4.1 An owner having at least a 10 percent ownership interest in the business entity;

5.4.2 The chief executive or operating officer of the business entity;

5.4.3 A business executive or employee of the business entity who is at the management level or higher with optimum policymaking or hiring authority for the business entity; or

5.4.4 An individual who previously met one of the criteria in 5.4.1, 5.4.2, and 5.4.3, but who is retired from the business entity.
5.4.5 The following individuals MAY NOT be appointed as private-sector business members:

(i) An employee of the early learning coalition or of the fiscal agent, service provider, central agency, contractor or subcontractor of the coalition.

(ii) An employee, manager or owner of a school readiness provider, private pre-kindergarten provider, public school or school district.

(iii) An employee, manager or owner of a child care facility, family day care home, large family child care home, nonpublic school, or faith-based child care provider.

(iv) An employee or manager of a state university, community college or other public educational institution.

(v) An employee of the Federal Government or state government of a state, county or municipal government or of a public agency.

(vi) A not-for-profit corporation or non-profit cooperative association unless such corporation/association is among the largest twenty-five percent of employers, ranked by number of employees, in Miami-Dade or Monroe County.

(vii) An individual who has a substantial financial interest in the design or delivery of the VPK Program or an early learning coalition's School Readiness Program.

As used in these Bylaws, the term "business entity" means any form of corporation, partnership, association, cooperative, joint venture, business trust, or sole proprietorship that conducts business in this state. The term does not include a corporation not for profit organized under Chapter 617, Florida Statutes, or a nonprofit cooperative association organized under Chapter 621, Florida Statutes, unless the corporation or association is among the largest 25 percent of employers, ranked by number of employees, in Miami-Dade County or in Monroe County. The term does not include a private school corporation organized under Chapter 623, Florida Statutes.

The Coalition shall observe criteria and standards for the appointment of members as may be established and amended from time to time by Florida’s Office of Early Learning. Pursuant to, part VI of Chapter 1002 of the Florida Statutes, the Coalition shall submit its membership to the Office of Early Learning for final approval through the plan-approval process.

Section 5.5 Ex-Officio Members. The Coalition may have "ex-officio" members or multiple nonvoting members with only one voting member seated per ex-officio member position.
Ex-Officio" means a board member whose position on the board is by virtue of the office or position he or she holds. Only designated rotating members as set forth in Section 5.1 may be Ex-Officio members. The member rotating into the position shall serve as the voting member for that position.

Section 5.6 Substantial Financial Interest. No Member or Member's relative or business entity shall have a substantial financial interest in the design or delivery of the Voluntary Pre-kindergarten Program or a coalition's school readiness program. As used in this paragraph, the term "relative" has the meaning ascribed in Florida Statutes §112.3143, namely father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, or daughter-in-law. A Coalition Member, relative or business entity has a substantial financial interest in the Voluntary Pre-kindergarten Program or an early learning coalition’s school readiness program, if

5.6.1 The Member, relative, or business entity, has direct or indirect ownership of more than 5 percent of the total assets or capital stock, cumulatively, of one or more of the proscribed sources listed in 5.6.2 below; or

During the prior two years, more than 5 percent of the Member’s, Member’s relatives or Member’s business entity’s gross income was derived, cumulatively, from one or more of the proscribed sources listed in 5.6.2 below.

5.6.2 Proscribed sources: The following proscribed sources shall be used to determine whether the Member, Member's relative, or Member's business entity has a substantial financial interest in the Voluntary Pre-kindergarten Program or an early learning coalition's school readiness program under 5.6.1 above:

(i) Florida’s Office of Early Learning, the Department of Education, the Department of Children and Families, or the contractor or subcontractor of any of these agencies.

(ii) An early learning coalition, former school readiness coalition, or a coalition's or former coalition's fiscal agent, service provider, contractor or subcontractor.

(iii) A school district or public school’s preschool program for children from birth until eligibility for admission to kindergarten in a public school under section 1003.21(1)(a)2., F.S., if the Coalition board member’s or Coalition board member’s relative’s income was derived from employment in an elected or appointed position in the school district or public school which is responsible for:

   1. Financial decisions affecting the preschool program, including development of the program’s budget or disbursement of funds for the program;
2. Recommendation or adoption of rules, regulations, or policies relating to the operation of any aspect of the preschool program;

3. VPK or School Readiness program instruction, curriculum development, or service delivery; or

4. Management of the preschool program’s operations or personnel, or for personnel carrying out the responsibilities described in 5.6.2(iii)1-4 above

(iv) A child care facility licensed under Florida Statutes § 402.305, a family child care home licensed or registered under Florida Statutes § 402.313, a large family child care home licensed under Florida Statutes § 402.3131, a nonpublic school exempt from licensure under Florida Statutes § 402.3025(2), or a faith-based child care provider exempt from licensure under Florida Statutes, § 402.316.

(v) A public or private pre-kindergarten provider delivering the Voluntary Pre-kindergarten program.

(vi) A public or private school readiness provider delivering an early learning coalition's school readiness program.

(vii) A national child care accrediting organization providing accreditation to Florida-based child care providers, public schools or private schools;

(viii) A Department of Children and Families approved Gold Seal child care accrediting organization;

(ix) An accrediting association that is a member of any of the organizations listed in (vii) or (viii) above;

(x) A vendor of educational materials or supplies, including, but not limited to, books, curricula, or equipment; and

(xi) An organization of which the membership is composed of 10 percent or more of individuals or business entities listed in (i)-(viii).

The Coalition shall observe criteria, standards and policies for determining whether a Member, relative or business entity has a substantial financial interest in the design or delivery of the Voluntary Pre-kindergarten Program or a coalition's school readiness program, as may be established and amended from time to time by Florida’s Office of Early Learning.

Section 5.7  Terms of Office. Terms of office for all Members shall be staggered. Initially, the Members shall serve two-, three- or four-year terms as determined by the Chair.
Subsequently, all terms will be four years; thus, there will always be three classes of approximately equal size, with the term of each class ending in consecutive years. 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.

Section 5.8 Membership Rotation for Miami-Dade and Monroe. After a designated rotating member as set forth in Section 5.1 from one county has served a maximum of two consecutive terms, the Coalition shall offer the rotation of the membership position to the other county served by the Coalition. If the other county accepts the rotating position, the currently serving board member shall become an ex officio member, provided that they will not exceed the two term, eight-year limit. If the other county served by the Coalition declines the position, the position shall remain with the original county for one additional term. At the conclusion of the additional term, the offer of rotation shall be made once again to the other county served by the Coalition.

Section 5.9 Powers. All corporate powers shall be exercised by or under the authority of the Board of Directors of the Coalition as follows:

5.9.1 The business and affairs of the Coalition shall be managed under the oversight and direction of the Board of Directors;

5.9.2 The governance of the Early Head Start Program (“EHS”) shall be managed under the oversight and direction of the Board of Directors of the Coalition; and

5.9.3 The Board of Directors may delegate any of the powers, authority and duties described in this Section 5.9, or discharge any such powers, authority and duties through these Bylaws, through resolutions or other official action.

Section 5.10 Voting Rights. Except for those Ex-Officio Members under Section 5.5, each Member shall have one vote for the conduct of Coalition business. Members must be physically present or attend by any method of telecommunications in order to vote and participate in meetings of the Board of Directors. Members may participate in a meeting by means of telephone conference, video conference or similar communications equipment as set forth in Section 7.6 of these Bylaws. A voting Member may send a representative to any meeting of the Coalition, but such representative cannot vote, nor shall the presence of such representative be considered for purposes of establishing a quorum. When a district administrator for the Department of Children and Family Services appoints a designee to the ELC, the designee is the voting member of the ELC, and any individual attending in the designee’s place, including the district administrator, does not have voting privileges.

5.10.1 [INTENTIONALLY OMITTED]
5.10.2 Each voting member, for the purposes of section 112.3143(3)(a), F.S., is considered a local public officer and must disclose, in accordance with the provisions of section 112.3143(3)(a), F.S., the nature and extent of any conflict of interest and abstain from voting or participating when a conflict of interest exists. Furthermore, 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).

Section 5.11 Resignations from the Coalition. To resign, a Member shall give a written statement of resignation to the Chair, except for the Chair who shall give a written statement of resignation to the Vice Chair, the President of the Coalition and the Governor of the State of Florida. All resignations shall take effect at the time specified in the written statement.

Section 5.12 Vacancies. The Board of Directors may appoint Members to fill existing vacancies on the board or to fill a vacancy that arises due to resignation, removal, death or expiration of a Member's first or second term. The Nominating Committee shall advertise the vacancies to be filled for appointed positions. It may be advertised utilizing print or electronic media available to the general public in the Coalition's service delivery area until the vacancy is filled. The advertisement may be made to the chambers of commerce, council of chambers and economic development boards (except those Member positions filled by appointment of the Governor) within the geographic region served by the Coalition, and the Nominating Committee shall compile a ballot listing all such applications and nominees as may be identified by the chambers of commerce, council of chambers or economic development boards. The Nominating Committee shall request that recommendations be provided from peer groups of private child care providers, faith based child care providers, and representatives from programs for children with disabilities within 45 calendar days of its meeting to fill vacancies for a private child care provider, a faith based child care provider, and/or a representative from programs for children with disabilities. The Nominating Committee shall use its best efforts to select persons to nominate from such lists of recommended provider(s), but the Nominating Committee is not bound by such lists and may accept or reject said nominations. The Nominating Committee will recommend appropriate nominees to the Board who shall then vote to approve to fill vacancies. Should a vacancy occur prior to the completion of a term, the Member elected to fill such vacancy shall serve until the end of the term that is being filled.

Section 5.13 Conflict of Interest. 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 § 112.3143) 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.
Section 5.14 Membership in Coalition Plan. The Coalition must submit its board membership to Florida’s Office of Early Learning (“Agency”) through the plan approval process, pursuant to Section 411.01(5)(d). If changes are made to the membership roster, the Coalition must submit an amended membership roster to the Agency through the plan amendment process within sixty (60) days of board approval.

ARTICLE VI.
OFFICERS

Each voting Member shall be eligible for appointment to any of the Coalition's appointed offices. Non-voting Members shall be eligible for appointment to the Coalition's appointed offices, except as specifically prohibited in these Bylaws, by Florida’s Office of Early Learning or by Florida law.

The Chair shall determine the eligibility of candidates for office and shall consider candidates for filling any vacancies. Any person so considered shall have given prior, written consent to consideration and appointment as an Officer to the President/CEO of the Coalition. The first slate of officers shall be appointed after all Members of the Coalition are seated. The Chair’s selection of officers must be ratified by a majority vote of the Board.

Each appointed Officer shall take office immediately following installation at an annual meeting. Each appointed Officer shall hold office for the term to which appointed and until a successor has been appointed and qualified or until an earlier resignation, removal from office or death.

If an office is vacated prior to the completion of the term, an officer may be appointed by the Chair and ratified by a majority of the Members to fill the vacancy until the term ends.

Section 6.1 Officers. The Chair of the Coalition shall be appointed by the Governor. The Chair shall appoint a Vice Chair, Secretary and Treasurer (each, an "Officer" and, collectively, the "Officers"). Other offices may be created and Officers appointed by the Chair as deemed necessary by the Coalition. All of the Chair’s appointments must be ratified by a majority vote of the Board.

The President/CEO is an employee of the Coalition and not a Member. The President/CEO shall be appointed by a majority vote of the Board.

Section 6.2 Appointment and Terms of Office. Except for the Chair, who is appointed for a four-year term, each Officer shall be appointed for a three-year term. No Officer may hold the same office for more than two consecutive terms. Whenever possible, terms of office shall coincide with the Coalition's Fiscal Year (as hereinafter defined). Except as set forth in the third paragraph of this Article VI, the term of office for a given Member as an officer shall not exceed the term of that Member's membership as provided herein.

Section 6.3 Chair. The Chair presides at all meetings. Prior to the meeting, the Chair will ensure that an agenda is prepared for distribution to the Members by the Secretary
as described in Section 6.6 below. He/she will be an ex-officio Member of all committees and shall perform duties pertaining to the "office" or required of him/her from time to time by the Coalition. The Chair shall be a voting Member. If there are any vacancies in an Officer’s position prior to the expiration of that Officer’s term, the Chair of the Board of Directors may make an interim appointment to fill that position until the next meeting of the Board of Directors.

Section 6.4 Vice Chair. The Vice Chair presides in the absence of the Chair or whenever the Chair temporarily vacates the Chair. The Vice Chair shall be a voting Member.

Section 6.5 President/CEO. The President shall be employed by and held accountable to the Coalition. The President shall be Chief Executive Officer (CEO) of the Coalition and has the responsibility for administration of the affairs of the Coalition and for the employment and direction of all employees of the Coalition. The President/CEO shall attend the meetings of the Coalition and the Executive Committee. The President/CEO shall perform such other duties as shall be required by the Coalition and the Executive Committee consistent with the Coalition's Articles of Incorporation and these Bylaws. The President/CEO is not a Member.

The Executive Committee shall evaluate the President/CEO's performance on an annual basis. The results shall be delivered to the President/CEO by the Chair.

Section 6.6 Secretary. The Secretary shall ensure that the minutes of every Coalition meeting are recorded, ensure that the agenda and minutes are distributed at least three (3) days prior to the meeting, shall determine the official quorum for each meeting by reviewing the list of Members, and shall sign all resolutions made and adopted by the voting Members. The Secretary shall be a voting Member.

Section 6.7 Treasurer. The Treasurer shall review moneys received and expended for the use of the Coalition and shall make a report at all regularly scheduled Coalition meetings. The Treasurer shall meet periodically with the fiscal staff of the Coalition to ensure compliance with generally accepted accounting principles. The Treasurer is responsible for ensuring an independent audit occurs annually. The Treasurer shall chair the Finance Committee. The Treasurer shall be a voting Member.

ARTICLE VII.
MEETINGS

Section 7.1 Meetings Per Fiscal Year. The Board of Directors will meet at least six (6) times per fiscal year. The Coalition's fiscal year shall be July 1 through June 30 (the "Fiscal Year"). In the event of a Declaration of Emergency by the Governor or the Mayor of either Miami-Dade or Monroe Counties, or any municipalities in Miami-Dade or Monroe Counties, any and all meetings of the Executive Committee shall be deemed a meeting of the Board of Directors.
Section 7.2  **Notices of Meetings.** All meetings of the Board of Directors and all standing, special or other committee meetings shall be publicly noticed and conducted in accordance with Florida Statutes § 286.011 (the "Sunshine Act").

Section 7.3  **Special Meetings.** The Chair may call special meetings of the Board of Directors for any purpose(s) with adequate notice in accordance with the Sunshine Act.

Section 7.4  **Quorum for Meetings of the Board of Directors.** A majority of the voting Members physically present or present through any method of telecommunications as set forth in Section 7.6 below shall constitute a quorum for the transaction of business at any meeting of the Board of Directors of the Coalition.

Section 7.5  **Quorum for Meetings of the Standing Committees, Subcommittees and Special Committees.**

(i)  **Quorum for Standing Committee and Subcommittee Meetings.** A majority of the voting Members physically present or present through any method of telecommunications as set forth in Section 7.6 below shall constitute a quorum for the transaction of business at any meeting of a Standing Committee or Subcommittee of the Coalition.

(ii)  **Quorum for Meetings of Special Advisory or Fact-Finding Committees.** A majority of appointed persons physically present or present by any method of telecommunications as set forth in Section 7.6 below shall constitute a quorum for a meeting of a special advisory or fact-finding committee, provided that such advisory or fact-finding committee has no final Coalition authority and otherwise meets the requirements for advisory or fact-finding committees set forth in Section 9.1.

Section 7.6  **Attendance by Communications Technology.** The Coalition may use any method of telecommunications to conduct meetings, including establishing a quorum through telecommunications, provided that the public is given proper notice of a telecommunications meeting and reasonable access to observe and, when appropriate, participate, Section 1002.83(6), Florida Statutes.

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 a meeting, such Member shall promptly notify the Board Chair prior to the start of said meeting so that the Coalition can arrange for attendance by telecommunications methods.

The conduct of any meeting by telecommunications method(s) must allow the absent Member to participate in discussions, to be heard by the other Members and the public and to hear discussions taking place during the meeting.
Section 7.7  Meeting Attendance. Members must attend six (6) meetings in a fiscal year. 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.

Section 7.8  Annual Meeting. There shall be an annual meeting in June of each calendar year, and elections of Members and Officers will be conducted at this meeting. The Annual Meeting may be held within three months of June of the calendar year at the Chair’s discretion.

ARTICLE VIII.
STANDING COMMITTEES

Section 8.1  Executive Committee. The Executive Committee shall be a standing committee of the Board of Directors, comprised of the Chair, Vice Chair, President, Secretary, Treasurer and any other officers (including officers at-large) that are created, appointed and elected as provided herein. The Coalition may delegate to the Executive Committee such power and authority as the Coalition may deem appropriate in connection with day to day operations and administration of the Coalition. Based on Coalition needs, the Executive Committee may act in place of the Coalition between Coalition meetings. Meetings of the Executive Committee as the result of a State of Emergency declared by the Governor, Miami-Dade County or Monroe County, or any municipalities located within Miami-Dade or Monroe Counties, shall be deemed meetings of the Board of Directors for purposes of satisfying the required number of annual Board of Directors meetings. Executive Committee action must be ratified by the Coalition at the next available Coalition meeting. If the action is not ratified, it shall be deemed void.

Section 8.2  Nominating Committee. The Nominating Committee shall be a standing committee, consisting of at least five Members appointed by the Chair, subject to approval of the Board of Directors. The Nominating Committee Chair shall be appointed by the Chair of the Coalition, subject to the approval of the Board of Directors.
The Nominating Committee is responsible for (i) nominating Officers and Members for election one month prior to each annual meeting, and (ii) nominating replacement Officers and Members for election from time to time upon the vacancy of any Office or Membership position.

The Nominating Committee Chair shall submit a written slate of nominees no later than five days before the next regularly scheduled meeting of the Members for distribution to the Members in preparation for said meeting.

Section 8.3 Finance Committee. The Finance Committee shall be a standing committee and is responsible for providing oversight of the Coalition’s financial operations and for reviewing compliance with Coalition policies, procedures and applicable laws and regulations. The Finance Committee shall be responsible for ensuring that the Coalition has established accounting, purchasing, and other financial procedures which provide adequate internal controls, delineate a separation of duties, and carry out oversight responsibilities, financial planning and strategic overview of finances. The Finance Committee shall review and evaluate management’s implementation of the Coalition’s policies and financial plans, policy development and resources. The Committee shall ensure that the Coalition's financial practices enable it to achieve operational effectiveness and efficiency, accurate and reliable financial reporting, and compliance with applicable laws and regulations. The Finance Committee shall also include a subcommittee called the Cybersecurity Governance Sub-Committee, which shall review policies and procedures related to maintaining the Coalition’s cyber security.

The Chair or Vice-Chair of the Committee shall present a report to the full board on the activities of the Committee and their recommendations regarding acceptance of reports, approval of agenda items or ratification of purchases made in accordance with the Purchasing Guidelines.

8.3.1 The Finance Committee reviews and makes recommendations concerning the annual budget and financial plans of the Coalition and any revisions to the budget and financial plans. The Committee reviews fiscal summaries at least quarterly to evaluate expenditures against revenues. Through the Cybersecurity Governance Sub-Committee, the Finance Committee reviews Coalition cyber security plans.

8.3.2 The Finance Committee also:

(i) Ensures that budget-to-actual variance analyses are performed after year end numbers are finalized;

(ii) Reviews fiscal policy and the recommendations of the organization’s auditors; and

(iii) Annually evaluates the executive management of the organization’s fiscal affairs.
8.3.3 The Committee shall recommend the adoption of changes to financial policies considered necessary based on reviews and evaluations; recommend the approval of the budget, acceptance of monthly or quarterly financial reports, monitoring enrollment data, benchmarking and other financial reporting.

8.3.4 At each meeting of the Board of Directors, the Chairman of the Finance Committee or his/her designee will make a report to the Board on the actions of the Committee and make recommendations as considered necessary.

8.3.5 Membership. The Finance Committee shall be composed of at least three (3) Members of the Board of Directors appointed by the Chair, but the Chair may appoint more members, all subject to approval by the Board of Directors. Members will be appointed to staggered three-year terms and may serve for no more than two consecutive terms. The Chair of the Finance Committee shall be the Treasurer of the Coalition. The Chair of the Board shall appoint the Finance Committee Vice-Chair, subject to approval by the Board of Directors. The Cybersecurity Subcommittee may include non-voting members who are not Members, appointed by the Chair, and who shall provide expertise to the Cybersecurity Subcommittee.

8.3.6 Duties. The Finance Committee is responsible for the following functions:

(i) Approve annual budget and quarterly budget amendments
(ii) Analyze budget variances
(iii) Review monthly or quarterly financial reports and review of the analysis of the financial operations
(iv) Review benchmarking results, trend analysis, slot utilization reports, enrollment patterns, etc.
(v) Review and approve agenda items that have financial implications, i.e., contracts, purchases, etc.
(vi) Review and approve the issuance of Request for Proposals (RFP) Invitation to Negotiate (ITN), Bids, or quotes solicited to acquire goods and/or services in accordance with the Coalition’s Procurement Guidelines
(vii) Establish guidelines, rules, policies and/or procedures regarding:
     (1) Accounting
     (2) Procurement
     (3) Travel
(4) Property Use and Dispensation
(5) Salary and Compensation
(viii) Monitor compliance with Property Guidelines:
   (1) Results of Property Inventory
   (2) Write-offs
   (3) Surplus of Property
(ix) Approve major contracts and the submission of major grant applications, and forward recommendations for the award of major contracts and major grant applications to the Board of Directors.
(x) Establish and monitor accountability measures for the Coalition.
(xi) Assess financial risks and measures to address the risks, i.e., insurance coverage, business interruption plan, etc.
(xii) Review cybersecurity risks and measures to protect the Coalition from risk.

8.3.7 Meetings. The Finance Committee shall meet prior to the meetings of the Board of Directors to review agenda items that require approval, acceptance and/or ratification by the Board of Directors. The Finance Committee may meet more frequently as the need arises.

Section 8.4 Program Policy and Strategy Committee. The Program Policy and Strategy Committee shall be a standing committee, consisting of at least three (3) Members, appointed by the Chair, subject to approval of the Board of Directors. The Program Policy and Strategy Committee Chair shall be appointed by the Chair of the Coalition, subject to approval by the Board of Directors.

The Program Policy and Strategy Committee shall be responsible for evaluating Coalition programs, formulating strategy and making policy recommendations to improve the quality of early care and education in Miami-Dade and Monroe Counties.

Section 8.5 Providers' Service Committee. The Providers' Service Committee shall be a standing committee, consisting of at least three (3) Members, appointed by the Chair, subject to the approval of the Board of Directors. The Providers' Service Committee Chair(s) shall be appointed by the Chair of the Coalition, subject to approval by the Board of Directors.
The Provider Services Committee is responsible for addressing the issues and concerns of both School Readiness and Voluntary Pre-kindergarten (VPK) early care and education providers in Miami-Dade and Monroe Counties.

8.5.1 The Providers' Service Committee shall be responsible for evaluating and disseminating information concerning the Coalition's services, programs and policies impacting providers of early care and education in Miami-Dade and Monroe Counties. The Provider Services Committee shall review, analyze, formulate and recommend relevant policies, procedures and training requirements for participation in the Coalition's programs. The Providers' Service Committee shall review, analyze and disseminate information concerning the child care resource and referral database, food programs, child health and development, professional associations, the availability of technical assistance, training opportunities, grants and other resources. The Providers' Service Committee shall collect data, information and comments from providers in support of its mission. The Provider Services Committee shall also be responsible for instituting a process for resolving provider disputes and grievances.

8.5.2 Duties. The following outlines the duties, action steps and timelines that the Provider Services Committee has established to evaluate the effectiveness of services and programs. The Committee will:

(i) Address and provide resolution, whenever possible, to concerns, requests or ideas brought forth by early child care and education providers (ECCEP).

(ii) Report matters to the Board of Directors requiring Board action and provide feedback to providers regarding Board responses at subsequent Provider Services Committee meetings and via Provider News Alerts as needed.

(iii) Review unresolved early child care education providers' grievances submitted pursuant to the Coalition's grievance policies.

8.5.3 Meetings. The Provider Services Committee shall meet at least quarterly throughout Miami-Dade and Monroe Counties, as the Committee shall decide, and engage in dialogue with early child education providers regarding their ideas, needs, and concerns.

8.5.4 Reporting Structure. The Chair of the Provider Services Committee or his/her designee shall report to the Coalition's Board of Directors certain actions and/or issues pertaining to early care and education providers as deemed appropriate.

Section 8.6 Governance and Bylaws Committee. The Governance and Bylaws Committee shall be a standing committee of at least three Members, appointed by the Chair, subject to approval by the Board of Directors. The Governance and Bylaws
Committee shall meet at least once a year to review these Coalition's Bylaws, Program Guidance (or "Program Instructions") Memoranda issued by Florida’s Office of Early Learning ("OEL"), federal and state statutes, rules and regulations, and the Coalition's policies and procedures concerning governance and make recommendations to the Board of Directors for policies that provide specific guidance and direction to the Coalition and its leadership concerning salient aspects of governance. The Governance and Bylaws Committee shall also make recommendations concerning revisions to these Bylaws. The Chair of the Governance and Bylaws Committee shall be appointed by the Chair of the Coalition, subject to approval by the Board of Directors.

Section 8.7 Number of Committee Members; Vacancies. Unless otherwise provided herein, each standing committee of the Coalition shall have three or more Members who shall be appointed by the Chair, subject to the approval of the Board. The Chair of the Coalition shall appoint persons to fill vacancies on standing committees, subject to approval by the Board of Directors. Unless otherwise provided herein, the Chair shall serve as an ex-officio Member of each standing committee. Only voting Members register official votes on standing committees. If there are any vacancies in any Committee member’s position prior to the expiration of that Committee member’s term, the Chair of the Board of Directors may make an interim appointment to fill that position until the next meeting of the Board of Directors.

Section 8.8 Committee Meeting Attendance. An absence by a Committee Member from three (3) meetings of the Committee within any given fiscal year shall be considered a resignation from the Committee by that Member. The Chair shall send a letter to all Committee Members absent from two (2) meetings within a given fiscal year notifying them that their status as Committee Members is in jeopardy, and encouraging their attendance.

ARTICLE IX.
OTHER SPECIAL COMMITTEES

Section 9.1 Other Standing Committees, Subcommittees and Special Committees. The Coalition may establish other standing committees and subcommittees, in addition to special committees as it deems appropriate to fulfill the Coalition’s mission or needs. The Coalition may also establish special committees that are advisory or fact-finding committees. The Coalition may appoint Members and Non-Members to its advisory or fact-finding committees. Fact-finding and advisory committees shall not be standing committees, cannot exercise Coalition authority and shall be limited to purposes of advising the Board of Directors.

Section 9.2 Procurement Evaluation Committees. Procurement Evaluation Committees are special, advisory and fact-finding committees that shall consist of persons appointed by the President/CEO in a manner consistent with the Coalition’s procurement policies. The President/CEO shall create each Procurement Evaluation Committee pursuant to the Coalition’s procurement policies, and each such committee shall be limited in scope and duration. Each Procurement
Evaluation Committee may consist of persons who are non-voting Members and persons who are not Members. Procurement Evaluation Committees cannot exercise final Coalition authority and do not have authority to make final, binding procurement decisions. Each Procurement Evaluation Committee shall be limited to purposes of finding facts and advising the Coalition staff, the Finance Committee and/or the Board of Directors.

9.2.1 One or more Procurement Evaluation Committees may be appointed as determined by the needs of the Coalition. Procurement Evaluation Committees may advise, draft, create, rank and/or evaluate bids, bidders, requests for bids, requests for proposals and/or proposals and these Committees may also exercise such other duties delegated by the Coalition’s Procurement Policies, the Finance Committee, the Board of Directors and/or the President/CEO. Procurement Evaluation Committees are to also make recommendations to the Board of Directors concerning bids, bidders, requests for bids, requests for proposals and/or proposals pursuant to the Coalition’s Procurement Policies. If non-voting Members are appointed, the Coalition must institute measures to ensure that such appointment is consistent with the Coalition’s procurement and conflict of interest policies.

9.2.2 The Procurement Evaluation Committee shall be responsible for screening, processing, evaluating and/or ranking proposals received by the Coalition as part of its procurement process, but shall not have final decision-making authority. The Procurement Evaluation Committee must make recommendations for contract awards to the Board of Directors, the Finance Committee and/or staff, as directed by the Board of Directors and/or the Coalition’s Procurement Policy.

Section 9.3 Audit Committee. The Audit Committee shall be a special, independent Committee responsible for ensuring that the operations of the Coalition are in compliance with applicable policies, procedures, laws and regulations. The Audit Committee shall be responsible for ensuring that the Coalition has adequate internal controls.

9.3.1 The Audit Committee shall recommend the selection of auditors to the Board of Directors and shall be responsible for recommending the compensation of the auditors.

9.3.2 The Committee shall oversee the auditing function of the Coalition.

9.3.3 The Chair of the Audit Committee or his/her designee will make a report to the Board of Directors as needed on the activities of the Committee and make recommendations as considered necessary.

9.3.4 Membership. The Audit Committee shall be composed of no more than five (5) persons appointed by the Chair of the Board of Directors. None of the persons appointed to the Audit Committee shall be part of management. No
more than one member of the Finance committee shall be a member of the Audit Committee. Members will be appointed to staggered three-year terms and may serve for no more than two consecutive terms. The Chair of the Board of Directors shall appoint the Committee Chair and Vice-Chair, subject to approval by the Board of Directors.

The Chair or Vice-Chair of the Committee will present a report to the full board on the activities of the Committee and their recommendations regarding acceptance of audit and compliance reports, approval of selection of audit firms, and any other issues that the Committee members may deem necessary.

9.3.5 Duties. The Audit Committee shall oversee the audit functions at the Coalition. The Audit Committee’s duties shall include:

(i) Selection of internal and external auditors
(ii) Approval of an internal audit plan
(iii) Report to the Board on the status of the internal control environment at the Coalition
(iv) Review and approve audit reports, compliance reviews and any other independent review of the financial and operational aspects of the Coalition
(v) Oversee corrective actions and responses to audit findings
(vi) Monitor implementation of audit recommendations
(vii) Monitor adequacy of internal controls through implementation of audit recommendations
(viii) Review and approve loss prevention reports
(ix) Monitor compliance with Code of Ethics and policies and procedures
(x) Assess financial risks and measures to address the risks, i.e., insurance coverage, business interruption plan, etc.

9.3.6 Meetings. The Audit Committee shall have as many meetings as it deems necessary to fulfill its responsibilities but in no event should the number of meetings be less than once a quarter.

Section 9.4 Monroe County Advisory Committee. The purpose of the Monroe County Advisory Committee is to make recommendations on matters related to the
education and care of young children ages birth to twelve and their families who reside in Monroe County.

9.4.1 Membership. The Monroe County Advisory Committee shall be composed of the following persons and may be Members or non-Members. All members shall be appointed by the Chair of the Early Learning Coalition Board.

(i) A Committee Chair appointed by the Chair of the Board of Directors
(ii) A Committee Vice Chair elected by the Committee members.
(iii) A Department of Children and Families Services (“DCF”) regional administrator or designee.
(iv) The Monroe County district superintendent of schools or designee.
(v) An executive director of the Regional Workforce Development Board or designee.
(vi) The director of the Monroe County Health Department or designee.
(vii) The Executive Director of the Community-Based Care Case Management Agency serving Monroe County.
(viii) Optional members: Other members may be appointed as recommended to the ELC Chair by the Advisory Committee.

9.4.2 Duties. The Chair or Vice-Chair of the Committee will present a report to the full board on the activities of the Committee and their recommendations.

9.4.3 Terms. Terms of office for Members on the Committee shall be limited to the Member’s Term of office for the Coalition Board of Directors. Terms for non-Members shall be limited to two (2) four (4) year terms.

9.4.4 Meetings. The Monroe County advisory Committee shall meet at least three (3) times per fiscal year.

ARTICLE X.
LIABILITY

The Coalition shall indemnify any Member or Officer to the full extent permitted by the law.
ARTICLE XI.
REVISION/REPEAL OF BYLAWS

These Bylaws may be amended, repealed or altered in whole or in part by a two-thirds vote of the Members at any regular or special meeting. Any proposal to amend, repeal or alter these Bylaws shall be delivered in writing to Members of the Coalition no fewer than ten days before the meeting in which the proposal is to be considered. These Bylaws are a part of the Coalition's school readiness plan and any amendment, repeal or alteration of these Bylaws constitute an amendment, repeal or alteration of the Coalition's school readiness plan.

ARTICLE XII.
RULES OF ORDER

Robert's Rules of Order, as amended, shall be the parliamentary authority for all matters or procedures not specifically covered in the Bylaws.

ARTICLE XIII.
CODE OF ETHICS

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.

DATED: DECEMBER May 2020

BY: __________________________

NAME: ______________________

TITLE: ______________________

MIAMI, FL 2002

Amended December 2020