I. Welcome & Introductions

   A. Roll Call

II. Approval of Minutes

   A. Motion to approve the September 11, 2023 Board of Directors Meeting Minutes.

III. Chairman’s Report

IV. Chairman’s Partner Spotlight

   • Leeanna Woods, First Baptist Church- Jack and Jill Child Care Center

V. Chairman’s Distinguished service award

VI. Committee Reports

   A. Finance Committee Report 9/28/2023

   Resolutions

   • 10022023-01 Families Experiencing Homelessness Grant
     Authorize the President and CEO to apply, receive, and implement funds for the ARPA Early Learning Discretionary Grant Program – Families Experiencing Homelessness.

   • 10022023-02 RFP Early Literacy Tutoring Program (Award)
     Approval of the Evaluation Committee’s award recommendation for Request for Proposal (RFP) #ELCMDM2023-02 (Early Literacy Tutoring Program), and authorize the President and CEO to negotiate and execute a contract with the selected vendor.

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.
• **10022023-03 Professional Development & Resources**  
Authorize the President and CEO to release a Request for Proposal (RFP) for professional development resources to offer an array of Classroom Scoring System® CLASS®-based training and materials. This resolution also requests authorization and approval for the President and CEO to negotiate and execute a contract(s) with the selected vendor(s) recommended by the Evaluation Committee and reviewed by the Board Counsel.

B. **Program Committee Report 9/25/2023**  
Chereen Coile

Resolutions

• **10022023-04 EHS Self-Assessment Plan**  
Authorize the President and CEO to proceed with the implementation of the Early Head Start 2023-2024 Self-Assessment Plan.

C. **Provider Services Committee Report 9/28/2023**  
Dr. Fluney

D. **Strategic Planning Committee Report 9/13/2023**  
Loreen Chant and Evelio Torres

VII. **Introduction of Monroe County Community Partners**  
Sandi Bisceglia

VIII. **Panel Discussion**  
Carol Wick

• Molly Grant, Executive Director, Association of Early Learning Coalitions
• Lynne M. Hernandez, South Florida Regional Director, Florida Restaurant & Lodging Association
• Leah Stockton, Florida Keys Area President, United Way
• Theresa Axford, Superintendent, Monroe County Schools District
• Judy Hull, Executive Director, Greater Marathon Chamber of Commerce

IX. **Next Steps**  
Carol Wick

X. **Public Comments**  
Matthew Bruno

XII. **Adjourn**  
Matthew Bruno
Meeting Dates:

- **Board of Directors Meeting:** November 6, 2023; 9 A.M. – 11 A.M. via Zoom or in person at ELC Headquarters located at: 2555 Ponce de Leon Blvd. Suite 210 Coral Gables, Fl 33134

- **Executive Committee Meeting:** December 4, 2023; 10 A.M. -12 P.M. via Zoom or in person at the Monroe County School Boardroom located at 241 Trumbo Road, Key West FL 33040
Escuchanos en Español

1. Hacer Click en Interpretation/Interpretación
2. Selecione Spanish/Español
3. Hacer Click en Spanish/Español y nos va a poder escuchar en Español
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ELC Board of Directors Meeting  
Monday, September 11, 2023; 9 A.M.  
2555 Ponce de Leon Blvd.  
Coral Gables, Florida 33134  
Meeting ID: 890 4506 2482  
Passcode: 931738

MINUTES

Board Attendees: Matthew Bruno; Dr. Daniel Armstrong; Loreen Chant; Jenni Roig; Dr. Lawrence Richie Tandoc; Denisse Barrera; Sandi Bisceglia; Dr. Eileen Fluney; Chuck Mohr; Iris Strachan; Gilda Ferradaz; Chereen Coile; Lisa Taylor; Aaron Slavens; Alfred Sanchez; Holly Raschein; Dr. Riestra; Rick Beasley; James Haj

Board Absentees: NA

Staff Attendees: Evelio Torres; Angelo Parrino; Mercy Castiglione; Pam Hollingsworth; Sandra Gonzalez; Michelle Meilan; Jacqueline Dominguez; Ahmed Mitwalli; Miguel Alfonso; Paloma Lopez-Barcena; Anabel Espinosa; Ana Sejeck; Belkis Torres; Ana Rodriguez; Aileen Suazo; Lisney Badillo; Alex Sanchez; Larisa Salerno; Laurie Dunn; Vanessa; Aguiler-Viera; Lissandra Curbelo; Matthew Zaldivar; Isabel Afanador; Thalia Daumy; Vernise Casimir; Dialina Quintanal; Jose Hernandez; Jessica Parra; Laurie Bravo; Pamela Malval; Marisleydis Bruguez; Iliana Vallejo; Ahmed Mitwalli; Cindy Cabrera; Jose Hernandez; Silvana Diaz

General Attendees: Bob de la Fuente; Priscila Hazrun; Lorena Suarez; Laurie Joasil; Lynn Maceyras; Raymond Rodriguez-Torres; Dr. Dotres

I. Welcome & Introductions  
   Matthew Bruno

   A. M. Bruno called the meeting to order and welcomed everyone.
   B. Quorum was established with 20 voting members.

II. Approval of Minutes  
   Matthew Bruno

   A. Motion to approve the June 5, 2023 Board of Directors Meeting Minutes.

      o C. Mohr moved to approve the minutes.
      o J. Haj seconded the motion.
      o Motion passed unanimously

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.
III. Chairman’s Report

Matthew Bruno

M. Bruno introduced two new board members that were appointed by the heads of their organizations to required board positions.

Laurie Joasil, the Southern Region Safety Program Manager with DCF is filling the required DCF Child Care Regulation representative or child care licensing agency head position. A native of Miami, Laurie Joasil has dedicated over 20 years of her professional career working within her self-proclaimed life’s purpose “Servicing the vulnerable population in our community.” Laurie began her career with the Department of Children and Families as a Child Protective Investigator. During her career she has worked in many areas within Family Safety and Licensing servicing the community in various capacities.

Mr. Bruno has appointed Mrs. Joasil to the Program Policy and Strategy Committee.

Lynn M. Maceyras, the Administrative Director for Early Childhood Programs for Miami-Dade County Public Schools, will fill the required Miami-Dade District Superintendent of Schools or designee (Miami-Dade) board position. Lynn M. Maceyras has been employed with Miami-Dade County Public Schools for 28 years and has served in several capacities, such as an Elementary School Teacher, Assistant Principal, Principal, District Director for the Office of Professional Standards, and most recently, is the newly appointed Administrative Director for Early Childhood Programs. She is a dedicated and passionate educator whose mission is to always develop the “whole child,” while developing and fostering intellectual growth and innovative thinking. She is a firm believer in supporting families and working with the community at-large. She understands the significance of quality early learning and is committed to continuing the excellence of the district’s early childhood programs and partnering with community stakeholders and our ELC board. Ms. Maceyras has earned several recognitions, including Principal of the Year, representing the South Region Office in 2021. In addition, she was nominated as Assistant Principal of the Year in 2008 and 2012; and was a DCCSS Teacher of the Year Finalist in 2001.

Mr. Bruno has appointed Mrs. Macyras to the Provider Services Committee.

The board has unanimously ratified the new members.

Mr. Bruno reported that since Iris Strachan is a member of the Nominating Committee, for the sake of continuity she has agreed to serve as chair of that committee so today I am making her appointment official. Note: The previous chair retired - Marisol Diaz.
IV. Guest Speaker

Dr. Jose L. Dotres
Superintendent of Miami-Dade County Public Schools

Dr. Jose L. Dotres, Superintendent of Schools, is a passionate life-long educator and has served as Superintendent of Miami-Dade County Public Schools, the third largest school system in the United States, since February 2022. Prior to his appointment as Superintendent, Dr. Dotres held numerous instructional and administrative leadership roles over the course of his career. Dr. Dotres earned his bachelor’s degree in public administration from Florida International University. He subsequently received a master’s degree in Reading from Barry University, an educational specialist degree in Teaching English as a Second Language from the University of Miami, and a doctoral degree in Leadership and Innovation from St. Thomas University. Dr. Dotres discussed several strides the education system is making.

V. Guest Speaker

Raymond Rodrigues-Torres
Chairman & Bella’s Daddy
Live Like Bella® Childhood Cancer Foundation

Raymond Rodriguez-Torres is the Chairman & Bella’s Daddy of the Live Like Bella® Childhood Cancer Foundation. Raymond is currently President & Co-CEO of ALC Home Health. Raymond was born in Toledo, Ohio and raised in Miami, Florida. When he was 9 years old, he read the words that would guide his life forever: “God’s Gift to you is who you are; your gift to Him is who you become.” Mr. Rodriguez-Torres gave the group a heartfelt presentation on Bella’s beautiful life.

VI. Chairman’s Partner Spotlight

Fiorella A. Christie

- Ms. Valliant, Director Kreative Kids was presented with a recognition for her years of service. She was introduced by Fiorella A. Christie.

VII. Executive Committee Report 8/7/2023

Matthew Bruno

- **08072023-01** C23-01 Citrus Amendment
  Authorize the President and CEO to negotiate and execute an amendment to Contract C23-01 with Citrus Health Network, Inc. for Developmental Screening Follow-Up and Individualized Support Services.

- **08072023-02** Amended Budget FY 2023-2024
  Approval of the Early Learning Coalition’s First Amendment to the Annual Budget for fiscal year 2023-2024.
• **08072023-03** External Fiscal Monitoring RFP
Authorize the President and CEO to release a Request for Proposal (RFP) for External Fiscal Monitoring Services.

The Resolutions were voted on by a block vote:

  o R. Beasley moved to approve the block vote.
  o C. Mohr seconded the motion.
  o Motion passed unanimously

VIII. Finance Committee Report 8/31/2023 Loreen Chant

• **09112023-01** RFP Learning Management System
Authorize the President and CEO to release a Request for Proposal (RFP) for a Learning Management System (LMS)* and requests authorization and approval for the President and CEO to negotiate and execute a contract(s) with the selected vendor(s) recommended by the Evaluation Committee and reviewed by the Board Counsel.

• **09112023-02** RFP Enterprise Network Support and Hosting
Authorize the President and CEO to release a Request for Proposal (RFP) for Enterprise Network Support and Hosting Services for Miami-Dade and Monroe Counties. This resolution also requests authorization and approval for the President and CEO to negotiate and execute a contract(s) with the selected vendor(s) recommended by the Evaluation Committee and reviewed by the Board Counsel.

• **09112023-03** RFP CLASS Observation Services
Approval of the Evaluation Committee’s award recommendation for Request for Proposal (RFP) #ELCMDM2023-01 (CLASS Observation Services) and authorize the President and CEO to negotiate and execute a contract with the selected vendor.

• **09112023-04** ARPA Discretionary Grant
Authorize the President and CEO to develop and submit a plan for the administration of the Discretionary Grant Program to the Division of Early Learning and to implement the plan once it is approved.

• **09112023-05** Quality Materials
Authorize the President and CEO to release a Request for Proposal (RFP) for Quality Materials, Training and Development Services for Miami-Dade and Monroe Counties. This resolution also requests authorization and approval for the President and CEO to negotiate and execute contracts with the selected vendors recommended by the Evaluation Committee and reviewed by the Board Counsel.
The Finance Resolutions were voted on by a block vote:

- L. Chant asked for a motion to approve the Resolutions in a block vote.
  - Motion to approve by R. Beasley
  - C. Coile seconded the motion.
  - Motion passed unanimously

IX. Committee Reports

The following committee reports were provided by the Committee Chairs.

A. Provider Services Committee Report 7/24/2023
   Rick Beasley
B. Monroe Advisory Committee Report 8/15/2023
   Sandi Bisceglia
C. Program Committee Report 8/28/2023
   Chereen Coile

X. Community Report

A. Strategic Planning Update
   Evelio Torres

   Evelio Torres provided the Board with the latest updates on the Coalition’s strategic Plan Initiatives.

B. BPEICE Celebration
   Dr. Anabel Espinosa

   Dr. Anabel Espinosa who is going to provide information on the BPIECE Support Services Programs. This program has been a big hit with teachers and directors and is making a big difference for children in our two counties. The program turns 5 this year

XI. Public Comments

Matthew Bruno

XII. Adjourn

Matthew Bruno
Meeting Dates:

- **Annual Meeting**: October 2, 2023; 10 A.M - 12 P.M. via Zoom or in person at the Florida Keys Mosquito Control Building located at: 503 107th St. Gulf, Marathon, Fl 33050

- **Board of Directors Meeting**: November 6, 2023; 9 A.M. – 11 A.M. via Zoom or in person at ELC Headquarters located at: 2555 Ponce de Leon Blvd. Suite 210 Coral Gables, Fl 33134

- **Executive Committee Meeting**: December 4, 2023; 10 A.M. -12 P.M. via Zoom or in person at the Monroe County School Boardroom located at 241 Trumbo Road, Key West FL 33040
Our board members, Loreen Chant, and Rick Beasley, at the YWCA South Florida First But Not the Last Gala.
RESOLUTION: 10022023-01

AUTHORIZE THE PRESIDENT AND CEO TO APPLY, RECEIVE, AND IMPLEMENT FUNDS FOR THE ARPA EARLY LEARNING DISCRETIONARY GRANT PROGRAM – FAMILIES EXPERIENCING HOMELESSNESS.

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 apply, receive, and implement funds for the ARPA Early Learning Discretionary Grant Program – Families Experiencing Homelessness.
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 October, 2023.

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

By: __________________________
Board Secretary
Background:

DEL is collaborating with the Department of Children and Families (DCF) to provide Florida’s homeless families access to child care through the School Readiness (SR) Program. The Early Learning Coalition of Miami-Dade/Monroe (ELCMDM) seeks to apply for the ARPA Early Learning Discretionary Grant Program – Families Experiencing Homelessness funded by the American Rescue Plan Act (ARPA) Discretionary Child Care and Development Block Grant Trust Fund in section 53 of Chapter 2023-239, Laws of Florida. The total allocation to the ELCMDM is approximately $1,569,564.

Program Goals

The goals of the Early Learning Discretionary Program – Families Experiencing Homelessness are to:

- Employ families/parents experiencing homelessness and receiving housing assistance to work at child care providers to assist such families/parents with a potential career path while receiving subsidized SR services and supports for their child(ren).
- Expand child care workforce to fill gaps in the availability of personnel in classrooms.

Program Initiatives

The Early Learning Discretionary Grant Program – Families Experiencing Homelessness provides funding for the following initiatives (The ELCMDM has been approved for all initiatives):

- Provide funding to ELCs/RCMA to provide outreach materials to the target population and providers to support and market the program.
- Provide funding to support ELCs/RCMA and providers with offsetting the cost of required background screening and pre-service health and safety training to become child care staff at the child care provider that serves the children of unemployed and underemployed families/parents experiencing homelessness and receiving housing assistance.
- Provide funding for the target population to continue to grow their skill set as child care staff giving them the opportunity to potentially pursue further training and/or credentialing to become an early learning professional (e.g., lead teacher/teacher).
- Provide funding to pay participating providers the difference between the SR provider reimbursement rate and the provider’s private pay rate for the enrolled SR children of families experiencing homelessness to further reduce the cost of child care for homeless families.
- Provide funding to pay participating providers the cost of up to six months’ salary to individuals employed through this initiative at a wage of at least $15/hour.
Action Requested: Approval of the Evaluation Committee's award recommendation for Request for Proposal (RFP) #ELCMDM2023-02 (Early Literacy Tutoring Program), and authorize the President and CEO to negotiate and execute a contract with the selected vendor.

Fiscal Impact: An approximate amount of $320,000 per fiscal year, which is subject to the availability of funding.

Funding Source(s): Florida Department of Education Division of Early Learning.

Strategic Goal: ☒ Neediest Children ☒ Providers
☒ Youngest Children ☐ Funding
☒ Educate All ☐ ELC Operations

RESOLUTION: 10022023-02

APPROVAL OF THE EVALUATION COMMITTEE'S AWARD RECOMMENDATION FOR REQUEST FOR PROPOSAL (RFP) #ELCMDM2023-02 (EARLY LITERACY TUTORING PROGRAM), 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 of the Evaluation Committee's award recommendation for Request for Proposal (RFP) #ELCMDM2023-02 (Early Literacy Tutoring Program), 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 2nd day of October, 2023.

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

By: __________________________
Board Secretary
Background:

Resolution #07102023-03 authorized the President and CEO to release a Request for Proposal (RFP) for the Early Literacy Tutoring Program. On August 1, 2023, the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the Coalition) released RFP#ELCMDM2023-02 for the Early Literacy Tutoring Program. On or before August 25, 2023, the Coalition received two (2) proposals from the following vendors:

- HeyTutor, Inc.
- Reading and Math, Inc.

Legal Counsel reviewed the proposals on August 28, 2023, the proposals were deemed responsive.

On August 31, 2023, the proposals were reviewed by the following four (4) evaluators who made up the Evaluation Committee.

Evaluation Committee Members:

| 1. Beth Davis  | Owner – Kids for Kids Academy |
| 2. Carmen Medrano | Training and Development Specialist – Early Learning Coalition of Miami-Dade/Monroe |
| 3. Febres Cordero | Director of C.A.I.T. Program – United Way Miami |
| 4. Dr. Marylin Lesser | Early Childhood Consultant (Alternate) |

On September 12, 2023, at the Second Evaluation Committee Meeting, the committee moved and passed a motion to recommend that the Coalition negotiate and execute a contract with Reading and Math, Inc.

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<td>2. Reading and Math, Inc.</td>
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<td><strong>Organizational Capacity</strong></td>
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<td>1. Most closely meets the requested needs of the agency as listed within the scope. Vendor demonstrates experience in early literacy tutoring in the Pre-3 to Pre-K 5 classroom and/or a clear plan for research based early literacy tutoring programming.</td>
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<td>2. Vendor demonstrates the ability to deliver services in Miami-Dade and Monroe counties</td>
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<td><strong>Scoring Factors - Program Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Vendor describes a literacy focused training program for tutors prior to classroom placement and a plan for on-going professional development</td>
<td>60</td>
<td>10</td>
</tr>
<tr>
<td>2. Vendor identifies pre/post assessments for monitoring child progress and a plan for data collection and reporting</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>3. Vendor describes tutor profile and recruitment policies</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>4. Vendor describes a plan to serve bilingual and special needs children</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>5. Vendor delivers a presentation via zoom</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td><strong>Scoring Factors - Staffing or Pricing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Cost for services are within the range of $320,000</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>TOTAL SUM</td>
<td></td>
<td>300</td>
</tr>
<tr>
<td>AVERAGE</td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>
Action Requested: Authorize the President and CEO to release a Request for Proposal (RFP) for professional development resources to offer an array of Classroom Scoring System® CLASS®-based training and materials. This resolution also requests authorization and approval for the President and CEO to negotiate and execute a contract(s) with the selected vendor(s) recommended by the Evaluation Committee and reviewed by the Board Counsel.

Fiscal Impact: An approximate amount of $400,000 per fiscal year, which is subject to the availability of funding.

Funding Source(s): U.S. Department of Health and Human Services, Administration for Children and Families, Florida Department of Education Division of Early Learning, The Children's Trust.

Strategic Goal: ☐ Neediest Children ☒ Providers
☐ Youngest Children ☐ Funding
☒ Educate All ☐ ELC Operations

RESOLUTION: 10022023-03

AUTHORIZE THE PRESIDENT AND CEO TO RELEASE A REQUEST FOR PROPOSAL (RFP) FOR PROFESSIONAL DEVELOPMENT RESOURCES TO OFFER AN ARRAY OF CLASSROOM SCORING SYSTEM® CLASS®-BASED TRAINING AND MATERIALS. THIS RESOLUTION ALSO REQUESTS AUTHORIZATION AND APPROVAL FOR THE PRESIDENT AND CEO TO NEGOTIATE AND EXECUTE A CONTRACT(S) WITH THE SELECTED VENDOR(S) RECOMMENDED BY THE EVALUATION COMMITTEE AND REVIEWED BY THE BOARD COUNSEL.

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 (RFP) for professional development resources and authorize and approve the President and CEO to negotiate and execute a contract(s) with the selected vendor(s) recommended by the Evaluation Committee and reviewed by the Board Counsel.
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 October, 2023.

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

By: __________________________
Board Secretary
Background:

During the 2018 Legislative Session, the Florida Legislature passed a bill (HB 1091) that increased quality and accountability in the School Readiness (SR) Program by participating in program assessments (Rule 6M-4.740). In 2022, the Florida Legislature passed a bill that requires that all Voluntary Prekindergarten (VPK) classrooms participate in the same program assessment (Rule 6M-8.621). For both programs the Classroom Scoring System® CLASS® Observation was designated as the program assessment tool that will be used.

The Early Learning Coalition of Miami-Dade/Monroe provides instructor-led and web-based educational opportunities for early care and education professionals in Miami-Dade and Monroe. The Early Learning Coalition supports statewide initiatives and legislative mandates in addition to best practice models that support the practitioners’ ability to serve as a responsive partner in the classroom.

The Early Learning Coalition will utilize the vendor’s services to offer an array of Classroom Scoring System® CLASS®-based training to early care and education professionals participating in quality programs throughout the community, online subscriptions, materials and resources to help improve the teacher/child interactions in SR and VPK early learning programs, as well as in Early Head Start programs.

The vendor will provide training (virtually and/or in person), materials, services, and professional development for the Classroom Assessment Scoring System® (CLASS®). CLASS® is used to assess the quality of teacher-child interactions in infant, toddler, and preschool classrooms. Our Coalition professional development initiatives utilize the Classroom Assessment Scoring System® (CLASS®) to assess the quality of teacher-child interactions in School Readiness, Voluntary Prekindergarten and Early Head Start classrooms.

Section 641A(c)(2)(F) of the Head Start Act (the Act) requires that the OHS monitoring review process include the use of "a valid and reliable research based observational instrument, implemented by qualified individuals with demonstrated reliability, that assesses classroom quality, including assessing multiple dimensions of teacher-child interactions that are linked to positive child development and later achievement."

A. Professional Development - provided virtually and/or in person

- Pre-K, Toddler, and/or Infant
- CLASS® Observation Training inclusive of training materials and assessment
- CLASS® Group Coaching (MMCI) Train the Trainer (Pre-K and I/T)
- CLASS® Infant Train the Trainer
- CLASS® Toddler Train the Trainer
- CLASS® Pre-K Train the Trainer
- Intro to CLASS™ Pre-K, Toddler, and/or Infant (Affiliate-led Training)
  - Participants Materials, Participant Guides, as well as each participant receives access to MyTeachstone Video Library access.
- CLASS® Training and Presentations to be offered to early care and education professionals (in English and in Spanish)
- CLASS® Environment
- CLASS® Observation 2.0 and all training connected
- CLASS® Observation training and materials that will be added to enhance professional development

B. Online subscriptions

- MyTeachstone is an online software as a service (SAAS) product that supports the implementation of the Classroom Assessment Scoring System® (CLASS®) and enhance quality teacher-child interactions through online professional development experiences. The subscription includes courses, videos, links, and other rich media content for teachers, coaches, CLASS observers, and administrators.
C. **Resources**
- CLASS® Dimension Guides
- CLASS® Group Coaching (MMCI) resource binders
- CLASS® Training materials and resources (provided in-person or virtually) that will be developed to further enhance training for teachers and for the Professional Development Institute faculty.

<table>
<thead>
<tr>
<th>Service/Product</th>
<th>Current FY 23-24 Amount</th>
<th>Proposed Re-procurement Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Development &amp; Resources</td>
<td>$134,000</td>
<td>$400,000</td>
</tr>
<tr>
<td>Variance</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Expecting a higher volume due to recent legislation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Expecting an increase in costs of services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Additional Service: Career pathways</td>
<td></td>
</tr>
</tbody>
</table>

Variance
Action Requested: Authorize the President and CEO to proceed with the implementation of the Early Head Start 2023-2024 Self-Assessment Plan.

Fiscal Impact: No Fiscal Impact.

Funding Source(s): U.S. Department of Health and Human Services, Administration for Children and Families.

Strategic Goal: ☒ Neediest Children ☒ Providers
☐ Youngest Children ☐ Funding
☐ Educate All ☒ ELC Operations

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RESOLUTION: 10022023-04

AUTHORIZE THE PRESIDENT AND CEO TO PROCEED WITH THE IMPLEMENTATION OF THE EARLY HEAD START 2023-2024 SELF-ASSESSMENT PLAN.

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 Program Policy and Strategy Committee is in agreement with the goals described therein;

WHEREAS, the Program Policy and Strategy 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 proceed with the implementation of the Early Head Start 2023-2024 Self-Assessment Plan.
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 October, 2023.

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

By: __________________________
Board Secretary
Background:

Self-assessment is a vital component of the planning cycle. The self-assessment creates a time for the program to critically examine the data collected throughout the previous program year. The program uses this time to uncover patterns or trends in the data that may not be immediately evident during the regular ongoing monitoring process. The results of the self-assessment are used for program planning which includes the development of goals and objectives, the determination of training and technical assistance priorities, and the allocation of program funds. The self-assessment plan, results, and improvement plan are submitted as part of the Early Head Start application and reapplication process.

Regulations:

642(c)(1)(E)(iv)(V)(aa) The governing body shall be responsible for reviewing and approving all major policies, including the annual self-assessment and financial audit.

642(c)(2)(D)(iii) The Policy Council shall approve and submit to the Governing Board decisions about (iii) Applications for funding and amendments to applications for funding for programs under this subchapter, prior to submission of applications described in this clause.
2023-2024
Early Head Start
Self-Assessment Plan

Board Approval:
Policy Council Approval:
PURPOSE

Self-assessment is a vital component of the planning cycle for the Early Head Start Program. The self-assessment creates a time for the program to critically examine the data collected. The program uses this time to uncover patterns or trends in the data that may not be immediately evident during the regular ongoing monitoring process. The results of the self-assessment are used for program planning which includes the development and achievement of goals and objectives, determination of training and technical assistance priorities, and the allocation and use of program funds.

Although interrelated, ongoing monitoring and self-assessment are distinct and separate systems. Ongoing monitoring takes place throughout the program year, examines whether the program is meeting regulatory requirements, and looks to answer the question, “Are we doing things right?” Self-assessment takes place annually, examines the effectiveness of program operations, and attempts to answer the question, “Are we doing the right things?”

The self-assessment process described here will allow the program to analyze the effectiveness of key management systems in meeting program goals and implementation of program services. Through the implementation of this process, we will focus on big issues, and answer three pertinent questions:

1. How can we better serve children and families in our community?
2. Where are we at risk?
3. How can we improve or streamline operations?

PERFORMANCE STANDARD

At least once each program year, a program must conduct a self-assessment that uses program data to evaluate the program’s progress towards meeting its goals, compliance with program performance standards throughout the program year, and effectiveness of the professional development and family engagement systems in promoting school readiness. [Head Start Performance Standards 1302.103(b)(2)(i)].

PARTICIPANTS

A successful self-assessment is comprised of participants with diverse knowledge and experiences. This diversity contributes to rich discussions, unplanned discoveries, and innovative recommendations. Participants will include Board members, Policy Council members, representatives from community organizations, Early Head Start childcare partners, parents, and staff.
PROCESS AND TIMELINE

PLAN APPROVAL (TIMEFRAME: SEPTEMBER 20, 2023 – OCTOBER 2, 2023)

FOCUS GROUP FORMATION (TIMEFRAME: OCTOBER 2, 2023 – OCTOBER 13, 2023)
The Early Head Start Program will create focus groups that will concentrate on one or two areas of service. Participants will choose their preferred focus group in which to participate. The focus groups will be:

   Group 1: Education and Family Engagement/ERSEA
   Group 2: Disabilities and Mental Health
   Group 3: Health and Nutrition
   Group 4: Fiscal

DATA COLLECTION (TIMEFRAME: OCTOBER 2, 2023 – OCTOBER 13, 2023)
Data is an integral part of the self-assessment since it informs participants of the program’s operation. The Early Head Start Program will use existing information from various internal and external monitoring reports and/or inspections. Information from the program’s database will also be used to determine areas of strength, as well as areas needing improvement. Each service area director or manager will identify the documents that will be reviewed as part of the self-assessment. Service area directors and managers may incorporate additional site visits or record reviews to gather pertinent data that will provide accurate information on the program’s implementation.

FOCUS GROUP DATA ANALYSIS (TIMEFRAME: NOVEMBER 28, 2023)
During the focus group meetings, service area directors and managers will share with members any data for their respective areas. All data provided will be shared cumulatively to ensure the confidentiality of children and families.

Focus group members will collectively review, discuss, and analyze the data for their service area(s). Data analysis will focus on identifying major area(s) of strength(s) and opportunities for improvement. The focus group will also discuss the progress and challenges in achieving the program goals. For each finding, every focus group will use the Early Head Start Management Systems (Appendix A) to identify the systems being impacted and make recommendations for improvement.
DRAFT OF REPORT AND PLAN (TIMEFRAME: NOVEMBER 15, 2023 – DECEMBER 15, 2023)

The Early Head Start (EHS) leadership team will use the results from each focus group to identify any systemic and/or develop initiatives to enhance services. A summary report and program improvement plan will be developed.

Summary Report: The summary report will recapitulate the results from the data analysis.

Program Improvement Plan: A program improvement plan will detail the steps to be taken to strengthen the program. The program improvement plan will identify the individuals responsible for each step and the timeframe for completing each step.

REVIEW OF THE SUMMARY REPORT AND IMPROVEMENT PLAN (TIMEFRAME: JANUARY 8, 2024 – JANUARY 12, 2024)

The Vice President of the Early Head Start Program will review the Summary Report and Program Improvement Plan with the Chief Operating Officer. A Summary Report and Program Improvement Plan will be developed as a result of the data analysis.

FINAL REPORT AND IMPROVEMENT PLAN (TIMEFRAME: JANUARY 15, 2024 – JANUARY 19, 2024)

Recommendations from the Chief Operating Officer will be incorporated into the draft Summary Report and Program Improvement Plan for a final report.

REPORT PRESENTATION (TIMEFRAME: JANUARY 29, 2024 – FEBRUARY 21, 2024)

The Summary Report and the Program Improvement Plan will be presented to the Early Learning Coalition of Miami-Dade/Monroe Programs, Policy, & Strategy Committee; Policy Council; and the Early Learning Coalition of Miami-Dade/Monroe Board.

BOARD AND POLICY COUNCIL UPDATES (TIMEFRAME: SEPTEMBER 18, 2024 – OCTOBER 7, 2024)

Updates on the Program Improvement Plan will be presented to the Early Learning Coalition of Miami-Dade/Monroe Programs, Policy, & Strategy Committee; Policy Council; and the Early Learning Coalition of Miami-Dade/Monroe Board.
APPENDIX A: EARLY HEAD START MANAGEMENT SYSTEMS

Program Planning and Service System Design guides all programs in their five-year grant and includes service plans that directly impact children and families.

Data and Evaluation drive data-based decision-making, inform each stage of the program planning cycle and use qualitative and quantitative measures to ensure effective program management.

Fiscal Management accounts for federal assets and compliance with regulations, including internal controls, and helps program leaders collaborate as they develop budgets to address goals and priorities.

Community and Self-Assessment initiate the program planning process, provide the right services to the right population (external focus), and support continuous quality improvement (internal focus).

Facilities and Learning Environments support children and families in indoor and outdoor settings and cultivate spaces that are safe and inspire learning.

Transportation ensures the safe and efficient movement of children and meets needs in a consistent manner that complies with state and federal regulations.

Technology and Information Systems maintain the infrastructure needed to address the increased reliance on data collection and analysis. These systems select, manage, and provide training on appropriate hardware and software needed to monitor progress.

Training and Professional Development emphasize the importance of training and technical assistance (T/TA) in every program and offer a range of instructional resources, including online resources.

Communication builds relationships with internal and external stakeholders and helps programs “tell their stories” as they pursue program and school readiness goals.

Recordkeeping and Reporting build and maintain a program’s institutional memory; design and distribute strategic reports; manage recordkeeping activities; and inform staff, leadership, and external partners.

Ongoing Monitoring and Continuous Improvement help programs adapt to better address goals and objectives and share data with staff, policy council, and governing bodies to engage everyone in the program planning process.

Human Resources ensures that staff and volunteers have the credentials and competencies needed to fulfill responsibilities.

1 https://eclkc.ohs.acf.hhs.gov/organizational-leadership/article/management-systems
Sandi, thank you for your remarkable leadership that extends far beyond the Monroe County Advisory Committee Chair itself. Your ability to forge meaningful connections and build strong partnerships has enabled us to form invaluable alliances.
Carol Wick
President, Sharity Global

Carol has worked in the nonprofit field her entire career. First, as a therapist for abused children and later as the CEO of one of the nation's top domestic violence centers. She became an expert in turning around struggling organizations, using her business acumen to achieve financial stability and her advocacy to engage the community as partners in the mission. Utilizing this wealth of experience, Carol has spent the past decade developing a model to assist nonprofit organizations in assessing their ability to take their organizations to the next level. Her services focus on creating dynamic fundable plans, and developing outcomes the community will care about and fund.
Molly Grant is the Executive Director of the Association of Early Learning Coalitions. She has been an advocate for Florida’s youngest learners for over a decade. Molly started her career in the Florida Senate specializing in policy development and legislative analysis. It was in this role that she found her passion for early learning policy. She increased her specialty in this policy field by joining the Office of Early Learning within the Florida Department of Education. In the Department, she worked extensively on state policy development, the development of the Child Care Development Fund Plan, and the implementation and analysis of legislative and federal changes to early learning programs. Additionally, Molly led the statewide implementation of the health and safety regulatory changes within the School Readiness Program as well as the statewide Expulsion Prevention Training Initiative. During her tenure she also served as the Project Manager for the Preschool Development Grant, managing the implementation of over 45 projects and $8.52 million in federal funding.

An honor graduate of Florida State University with a degree in Social Science and a Master’s degree in Public Policy and Administration, driven by a passion for children and early childhood education, Molly is currently working toward a second degree in Family and Child Sciences. She is also certified as a Pre-K CLASSTM Observer, and recognized in the State of Florida as a Certified Contract Manager.
Lynne Hernandez has worked with the Florida Restaurant & Lodging Association (FRLA) for sixteen years following a prestigious nursing career, and a 26-year career as Executive Director for large national non-profits and hospitals raising nine-figure gifts. Locally, she served as the first Development Director for the University of Miami School of Medicine Department of Pediatrics and the Miami Children’s Hospital.

When Ms. Hernandez started the Association in 2005 as State Chapter Relations Director, it was the Florida Restaurant Association. She was instrumental in the building of the new corporation FRLA through her oversight of the restructuring of the state’s 27 chapters, building new boards, establishing fundraising, creating special events, building educational programs, integrating community involvement, and leading local legislative initiatives. As the Association grew, she helped to create the regional director model and oversaw the hiring of new Regional Directors throughout the state. The FRLA is the largest trade association in the State of Florida with more than 10,000 members comprised of hospitality owners and operators. The FRLA is affiliated with the National Restaurant Association and the American Hotel & Lodging Association.

Lynne was vital to the financial support and implementation of the HTMP (Hospitality Tourism Management Program) in numerous counties and continues to support the growth of this program and the ProStart Culinary program, as well as the FRLA’s support of college programs and scholarships. Hernandez is a third-generation native of Miami, her family helped to establish some of Miami’s great cultural institutions. She resides in the Pinecrest area with her husband Ralph, a retired Police Chief and they have three wonderful sons and six grandchildren.
Leah Stockton serves as the Keys Area President for the United Way of Collier and the Keys. Before the merger of United Way of Collier County with United Way of the Florida Keys in 2020, Leah served as the President/CEO of United Way of the Florida Keys. UWCK fosters the well-being of residents, helping them to succeed, and enhancing the overall quality of life across both counties.

Leah began her leadership role with United Way just two months after Hurricane Irma in 2017. Her initial focus was almost exclusively on relief efforts, raising and disbursing over $1.7 million for recovery work throughout Monroe County.

Under Leah’s leadership, the United Way’s Volunteer Income Tax Preparation Program has doubled the number of residents assisted, expanded the Dolly Parton Imagination Library Program to serve three times more Keys children, and secured a $3.5 million grant aimed at restoring seven iconic reefs throughout the Florida Keys.

Leah also helped lead the COVID-19 response by the Keys nonprofit community including facilitating regular coordination calls, spearheading advocacy initiatives, and overseeing collaborative efforts.
Theresa Axford has been with the Monroe County School District for 33 years. Prior to serving as superintendent, she was the Executive Director of Teaching and Learning for the district.

Axford developed a cutting-edge professional development program called the “VIEW” (Visiting Innovative Educators’ Workplaces). In this program, teachers visit other teachers’ classrooms across the district for insights and new ideas to use in their own classrooms. Her tenure of thirteen years as Sugarloaf School Principal and her service as Key West High School Principal help her understand all grade levels and the challenges schools face on a day to day basis.

Axford has recently introduced two school safety programs to the district. These programs have their foundations in the Sandy Hook Foundation, established after the school shooting at Sandy Hook Elementary School in Connecticut. These programs - called “It Starts with Hello” and “Say Something” are designed to help students reach out to others who may need support, and also help students and staff recognize and report signs someone may be having violent thoughts which may lead to violent actions. She has been directly involved in the district’s professional accreditation process. The district was granted District-wide accreditation by AdvancED, now known as Cognia. Accreditation ensures the district is following a set of guidelines and practices that are established nationally. There are periodic rigorous reevaluations by professional educators from outside the district to ensure the district is complying with those guidelines and practices.
With 19 years of dedicated service as the Executive Director of the Islamorada Chamber of Commerce, Judy has demonstrated exceptional leadership by expanding the membership to over 700 businesses, further strengthening the economic fabric of Islamorada. Also serving as a member of the Florida Keys Federation of Chambers Judy has been an influential figure in the Upper Keys, consistently advocating for its balanced growth.

A passionate advocate for community engagement, she has been an active member of the Upper Keys Rotary Club for 17 years, and played a pivotal role as a founding member of the Florida Keys Scenic Corridor Alliance. Judy was instrumental in pursuing and gaining the coveted title of All-American Road for US1 from Key Largo to Key West, making it one of only 36 such roads in the United States. Her deep commitment to environmental conservation led her to become a valued member of the Everglades Foundation Chamber Council.

Judy brings a wealth of experience to her role, with a remarkable track record of 15 years in State Tourism and a further 12 years dedicated to Downtown Revitalization efforts. Beyond her professional achievements, she has also made her mark in the art world, having organized hundreds of fine art shows around the country. Through her diverse experiences and unwavering dedication, Judy continues to make a lasting impact on the communities she serves.
Increase Access to the School Readiness (SR) Program to help recoup $5.3B annual loss to Florida’s Economy.

**Guiding Pillars**

- Increase Critical Investment in Early Learning
- Support and Strengthen Florida’s Workforce
- Support Florida’s Early Learning Teachers
- Promote Kindergarten Readiness and Later Life Success

With a vision to ensure Florida’s children are provided every opportunity to reach their full potential.

Modify Funding Allocation Methodology to Maximize Utilization Statewide

Expand Eligibility to Support FL’s Working Parents

Set Provider Reimbursement Rates to Support High Quality Early Learning Opportunities for Children

**AFFORDABLE ACCESS TO QUALITY EARLY LEARNING**

www.aelcfl.org
### Modify Funding Allocation Methodology

**Maintain current enrollment of children, eliminate waitlists, include ALL eligible population types, and meet unique community needs.**

Modifying the allocation methodology to account for current enrollment and all eligible population types helps ensure:

- **Continuity of care** for children
- **Stabilization of workforce** and the ability of parents to continue working
- Funds are distributed to **meet community need** and **prevent waitlists**

**“Keep parents working and children learning.”**

### Set Provider Reimbursement Rates

**Increase parental choice and support high-quality early learning opportunities.**

- **The SR program provider reimbursement rates were frozen in 2022**, leaving rates vastly different throughout the state limiting parent choice
- **97% of FL's counties are paying BELOW the market rate for preschool care**
- On average, Florida is paying xx% below market rate, which limits parental choice

### Family Profile Eligibility @ Current Income Threshold of 150% FPL

<table>
<thead>
<tr>
<th>Family Profiles</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Parents, 1 Child</td>
<td>$49,920</td>
<td>$54,080</td>
<td>$58,240</td>
<td>$62,400</td>
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<tr>
<td>2 Parents, 2 Children</td>
<td>$49,920</td>
<td>$54,080</td>
<td>$58,240</td>
<td>$62,400</td>
</tr>
<tr>
<td>2 Parents, 3 Children</td>
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<td>2 Parents, 5 Children</td>
<td>$49,920</td>
<td>$54,080</td>
<td>$58,240</td>
<td>$62,400</td>
</tr>
<tr>
<td>1 Parent, 1 Child</td>
<td>$24,960</td>
<td>$27,040</td>
<td>$29,120</td>
<td>$31,200</td>
</tr>
<tr>
<td>1 Parent, 2 Children</td>
<td>$24,960</td>
<td>$27,040</td>
<td>$29,120</td>
<td>$31,200</td>
</tr>
</tbody>
</table>

**KEY:** Ineligible | Eligible

*Both Parents working Full-Time (40 hours) at minimum wage for each year

- Florida experiences **$5.38 billion in lost revenue annually** due to child care issues.*
- 24% of low-income families were forced to leave the workforce due to lack of access to affordable child care.*
- Florida has **1 of the 6 lowest** income eligibility thresholds in the nation.
- **Florida’s low eligibility threshold directly impacts** the ability of parents to enter and thrive in the workforce.
- **Two parent working families are penalized** by current eligibility thresholds.

[https://www.flchamber.com/untappedpotentialfl](https://www.flchamber.com/untappedpotentialfl)

*https://www.flchamber.com/untappedpotentialfl

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**Expanding School Readiness Eligibility Threshold**

**Increase affordable access to promote early learning for children and support working families on their path to economic self-sufficiency.**

- Florida experiences **$5.38 billion in lost revenue annually** due to child care issues.*
- 24% of low-income families were forced to leave the workforce due to lack of access to affordable child care.*
- Florida has **1 of the 6 lowest** income eligibility thresholds in the nation.
- **Florida’s low eligibility threshold directly impacts** the ability of parents to enter and thrive in the workforce.
- **Two parent working families are penalized** by current eligibility thresholds.

[https://www.flchamber.com/untappedpotentialfl](https://www.flchamber.com/untappedpotentialfl)

*https://www.flchamber.com/untappedpotentialfl

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**Counties Above/Below 75th Percentile**

- **The SR program provider reimbursement rates were frozen in 2022**, leaving rates vastly different throughout the state limiting parent choice
- **97% of FL’s counties are paying BELOW the market rate for preschool care**
- On average, Florida is paying xx% below market rate, which limits parental choice

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*https://www.flchamber.com/untappedpotentialfl
Understanding the Dynamics and Challenges of Paycheck-to-Paycheck “ALICE” Residents in the Keys
WHO IS ALICE?

**ASSET LIMITED**
ALICE has no safety net in times of crisis

**INCOME CONSTRAINED**
ALICE’s income falls short of essentials

**EMPLOYED**
ALICE is working, yet not earning enough

2023 United Way ALICE Report
ALICE Threshold: Survival Budget

ALICE Survival Threshold in Monroe County

- $83,520 for a family of 4
- $38,748 for an individual

### Household Survival Budget, Monroe County, 2021

<table>
<thead>
<tr>
<th>Monthly Costs and Credits</th>
<th>SINGLE ADULT</th>
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<tbody>
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<td>$1,452</td>
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<tr>
<td>Housing – Utilities</td>
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<td>Child Care</td>
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<td>Food</td>
<td>$601</td>
<td>$1,638</td>
</tr>
<tr>
<td>Transportation</td>
<td>$359</td>
<td>$836</td>
</tr>
<tr>
<td>Health Care</td>
<td>$224</td>
<td>$854</td>
</tr>
<tr>
<td>Technology</td>
<td>$75</td>
<td>$110</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$256</td>
<td>$643</td>
</tr>
<tr>
<td>Tax Payments</td>
<td>$413</td>
<td>$1,110</td>
</tr>
<tr>
<td>Tax Credits</td>
<td>$0</td>
<td>$1,225</td>
</tr>
<tr>
<td>Monthly Total</td>
<td>$3,229</td>
<td>$6,960</td>
</tr>
<tr>
<td><strong>ANNUAL TOTAL</strong></td>
<td><strong>$38,748</strong></td>
<td><strong>$83,520</strong></td>
</tr>
<tr>
<td><strong>Hourly Wage</strong></td>
<td><strong>$19.37</strong></td>
<td><strong>$41.76</strong></td>
</tr>
</tbody>
</table>

* Wage working full-time required to support this budget

For ALICE Survival Budget sources, visit [UnitedForALICE.org/Methodology](http://UnitedForALICE.org/Methodology)
Federal Poverty Level- a Fraction of the ALICE Budget

Comparison of Federal Poverty Level vs. ALICE Budgets

Family of 4
- FPL: $26,500
- ALICE Survival: $83,520

Individual
- FPL: $12,880
- ALICE Survival: $38,748
ALICE : By the Numbers

ALICE IN MONROE COUNTY

2021 Point-in-Time Data

Population: 82,170 • Number of Households: 36,078 (10% change from 2019)
Median Household Income: $68,563 (state average: $63,062)
Labor Force Participation Rate: 63.4% (state average: 59.1%)
ALICE Households: 33% (state average: 32%) • Households in Poverty: 10% (state average: 13%)

• 43% of Monroe’s households are ALICE- they do not earn enough to afford life’s necessities
• This is an increase from 37% in 2018
ALICE: by Household Type

- 39% of families with children
- 47% of seniors
- 41% of single and cohabitating
### Monroe County, 2021

<table>
<thead>
<tr>
<th>Town</th>
<th>Total Households</th>
<th>% ALICE &amp; Poverty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key West CCD</td>
<td>14,316</td>
<td>41%</td>
</tr>
<tr>
<td>Lower Keys CCD</td>
<td>5,096</td>
<td>35%</td>
</tr>
<tr>
<td>Middle Keys CCD</td>
<td>4,888</td>
<td>45%</td>
</tr>
<tr>
<td>Upper Keys CCD</td>
<td>9,329</td>
<td>44%</td>
</tr>
</tbody>
</table>
ALICE: Facing National Challenges

- Half of working Americans say they’re living paycheck-to-paycheck
- In 93% of counties, a minimum wage worker cannot reasonably afford a 1-bedroom apartment
ALICE: Facing Statewide Challenges

In Florida, the Fair Market Rent (FMR) for a two-bedroom apartment is $1,591. In order to afford this level of rent and utilities — without paying more than 30% of income on housing — a household must earn $5,302 monthly or $63,622 annually. Assuming a 40-hour work week, 52 weeks per year, this level of income translates into an hourly Housing Wage of:

$30.59 per hour
STATE HOUSING WAGE

**FACTS ABOUT FLORIDA:**

<table>
<thead>
<tr>
<th>STATE FACTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Wage</td>
<td>$11.00</td>
</tr>
<tr>
<td>Average Renter Wage</td>
<td>$22.52</td>
</tr>
<tr>
<td>2-Bedroom Housing Wage</td>
<td>$30.59</td>
</tr>
<tr>
<td>Number of Renter Households</td>
<td>2,736,789</td>
</tr>
<tr>
<td>Percent Renters</td>
<td>34%</td>
</tr>
</tbody>
</table>

**MOST EXPENSIVE AREAS**

<table>
<thead>
<tr>
<th>Area</th>
<th>HOUSING WAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monroe County</td>
<td>$38.90</td>
</tr>
<tr>
<td>Miami-Miami Beach-Kendall HMFA</td>
<td>$36.98</td>
</tr>
<tr>
<td>West Palm Beach-Boca Raton HMFA</td>
<td>$36.17</td>
</tr>
<tr>
<td>Fort Lauderdale HMFA</td>
<td>$35.52</td>
</tr>
<tr>
<td>Naples-Immokalee-Marco Island MSA</td>
<td>$34.52</td>
</tr>
</tbody>
</table>

*MSA = Metropolitan Statistical Area. HMFA = HUD Metro FMR Area.

WWW.NLIHC.ORG/OOR | © 2023 NATIONAL LOW INCOME HOUSING COALITION
Impacts at a local level

- In Key West, the top 1% earn an income that is more than 58.5 times that of the bottom 99%
- Monroe ranks #5 in income inequality in the US
- Monroe County has the highest average cost per meal in the state of Florida
- 10.7% of Monroe County residents are considered food insecure
Impacts at a local level:

Housing Affordability - A Crisis in the Keys

740 Amelia Street, Key West
1 Beds
1 Baths
689 sq. ft.
$949,999
United Way of Collier and the Keys

P.O. Box 2143

Key West, FL 33040

(305) 735-1929

UWCollierKeys.org

unitedforalice.org/state-overview/florida