ELC Board of Directors Meeting
February 7, 2021 at 8:00 am
True North Classical Academy 8445 Sunset Dr. Miami, FL 33143
Zoom Meeting ID: 935 8915 3664
Passcode: ELC020722

Tour of True North Classical Academy
Chereen Coile

I. Welcome & Introductions
Matthew Bruno
A. Roll Call

II. Approval of Minutes
Matthew Bruno
A. Motion to approve the November 1, 2021 Board of Directors meeting minutes.

III. Chairman’s Report
Matthew Bruno

IV. Chairman’s Partner Spotlight
Beth Davis /Kids for Kids

V. Committee Reports
Matthew Bruno
A. Executive Committee Report

- 12062021-01 – Release of RFPs –
  Authorize the President and CEO to release the Request for Proposals for the services to be provided by the contracted agency, including the implementation of a program guided by the School Readiness Developmental Screening Program using a tiered service delivery model which includes universal and individualized supports.

- 12062021-02 – Bluejean Amendment –
  Authorize the President and CEO to negotiate and execute an amendment to Contract C21-03 with Bluejean Software, Inc. for Provider Portal Hosting and Dashboard Services.

- 12062021-03 – EHS Bonus for Childcare Teachers –
  Approve the “Bonus for Childcare Teachers” policy and procedure and authorize the President and CEO to implement the policy and procedure.

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.
• 12062021-04 – EHS Holiday Payment –
Authorize the President and CEO to allow the Early Head Start program to reimburse childcare partners with a non-recurring payment for holidays during the 2021-2022 program year.

• 12062021-05 – SR Plan Amendment Developmental Screening –
Authorize the President and CEO to submit a School Readiness Plan amendment for approval to the Florida Department of Education’s Division of Early Learning, for updates to the Developmental Screening Policy

B. Finance Committee Report  
Loreen Chant
• 02072022-01 RFP Public Awareness and Outreach – Michelle Mellan
Authorize the President and CEO to release an RFP (Request for Proposal) for a Public Awareness and Outreach campaign.

• 02072022-02 Amended Budget FY 2021-2022 – Alexander Sanchez
Approval of the Early Learning Coalition’s Second Amendment to the Annual Budget for fiscal year 2021-2022.

• 02072022-03 TCT Grants Renewal – Fiorella Altare
Authorize the President and CEO to negotiate, execute, and receive funds from The Children's Trust.

• 02072022-04 Provider Rate Increase – Casie Alaniz-Haines
Approve the Early Learning Coalition’s Provider Rate Increase effective November 1, 2021, and authorize the President and CEO to implement the increased rates.

C. Advocacy Committee Report  
Alex Soto

D. Strategic Planning Committee Report  
Loreen Chant

E. Program, Policy & Strategy Committee Report  
Gladys Montes

• 02072022-05 EHS Self-Assessment – Belkis Torres
Approve and authorize the President and CEO to submit the Early Head Start Self-Assessment Report and Action Plan with the Early Head Start grant application and implement the Action Plan.

• 02072022-06 EHS Recruitment and Selection Plan – Belkis Torres
Approve and authorize the President and CEO to implement the Early Head Start 2022-2023 Recruitment and Selection Plan.
F. Provider Services Committee Report
   Rick Beasley
G. Audit Committee Report
   Mercy Castiglione
H. EHS Policy Council Report
   Maria Soto
I. Monroe Advisory Committee
   Sandi Bisceglia

VII. Community Report
    Evelio Torres

VIII. Public Comments
     Matthew Bruno

IX. Adjourn
    Matthew Bruno
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.

ELC Annual Board Meeting
November 1, 2021, 10:00 am
2555 Ponce De Leon Blvd., Ste 210
Coral Gables, FL.
Zoom Meeting ID: 943 7056 0454
Passcode: 11012021

Board Attendees: Matthew Bruno; Rick Beasley; Daniel Armstrong; Iris Strachan; Loreen Chant; Bob Eadie; Jenni Roig; Raeann Bacchus; Joycelyn Lawrence; Gladys Montes; Alex Soto; Richie Tandoc; Denisse Barrera; Aaron Slavens; Marisol Diaz; Sandi Bisceglia; Eileen Fluney; Lisa Taylor; Stephanie Scuder; Chereen Coile; Jane McQueen; Mara Zapata; David Lawrence Jr.

Board Absentees; James Haj; Chuck Mohr

Staff Attendees: Evelio Torres; Angelo Parrino; Mercy Castiglione; Pam Hollingsworth; Michelle Meilan; Jacqueline Dominguez; Fred Hicks; Ahmed Mitwalli; Miguel Alfonso; Paloma Lopez-Barcena; Anabel Espinosa; Ana Sejeck; Belkis Torres; Ileana Vallejo; Diana Lane; Johnetta Nuby-Powell; Ana Rodriguez; Aileen Suazo; Linsay Badillo; Casie Hines; Larisa Salerno; Laurie Dunn; Vanessa; Aguilera-Viera; Lissandra Curbelo; Matthew Zaldivar; Lucy Schrack; Natalia Gamundi; Isabel Afanador; Thalia Daumy; Vernise Casimir; Dialina Quintanal; Jose Hernandez; Kristine Gregory; Jessica Parra

General Attendees: Bob de la Fuente; Priscila Hazrun; Lorena Suarez; Juana Guevera; Carlos Garcia; Maria Alvarez; Iris Marquez; Mercedes Medina Ollie Anderson; Dina Westburg; Antoinette Patterson; Ben Hill; Melissa Lorenzo; Ada Cuevas; Andres Rico; Brittny Freire; Maggie Casanova; Ruby White; Gaby Quintero; Silvana Diaz; Maria Rossiter; Sue Ellen Bennett; Denia Chavez; Danish Williams; Rosalyn Laney; Merline Pierre; Nolo Martinez; Danielle Luchtenburg; Maya Mcclrath; Carol Wick; J. Abilio Rodriguez; Betty Suarez; Audrey Hernandez; Maria Elena Delgado; Chary Esteban; Paula Viquez; Danays Diaz

I. Welcome & Introductions

Matthew Bruno

• M. Bruno called the meeting to order and welcomed everyone.
• C. Pollard called roll and quorum was established with twenty (20) voting members.
• M. Bruno shared that translation services were available for the meeting.
• M. Bruno announced that a copy of the board attendance roster is included in every board packet.

II. Approval of Minutes

Matthew Bruno

• M. Bruno called for the approval of the minutes from October 4, 2021.
  o R. Beasley moved to approve the minutes.
  o L. Chant seconded the motion.
  o Motion passed unanimously.
III. Chairman's Report

- M. Bruno acknowledged Ms. Jackye Russell on her recent retirement from the Coalition. E. Torres and other board members shared words of congratulations.
- M. Bruno congratulated Board Member and Executive Director of CareerSource South Florida, Mr. Rick Beasley who received the Toni Jennings Workforce Development Professional of the Year Award.
- M. Bruno announced special guest Mr. Jerry Plush, CEO of Amerant Bank, Ms. Carol Wick of Sharity Global and Dr. H Nolo Martinez of Mano-Y-ola.
- M. Bruno introduced S. Bisceglia, ELC Board Member representing the Keys to provide a brief background about the Keys gift bags received by board members. A video message from the Islamorada Chamber of Commerce Executive Director, Judy Hull was captured by Social Media Specialist, Carlos Garcia and shared with attendees. Ms. Hull shared words of appreciation for the work being done at the Coalition.
- M. Bruno shared that he attended the Florida Annual Chamber Annual Meeting with E. Torres and other board members where key leaders in the Florida business community came together to discuss education, workforce training needs, legislation and the state of the current and future economy.
- M. Bruno announced that the Coalition staff continue to hold monthly provider meetings via Zoom to provide updates and answer questions from providers. It was stated that the agenda for the monthly Provider Services committee has also been modified to include representatives from the Family Child Care Home associations.

IV. Chairman’s Partner Spotlight

- E. Torres introduced Ms. Iris Marquez of Little Innovators Early Learning Academy who was recognized for the November Chairman’s Partner Spotlight. Ms. Marquez shared information about her early learning center and STEM (Science, Technology, Engineering and Math) initiatives. E. Torres thanked her for her innovative leadership and service to children and families.

V. Finance Committee Report

- L. Chant stated that the Finance Committee met on October 29 and approved the following resolutions:
  - Resolution 11012021-02 – Performance Bonus Pay – Belkis Torres
    Authorize the President and CEO to approve a one-time Performance-Based Incentive payment to Early Head Start Partners.
  - Resolution 11022021-03 – Performance Bonus for Partners – Belkis Torres
    Authorize the President and CEO to implement the Performance Bonus for Early Head Start Partners policy and procedure.
  - Resolution 11012021-04 – Amended Budget FY2021-2022 – Alex Sanchez
    Authorize the President and CEO to approve the Early Learning Coalition’s First Amendment to the Annual Budget for fiscal year 2021-2022.
  - Resolution 11012021-05 – Citrus Amendment – Pamela Hollingsworth
    Authorize the President and CEO to negotiate and execute an amendment to Contract C21-01 with Citrus Health Network, Inc. for Developmental Services.
• L. Chant asked for a motion to approve the resolutions in a block vote.
  o Motion to approve by R. Beasley
  o Motion seconded by M. Zapata
  o Motion passed unanimously.

• The following updates were given:
  o Ending the first quarter of the fiscal year, the financials are in good standing. The SR and VPK programs are showing a projected surplus, which is a continuous challenge throughout the state. It is still early in the year and changes may occur.
  o Snapshots were presented for Miami-Dade and Monroe and children are still being brought in every 2 weeks in Miami-Dade and daily in Monroe. The Title V refugee program numbers were shared and services have successfully transitioned to Youth-Co-Op.
  o The Coalition facilitated the table top exercise in October. We received a recommendation to upgrade our incident response plan with the ELC’s comfort level regarding paying a ransomware to ‘eligible’ recipients not prohibited by the US Treasury Department’s Office of Foreign Assets Control (OFAC). Board input is needed to contribute to the response plan and ensure ELC’s preparation in the event of a cyber threat.
  o The EHS credit card report for September had no charges.

VI. Community Partnership

Jerry Plush, CEO, Amerant Bank

• Mr. Jerry Plush, CEO of Amerant Bank, the 2nd largest community bank in Florida, presented information on the banks over 40-year history of giving back and serving the community. Mr. Plush shared many initiatives the bank is involved in to empower people and promote economic mobility such as supporting bank leadership involvement in community organizations and partnering with and hiring a talented, diverse and supported workforce to bring the best service to customers.

VII. Strategic Planning Committee Report

Loreen Chant

• L. Chant stated that the Strategic Planning Committee met on October 29 and the following updates were given:
  o The Committee has worked hard to outline new initiatives that the Coalition and board members will focus on to continue to raise the quality of service for children and families.
  o Ms. Carol Wick reviewed The Coalition’s 2017-2022 strategic plan and there were continued discussions surrounding the proposed systems improvements; utilizing a team approach, including ensuring all recommendations have clearly defined goals, outcomes aligned with the organization’s mission and vision and ways to measure success.

VIII. Program, Policy & Strategy Report

Gladys Montes

• G. Montes stated that the Program, Policy and Strategy Committee met on October 26 and approved the following resolution:
Resolution 11012021-01 – School Readiness Plan Amendment – Mercy Castiglione, Lisney Badillo, Jacqueline Dominguez

Authorize the President and CEO to submit a School Readiness Plan amendment for approval to the Florida Department of Education’s Division of Early Learning, for updates to the Finance, Contracts, and Human Resource Policies.

- G. Montes asked for a motion to approve the resolutions in a block vote.
  - Motion to approve by M. Zapata
  - Motion seconded by R. Beasley
  - Motion passed unanimously.

- The following updates were given:
  - Average daily attendance for Early Head Start was 76% in September. Low attendance was attributed to classroom closures due to COVID exposure. Compared to August, there were increases in the number of meals served. There has been no update to program compliance.
  - The Division of Early Learning (DEL) released an update regarding screening of children in the School Readiness Program. The updates require increased communication with partners and families and expands service delivery to more children in the program. Revisions to Citrus Health Network’s contract have been made to align with rule changes.
  - The Professional Development Institute shared The Early Education Internship Program will kick-off in November with a reception being held at Kids for Kids Academy on November 8th.
  - ELC Talks on the topic of childhood trauma took place on October 22nd.

IX. EHS Policy Council Report

- Ms. Jasmin Johnson, 21-22 Early Head Start Policy Council Vice Chair and a representative of Miami Gardens Learning Center, provided the Policy Council Report via a pre-recorded video (https://youtu.be/7PxKQsTfras). It was reported that Policy Council had an overview training during October instead of the regularly scheduled meeting. The training provided an overview of the Head Start program, each service area, the process for selecting and enrolling children, program governance, the role of the Policy Council members, and all of the reports that will be presented to the Policy Council members.

- A special call meeting was held on October 18 to discuss two resolutions. The following resolutions were approved:
  - the disbursement of performance bonuses to partners; and
  - the policy and procedure to give partners a bonus when funds are available.
X. Provider Services Committee Report

- R. Beasley stated that the Provider Services Committee met on October 28 and the following updates were given:
  - Discussion continued on opportunities to engage TANF recipients in the workforce and early childhood education field. The benefits cliff is a concern for many recipients and the work continues to address the challenge.
  - An update on the Apprenticeship & Internship Programs was also given. The Apprenticeship program is in the final application phase and all partners are aligned. The Internship program will launch in November in partnership with CareerSource South Florida, Miami Dade College, Florida Department of Children and Families and Kids for Kids Academy.
  - Information on how board members can engage in local chambers for the benefit of early childhood initiatives was shared.
  - As stated in the chairman's report, providers participated in an Early Education Partners Roundtable with their provider representatives. Retention of early education professionals and enrollment are still an ongoing challenge. Many beneficial resources were shared by provider representatives.
  - We continue to provide opportunities for our valued Family Child Care Home partners to join the roundtable.
  - The Coalition continues sending ongoing communications to providers related to important items and a copy of the alerts are included in every Provider Services meeting packet.

XI. Monroe Advisory Committee Report

- S. Bisceglia stated that The Monroe Advisory Committee met on October 12 and the following updates were given:
  - Refresher trainings have been provided to address the decline in at-risk referrals and to educate and inform community partners of available services. At-risk referrals have increased.
  - The goal of the Early Education Internship program is to expand to Monroe County in the future.
  - Slots have been allocated for Monroe County participants in The Apprenticeship program.
  - The Coalition has assessed 9 classrooms and rated 3 early learning programs in Monroe County as of 10/5/2021. No programs have scored below the contract threshold. COVID continues to delay assessments but we are still on track.
  - There were 302 children in Monroe receiving School Readiness services and 445 enrolled in VPK. Waitlist applications continue to be pulled daily.
  - The Professional Development Institute (PDI) begins Child Development Associate (CDA®) Courses on November 6th. Seven (7) applicants are from Monroe County.
Visits were made to child care centers in the Keys to encourage and support partners. Interviews, photos and videos were taken to publicize on social media. A video was created by social media specialist, Carlos Garcia of time spent with childcare partners and shared with attendees.

There has been a decline in COVID cases in Monroe County that end in hospitalizations. About 15 to 20% of new cases are minors but no reports of pediatric hospitalizations.

Updates were also provided by Partners:

- Enrollment has improved for some providers but the challenge of retaining staff continues. The possibility of partnering with the College of the Florida Keys to engage future educators could assist with efforts.
- The issue of teacher retention is also a challenge for the District. Pre-K numbers are up but Head Start is slightly down. The District continues to focus on CLASS standards, literacy efforts and the bridge from Pre-K to Kindergarten. A Focus Area 2 monitoring is expected in January 2022.
- Committee member, Jeff Hurst shared a presentation from the Department of Children and Families. The presentation included licensing information beneficial to child care partners.
- The DCF initiative HOPE Florida was also shared.

XII. Public Comments

Matthew Bruno

XIII. Adjourn

Matthew Bruno
ELC Strategic Planning Retreat  
November 1, 2021, 11:00 am

I. Welcome & Introductions  
Matthew Bruno  
Carol Wick, Sharity Global  
Evelio Torres

- M. Bruno convened the Strategic Planning Retreat.
- E. Torres shared mission and non-mission critical initiatives associated with the Coalition.  

II. Monroe County Needs Assessment  
Dr. Nolo Martinez, Mano-Y-ola  
Maya McElrath, Mano-Y-ola  
Danielle Luchtenburg, Mano-Y-ola

- Dr. Nolo Martinez, Maya McElrath and Danielle Luchtenburg shared the report of the Monroe County Needs Assessment. The findings included information on teacher recruitment and retention, school readiness, after-school care, disability services and program awareness. It was stated that more survey participation is needed to more accurately assess the community’s needs.  

III. ELC Strategic Plan

A. Initiatives Accomplished/ Systems Improvements  
Evelio Torres  
Carol Wick, Sharity Global

C. Wick presented the strategic initiatives formulated at the Strategic Planning Committee meetings.  

The following systems improvements were shared and assigned to board committees to help lead the initiatives.

- Expanding Services in Monroe County- Assigned to the Monroe Advisory Committee
- Board Engagement- Assigned to Executive Committee
- Advocacy & Public Policy- Assigned to Legislative Committee
- Building Resilient Infrastructure- Assigned to Provider Services Committee
- Parent Engagement- Assigned to Program, Policy and Strategy Committee
• Suggestions for accomplishing initiatives included:
  o Collect additional surveys in Monroe County
  o Improve reimbursement rates
  o Board members present at Children’s Fair
  o Connect with other community members
  o Record board member volunteer hours
  o “Zip Code Champions”
  o Creation of menu of activities for board members to get involved
  o Townhall discussion added to Provider Services meeting
  o Provide provider incentive programs and retention bonuses

IV. Next Steps

   Loreen Chant
   Carol Wick, Sharity Global

• It was shared that each initiative will be brought before the assigned committees to further develop and align with the Coalition’s mission.

V. Public Comments

   Matthew Bruno

VI. Adjourn

   Matthew Bruno
Early Learning Coalition Executive Committee Meeting

December 6, 2021

Resolution: 12062021-01

Action Requested: Authorize the President and CEO to release the Request for Proposals for the services listed within the background section of this resolution.

Fiscal Impact: A combined approximate amount of $2,284,000.00 per fiscal year, which is subject to availability of funding.

Funding Source(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: 12062021-01

AUTHORIZE THE PRESIDENT AND CEO TO RELEASE THE REQUEST FOR PROPOSALS FOR THE SERVICES LISTED WITHIN THE BACKGROUND SECTION OF THIS RESOLUTION.

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 by the Executive Committee to authorize the President and CEO to release the Request for Proposals for the services listed within the background section of this resolution.
The foregoing resolution and attachment was offered by Matthew Bruno, who moved its approval. The motion was seconded by Iris Strachan, and upon being put to a vote, the vote was as follows: 4 in favor and 0 opposed.

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

The chairperson thereupon declared this resolution duly passed and adopted this 6th day of December, 2021.

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

By: Iris Strachan
Executive Committee Secretary
### Background:

### REQUEST FOR PROPOSALS (RFP)

#### PROGRAM SERVICES

<table>
<thead>
<tr>
<th>Program/Services</th>
<th>Description</th>
<th>Proposed Amount</th>
<th>Previous Contract Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developmental Services</td>
<td>The contracted agency will design and implement a program guided by the School Readiness Developmental Screening Program using a tiered service delivery model which includes universal and individualized supports.</td>
<td>$804,000.00</td>
<td>$770,000.00</td>
</tr>
</tbody>
</table>

#### NON-PROGRAMMATIC SERVICES

<table>
<thead>
<tr>
<th>Program/Services and Dashboard Services</th>
<th>Description</th>
<th>Proposed Amount</th>
<th>Previous Contract Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provider Portal Hosting and Dashboard Services</td>
<td>The Partner Hub (formerly provider portal) is a collection of modules designed to ensure ad-hoc needs and interactions with parents and partners. We are asking for a one time increase for the first contract year by $165,000.00 taken from the new CRRSA admin dollars to support the additional programming, modules and use by other programs, such as The Children’s Trust and Early Head Start. On the second year, the contract amount will go back to the regular amount of $235,000.00.</td>
<td>$400,000.00</td>
<td>$235,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program/Services</th>
<th>Description</th>
<th>Proposed Amount</th>
<th>Previous Contract Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Automation Platform</td>
<td>The Office Automation Platform enables the ELC to build the procurement module, monitoring tools, request forms, and a host of other back office functions. Automation of back office functions, procurement processes, and other supporting functions increase the ELC’s ability to perform efficiently towards demands for services and support.</td>
<td>$110,000.00</td>
<td>$85,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program/Services</th>
<th>Description</th>
<th>Proposed Amount</th>
<th>Previous Contract Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Head Start Playgrounds</td>
<td>The Early Head Start Program must ensure that outdoor equipment is safe, age appropriate, and meet standards set by the Consumer Product Safety Commission (CPSC) or the American Society for Testing and Materials, International (ASTM). It is the intention of the coalition to procure these services and to contract with the selected vendor for the maximum allowable term for continuity of services.</td>
<td>$600,000.00</td>
<td>$632,540.00</td>
</tr>
</tbody>
</table>

#### PROFESSIONAL SERVICE AGREEMENTS

<table>
<thead>
<tr>
<th>Program/Services and Support</th>
<th>Description</th>
<th>Proposed Amount</th>
<th>Previous Contract Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone Service, Maintenance &amp; Support</td>
<td>The enterprise phone system is the equipment behind our CCR&amp;R services and a communication mechanism for our administrative offices, providing a conduit between partners, stakeholders, and parents.</td>
<td>$270,000.00</td>
<td>$268,000.00</td>
</tr>
</tbody>
</table>

| General Contracting Services          | The contractor shall be responsible for assessment and general repairs/improvements for approximately 12 Early Learning Coalitions locations in Miami-Dade and Monroe Counties.                                                                 | $100,000.00      | $50,000.00               |

An approximate amount of $2,284,000.00 per fiscal year, which is subject to availability of funding.  

Total: $2,284,000.00 $2,040,540.00

* Executive Committee action must be ratified by the Board of Directors at the next available Board of Directors meeting. If the action is not ratified, it shall be deemed void.
Early Learning Coalition Executive Committee Meeting

December 6, 2021

Resolution: 12062021-02

Action Requested: Authorize the President and CEO to negotiate and execute an amendment to Contract C21-03 with Bluejean Software, Inc. for Provider Portal Hosting and Dashboard Services.

Fiscal Impact: The contract amount increases by $34,000.00, for a total contract amount not to exceed $269,000.00 per fiscal year, which is subject to the availability of funding.

Funding Source(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 □ Youngest Children □ Educate All □ Providers □ Funding □ ELC Operations

RESOLUTION: 12062021-02

AUTHORIZE THE PRESIDENT AND CEO TO NEGOTIATE AND EXECUTE AN AMENDMENT TO CONTRACT C21-03 WITH BLUEJEAN SOFTWARE, INC. FOR PROVIDER PORTAL HOSTING AND DASHBOARD SERVICES.

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 by the Executive Committee to authorize the President and CEO to negotiate and execute an amendment to Contract C21-03 with Bluejean Software, Inc. for Provider Portal Hosting and Dashboard Services.
The foregoing resolution and attachment was offered by Matthew Bruno, who moved its approval. The motion was seconded by Daniel Armstrong, and upon being put to a vote, the vote was as follows: 4 in favor and 0 opposed.

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

The chairperson thereupon declared this resolution duly passed and adopted this 6th day of December, 2021.

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

By: __________________________
Executive Committee Secretary
Background:

The Division of Early Learning (DEL) has received direction from the Florida legislature to distribute multiple phases of Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA) funding during this contract year, resulting in additional need for coding/programming by the current vendor. Additionally, the ELC anticipates work from the Early Head Start program to impact this current agreement. To resolve this, the ELC is using this unique opportunity of having additional funding as a result of the CRRSA relief to enhance existing systems by enhancing functionality through programming.

* Executive Committee action must be ratified by the Board of Directors at the next available Board of Directors meeting. If the action is not ratified, it shall be deemed void.
Early Learning Coalition Executive Committee Meeting

December 6, 2021

Resolution: 12062021-03

Action Requested: Approve the “Bonus for Childcare Teachers” policy and procedure and authorize the President and CEO to implement the policy and procedure.

Fiscal Impact: An approximate annual amount not to exceed 5% of the total annual budget, excluding Training and Technical Assistance Budget.

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

RESOLUTION: 12062021-03

APPROVE THE “BONUS FOR CHILDCARE TEACHERS” POLICY AND PROCEDURE AND AUTHORIZE THE PRESIDENT AND CEO TO IMPLEMENT THE POLICY AND PROCEDURE.

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 by the Executive Committee to approve the “Bonus for Childcare Teachers” policy and procedure and authorize the President and CEO to implement the policy and procedure.
The foregoing resolution and attachment was offered by Matthew Bruno, who moved its approval. The motion was seconded by Iris Strachan, and upon being put to a vote, the vote was as follows: 4 in favor and 0 opposed.

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

The chairperson thereupon declared this resolution duly passed and adopted this 6th day of December, 2021.

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

By: Iris Strachan
Executive Committee Secretary
Background:

Under the 45CFR §75.431 and ACF-IM-HS-21-05 a non-Federal entity may provide as part of fringe benefits hiring bonuses, hazard pay, return-to-work incentives, child care stipends, retention bonuses, or temporary raises for pay, particularly for staff positions that are difficult to fill. The program recognizes the important work that childcare teachers provide for the infants and toddlers who are enrolled in the Early Head Start program. Therefore, the program developed a policy and procedure that would provide fringe benefit for teachers working in the program.

BONUS – CHILDCARE TEACHERS

**Regulation Reference:**
- [45 CFR 75.430(f)](https://www.federalregister.gov/规则/45-cfr-75.430f)
- [45 CFR 75.431](https://www.federalregister.gov/规则/45-cfr-75.431)

**Policy:**

When funds are available and permitted by the grant, the Early Head Start Program may provide bonuses to childcare staff for hiring incentive, longevity and/or performance.

**Procedure:**

The process for determining and paying bonuses:

- The total annual amount of bonuses disbursed will not exceed 5% of the total annual budget, excluding Training and Technical Assistance budget.
- Depending on the available funds, the program will determine purpose of the bonuses.
- Bonuses will only be provided to positions allocated a minimum of 75% of the time to the Early Head Start program.
- All bonuses will only be paid to teachers who are hired to work under the Early Head Start Program funded by the Early Learning Coalition of Miami-Dade/Monroe and have been permanently assigned to a classroom in the Early Head Start program funded by the Early Learning Coalition of Miami-Dade/Monroe.
- Bonuses will not be issued to childcare owner or owner/directors.
- Performance Bonuses approval shall be obtained from Board and Policy Council prior to disbursement.

**Hiring bonuses:**

- Hiring bonuses may be issued under conditions when there is a community shortage of qualified staff.
- The timeframe for year of employment will begin on the first day of staff employment for the position funded by the Early Head Start program operated by the Early Learning Coalition of Miami-Dade/Monroe.
- Any prior substitution or volunteer work will not count as part of the year of employment.
- Any prior work with an Early Head Start program funded by an entity other than the Early Learning Coalition of Miami-Dade/Monroe will not count as part of the year of employment.
- Timeframe for issuing the bonuses will be determined prior to offering the bonuses to ensure that funds continue to be available one year after the staff is hired.
- Employees who terminate the position at the center will not be eligible for the bonus.
- Employees will only be eligible for the bonus if they continue employment with the Early Head Start program funded by the Early Learning Coalition of Miami-Dade/Monroe in the childcare partner or agency that hired them. Transferring to another childcare partner or other Early Head Start program funded by an entity other than the Early Learning Coalition of Miami-Dade/Monroe will make the staff ineligible for the bonus.
- Half of the bonus will be issued after completing six (6) months continuous, full-time employment from the first day of employment with the Early Head Start program funded by the Early Learning Coalition of Miami-Dade/Monroe. The remaining amount of the bonus will be issued after completing a year of continuous, full-time employment from first day of employment with the Early Head Start program funded by the Early Learning Coalition of Miami-Dade/Monroe.
- Continuous leave time longer than 2 weeks will be deducted from the hiring bonus timeframe.
- Employees absences exceeding 12 days in a year will be deducted from the hiring bonus timeframe.
- Observed holidays or closures by the center or program will count as part of the hiring bonus timeframe.
- Teachers and/or staff who worked under the Early Head Start program funded by the Early Learning Coalition of Miami-Dade/Monroe within the previous 1 year will not be eligible for the hiring bonus.
- Owner will need to request the bonus one (1) month prior to the bonus being due.
- The Early Learning Coalition of Miami-Dade/Monroe will pay the employee directly.

**Longevity bonuses:**

- The amount of the bonus will be based on the available funds.
- When funds are available, the program will determine the number of years of continuous service for the longevity bonus and the amount of the bonus for the years or range of years of continuous service.
- Longevity cannot be defined as less than two (2) years of continuous service.
- The effective date for meeting longevity will be determined by the Early Head Start program.
- Longevity bonus will only be issued for continuous service from the first day of employment with the Early Head Start program funded by the Early Learning Coalition of Miami-Dade/Monroe and ends with the determined effective date for meeting longevity.
- Employees must be employed with the same agency and working only with Early Head Start program funded by the Early Learning Coalition of Miami-Dade/Monroe on the effective date for meeting longevity to be eligible for the longevity bonus.
- Any separation from employment with the Early Head Start program funded Early Learning Coalition of Miami-Dade/Monroe resulting in less than the determined years of continuous employment by the effective date will make the employee ineligible for the longevity bonus.
- Longevity bonuses will be paid after the effective date for meeting longevity.
- Owners working as teachers with the Early Head Start program funded by the Early Learning Coalition of Miami-Dade/Monroe will not be eligible for the bonus.
- The Early Learning Coalition of Miami-Dade/Monroe will pay the employee directly.

**Performance bonuses:**

- The amount of the bonus will be based on the available funds.
- Timeframe for performance data collection and payment of bonus will be determined by the Early Head Start Program.
- Early Head Start leadership and/or childcare partner will identify the areas of performance that will be considered for a performance bonus.
- All performance bonus criteria will be aligned to items specified on the employee’s job description and/or task on the childcare partnership contract related to their position and shall exceed the expected job performance resulting in efficient and quality performance.
- Employees are to be made aware of their job duties and contract items related to their position.
- Agency and/or childcare partner will need to submit supporting documentation for the performance bonus.
- Teachers must be employed with the Early Head Start program funded by the Early Learning Coalition of Miami-Dade/Monroe for the entire performance timeframe to be eligible for the full bonus. Employees hired after the beginning of the performance timeframe will have their bonus pro-rated. Any employee working three months or less during the performance timeframe or separating prior to the end of the bonus timeframe will not be eligible for a bonus.
- Owners working as teachers with the Early Head Start program funded by the Early Learning Coalition of Miami-Dade/Monroe will not be eligible for the bonus.
- The Early Learning Coalition of Miami-Dade/Monroe will pay the employee directly.

*Executive Committee action must be ratified by the Board of Directors at the next available Board of Directors meeting. If the action is not ratified, it shall be deemed void.*
Early Learning Coalition Executive Committee Meeting

December 6, 2021

Resolution: 12062021-04

Action Requested: Authorize the President and CEO to allow the Early Head Start program to reimburse childcare partners with a non-recurring payment for holidays during the 2021-2022 program year.

Fiscal Impact: An approximate amount not to exceed $265,647.50.

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

RESOLUTION: 12062021-04

AUTHORIZE THE PRESIDENT AND CEO TO ALLOW THE EARLY HEAD START PROGRAM TO REIMBURSE CHILDCARE PARTNERS WITH A NON-RECURRING PAYMENT FOR HOLIDAYS DURING THE 2021-2022 PROGRAM YEAR.

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 by the Executive Committee to authorize the President and CEO to allow the Early Head Start program to reimburse childcare partners with a non-recurring payment for holidays during the 2021-2022 program year.
The foregoing resolution and attachment was offered by Daniel Armstrong who moved its approval. The motion was seconded by Matthew Bruno, and upon being put to a vote, the vote was as follows: 4 in favor and 0 opposed.

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

The chairperson thereupon declared this resolution duly passed and adopted this 6th day of December, 2021.

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

By: ________________
Executive Committee Secretary
Background:

The Early Head Start program recognizes the challenges partners are facing with the current shortage of qualified teachers. The program recognizes the selflessness of each partner and their Early Head Start teachers in continuing to provide services to the families of infants and toddlers, who remain the most vulnerable demographic at this time. In an effort to mitigate the loss of current teaching staff, promote retention, incentivize on-going service, and acknowledge their commitment, the Early Head Start program will reimburse a non-recurring payment for eleven (11) holidays during the 2021-2022 fiscal year. These days will be based on the calendars each partner provided upon the execution of their 2021-2022 Early Head Start contract with the Early Learning Coalition. A portion of the funds disbursed to the partners are to be used to pay teachers their current pay rate at the time of each holiday. Any holidays prior to the approval of this resolution after August 1, 2021 will be paid retroactive upon adequate proof that staff was paid.

* Executive Committee action must be ratified by the Board of Directors at the next available Board of Directors meeting. If the action is not ratified, it shall be deemed void.
Early Learning Coalition Executive Committee Meeting
December 6, 2021
Resolution: 12062021-05

Action Requested: Authorize the President and CEO to submit a School Readiness Plan amendment for approval to the Florida Department of Education's Division of Early Learning, for updates to the Developmental Screening Policy.

Fiscal Impact: None.

Funding Source(s): None.

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

RESOLUTION: 12062021-05

AUTHORIZE THE PRESIDENT AND CEO TO SUBMIT A SCHOOL READINESS PLAN AMENDMENT FOR APPROVAL TO THE FLORIDA DEPARTMENT OF EDUCATION'S DIVISION OF EARLY LEARNING, FOR UPDATES TO THE DEVELOPMENTAL SCREENING POLICY.

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 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 Executive Committee for adoption and approval;

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

NOW, THEREFORE, be it resolved by the Executive Committee to authorize the President and CEO to submit a School Readiness Plan amendment for approval to the Florida Department of Education's Division of Early Learning, for updates to the Developmental Screening Policy.
The foregoing resolution and attachment was offered by Matthew Bruno, who moved its approval. The motion was seconded by Daniel Armstrong, and upon being put to a vote, the vote was as follows: 4 in favor and 0 opposed.

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

The chairperson thereupon declared this resolution duly passed and adopted this 6th day of December, 2021.

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

By: __________________________
Executive Committee Secretary
Background:

As rules and requirements for the School Readiness program change, the coalition is required to update the School Readiness Plan to remain in compliance. Updates to the School Readiness Plan are made through the plan amendment process. The requested amendment is for approval of updates to the Coalition’s Developmental Screening Policy, to bring them into compliance with recent legislative changes.

* Executive Committee action must be ratified by the Board of Directors at the next available Board of Directors meeting. If the action is not ratified, it shall be deemed void.
Action Requested: Authorize the President and CEO to release an RFP (Request for Proposal) for a Public Awareness and Outreach campaign.

Fiscal Impact: An approximate amount not to exceed $175,000.00 per fiscal year which is subject to availability of funding.

Funding Source(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 ☒ Youngest Children ☒ Educate All ☒ Providers ☐ Funding ☒ ELC Operations

RESOLUTION: 02072022-01

AUTHORIZE THE PRESIDENT AND CEO TO RELEASE AN RFP (REQUEST FOR PROPOSAL) FOR A PUBLIC AWARENESS AND OUTREACH CAMPAIGN.

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 an RFP (Request for Proposal) for a Public Awareness and Outreach campaign.
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 February 2022.

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

By: ___________________________
Board Secretary
Background:

The Early Learning Coalition is engaging the services of a company with a high level of expertise and sophistication who understands the local market and has experience in educational and social services outreach to targeted communities to conduct Public Awareness and Outreach Campaign Services in Miami-Dade and Monroe counties. The objective of this initiative is to achieve increased awareness of Early Learning Coalition programs and in turn increase enrollment.
RESOLUTION: 02072022-02


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 Second Amendment to the Annual Budget for fiscal year 2021-2022.
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 February 2022.

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

By: __________________________
Board Secretary
Background:

This is our 2nd budget amendment to be approved for our annual budget for fiscal year 2021-2022. This amendment adds $167,723,531 in additional funding.

### CARES Phase 6
* $51,531,597

### ARPA
* $115,500,954

### SR-QPI and Restitution Allocation
* $294,108

### VPK HB419
* $396,872

* $167,723,531

---

#### SCHOOL READINESS

<table>
<thead>
<tr>
<th>Category</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE:</td>
<td>320,458,450</td>
</tr>
<tr>
<td>EXPENDITURES</td>
<td></td>
</tr>
<tr>
<td>Salary and Fringe</td>
<td>25,045,317</td>
</tr>
<tr>
<td>Child Care Services</td>
<td>114,397,761</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>4,986,061</td>
</tr>
<tr>
<td>Occupancy</td>
<td>1,584,220</td>
</tr>
<tr>
<td>Travel/Conf/Dev</td>
<td>327,940</td>
</tr>
<tr>
<td>Program Activity</td>
<td>350,328,286</td>
</tr>
<tr>
<td>IT</td>
<td>326,376</td>
</tr>
<tr>
<td>Other</td>
<td>326,414</td>
</tr>
<tr>
<td>TOTAL EXP</td>
<td>310,418,417</td>
</tr>
</tbody>
</table>

#### VPK

<table>
<thead>
<tr>
<th>Category</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE:</td>
<td>56,101,447</td>
</tr>
<tr>
<td>EXPENDITURES</td>
<td></td>
</tr>
<tr>
<td>Salary and Fringe</td>
<td>1,427,364</td>
</tr>
<tr>
<td>Child Care Services</td>
<td>12,069,483</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>71,041</td>
</tr>
<tr>
<td>Program Activity</td>
<td>785,176</td>
</tr>
<tr>
<td>IT</td>
<td>26,370</td>
</tr>
<tr>
<td>Other</td>
<td>72,868</td>
</tr>
<tr>
<td>TOTAL EXP</td>
<td>58,189,644</td>
</tr>
</tbody>
</table>

#### EARLY HEAD START

<table>
<thead>
<tr>
<th>Category</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE:</td>
<td>11,380,622</td>
</tr>
<tr>
<td>EXPENDITURES</td>
<td></td>
</tr>
<tr>
<td>Salary and Fringe</td>
<td>3,181,648</td>
</tr>
<tr>
<td>Child Care Services</td>
<td>6,189,703</td>
</tr>
<tr>
<td>Program Activity</td>
<td>394,460</td>
</tr>
<tr>
<td>IT</td>
<td>63,940</td>
</tr>
<tr>
<td>TOTAL EXP</td>
<td>11,026,891</td>
</tr>
</tbody>
</table>

#### TCT

<table>
<thead>
<tr>
<th>Category</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE:</td>
<td>11,026,891</td>
</tr>
<tr>
<td>EXPENDITURES</td>
<td></td>
</tr>
<tr>
<td>Salary and Fringe</td>
<td>31,000</td>
</tr>
<tr>
<td>Program Activity</td>
<td>51,325</td>
</tr>
<tr>
<td>IT</td>
<td>316,710</td>
</tr>
<tr>
<td>TOTAL EXP</td>
<td>11,026,891</td>
</tr>
</tbody>
</table>

#### Other

<table>
<thead>
<tr>
<th>Category</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE:</td>
<td>108,000</td>
</tr>
<tr>
<td>EXPENDITURES</td>
<td></td>
</tr>
<tr>
<td>Salary and Fringe</td>
<td>11,075</td>
</tr>
<tr>
<td>Program Activity</td>
<td>51,325</td>
</tr>
<tr>
<td>TOTAL EXP</td>
<td>108,000</td>
</tr>
</tbody>
</table>

#### TOTAL

<table>
<thead>
<tr>
<th>Category</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE:</td>
<td>389,712,079</td>
</tr>
<tr>
<td>EXPENDITURES</td>
<td>310,418,417</td>
</tr>
<tr>
<td></td>
<td>56,169,647</td>
</tr>
<tr>
<td></td>
<td>11,936,015</td>
</tr>
<tr>
<td></td>
<td>11,080,000</td>
</tr>
<tr>
<td>Other</td>
<td>108,000</td>
</tr>
<tr>
<td>TOTAL EXP</td>
<td>389,712,079</td>
</tr>
</tbody>
</table>
Action Requested: Authorize the President and CEO to negotiate, execute, and receive funds from The Children’s Trust.

Fiscal Impact: An approximate amount of $11,380,000.00 commencing October 1, 2022, and ending September 30, 2023, which is subject to the availability of funding.

Funding Source(s): The Children’s Trust

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

RESOLUTION: 02072022-03

AUTHORIZE THE PRESIDENT AND CEO TO NEGOTIATE, EXECUTE, AND RECEIVE FUNDS FROM THE CHILDREN'S TRUST.

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 negotiate, execute, and receive funds from The Children’s Trust.
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 February 2022.

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

By: ___________________________
Board Secretary
**Background:**

Authorize the President and CEO to negotiate, execute, and receive funds from The Children’s Trust. This resolution is for a total amount of approximately $11,380,000.00, which is subject to the availability of funding.

The following table describes the grants for fiscal year 2022-2023:

<table>
<thead>
<tr>
<th>Program</th>
<th>Proposed FY 2022-2023 Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thrive by 5 - Quality Improvement System (QIS) - Child Scholarship Program</td>
<td>$9,500,000.00</td>
</tr>
<tr>
<td>Early Head Start-Child Care Partnership (EHS-CCP)</td>
<td>$650,000.00</td>
</tr>
<tr>
<td>School Readiness Program Match (Child Care Executive Partnership)</td>
<td>$1,230,000.00</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>$11,380,000.00</strong></td>
</tr>
</tbody>
</table>
RESOLUTION: 02072022-04

APPROVE THE EARLY LEARNING COALITION'S PROVIDER RATE INCREASE EFFECTIVE
NOVEMBER 1, 2021, AND AUTHORIZE THE PRESIDENT AND CEO TO IMPLEMENT THE
INCREASED RATES.

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
Provider Rate Increase effective November 1, 2021, and authorize the President and CEO to
implement the increased rates.
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 February 2022.

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

By: ___________________________
Board Secretary
Background:

Provide rate increase to all qualifying Partners based on the attached table effective 11-1-21.

### EARLY LEARNING COALITION OF Miami-Dade

**DAILY PAYMENT-RATE SCHEDULE**

(Effective November 1, 2021)

<table>
<thead>
<tr>
<th>CARE CODE</th>
<th>Description</th>
<th>Licensed or Exempt Centers and Public/Non-Public Schools</th>
<th>Gold Seal Differential</th>
<th>Licensed Family Child Care Homes</th>
<th>Gold Seal Differential</th>
<th>Registered Family Child Care Homes</th>
<th>Gold Seal Differential</th>
<th>Informal Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>(INF)</td>
<td>&lt;12 MTH</td>
<td>55.20</td>
<td>11.04</td>
<td>55.20</td>
<td>11.04</td>
<td>55.20</td>
<td>11.04</td>
<td>0.00</td>
</tr>
<tr>
<td>(TOD)</td>
<td>12-24 MTH</td>
<td>40.80</td>
<td>8.16</td>
<td>40.80</td>
<td>8.16</td>
<td>40.80</td>
<td>8.16</td>
<td>0.00</td>
</tr>
<tr>
<td>(2YR)</td>
<td>24 &lt;36 MTH</td>
<td>34.97</td>
<td>6.99</td>
<td>34.97</td>
<td>6.99</td>
<td>34.97</td>
<td>6.99</td>
<td>0.00</td>
</tr>
<tr>
<td>(PR3)</td>
<td>36 &lt;48 MTH</td>
<td>30.00</td>
<td>6.00</td>
<td>30.00</td>
<td>6.00</td>
<td>30.00</td>
<td>6.00</td>
<td>0.00</td>
</tr>
<tr>
<td>(PR4)</td>
<td>48 &lt;60 MTH</td>
<td>28.00</td>
<td>5.60</td>
<td>28.00</td>
<td>5.60</td>
<td>28.00</td>
<td>5.60</td>
<td>0.00</td>
</tr>
<tr>
<td>(PR5)</td>
<td>60 &lt;72 MTH</td>
<td>28.00</td>
<td>5.60</td>
<td>28.00</td>
<td>5.60</td>
<td>28.00</td>
<td>5.60</td>
<td>0.00</td>
</tr>
<tr>
<td>(SCH)</td>
<td>In School</td>
<td>22.07</td>
<td>4.41</td>
<td>22.07</td>
<td>4.41</td>
<td>22.07</td>
<td>4.41</td>
<td>0.00</td>
</tr>
<tr>
<td>(SPCR)</td>
<td>Special Needs</td>
<td>55.20</td>
<td>11.04</td>
<td>55.20</td>
<td>11.04</td>
<td>55.20</td>
<td>11.04</td>
<td>0.00</td>
</tr>
</tbody>
</table>

### EARLY LEARNING COALITION OF Monroe

**DAILY PAYMENT-RATE SCHEDULE**

(Effective November 1, 2021)

<table>
<thead>
<tr>
<th>CARE CODE</th>
<th>Description</th>
<th>Licensed or Exempt Centers and Public/Non-Public Schools</th>
<th>Gold Seal Differential</th>
<th>Licensed Family Child Care Homes</th>
<th>Gold Seal Differential</th>
<th>Registered Family Child Care Homes</th>
<th>Gold Seal Differential</th>
<th>Informal Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>(INF)</td>
<td>&lt;12 MTH</td>
<td>45.00</td>
<td>9.00</td>
<td>45.00</td>
<td>9.00</td>
<td>45.00</td>
<td>9.00</td>
<td>0.00</td>
</tr>
<tr>
<td>(TOD)</td>
<td>12-24 MTH</td>
<td>34.00</td>
<td>6.80</td>
<td>34.00</td>
<td>6.80</td>
<td>34.00</td>
<td>6.80</td>
<td>0.00</td>
</tr>
<tr>
<td>(2YR)</td>
<td>24 &lt;36 MTH</td>
<td>29.75</td>
<td>5.95</td>
<td>29.75</td>
<td>5.95</td>
<td>29.75</td>
<td>5.95</td>
<td>0.00</td>
</tr>
<tr>
<td>(PR3)</td>
<td>36 &lt;48 MTH</td>
<td>26.25</td>
<td>5.25</td>
<td>26.25</td>
<td>5.25</td>
<td>26.25</td>
<td>5.25</td>
<td>0.00</td>
</tr>
<tr>
<td>(PR4)</td>
<td>48 &lt;60 MTH</td>
<td>26.25</td>
<td>5.25</td>
<td>26.25</td>
<td>5.25</td>
<td>26.25</td>
<td>5.25</td>
<td>0.00</td>
</tr>
<tr>
<td>(PR5)</td>
<td>60 &lt;72 MTH</td>
<td>26.25</td>
<td>5.25</td>
<td>26.25</td>
<td>5.25</td>
<td>26.25</td>
<td>5.25</td>
<td>0.00</td>
</tr>
<tr>
<td>(SCH)</td>
<td>In School</td>
<td>16.75</td>
<td>3.35</td>
<td>16.75</td>
<td>3.35</td>
<td>16.75</td>
<td>3.35</td>
<td>0.00</td>
</tr>
<tr>
<td>(SPCR)</td>
<td>Special Needs</td>
<td>45.00</td>
<td>9.00</td>
<td>45.00</td>
<td>9.00</td>
<td>45.00</td>
<td>9.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

---

**Part-Time Daily Rates**

(Completed by COALITION)

---

**Full-Time Daily Rates**

(Completed by COALITION)

Page 39
Breakdown of increase by care level:

<table>
<thead>
<tr>
<th>Care Level</th>
<th>Full Year</th>
<th>FY 2021-2022 (8 months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFFT</td>
<td>$194,052.10</td>
<td>$129,368.06</td>
</tr>
<tr>
<td>TODFT</td>
<td>$1,690,264.58</td>
<td>$1,126,843.05</td>
</tr>
<tr>
<td>2YRFT</td>
<td>$1,256,938.04</td>
<td>$837,958.69</td>
</tr>
<tr>
<td>PR3FT</td>
<td>$2,515,105.65</td>
<td>$1,676,737.10</td>
</tr>
<tr>
<td>PR4FT</td>
<td>$1,843,592.81</td>
<td>$1,229,061.87</td>
</tr>
<tr>
<td>PR5FT</td>
<td>$424,403.37</td>
<td>$282,935.58</td>
</tr>
<tr>
<td>SCHFT</td>
<td>$87,664.72</td>
<td>$58,443.15</td>
</tr>
<tr>
<td>INFPT</td>
<td>$15,352.48</td>
<td>$10,234.98</td>
</tr>
<tr>
<td>TODPT</td>
<td>$134,901.25</td>
<td>$89,934.16</td>
</tr>
<tr>
<td>2YRPT</td>
<td>$99,373.10</td>
<td>$66,248.73</td>
</tr>
<tr>
<td>PR3PT</td>
<td>$220,719.48</td>
<td>$147,146.32</td>
</tr>
<tr>
<td>PR4PT</td>
<td>$322,874.85</td>
<td>$215,249.90</td>
</tr>
<tr>
<td>PR5PT</td>
<td>$46,961.72</td>
<td>$31,307.81</td>
</tr>
<tr>
<td>SCHPT</td>
<td>$390,942.46</td>
<td>$260,628.31</td>
</tr>
<tr>
<td>Total (Current Qualifying Providers)</td>
<td>$9,243,146.59</td>
<td>$6,162,097.73</td>
</tr>
<tr>
<td>Providers with at least one care level under max</td>
<td>854</td>
<td></td>
</tr>
</tbody>
</table>

Additional Annually if All Providers go to Max Rate $14,180,631.00
### Bill Tracking

<table>
<thead>
<tr>
<th>Bill Number</th>
<th>Sponsor</th>
<th>Sponsor’s Committee</th>
<th>Last Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>SB 1700</td>
<td></td>
<td></td>
<td>1/25/22 – Favorable by Education; YEAS 9 NAYS 0 - SJ 217</td>
</tr>
<tr>
<td>HB 1299</td>
<td>Rep. Ben Diamond</td>
<td>(SB 710 – Sen. Loranne Ausley)</td>
<td>1/12/22 – Referred to Early Learning &amp; Elementary Education Subcommittee</td>
</tr>
<tr>
<td>SB 710</td>
<td></td>
<td></td>
<td>1/11/22 – Introduced</td>
</tr>
<tr>
<td>HB 1319</td>
<td>Rep. Angela Nixon</td>
<td>(SB 1918 – Sen. Annette Taddeo)</td>
<td>1/14/22 – Referred to Early Learning &amp; Elementary Education Subcommittee</td>
</tr>
<tr>
<td>SB 1918</td>
<td></td>
<td></td>
<td>1/18/22 – Introduced</td>
</tr>
</tbody>
</table>


- Eliminates requirement that SR program funds be used to increase # of children served.
- **Implications:** Helps to increase investments in reimbursement rates and quality.
- School Readiness Funding Formula Allocation Conference: requires DEL, the Executive Office of the Governor, and the appropriations committees of the Senate and House of Reps. to discuss/approve the actual cost of child care, eligible population, and eligibility requirements to calculate the SR funding formula for ELCs.
- **Implications:** Funding allocations will be closer to the actual cost of care. However, it is unclear how funding will be distributed during leaner times and the impact to the ELCMDM.
- Revised definition of “Economically disadvantaged” to mean having a family income that does not exceed 150% of the FPL or 70% of the SMI, whichever is greater.
- **Implications:** Creates the opportunity for more families to apply for child care assistance, thus ensuring more children are receiving quality early learning.

**HB 1299 – Rep. Ben Diamond**

- Establishes Early Learning Scholarship program (Brighter Future Act) in order to close the opportunity gap by increasing access to high-quality early learning services. ELCs will issue the scholarship in coordination with DEL.
- A student is eligible if household income does not exceed 185% of the FPL. (SR caps at 150%).
- **Implications:** Expands eligibility for children.

**HB 1319 – Rep. Angela Nixon**

- Requires ELCs to adopt a payment rate schedule – requires ELCs to reimburse providers a minimum payment rate regardless of provider’s private pay rate.
- The payment rate schedule shall identify a minimum rate for each provider type and care level, taking into consideration the prevailing market rate or an alternative model approved by the Administration for Children & Families.
- **Implications:** Creates reimbursement rate equity between providers in high-need areas and those in more affluent communities.
- Requires DEL to amend its Child Care and Development Fund Plan to identify child care personnel as essential workers in order to determine their children eligible for the SR program.
- **Implications:** Benefits the workforce behind our workforce by making them eligible for certain essential worker benefits, including childcare benefits during a pandemic or other emergencies.

**Last Action:**
- HB 1199: 1/27/22 – Favorable with CS by PreK-12 Appropriations Subcommittee
- SB 1700: 1/25/22 – Favorable by Education; YEAS 9 NAYS 0 - SJ 217
- HB 1299: 1/12/22 – Referred to Early Learning & Elementary Education Subcommittee
- SB 710: 1/11/22 – Introduced
- HB 1319: 1/14/22 – Referred to Early Learning & Elementary Education Subcommittee
- SB 1918: 1/18/22 – Introduced
Early Learning Coalition of Miami-Dade/Monroe

2022 Advocacy Priorities

The early learning and school-age care industry is critical to Florida’s growing economy. Access to high-quality, affordable care helps build a vibrant workforce for today and prepare the next generation of leaders. The academic success of Florida’s students depends on a strong educational foundation in the early years.

Priorities

- Support the workforce behind our workforce by amending 1002.83(17), F.S., to include language that modifies the School Readiness program payment policy. This will ensure providers serving high-need communities are paid a fair rate, equal to providers in more affluent communities. All children deserve a high-quality early education, regardless of their zip code.

- Amend School Readiness eligibility criteria for working families to align with Florida’s changing economy.

- Ensure the proposed School Readiness funding allocation formula does not negatively impact Miami-Dade or Monroe counties.
SCHOOL READINESS PROGRAM
Provides financial assistance to low-income families for early care and education so families can become financially self-sufficient and their young children can be successful in school and in life.

VOLUNTARY PREKINDERGARTEN (VPK)
Florida was one of the first states in the country to offer free prekindergarten for all 4-year-olds regardless of family income. VPK prepares early learners for success in kindergarten and beyond.

A BENEFIT TO EMPLOYERS AND EMPLOYEES
Serving a wide-ranging workforce:

Questions regarding these advocacy priorities should be directed to
Evelio Torres, President and CEO
Early Learning Coalition of Miami-Dade/Monroe
etorres@elcmdm.org

Early Education. Lifelong Success.
www.elcmdm.org
Strategic Plan
Children First

Parents / Families

Providers

Partners
Early Education. Lifelong Success.

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

OUR VISION

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

OUR VALUES

- **CHILDREN** - Children are at the heart of all we do. We believe that all children, regardless of circumstance, are capable of educational excellence and personal growth, and we are committed to ensuring school readiness and lifelong success for each one.

- **COMMUNITY** - We believe children are the future, and our community is an essential part of their road to success. By working together, we can promote high quality early education and support children as they become thriving, productive members of society.

- **PARTNERSHIP** - We value partnerships and are collaborative in all we do. We work closely with fellow service providers, families, corporations, elected officials, individuals, and the community at large to promote the importance of early learning and to secure educational opportunities for all children.

- **ADVOCACY** - We are a champion for children, promoting positive societal and community change. Our staff and community partners are committed to advancing early education throughout Miami-Dade and Monroe counties and are set apart by our collective passion, strength and dedication to children.

- **EXCELLENCE** - When it comes to early learning, quality matters. We are committed to excellence, providing quality programs and services that make a difference in our community. Designed to further the physical, social, emotional and intellectual needs of all children, our programs are innovative and offer each child an equal opportunity for a successful future.

- **CUSTOMER SERVICES** - We strive to meet the needs of our parents, families, providers and partners by providing comprehensive customer service in a professional, timely and courteous manner.

- **EQUITY** - Equity, inclusion and cultural competence is embodied in our values, practices and programming so that children, parents, families and providers may fully benefit from our priority initiatives, while keeping children first.
TARGET HIGH NEED AREAS
Advocacy Committee
Opportunity*
Current reimbursement rates are inequitable and negatively impact child care partners in high need areas.
Outcome Measure
• Every provider receives the same rate regardless of their private rate or area they serve.

INCREASE ENROLLMENT IN EARLY LEARNING COALITION PROGRAMS
Advocacy Committee
Opportunity*
Increased wages offered by employers has resulted in a benefits cliff with fewer families qualifying for the School Readiness program, leading to decreased enrollment.
Outcome Measure
• School Readiness enrollment increases by 5% within 12 months of state policy change.

INCREASE AWARENESS IN EARLY LEARNING COALITION PROGRAMS
Executive Committee
Opportunity
Increase awareness of Early Learning Coalition programs so families who may qualify and do not currently have their children enrolled in the program become aware, apply for the programs, and enroll their children.
Outcome Measures
• Dashboard reflects increased inquiries.
• Families confirm via survey that outreach efforts led them to apply for services.
• Voluntary Prekindergarten enrollment increases by 5% within 12 months of outreach campaign launch.
• Early Head Start enrollment increases to 750 children with a waitlist.

PROVIDE ENHANCED RESOURCES TO CHILDREN WITH SPECIAL NEEDS
Program Committee
Opportunity
Historically, a low percentage of families with children identified as having concerns accept additional services and connect to the first level of intervention.
Outcome Measures
• At least 50% of families with children identified as having concerns respond to communication attempts.
• After baseline is established, pre and post questionnaires reflect increased insight by parents of developmental milestones, screening process and available services.
• A 5% increase in the number of families that accept additional services.

Opportunity
There are children with special needs who are not receiving the services they need.
Outcome Measures
• More than 10% of partners participate in and complete the BIPECE program.
• More than 10% of partners are accessing the special needs rate.
• A % of partners that receive the rate are implementing enhanced services.

ENHANCE SERVICES FOR INFANTS AND TODDLERS
Program Committee
Opportunity
Enhance services for infants and toddlers.
Outcome Measures
• To be determined after needs assessment is conducted and action plan is formulated and approved by Program Committee.

SUPPORT EARLY CARE AND EDUCATION PARTNERS
Provider Services Committee
Opportunity
Early learning programs have historically faced workforce challenges. To deliver high-quality early education services, programs must be able to recruit and retain highly qualified and committed staff and provide ongoing professional development.
Outcome Measures
• Increased % of participants registering for training courses.
• Increased % of participants completing training courses.
• 85% participant satisfaction with courses (IACET Standard).
• Board approved reimbursement rate remains above state average.

PARENT ENGAGEMENT
Program Committee
Opportunity
Promote parent engagement as essential for a child’s development because parents serve as a child’s first teacher.
Outcome Measures
• 85% participant satisfaction with parent engagement activities.
• 85% participants gain knowledge/insight.
Action Requested: Approve and authorize the President and CEO to submit the Early Head Start Self-Assessment Report and Action Plan with the Early Head Start grant application and implement the Action Plan.

Fiscal Impact: None.

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

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

RESOLUTION: 02072022-05

APPROVE AND AUTHORIZE THE PRESIDENT AND CEO TO SUBMIT THE EARLY HEAD START SELF-ASSESSMENT REPORT AND ACTION PLAN WITH THE EARLY HEAD START GRANT APPLICATION AND IMPLEMENT THE ACTION 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 approve and authorize the President and CEO to submit the Early Head Start Self-Assessment Report and Action Plan with the Early Head Start grant application and implement the Action 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 7th day of February 2022.

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

By: ___________________________
Board Secretary
Background:
Annually, the Early Head Start program must conduct a self-assessment to examine the progress of program goals and to identify areas that need strengthening. The self-assessment process is a collaborative process that includes Board members, parents, childcare partners, community representatives, and staff. Data is reviewed and analyzed. A final report is produced with all of the discoveries from the data and an action plan is created. Through the self-assessment, the program determines which systems need modifying and identifies initiatives that will better serve children and families and support teachers. The self-assessment report and action plan are submitted as part of the annual grant application.

Regulations:
1302.12(b)(2)
(i) Conduct a self-assessment that uses program data including aggregated child assessment data, and professional development and parent and family engagement data as appropriate, to evaluate the program’s progress towards meeting goals established under paragraph (a) of this section, compliance with program performance standards throughout the program year, and the effectiveness of the professional development and family engagement systems in promoting school readiness;
(ii) Communicate and collaborate with the governing body and policy council, program staff, and parents of enrolled children when conducting the annual self-assessment; and,
(iii) Submit findings of the self-assessment, including information listed in paragraph (b)(2)(i) of this section to the responsible HHS official.
Self-Assessment Summary and Enhancement and Initiatives Plan

Board Approval:
Policy Council Approval:
Program Description
The Early Head Start (EHS) Program is a division of the Early Learning Coalition of Miami-Dade/Monroe (ELCMDM). The ELCMDM is the largest of 31 Early Learning Coalitions in Florida and administers the funds from the Child Care Development Block Grant. The Early Head Start Program serves 750 infants and toddlers and their families who live in targeted low-income zip codes in Miami-Dade County, Florida. The targeted zip codes are located within seven (7) regional areas in the county: Hialeah, Homestead/Florida City, Liberty City, Little Havana, North Miami, Opa-Locka, and Perrine. Since its inception in 2015, the program has touched the lives of more than 5,721 infants and toddlers from 4,998 families. A little over 75% of the families touched are single-parent families with a high school diploma or less. In collaboration with a team of community partners, the program lays the foundation to support families with improving their lives and preparing their children for school.

Self-Assessment Process and Design
The program began the self-assessment process in September 2021 with the ELCMDM Board and EHS Policy Council’s approval of the Self-Assessment Plan. Board and Policy Council members, community and childcare partners, and staff were invited to be a part of the self-assessment process. In order to obtain more detailed and specific results, participants were divided into focus groups for each of the areas that provide comprehensive services to children and families, as well as areas that support the program. The EHS directors and managers gathered data from their respective, specialized area to share and discuss with their focus group participants. The overview and focus group meetings occurred during the month of November 2021. Due to a worldwide pandemic, the program conducted the overview and focus group meetings virtually. After analyzing the data, each focus group identified program strengths, opportunities for enhancement or initiatives, the regulation(s) and system(s) impacted, the underlying cause(s), and recommendation(s). An Enhancement and Initiatives Plan was developed by staff to refine the program’s operation and introduce new and innovative ideas. This Summary and Enhancement and Initiatives Plan were presented to the ELCMDM Board and EHS Policy Council during the month of February 2022.
Focus Group Members

**Mental Health and Disabilities**
- Amanda Salazar – Early Head Start Family Advocate
- Charelis Santana – Southernmost Coast Early Steps – Family Resource Specialist
- Cecilia Nariznis – Early Head Start Mental Health Manager
- Otilia Gonzalez-Varese – Early Head Start Disabilities Manager
- Sarahi Rivera – Early Head Start Technical Assistance Specialist

**Finance**
- Belkis Torres – Vice President of Early Head Start
- Sal Martorano – Early Head Start Compliance Manager
- Vanessa Bongiorno – Early Head Start Finance Manager

**Education, Recruitment and Enrollment, and Family Engagement**
- Ada Fernandez, EHS Technical Assistance Specialist
- Ashley Calveiro, Early Head Start Family Advocate
- Chante Fordham, Early Head Start Technical Assistance Specialist
- Lucretia Jones, Early Head Start Director of Child Development and Education Support Services
- Mara Zapata, Early Learning Coalition of Miami-Dade/Monroe Board Member
- Maria Fegan, Early Head Start Family Advocate
- Nicola Bloom, Jasmine Project Social Worker
- Sandrina Seraphin, Early Head Start Director of Family and Community Engagement
- Shantel Coach, Jasmine Project Social Worker
- Sherline Rene, Lord’s Learning Center Early Head Start Teacher

**Nutrition**
- Maria Fegan, Early Head Start Family Advocate
- Peace Nwagbo, Public Health Specialist, UF/IFAS Extension Family Nutrition Program, Miami-Dade County
- Solina Rulfs, Food Systems Specialist, Family Nutrition Program, Miami-Dade County University of Florida/IFAS Extension
- Tatiana Larionova, Early Head Start Nutrition Manager
- Yamaira Soler, Early Head Start Technical Assistant

**Data Collection Tools**
- Abila – MIP
- ChildPlus Report 2012
- ChildPlus Report 3035 (Nutrition Interview and Nutrition Concerns)
- ChildPlus Report 3503
- ChildPlus- Family Goal Events
- ChildPlus: Family Partnership Agreement Module
- ChildPlus Report MHC (Mental Health Consultations)
- ChildPlus Nutrition Interview Module
- Classroom Observation Notes
- Early Head Start Onboarding Plan
- Enhanced Field System-Modernization (EFS-MOD)
• Microix
• Payment Management System
• Training Acknowledgement Form
• WebAuthor
• WebAuthor Referral System
• Weekly Staffing Update Emails

Systems Impacted
• Communication
• Data & Evaluation
• Facilities & Learning Environments
• Human Resources
• Ongoing Monitoring & Continuous Improvement
• Program Planning & Service System Design
• Record Keeping & Reporting
• Technology & Information Systems
• Training & Professional Development

Accomplishments
• Early Head Start staff received trainings on Social Emotional Development, Conscious Discipline, and Stress Management.

• An online training on the Pyramid Model was developed and all new teachers received this training within the first 30 days of being hired. The online training is accessible to teachers at all times for review.

• Thirty-eight (38) teachers received Ages and Stages Questionnaires (ASQs) and referral training throughout the year to learn about early identification and early intervention.

• The program was very successful in completing the ASQs on or before 45 days from the child’s first day of attendance in the program, identifying concerns early on in the program year and sending referrals within 10 days of identifying concerns to ensure early intervention.

• The program served 12% of children with disabilities; all children identified received services at home or at school.

• The program provided seamless support during COVID restriction to parent and teachers via phone/virtual meetings.

• Adoption and implementation of the Partner Performance Bonuses Policy and Procedure allowed the program to incentivize and promote continued quality performance and outcomes.

• Communication increased within the program and the administrative departments of the organization as a whole. This has proven to be effective in the following ways:
Constant communication with Accounts Payable has resulted in a significant decrease of code classification errors.

The need for reclassifying entries has decreased significantly.

Monthly Spending Plan Meetings have proven effective. Possible surplus was projected and addressed in a timely manner.

Monthly Partner Payment detail reports have been well received by childcare partners and have allowed for timely detection of possible errors in payment.

The use of Google forms to capture parent participation in monthly meetings has proven effective in capturing in-kind hours.

- The program implemented new onboarding process that is more organized, informative, and accommodates teacher’s availability by being self-paced.

- The program has created videos for teachers to watch on demand (Overview of Early Head Start, Standards of Conduct, Family Dining, Referral Process, Pyramid Model) and when appropriate specific to the Early Head Start program operated by the Early Learning Coalition of Miami-Dade/Monroe.

- The program implemented a process for Intensive Coaching focusing on curriculum fidelity.

- The program created the Objectives for Development Tip Sheet which guided teachers on having more productive and informative conversations with parents on areas specific to their child’s development.

- The program offered live virtual cooking classes for families called Li’l Foodies Cook Along. The cooking classes encouraged parents to include their children in the cooking process and to promote healthy eating to their children. At each cooking class five (5) participating parents had a chance to win a $50 Publix gift card.

- Thirteen (13) childcare partners obtained the Breastfeeding Friendly Designation awarded by the Florida Department of Health.

- The program trained 52 teachers on Healthy Kids, Healthy Future supplemental curriculum which promotes healthy eating and encourages physical activity.

- The program partnered with Miami Diaper Bank and distributed over 1,171 diapers to children and partners during the year.

- Family Advocates received Family Partnership training which included, developing relationships with families, becoming customer friendly, and exploring goal setting to improve the relationship between staff and parents.

- The program started the implementation of creating an online portal to accept and process applications in a secure platform.
• Individual meetings were organized with childcare partners to discuss the past year’s performance. Prior to the meeting, all partners received a letter with the overall progress and guiding question to solicit more information about the partner’s operation, as well as technical assistance needs.

• Communication with parents and childcare partners was streamlined through weekly digital newsletters that were emailed and/or texted. The newsletters kept the respective parties informed of upcoming events, community resources, changes in the program, and educational information. This reduced the number of group emails going out to partners and families. Parent newsletters are issued in English and Spanish.

• A new referral system was implemented through WebAuthor to streamline communication between childcare staff and Early Head Start Staff about children with concerns. Security was placed so that information could not be seen by anyone at any center except the person making the referral. Early Head Start administration is alerted as soon as a referral is submitted and are able to track who and when it was first addressed.
Opportunities for Enhancement

<table>
<thead>
<tr>
<th>Opportunity for Enhancement #1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Analysis</strong></td>
</tr>
<tr>
<td><strong>Discovery:</strong></td>
</tr>
</tbody>
</table>
The program can positively impact children and families by creating a foundation of common mental health knowledge that positively impacts decisions, resources, trainings, and performance.

**Regulation:**
1302.45 (a) To support a program-wide culture that promotes children’s mental health, social and emotional well-being, and overall health.

**Expected Outcomes:**
Staff will meet infant mental health competencies developed by The Michigan Association for Infant Mental Health (MI-AIMH) so that there is a base of uniformity in infant mental health knowledge. These competencies demonstrate that staff have completed specialized education, work, and in-service training that is culturally sensitive, relationship-focused, and promotes infant mental health.

<table>
<thead>
<tr>
<th><strong>Underlying Causes</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Not all staff have been exposed to the same Infant Mental Health knowledge, experience, and/or training.</td>
</tr>
</tbody>
</table>

**Recommended Enhancement and Initiatives**
- Give teachers and staff a survey to gauge interest.
- Offer incentives, such as a one-time bonus for teachers to complete all competencies and receive the infant mental health endorsement.
- Create cohorts of 20-30 participants at a time; starting with support staff first and then continue with teachers. Give teachers a plan to guide them and develop a rotation of training.
- Have the Mental Health Manager coordinate and follow up with the participants’ progress.
- Provide trainings in Spanish.
### Opportunity for Enhancement #2

**Analysis**

**Discovery:**
Parents/guardians and staff are not aware of the available resources through the Early Intervention System.

**Regulation:**
1302.46 (2) A program must provide ongoing support to assist parents’ navigation through health systems to meet the general health and specifically identified needs of their children and must assist parent.

**Expected Outcomes:**
Parents/guardians and staff will have a better understanding on how to navigate the Early Intervention System and access resources.

**Underlying Causes**
- Administration in the childcare partners are not engaged or understand the early intervention system.
- Parents lack general knowledge of early intervention resources.
- Early Head Start staff and partners have limited knowledge on how to guide families through the early intervention system.

**Recommended Enhancement and Initiatives**
- Create a roadmap for Early Intervention to create a seamless referral process.
- Provide visuals that will help parents, staff, and partners understand the early intervention system.
- Train the providers and staff on how to navigate the early intervention system, the importance and implications of acting early, and the effects of delayed referrals.
- Organize in-service training from Early Steps for partners, during partner meetings.

### Opportunity for Enhancement #3

**Analysis**

**Discovery:**
The use of multiple reports from multiple sources to complete a single financial task may impact the program’s ability to meet timeframes, as well as minimizes the amount of time to review reports and capture potential errors resulting from manual entry.

**Regulation:**
75.302(4) Effective control over, and accountability for, all funds, property, and other assets. The non-Federal entity must adequately safeguard all assets and assure that they are used solely for authorized purposes.

**Expected Outcomes:**
The program will consolidate reports for efficiency, refine reporting timeframes, and eliminate manual entry errors.

**Underlying Causes**
- Limited personnel
- Manual entry errors
- Systems or reporting limitations

**Recommended Enhancement and Initiatives**
- Revisit financial Policies and Procedures, train staff on current policies and procedures, and monitor for efficiency and accuracy on an on-going basis.
- Reevaluate process to ensure sufficient reconciliations are conducted for different transactions to identify any potential manual entry errors.
- Hire a fiscal analyst.
Opportunity for Enhancement #4

**Analysis**

**Discovery:**
The program’s current teacher onboard process lacks the ability to definitively track teachers’ completion of onboarding training and measuring their understanding of the topics introduced.

**Regulation:**
1302.92(a) A program must provide to all new staff, consultants, and volunteers an orientation that focuses on, at a minimum, the goals and underlying philosophy of the program and on the ways, they are implemented.

**Expected Outcomes:**
The program will create a tracking and follow-up system to ensure teachers have completed onboarding training and have the tools and knowledge they need to carry out their responsibilities.

**Underlying Causes**
- The current tracking systems needs to be revised to better capture teachers’ progress and understanding.
- Teachers are required to take many trainings in a short period of time

**Recommended Enhancement and Initiatives**
- Reorganize the onboarding plan by the training due dates
- Use Canvas or a similar system to track completion, as well as to obtain a reflection.
- Survey the teachers at the end to capture their experience on the process and modify process as needed.
- Develop a buddy system for teacher support.

Opportunity for Enhancement #5

**Analysis**

**Discovery:**
Family Advocates are entering information in several modules in ChildPlus for family goals which is creating duplicated work.

**Regulation:**
1302.52 (a) Family partnership process. A program must implement a family partnership process that includes a family partnership agreement and the activities described in this section to support family well-being, including family safety, health, and economic stability, to support child learning and development, to provide, if applicable, services and supports for children with disabilities, and to foster parental confidence and skills that promote the early learning and development of their children. The process must be initiated as early in the program year as possible and continue for as long as the family participates in the program, based on parent interest and need.

**Expected Outcomes:**
The program will streamline the current process for goal setting and documenting follow-ups to minimize duplication of work.

**Underlying Causes**
- The current process requires Family Advocates to plan and document in two separate modules.
- The tracking/reporting component needs revision to ensure accurate data is being shared
- Family Advocates need an updated training on accurately documenting Partnership Agreements and Family Goal follow ups

**Recommended Enhancement and Initiatives**
- Merge both the partnership agreement and family goal documentation into one system/module.
- Train staff on the revised process for goal setting and follow up.
Opportunity for Enhancement #6

**Analysis**

**Discovery:**
The program struggled to maintain an active waitlist and did not meet 100 percent of enrollment due to the parents not knowing their status in the application process and losing interest in the program.

**Regulation:**
ACF-PI-HS-18-04: Head Start programs must provide services to 100 percent of the children they are funded to serve. Section 642(g) of the Head Start Act requires each Head Start agency to enroll 100 percent of its funded enrollment and maintain an active waiting list at all times with ongoing outreach to the community and activities to identify underserved populations.

**Expected Outcomes:**
A system will be developed to improve the communication between staff and waitlisted participants in order to maintain applicant’s interest in the program.

**Underlying Causes**
- The current process to inform families of their application/enrollment status needs improvement
- Parents receive unclear and vague updates and have expressed frustration with the notification process
- Parents look for services elsewhere when they receive unclear guidance on the waitlist process.

**Recommended Enhancement and Initiatives**
- Review and refine the process for notifying families of their application status.
- Create a series of generic welcome/status letters to improve the communication between families and the program.
- Send Automated messages to families regarding their application/enrollment status.
- Send reminders to families quarterly to update their contact information to ensure accurate information is reflected in ChildPlus.
- Cross train staff and partners on communicating waitlist status to parents to minimize confusion.
## Opportunity for Enhancement #7

### Analysis

**Discovery:**
Childcare programs are not following best practices for introducing solids to infants which may result in late detection of allergies and repeated exposure to possible allergens.

**Regulation:**
1302.44(a) Nutrition service requirements. (1) A program must design and implement nutrition services that are culturally and developmentally appropriate, meet the nutritional needs of and accommodate the feeding requirements of each child, including children with special dietary needs and children with disabilities. Family style meals are encouraged as described in §1302.31 (e)(2).

(iii) Learn about healthy pregnancy and postpartum care, as appropriate, including breastfeeding support and treatment options for parental mental health or substance use problems, including perinatal depression;

**Expected Outcomes:**
Each child of appropriate solids-starting age will be introduced to solids in the way suggested by child nutrition experts that would include collaboration of parents, caregivers at child care centers, and nutritionist at Early Head Start.

### Underlying Causes

- Childcare centers lack of knowledge on best practices for introducing foods to infants
- Centers are using available foods that they have in stock.
- There is not enough collaboration between teacher and parent.
- Some parents are not aware or can’t afford these practices.
- Parents may be hesitant to request certain eating patterns for their children.
- Teachers may resist the idea due to extra work.

### Recommended Enhancement and Initiatives

- Create a common understanding of introducing solids to infants using best practices, such as:
  - Educating parents on the need to introduce infants to solids in cooperation with caregivers;
  - Training teachers on how to easily introduce solids in a developmentally appropriate way;
  - Training Technical Assistance Specialists to assist teachers with introducing new foods (many teachers may not be aware of proper solid introduction);
  - Provide trainings for Technical Assistance Specialists, childcare center administrators, teachers, Family Advocates; and
  - Educating parents and staff on improving infant feeding practices.
- Develop policy, plan, system, and structure.
- Incorporate pediatrician’s recommendations and prescriptions.
- Introduce the concern and solicit suggestions/assistance from the Health Services Advisory Committee at the next meeting in April.
- Create and implementation timeline (Feb-Mar-Apr-May/June).
- Ensure foods introduced are culturally appropriate.
Enhancement and Initiatives Plan

<table>
<thead>
<tr>
<th>IMPACTED REGULATION</th>
<th>1302.45 (a) To support a program-wide culture that promotes children’s mental health, social and emotional well-being, and overall health.</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXPECTED OUTCOME</td>
<td>Staff will meet infant mental health competencies developed by The Michigan Association for Infant Mental Health (MI-AIMH) so that there is a base of uniformity in infant mental health knowledge. These competencies demonstrate that staff have completed specialized education, work, and in-service training that is culturally sensitive, relationship-focused, and promotes infant mental health.</td>
</tr>
<tr>
<td>FINANCIAL IMPACT</td>
<td>$34,950.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ACTION STEPS</th>
<th>STAFF RESPONSIBLE</th>
<th>TARGETED COMPLETION DATE</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review Infant Mental Health Competencies</td>
<td>Mental Health Manager</td>
<td>January 2022</td>
<td></td>
</tr>
<tr>
<td>2. Identify courses and/or trainings for each competency</td>
<td>Mental Health Manager</td>
<td>February 2022</td>
<td></td>
</tr>
<tr>
<td>3. Develop a projected schedule for when each course and/or training</td>
<td>Mental Health Manager</td>
<td>March 2022</td>
<td></td>
</tr>
<tr>
<td>4. Determine which staff will be part of the first cohort</td>
<td>Mental Health Manager</td>
<td>April 2022</td>
<td></td>
</tr>
<tr>
<td>5. Develop tracking system and how often to review it</td>
<td>Mental Health Manager</td>
<td>May 2022</td>
<td></td>
</tr>
<tr>
<td>6. Submit request to procure trainings that need to go through the</td>
<td>Mental Health Manager</td>
<td>June 2022</td>
<td></td>
</tr>
<tr>
<td>7. Notify cohort of the competencies and the projected schedule</td>
<td>Mental Health Manager</td>
<td>July 2022</td>
<td></td>
</tr>
<tr>
<td>8. Provide an overview of the Infant Mental Health Competencies</td>
<td>Mental Health Manager</td>
<td>August 2022</td>
<td></td>
</tr>
<tr>
<td>9. Cohort begins the projected schedule</td>
<td>Mental Health Manager</td>
<td>September 2022</td>
<td></td>
</tr>
<tr>
<td>10. Mental Health Manager follows up and assist cohort with staying on</td>
<td>Mental Health Manager</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>11. Cohort completes all competencies</td>
<td>Cohort Participants</td>
<td>December 2023</td>
<td></td>
</tr>
<tr>
<td>12. Obtain feedback on the process from cohort participants</td>
<td>Mental Health Manager</td>
<td>January 2024</td>
<td></td>
</tr>
<tr>
<td>Action Steps</td>
<td>Staff Responsible</td>
<td>Targeted Completion Date</td>
<td>Status</td>
</tr>
<tr>
<td>-------------</td>
<td>-------------------</td>
<td>--------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>1. Organize a committee that will assist and support the process</td>
<td>Disabilities Manager, Mental Health Manager</td>
<td>January 21, 2022</td>
<td></td>
</tr>
<tr>
<td>2. Coordinate dates and time for committee to meet.</td>
<td>Disabilities Manager, Mental Health Manager</td>
<td>February 4, 2022</td>
<td></td>
</tr>
<tr>
<td>3. Create a roadmap to Early Intervention to enhance the referral process (in English and Spanish)</td>
<td>Disabilities Manager, Mental Health Manager, Early Head Start Staff, Community Members</td>
<td>April 15, 2022</td>
<td></td>
</tr>
<tr>
<td>4. Review roadmap with VP for Early Head Start</td>
<td>Disabilities Manager</td>
<td>April 19, 2022</td>
<td></td>
</tr>
<tr>
<td>5. Present the roadmap and solicit suggestions from the Early Head Start Health Advisory Committee</td>
<td>Disabilities Manager</td>
<td>April 20, 2022</td>
<td></td>
</tr>
<tr>
<td>6. Once map has been completed, train the providers and staff.</td>
<td>Disabilities Manager</td>
<td>May 11, 2022</td>
<td></td>
</tr>
</tbody>
</table>

**IMPACTED REGULATION**

1302.46 (2) A program must provide ongoing support to assist parents’ navigation through health systems to meet the general health and specifically identified needs of their children and must assist parent.

**EXPECTED OUTCOME**

Parents/guardians and staff will have a better understanding on how to navigate the Early Intervention System and access resources.

**FINANCIAL IMPACT**

$2,000.00
<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Staff Responsible</th>
<th>Targeted Completion Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identify and consolidate reports that are used to complete a single task.</td>
<td>Finance manager and fiscal team</td>
<td>February 28, 2022</td>
<td></td>
</tr>
<tr>
<td>2. Review current finance policies and procedures to identify additional needed policies and procedures.</td>
<td>Finance manager</td>
<td>June 30, 2022</td>
<td></td>
</tr>
<tr>
<td>3. Review and update current finance policies and procedures to ensure sufficient reconciliations and necessary timeframes are included.</td>
<td>Finance Manager VP for EHS</td>
<td>June 30, 2022</td>
<td></td>
</tr>
<tr>
<td>4. Create a committee to provide input on the Policy and Procedure draft</td>
<td>Finance manager</td>
<td>July 15, 2022</td>
<td></td>
</tr>
<tr>
<td>5. Review draft of finance policies and procedures with Controller</td>
<td>Finance manager</td>
<td>July 22, 2022</td>
<td></td>
</tr>
<tr>
<td>6. Present to finance policy and procedure to the finance committee for approval</td>
<td>Finance manager</td>
<td>July 29, 2022</td>
<td></td>
</tr>
<tr>
<td>7. Present to finance policy and procedure to the Board for approval</td>
<td>Finance manager</td>
<td>August 1, 2022</td>
<td></td>
</tr>
<tr>
<td>8. Hire a fiscal analyst.</td>
<td>Finance manager</td>
<td>January 31, 2022</td>
<td></td>
</tr>
</tbody>
</table>
### Staff Person(s) Responsible for the Implementation of Plan:

| Area(s) of Concentration: | Education |

| Date of Plan: | 12/9/21 |

| Date Plan was Updated/Revised: |

**IMPACTED REGULATION**

1302.46 (2) A program must provide ongoing support to assist parents’ navigation through health systems to meet the general health and specifically identified needs of their children and must assist parents.

**EXPECTED OUTCOME**

The program will create a tracking and follow-up system to ensure teachers have completed onboarding training and have the tools and knowledge they need to carry out their responsibilities.

**FINANCIAL IMPACT**

$6,000

### Action Steps

<table>
<thead>
<tr>
<th></th>
<th>Staff Responsible</th>
<th>Targeted Completion Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Reorganize trainings on the Onboarding Training Plan by due date.</td>
<td>Director of Child Development and Education Support Services</td>
<td>December 31, 2021</td>
</tr>
<tr>
<td>2.</td>
<td>Share revised training plan with Education Team and Leadership for review.</td>
<td>Technical Assistance Specialists Education Specialist All Service Area Managers and Directors</td>
<td>January 7, 2022</td>
</tr>
<tr>
<td>3.</td>
<td>Make recommended edits and changes to the training plan.</td>
<td>Director of Child Development and Education Support Services</td>
<td>January 14, 2022</td>
</tr>
<tr>
<td>4.</td>
<td>Create a Google form to track training completed until a formal system is selected.</td>
<td>Director of Child Development and Education Support Services</td>
<td>December 31, 2021</td>
</tr>
<tr>
<td>5.</td>
<td>Contact Board Liaison to schedule a meeting with Mara Zapata about Canvas, a course assignment tracking system used by Florida International University (FIU).</td>
<td>Director of Child Development and Education Support Services</td>
<td>December 31, 2021</td>
</tr>
<tr>
<td>6.</td>
<td>Meet with Mara Zapata about Canvas, a course assignment tracking system used by FIU.</td>
<td>Director of Child Development and Education Support Services</td>
<td>January 21, 2022</td>
</tr>
<tr>
<td>7.</td>
<td>Request quote for Canvas.</td>
<td>Director of Child Development and Education Support Services</td>
<td>January 21, 2022</td>
</tr>
<tr>
<td>8.</td>
<td>Research other platforms that can be used for course tracking.</td>
<td>Education Specialist</td>
<td>January 25, 2022</td>
</tr>
<tr>
<td>9.</td>
<td>Update Onboarding policy and procedure to reflect all changes made to the training plan, including tracking, follow-up, and onsite teacher support.</td>
<td>Director of Child Development and Education Support Services</td>
<td>March 18, 2022</td>
</tr>
</tbody>
</table>
### IMPACTED REGULATION

ACF-PI-HS-18-04: Head Start programs must provide services to 100 percent of the children they are funded to serve. Section 642(g) of the Head Start Act requires each Head Start agency to enroll 100 percent of its funded enrollment and maintain an active waiting list at all times with ongoing outreach to the community and activities to identify underserved populations.

### EXPECTED OUTCOME

The program will streamline the current process for goal setting and documenting follow-ups to minimize duplication of work.

### FINANCIAL IMPACT

None

<table>
<thead>
<tr>
<th>ACTION STEPS</th>
<th>STAFF RESPONSIBLE</th>
<th>TARGETED COMPLETION DATE</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review the recommendations from the Self-Assessment with Family Advocates to obtain additional feedback.</td>
<td>Director of Family and Community Engagement, Family Advocates</td>
<td>January 20, 2022</td>
<td></td>
</tr>
<tr>
<td>2. Merge both the Partnership Agreement Module and Family Goal events into one process.</td>
<td>Director of Family and community Engagement, Lead Family Advocate</td>
<td>March 31, 2022</td>
<td></td>
</tr>
<tr>
<td>3. Update the policy and procedure to reflect changes in the goal setting process.</td>
<td>Director of Family and community Engagement</td>
<td>April 8, 2022</td>
<td></td>
</tr>
<tr>
<td>4. Review the policy and procedure with leadership and staff for recommendations.</td>
<td>Director of Family and Community Engagement</td>
<td>April 21, 2022</td>
<td></td>
</tr>
<tr>
<td>5. Finalize corrections to the procedure.</td>
<td>Director of Family and Community Engagement</td>
<td>April 30, 2022</td>
<td></td>
</tr>
<tr>
<td>6. Create tracking or monitoring report for the module.</td>
<td>Director of Family and Community Engagement</td>
<td>May 14, 2022</td>
<td></td>
</tr>
<tr>
<td>7. Train staff on the revised process for goal setting and follow ups.</td>
<td>Director of Family and Community Engagement</td>
<td>May 30, 2022</td>
<td></td>
</tr>
</tbody>
</table>
**STAFF PERSON(s) RESPONSIBLE FOR THE IMPLEMENTATION OF PLAN:** Vice President, Directors, and Managers

<table>
<thead>
<tr>
<th>AREA(S) OF CONCENTRATION:</th>
<th>ERSEA</th>
<th>DATE OF PLAN:</th>
<th>12/9/21</th>
<th>DATE PLAN WAS UPDATED/REVISED:</th>
</tr>
</thead>
</table>

**IMPACTED REGULATION**
ACF-PI-HS-18-04: Head Start programs must provide services to 100 percent of the children they are funded to serve. Section 642(g) of the Head Start Act requires each Head Start agency to enroll 100 percent of its funded enrollment and maintain an active waiting list at all times with ongoing outreach to the community and activities to identify underserved populations.

**EXPECTED OUTCOME**
A system will be developed to improve the communication between staff and waitlisted participants in order to maintain applicant’s interest in the program.

**FINANCIAL IMPACT**
NONE

<table>
<thead>
<tr>
<th>ACTION STEPS</th>
<th>STAFF RESPONSIBLE</th>
<th>TARGETED COMPLETION DATE</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identify the different status letters needed.</td>
<td>Self-Assessment Focus group, Family Advocates, Leadership team</td>
<td>January 14, 2022</td>
<td></td>
</tr>
<tr>
<td>2. Create a draft of the status letter.</td>
<td>Director of Family and Community Engagement</td>
<td>March 16, 2022</td>
<td></td>
</tr>
<tr>
<td>3. Share the draft with Family Advocates and the Leadership Team.</td>
<td>Director of Family and Community engagement, family Advocates</td>
<td>March 17, 2022</td>
<td></td>
</tr>
<tr>
<td>4. Revise Draft.</td>
<td>Director of Family and Community Engagement</td>
<td>April 1, 2022</td>
<td></td>
</tr>
<tr>
<td>5. Translate letters in Spanish, English, Creole.</td>
<td>EHS Staff</td>
<td>April 20th, 2022</td>
<td></td>
</tr>
<tr>
<td>6. Incorporate the letters and status updates in new online application system.</td>
<td>Blue Jean</td>
<td>April 29, 2022</td>
<td></td>
</tr>
<tr>
<td>7. Inform/ train partners on the appropriate approach for communicating waitlist status with parents.</td>
<td>Director of Family and Community Engagement and Family Advocates</td>
<td>May 11, 2022</td>
<td></td>
</tr>
</tbody>
</table>
### IMPACTED REGULATION

1302.44(a) Nutrition service requirements. (1) A program must design and implement nutrition services that are culturally and developmentally appropriate, meet the nutritional needs of and accommodate the feeding requirements of each child, including children with special dietary needs and children with disabilities. Family style meals are encouraged as described in §1302.31 (e)(2).

(iii) Learn about healthy pregnancy and postpartum care, as appropriate, including breastfeeding support and treatment options for parental mental health or substance use problems, including perinatal depression;

### EXPECTED OUTCOME

Each child of appropriate solids-starting age will be introduced to solids in the way suggested by child nutrition experts that would include collaboration of parents, caregivers at child care centers, and nutritionist at Early Head Start.

### FINANCIAL IMPACT

NONE

<table>
<thead>
<tr>
<th>ACTION STEPS</th>
<th>STAFF RESPONSIBLE</th>
<th>TARGETED COMPLETION DATE</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Develop individual infant feeding policy and procedure.</td>
<td>Nutrition Manager</td>
<td>February 4, 2022</td>
</tr>
<tr>
<td>2.</td>
<td>Announce policy and procedure at Partner Meeting.</td>
<td>Nutrition Manager</td>
<td>February 9, 2022</td>
</tr>
<tr>
<td>3.</td>
<td>Develop training for TAs, FAs, and teachers.</td>
<td>Nutrition Manager</td>
<td>February 28, 2022</td>
</tr>
<tr>
<td>4.</td>
<td>Perform trainings for Tas and FAs.</td>
<td>Nutrition Manager</td>
<td>March 16, 2022</td>
</tr>
<tr>
<td>5.</td>
<td>Perform training for teachers.</td>
<td>Nutrition Manager</td>
<td>March 31, 2022</td>
</tr>
<tr>
<td>6.</td>
<td>Discuss with Health Services Advisory Committee during April meeting.</td>
<td>Nutrition Manager</td>
<td>April 20, 2022</td>
</tr>
<tr>
<td>7.</td>
<td>Start implementing with enrolled infants of appropriate age.</td>
<td>Teachers</td>
<td>June 1, 2022</td>
</tr>
</tbody>
</table>
Action Requested: Approve and authorize the President and CEO to implement the Early Head Start 2022-2023 Recruitment and Selection Plan.

Fiscal Impact: None.

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

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

RESOLUTION: 02072022-06

APPROVE AND AUTHORIZE THE PRESIDENT AND CEO TO IMPLEMENT THE EARLY HEAD START 2022-2023 RECRUITMENT AND SELECTION 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 approve and authorize the President and CEO to implement the Early Head Start 2022-2023 Recruitment and Selection 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 7th day of February 2022.

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

By: ___________________________
Board Secretary
Background:

Head Start regulations require programs to establish selection criteria for selecting families that are eligible for the program. The selection criteria would take into account family income and appropriate factors that would determine a child’s eligibility into the program. Additionally, federal regulations require the plan for recruiting and selecting parents to be approved by the Governing Board and the Policy Council.

Regulations:

1302.13 Recruitment of children. In order to reach those most in need of services, a program must develop and implement a recruitment process designed to actively inform all families with eligible children within the recruitment area of the availability of program services, and encourage and assist them in applying for admission to the program. A program must include specific efforts to actively locate and recruit children with disabilities and other vulnerable children, including homeless children and children in foster care.

1302.14(a)(1) Selection Criteria. A program must annually establish selection criteria that weigh the prioritization of selection of participants, based on community needs identified in the community needs assessment as described in §1302.11(b), and including family income, whether the child is homeless, whether the child is in foster care, the child’s age, whether the child is eligible for special education and related services, or early intervention services, as appropriate, as determined under the Individuals with Disabilities Education Act (IDEA) (20 U.S.C. 1400 et seq.) and, other relevant family or child risk factors.
2022- 2023
Early Head Start
Recruitment
and
Selection
Plan

Board Approval:
Policy Council Approval:
Purpose
This Recruitment and Selection Plan is a framework intended to increase community awareness about the program, increase the selection pool of available childcare partners, encourage families to apply for services, and select and enroll the neediest and most at-risk families in the community. The plan ensures that outreach is conducted to actively recruit and engage families as well as childcare partners identified in the targeted population. The purpose (goal) of recruitment is to ensure 100% enrollment on day one of services and maintain throughout the program year. Careful planning and well thought out recruitment efforts will target both families and childcare facilities. For families, it will assure the neediest families in the community are knowledgeable about the program, apply for services, and are selected using a point system that aligns with the family’s current living situation. For partners, it ensures the program establishes a healthy waitlist of knowledgeable, safe and accredited childcare facilities located in target areas to guarantee slots are allocated timely.

Timeframe
This plan will be used to recruit eligible families and partners for 2022-2023 school year. Recruitment efforts will be conducted year-round to ensure children are selected for the transition period of July 31st 2023.

Target Population
- Homeless
- Foster/kinship care
- Families with prior DCF history
- TANF
- SSI
- Low income families
- Domestic violence/Incarcerated Parents/At-Risk/Substance Abuse
- Children with IFSP or diagnosed disabilities
- Teenaged parents
- Families impacted by Gun Violence
- Children with subsidized Care
- Migrant families
- 

Outreach and Recruitment
Enrollment in the program is a year-round process that begins with outreach and recruitment. Outreach consists of the program’s efforts to partner with agencies in the community to spread the word about the services offered to families. Outreach is a collaborative effort that addresses community needs and opens the door for recruitment opportunities.

Recruitment is the systematic process of informing families about the program and inviting them to apply. Recruitment is a collaborative process that relies heavily on the partnerships created during outreach efforts. This collaboration commences with a meeting between the Director of Family and Community Engagement, program staff, and community organizations. The Director of Family and Community Engagement and the Family Advocate Supervisors meet with partnering organizations to inform partners about upcoming enrollment opportunities. Family Advocates and childcare partners work collaboratively to assist parents in completing part one of the application. During the recruitment process, Family Advocates will continue to conduct outreach efforts in order to identify additional locations in the catchment areas to recruit eligible children. The program relies on Inquiry Logs (see appendix A) to track and ensure that all families on the log follow-through with the application process. The Inquiry Logs record contact information of families. Family
Advocates follow-up with families to share information about the program, answer parents’ questions, and explain the application process. At the partner level, Inquiry Logs (see appendix A) will be available for interested participants while Family Advocates are offsite. This log is also available at partnering organizations. Partners are also required to create a recruitment plan to identify ways to recruit eligible participants to help increase their waitlist (see Appendix B).

**Outreach Strategies**

Outreach strategies will be conducted in each of the targeted areas. Outreach strategies will include but are not limited to:

- Attending in-person and virtual community fairs and meetings to increase the community’s general awareness of our program’s mission, goals, and services.
- Ensuring staff understand and build a relationship with community organizations in their respective areas, so as to increase our pool of resources and better serve the community.
- Maintaining partnerships in a way that is mutually beneficial to the program and its community partners by creating memorandums of understandings (MOU), offering reciprocal training for staff, and combining efforts to organize events that will benefit the community.

**Recruitment Strategies**

Recruitment activities are an opportunity to inform families of the comprehensive services offered by the program and to encourage them to apply. Throughout the month, the program will engage in recruitment activities held by organizations that serve the target population. Due to the current Health Pandemic a larger emphasis is placed on virtual activities for recruitment to minimize the spread of the coronavirus. The program plans to increase its social media and online presence. Recruitment includes but is not limited to:

**Community Recruitment**

- Announce open enrollment in school newsletters
- Provide brochures, flyers and applications in partnering childcare centers and other establishments
- Attend community/health fairs
- Obtain video and/or written testimonials from parents
- Attend family events at Miami-Dade County Public Library System
- Canvass low-income housing projects and apartments in the area for applicants
- Canvass local grocery stores, churches, laundromats, convenience stores, and restaurants
- Partner with community organizations that provide services to low income families.
- Send flyers or brochures home with children
- Post announcements on reader boards
- Conduct presentations about the program at PTA and school staff meetings
- Post flyers in the office of student affairs
- Provide registration information to college advisors
- Post flyers in local trade school registration offices
- Email Blast families on the waitlist
- Attend virtual events
- Collaborate with community partners for incoming referrals
- Distribute flyers at farm shares and food drives

**Early Head Start (EHS) Partners**

- Complete recruitment plan to identify recruitment and canvassing opportunities
- Record interest of families on an inquiry log
- Post flyers and develop recruitment materials (Video tours, updating websites, center flyers)
- Inform private paying families about Early Head Start opportunities
- Canvas the neighborhood and attend community events

**Early Head Start Parents**
- Send information related to recruitment on the Neighborhood Place Parent Digest (newsletter)
- Share EHS flyers with policy Council Parents
  - Encourage parents to share flyers/applications in their parent committee meetings
  - Encourage parents to share flyers with friends and coworkers

**ELCMDM Strategies**
- Add open enrollment event to the email signatures
- Blast program information to eligible families that apply for school readiness via text message
- Add enrollment opportunities to the Early Learning Coalition web page
- Increase Early Head Start social media presence
- Include outreach strategies when executing Memorandum of Understanding with partner agencies.
- Advertise EHS partner vacancies
- Identify partners in the targeted zip codes
- Send blast to childcare agencies informing them of partner opportunities
- Conduct site visits and interviews with potential partners
- Create a waitlist of potential partners

The following media may be used continually to recruit eligible children: posters, flyers, brochures, newsletters, banners, signs, public service announcements, billboards, news releases, and/or door-to-door canvassing. The Early Head Start Director of Family and Community Engagement will submit all media to the Early Learning Coalition’s Communications Department for approval prior to broadcast, posting, or distribution.
Selection

Selection is the process by which a program uses a fair and objective point system to select applicants who would benefit most from services. The program developed selection criteria that prioritizes eligible families based on family circumstances. Selection criteria is developed each year considering the community’s needs and family welfare. Families with the highest number of priority points are given preference for enrollment into the program.

### Selection Criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Income</strong></td>
<td></td>
</tr>
<tr>
<td>Low Income 0 – 25% of the Poverty Guidelines</td>
<td>100</td>
</tr>
<tr>
<td>Low Income 26% – 50% of the Poverty Guidelines</td>
<td>95</td>
</tr>
<tr>
<td>Low Income 51% – 75% of the Poverty Guidelines</td>
<td>85</td>
</tr>
<tr>
<td>Low Income 76% – 100% of the Poverty Guidelines</td>
<td>75</td>
</tr>
<tr>
<td><strong>B. Age</strong></td>
<td></td>
</tr>
<tr>
<td>0 - 11 months</td>
<td>150</td>
</tr>
<tr>
<td>12 months – 2 years old</td>
<td>100</td>
</tr>
<tr>
<td>2 years and 1 month – 3 years old</td>
<td>80</td>
</tr>
<tr>
<td><strong>C. Disability</strong></td>
<td></td>
</tr>
<tr>
<td>Diagnosed Disability with IFSP</td>
<td>375</td>
</tr>
<tr>
<td>Condition Diagnosed by a Professional</td>
<td>230</td>
</tr>
<tr>
<td>Identified as having concerns through a screener completed by a qualified</td>
<td>50</td>
</tr>
<tr>
<td>Parental Concern</td>
<td>50</td>
</tr>
<tr>
<td>Documented Parental Disability</td>
<td>50</td>
</tr>
<tr>
<td><strong>D. School Readiness</strong></td>
<td></td>
</tr>
<tr>
<td>BG-8</td>
<td>250</td>
</tr>
<tr>
<td>BG-5</td>
<td>230</td>
</tr>
<tr>
<td>BG-3</td>
<td>200</td>
</tr>
<tr>
<td>BG-1</td>
<td>175</td>
</tr>
<tr>
<td>Waitlisted applicants</td>
<td>100</td>
</tr>
<tr>
<td><strong>E. Parental Status</strong></td>
<td></td>
</tr>
<tr>
<td>Foster Parent</td>
<td>100</td>
</tr>
<tr>
<td>Legal Guardian</td>
<td>95</td>
</tr>
<tr>
<td>One Parent Family</td>
<td>90</td>
</tr>
<tr>
<td>Two Parent Family</td>
<td>60</td>
</tr>
<tr>
<td>Criteria</td>
<td>Points</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Documented Homeless</td>
<td>230</td>
</tr>
<tr>
<td>Documented Incarcerated Parents</td>
<td>150</td>
</tr>
<tr>
<td>Documented SSI/TANF Recipients</td>
<td>150</td>
</tr>
<tr>
<td>Families with prior DCF History</td>
<td>100</td>
</tr>
<tr>
<td>Documented Disaster Evacuee</td>
<td>100</td>
</tr>
<tr>
<td>Documented Impacted by Gun Violence</td>
<td>100</td>
</tr>
<tr>
<td>Documented Substance Abuse</td>
<td>90</td>
</tr>
<tr>
<td>Document DCF Referral and Court Order</td>
<td>90</td>
</tr>
<tr>
<td>Documented Domestic Violence</td>
<td>90</td>
</tr>
<tr>
<td>Undocumented Domestic Violence referred by Partnering Agency</td>
<td>50</td>
</tr>
<tr>
<td>Referral from Partnering Agency</td>
<td>50</td>
</tr>
<tr>
<td>Documented Student</td>
<td>80</td>
</tr>
<tr>
<td>Documented Working Parent</td>
<td>80</td>
</tr>
<tr>
<td>Documented Teen Parent</td>
<td>75</td>
</tr>
<tr>
<td>Documented Sibling of Returning Student</td>
<td>75</td>
</tr>
<tr>
<td>Documented Migrant Seasonal Farm Worker</td>
<td>75</td>
</tr>
<tr>
<td>Documented Public Housing Resident</td>
<td>75</td>
</tr>
<tr>
<td>Documented Infant Mortality</td>
<td>50</td>
</tr>
<tr>
<td>Documented Pregnant Woman</td>
<td>50</td>
</tr>
<tr>
<td>Postpartum Depression</td>
<td>50</td>
</tr>
<tr>
<td>Enrolled in Current Center</td>
<td>50</td>
</tr>
<tr>
<td>Loss of income due to the health pandemic</td>
<td>25</td>
</tr>
</tbody>
</table>
### Timeline of Events August- July

<table>
<thead>
<tr>
<th>Event</th>
<th>Month</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent Orientation</td>
<td>August</td>
<td>All staff</td>
</tr>
<tr>
<td>Start of new program year</td>
<td>August</td>
<td>Family Advocates</td>
</tr>
<tr>
<td>Identify and contact no-shows</td>
<td>August</td>
<td>Family Advocates</td>
</tr>
<tr>
<td>Participate in Annual Breastfeeding Awareness Walk</td>
<td>August</td>
<td>Family Advocates</td>
</tr>
<tr>
<td>Attend the Children’s Trust Annual Family Expo</td>
<td>September</td>
<td>All staff invited</td>
</tr>
<tr>
<td>Participate in public housing canvassing in Liberty City in collaboration with Miami Children’s Initiative.</td>
<td>September</td>
<td>Family Advocates</td>
</tr>
<tr>
<td>Start of Fall Open Enrollment</td>
<td>September to November</td>
<td>Family Advocates, Director of Family &amp; Community Engagement, and Family Advocate Supervisors</td>
</tr>
<tr>
<td>Have Early Head Start staff advertise open enrollment in “signature lines” on ELC emails</td>
<td>Ongoing</td>
<td>Family Advocates, Director of Family &amp; Community Engagement, and Family Advocate Supervisors</td>
</tr>
<tr>
<td>End of open enrollment and last day for transfer request to be submitted.</td>
<td>November</td>
<td>Family Advocates, Director of Family &amp; Community Engagement, and Family Advocate Supervisors</td>
</tr>
<tr>
<td>Review database to ensure accuracy of New Status</td>
<td>November</td>
<td>Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors</td>
</tr>
<tr>
<td>Participate in Annual Miami Book Fair</td>
<td>November</td>
<td>Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors</td>
</tr>
<tr>
<td>Participate in Annual Holiday Homestead/Florida City Health &amp; Resource Fair</td>
<td>November</td>
<td>Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors</td>
</tr>
<tr>
<td><strong>November 1 to November 15, 2022</strong> - Transition Checkpoint #1 Reviewing status of children eligible for transition and progress of plan of action for the transition. Determine enrollment opportunities in other 3-year old programs.</td>
<td>November</td>
<td>Family Advocates &amp; Director of Family and Community Engagement, and Family Advocate Supervisors/ Technical assistant Specialist</td>
</tr>
<tr>
<td><strong>November 1 to November 15, 2022</strong> - Run prioritization and conduct selection</td>
<td>November</td>
<td>Family Advocates &amp; Director of Family and Community Engagement, and Family Advocate Supervisors/ Technical assistant Specialist</td>
</tr>
<tr>
<td><strong>November 1 to December 17, 2022</strong> - Contact families for Enrollment Interviews</td>
<td>November</td>
<td>Family Advocates &amp; Director of Family and Community Engagement, and Family Advocate Supervisors/ Technical assistant Specialist</td>
</tr>
<tr>
<td>Develop, present, and approve the 2022-2023 Recruitment Plan to Policy Council and ELCMDM Board.</td>
<td>November to January</td>
<td>Director of Family and Community Engagement, Family Advocate Supervisors, ELC Communication Department, Board Members, Policy Council</td>
</tr>
<tr>
<td>Update poverty guidelines</td>
<td>February</td>
<td>Director of Family and Community Engagement</td>
</tr>
<tr>
<td><strong>February 8, 2023</strong> - Review Waitlist to remove aged-out children.</td>
<td>February</td>
<td>Family Advocates</td>
</tr>
<tr>
<td>New families enrolled in place of transitioning children</td>
<td>February</td>
<td>Family Advocates</td>
</tr>
<tr>
<td>Revise application and forms for distribution February 14, 2023</td>
<td>February</td>
<td>EHS Leadership and Family Advocates</td>
</tr>
<tr>
<td><strong>February 17, 2023</strong> - Contact families on waitlist via email, text, and phone to confirm their interest in the program and provide updated income.</td>
<td>February</td>
<td>Family Advocates and ERSEA Clerk</td>
</tr>
<tr>
<td>Event</td>
<td>Month</td>
<td>Responsible Party</td>
</tr>
<tr>
<td>-------</td>
<td>-------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Distribute recruitment information to targeted areas of low enrollment/low waiting lists numbers via:</td>
<td>March</td>
<td>All EHS staff</td>
</tr>
<tr>
<td>o School newsletters/calendars</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Community locations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Door-to-door canvassing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertise open enrollment in “signature lines” on ELC emails</td>
<td>April</td>
<td>Family Advocates, Director of Family and Community Engagement, Family Advocate Supervisors, and Technical assistant Specialist</td>
</tr>
<tr>
<td>April 24, 2023 - End of open enrollment, last day for transfer request to be submitted, last day for waitlist families to submit updated applications and income.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April 27 to May 1, 2023 - Review database to ensure accuracy of New and Waitlist Status.</td>
<td>April</td>
<td>Family Advocates, Director of Family and Community Engagement, Family Advocate Supervisors</td>
</tr>
<tr>
<td>May 4 to May 15, 2023 – Transition Checkpoint #2- Reviewing status of children eligible for transition and progress of plan of action for the transition to ensure all children transition by July 31.</td>
<td>May</td>
<td>Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors</td>
</tr>
<tr>
<td>May 4 to May 15, 2023 - Run prioritization and conduct selection</td>
<td>May</td>
<td>Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors</td>
</tr>
<tr>
<td>May 4 to June 15, 2023 - Contact families for enrollment interviews</td>
<td>May</td>
<td>Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors</td>
</tr>
<tr>
<td>June 15, 2023 - Complete Enrollment Interview</td>
<td>June</td>
<td>Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors</td>
</tr>
<tr>
<td>July 19, 2023 - Enrollment Interviews reviewed</td>
<td>July</td>
<td>Director of Family and Community Engagement, and Family Advocate Supervisor</td>
</tr>
<tr>
<td>July 19, 2023 – Send status letter to families not selected to the program</td>
<td>July</td>
<td>Generated through the Family Portal</td>
</tr>
<tr>
<td>July 20, 2023 - Finalize and distribute classroom rosters to sites</td>
<td>January</td>
<td>Family Advocates, Technical Assistance Specialist &amp; Director of Family and Community Engagement, and Family Advocate Supervisors</td>
</tr>
<tr>
<td>Refer expectant mothers and siblings, ages birth to two years, to Early Head Start</td>
<td>Ongoing</td>
<td>Providers</td>
</tr>
<tr>
<td>Attend meetings and/or make presentations at:</td>
<td>Ongoing</td>
<td>All EHS Staff</td>
</tr>
<tr>
<td>o WIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Early Steps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Social Service/Community Action Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other meetings as appropriate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relief Nursery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Authorities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DCF Agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide flyers for the following in person/Zoom events:</td>
<td>Ongoing</td>
<td>All Staff</td>
</tr>
<tr>
<td>o Farm shares</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Food drives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Health Fairs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assign EHS staff to recruitment activities</td>
<td>Ongoing</td>
<td>All Staff</td>
</tr>
<tr>
<td>Distribute Recruitment materials to partnering agencies</td>
<td>Ongoing</td>
<td>All Staff</td>
</tr>
</tbody>
</table>
## Canvassing

### Canvassing Events

<table>
<thead>
<tr>
<th>Canvassing Resources</th>
<th>Service Area</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida City WIC and City Hall Office</td>
<td>Homestead</td>
<td>Social Service</td>
</tr>
<tr>
<td>Sedano’s 831 NE 8th St, Homestead, FL 33030</td>
<td>Homestead</td>
<td>Grocery Store</td>
</tr>
<tr>
<td>Sedano’s 1263 West Flagler St. Miami, FL 33135</td>
<td>Central</td>
<td>Grocery Store</td>
</tr>
<tr>
<td>Florida City Walmart 33501 S Dixie Hwy, Florida City, FL 33034</td>
<td>North</td>
<td>Grocery Store</td>
</tr>
<tr>
<td>Walmart Supercenter 3200 NW 79th St, Miami, FL 33147</td>
<td>North</td>
<td>Grocery Store</td>
</tr>
<tr>
<td>Price Choice 4500 NW 183rd St, Miami gardens 33055</td>
<td>Miami Gardens</td>
<td>Grocery Store</td>
</tr>
<tr>
<td>Presidente Supermarket: 1895 SW 8th St, Miami, FL 33135</td>
<td>Central</td>
<td>Grocery Store</td>
</tr>
<tr>
<td>Walmart Neighborhood Market 3791 NW 167th St</td>
<td>Miami Garden</td>
<td>Grocery Store</td>
</tr>
<tr>
<td>Winn-Dixie 1150 NW 54th St, Miami, FL 33127</td>
<td>Liberty City</td>
<td>Grocery Store</td>
</tr>
<tr>
<td>Dr. Pierre Blemur, MD 18373 NW 27th Ave</td>
<td>Miami Gardens</td>
<td>Doctor’s Office</td>
</tr>
<tr>
<td>CHI Homestead/Perrine</td>
<td>Homestead</td>
<td>Doctor’s Office</td>
</tr>
<tr>
<td>Pediatric Associates 3084 NE 41st Terrace, Homestead, FL 33033</td>
<td>Homestead</td>
<td>Doctor’s Office</td>
</tr>
<tr>
<td>Borinquen Health Care 3601 Federal Highway Miami, FL 33137</td>
<td>Liberty City</td>
<td>Doctor’s Office</td>
</tr>
<tr>
<td>Zambrano Pediatrics 1555 N Krome Ave, Homestead, FL 33030</td>
<td>Homestead</td>
<td>Doctor’s Office</td>
</tr>
<tr>
<td>Pediatrics Associate 1193 W. 49th Street, Hialeah, FL 33012</td>
<td>Central</td>
<td>Doctor’s Office</td>
</tr>
<tr>
<td>Doctors medical center 4888 NW 183rd St suite 101, Miami Gardens FL 33055</td>
<td>Miami Gardens</td>
<td>Doctor’s Office</td>
</tr>
<tr>
<td>Pediatric associates Skylakes 1610 NE Miami Gardens Dr.</td>
<td>Miami Gardens</td>
<td>Doctor’s Office</td>
</tr>
<tr>
<td>University of Miami Pediatrics 1120 NW 14th St, Miami, FL 33136</td>
<td>North</td>
<td>Doctor’s Office</td>
</tr>
<tr>
<td>Fredrica Wilson and Juanita Mann Health center 2520 NW 75 ST</td>
<td>Liberty City</td>
<td>Doctor’s Office</td>
</tr>
<tr>
<td>Carol City WIC office 4737 NW 183rd St, Opa-locka</td>
<td>North</td>
<td>WIC Office</td>
</tr>
<tr>
<td>Florida City WIC Office</td>
<td>Florida City</td>
<td>WIC Office</td>
</tr>
<tr>
<td>WIC Homestead 753 W Palm Dr, Florida City, FL 33034</td>
<td>Homestead</td>
<td>WIC Office</td>
</tr>
<tr>
<td>WIC/Miami Dade Health 1350 N.W. 14 St. Miami, FL 33125</td>
<td>Central</td>
<td>WIC Office</td>
</tr>
<tr>
<td>Joe DiMaggio 1005 Joe DiMaggio Drive Hollywood, FL 33021</td>
<td>North</td>
<td>Hospital</td>
</tr>
<tr>
<td>Homestead Hospital 975 Baptist Way, Homestead, FL 33033</td>
<td>Homestead</td>
<td>Hospital</td>
</tr>
<tr>
<td>Nicklaus Children’s Hospital 3100 S.W. 62 Ave. Miami, FL 33155</td>
<td>Central</td>
<td>Hospital</td>
</tr>
<tr>
<td>Canvassing Resources</td>
<td>Service Area</td>
<td>Location</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------</td>
<td>--------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Child Enrichment Center 1825 NW 167th St. Miami gardens</td>
<td>Miami Gardens</td>
<td>DCF Agency</td>
</tr>
<tr>
<td>Acción Community Action Center 970 S.W. 1 St. Miami, FL 33130</td>
<td>Central</td>
<td>Social Service Agency</td>
</tr>
<tr>
<td>Florida DCF Community Group, 1490 NW 27th Ave, Miami, FL 33125</td>
<td>Miami Gardens</td>
<td>DCF Agency</td>
</tr>
<tr>
<td>Florida Department of Children and Families 1490 NW 27th Ave</td>
<td>Miami Gardens</td>
<td>DCF Agency</td>
</tr>
<tr>
<td>Florida City Dental 786 S Homestead Blvd, Homestead, FL 33030</td>
<td>Homestead</td>
<td>Dental Office</td>
</tr>
<tr>
<td>La Casita Dental 127 N.W. 12 Ave. Miami, FL 33128</td>
<td>Central</td>
<td>Dental Office</td>
</tr>
<tr>
<td>UF Health Dental Center 750 E 25th St, Hialeah, FL 33013</td>
<td>Hialeah</td>
<td>Dental Office</td>
</tr>
<tr>
<td>AC Pediatric Dentistry &amp; Orthodontics, 2950 SW 8th St, Miami, FL 33135</td>
<td>Central</td>
<td>Dental Office</td>
</tr>
<tr>
<td>Jessie Trice Community Health Center 2520 NW 75th St, Miami, FL 33147</td>
<td>Liberty City</td>
<td>WIC Office</td>
</tr>
<tr>
<td>Florida City Dental 786 S Homestead Blvd, Homestead, FL 33030</td>
<td>Florida City</td>
<td>Dental Office</td>
</tr>
<tr>
<td>La Casita Dental 127 N.W. 12 Ave. Miami, FL 33128</td>
<td>Liberty City</td>
<td>Dental Office</td>
</tr>
<tr>
<td>West Homestead Elementary 1550 SW 6th St, Homestead, FL 33030</td>
<td>Homestead</td>
<td>School</td>
</tr>
<tr>
<td>Ada Merritt K-8 Center 660 S.W. 3 Ave. Miami, FL 33130</td>
<td>Central</td>
<td>School</td>
</tr>
<tr>
<td>Miami-Dade Public Libraries</td>
<td>Miami Dade County</td>
<td>Library</td>
</tr>
<tr>
<td>Maya Angelou Elementary School 1850 NW 32nd St, Miami, FL 33142</td>
<td>Miami Gardens</td>
<td>School</td>
</tr>
<tr>
<td>Citrus Grove Elementary School</td>
<td>Miami Gardens</td>
<td>School</td>
</tr>
<tr>
<td>Charles Drew Elementary School</td>
<td>Miami Gardens</td>
<td>School</td>
</tr>
<tr>
<td>Lindsey Hopkins 750 NW 20th St</td>
<td>Liberty City</td>
<td>Church</td>
</tr>
<tr>
<td>City Church 1700 N Krome Ave, Homestead, FL 33030</td>
<td>Homestead</td>
<td>Church</td>
</tr>
<tr>
<td>St. Barbara Catholic Church 1156 S.W. 6 St. Miami, FL 33130</td>
<td>Central</td>
<td>Church</td>
</tr>
<tr>
<td>Agape Family Ministries 9715 SW 161st St, Miami, FL 33157</td>
<td>Homestead</td>
<td>Church</td>
</tr>
<tr>
<td>Iglesia San Juan Bosco 1371 W Flagler St, Miami, FL 33125</td>
<td>Central</td>
<td>Church</td>
</tr>
<tr>
<td>St. John Bosco Catholic Church, 1349 W Flagler St, Miami, FL 33135</td>
<td>Central</td>
<td>Church</td>
</tr>
<tr>
<td>Liberty City Church of Christ 1263 NW 67th St, Miami, FL 33147</td>
<td>Liberty City</td>
<td>Church</td>
</tr>
<tr>
<td>Perrine Community Action Center 17801 Homestead Ave, Miami, FL 33157</td>
<td>Homestead</td>
<td>Social Service Agency</td>
</tr>
<tr>
<td>Miami Bridge Community Center 2810 N. River Dr. Miami, FL 33125</td>
<td>Homestead</td>
<td>Foster/Group home Facility</td>
</tr>
<tr>
<td>Lutheran Services 16201 SW 95th Ave, Miami, FL 33157</td>
<td>Homestead</td>
<td>Social Service Agency</td>
</tr>
<tr>
<td>Canvassing Resources</td>
<td>Service Area</td>
<td>Location</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>--------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>His House Children’s Home 20000 NW 47th, Opa Locka, FL 33055</td>
<td>Miami Gardens</td>
<td>DCF Agency</td>
</tr>
<tr>
<td>Abriendo Puertas INC. 1401 SW 1st St, Miami, FL 33135</td>
<td>Central</td>
<td>Social Service Agency</td>
</tr>
<tr>
<td>Liberty City Community Action Agency 6100 NW 7th Ave A, FL 33127</td>
<td>Central</td>
<td>Misc.</td>
</tr>
<tr>
<td>Viernes Cultural Little Havana (ongoing)</td>
<td>Central</td>
<td>Misc.</td>
</tr>
<tr>
<td>Livin2travel 176 NW 28th St, Miami, FL 33127</td>
<td>Central</td>
<td>Misc.</td>
</tr>
<tr>
<td>Children’s Trust Family Expo</td>
<td>North</td>
<td>Misc.</td>
</tr>
<tr>
<td>MCI back to school drive</td>
<td>North</td>
<td>Misc.</td>
</tr>
<tr>
<td>Livin2travel 176 NW 28th St, Miami, FL 33127</td>
<td>Central</td>
<td>Misc.</td>
</tr>
<tr>
<td>Family Fun Day 101 W Flagler St, Miami, FL 33130</td>
<td>Central</td>
<td>Misc.</td>
</tr>
<tr>
<td>Centro Mater Health Fair</td>
<td>Central</td>
<td>Misc.</td>
</tr>
<tr>
<td>Miami-Dade County Book Fair</td>
<td>North</td>
<td>Misc.</td>
</tr>
<tr>
<td>Campbell Arms Low Income Housing (800 NE 12th Avenue, Homestead, FL)</td>
<td>Homestead</td>
<td>Housing Authorities</td>
</tr>
<tr>
<td>U.S. Department of Housing &amp; Urban Affairs 1401 N.W. 7 St. Miami, FL 33136</td>
<td>Central</td>
<td>Housing Authorities</td>
</tr>
<tr>
<td>Community Partnership Homeless 28205 SW 124th Ct, Homestead, FL 33033</td>
<td>Homestead</td>
<td>Housing Authorities</td>
</tr>
<tr>
<td>MDC Public Housing &amp; Community Development 701 NW 1st, Ct, Miami, FL 33136</td>
<td>North</td>
<td>Housing Authorities</td>
</tr>
<tr>
<td>Miami Dade Housing Agency- 5125 NW 22nd Ave Miami, FL</td>
<td>Miami Gardens</td>
<td>Housing Authorities</td>
</tr>
<tr>
<td>Neighborhood Housing Services, 300 NW 12th Ave, Miami, FL 33128</td>
<td>Liberty City</td>
<td>Housing Authorities</td>
</tr>
<tr>
<td>Miami Dade Housing Agency 5125 NW 22nd Ave</td>
<td>Miami Gardens</td>
<td>Housing Authorities</td>
</tr>
<tr>
<td>Little Haiti Housing Ass 181 NE 82nd ST #2</td>
<td>Liberty City</td>
<td>Housing Authorities</td>
</tr>
<tr>
<td>Farm Shares</td>
<td>All Regions</td>
<td>Social Service</td>
</tr>
<tr>
<td>MCI events</td>
<td>North</td>
<td>Social Service</td>
</tr>
</tbody>
</table>
Independent Accountants’ Report on
Financial Compliance Advisory Services

Early Learning Coalition of Miami-Dade/Monroe, Inc.
(ELC 31)

2021-22 Financial Monitoring Report
Period Reviewed: October 1, 2020 – August 31, 2021
## Consulting Report

### I. Executive Summary

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Findings</td>
</tr>
<tr>
<td>2.0</td>
<td>Observations</td>
</tr>
</tbody>
</table>

### II. Schedule of Findings

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Preventive / corrective action plan (PCAP) implementation</td>
</tr>
<tr>
<td>2.0</td>
<td>Financial management systems</td>
</tr>
<tr>
<td>3.0</td>
<td>Internal control environment</td>
</tr>
<tr>
<td>4.0</td>
<td>Cash management</td>
</tr>
<tr>
<td>5.0</td>
<td>DEL statewide information system reporting and reconciliation - N/A</td>
</tr>
<tr>
<td>6.0</td>
<td>Prepaid program items</td>
</tr>
<tr>
<td>7.0</td>
<td>Cost allocation and disbursement testing</td>
</tr>
<tr>
<td>8.0</td>
<td>Travel</td>
</tr>
<tr>
<td>9.0</td>
<td>Purchasing</td>
</tr>
<tr>
<td>10.0</td>
<td>Contracting</td>
</tr>
<tr>
<td>11.0</td>
<td>Subrecipient monitoring</td>
</tr>
</tbody>
</table>

### III. Schedule of Observations

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Observations from 2021-22 onsite visit</td>
</tr>
<tr>
<td>2.0</td>
<td>Items for DEL follow-up</td>
</tr>
</tbody>
</table>
November 15, 2021

State of Florida Department of Education
Division of Early Learning
Tallahassee, Florida

We have performed specific financial compliance consulting services as described in the Florida Department of Education Division of Early Learning’s 2021-22 Onsite Financial Monitoring Tool for the Early Learning Coalition of Miami-Dade/Monroe, Inc. (ELC 31 or the ELC). These services were contracted by the Office of Early Learning (DEL) to comply with its oversight and monitoring responsibilities as outlined in applicable federal regulations and state statutes:

- 45 Code of Federal Regulations (CFR) § 75.342(a), USDHHS, Monitoring and reporting program performance;
- 2 CFR § 200.329(a), Monitoring and reporting program performance;
- 2 CFR § 200.332(d), Requirements for pass-through entities; and
- Chapter 1002.82(2)(s), Florida Statutes (F.S.), DEL; powers and duties.

These advisory services were conducted in accordance with the attestation standards established by the American Institute of Certified Public Accountants. DEL is solely responsible for the sufficiency of the procedures performed. Consequently, we make no representation regarding the sufficiency of the procedures performed, either for the purpose for which this report has been requested or for any other purpose.

On November 8, 2021 through November 15, 2021, we visited the Early Learning Coalition of Miami-Dade/Monroe, Inc. (ELC 31) and performed financial compliance consulting services as summarized in DEL’s 2021-22 Onsite Financial Monitoring Tool for the period October 1, 2020, through August 31, 2021. Detailed descriptions of the procedures performed and our related findings begin on page 6 of this report.

We have also used this report to identify one or more items that require follow-up by DEL staff. These items are not findings or observations, but represent items which DEL should review to perform the necessary follow-up activities it deems appropriate. A list of any such items is included in the Schedule of Observations - Items for DEL follow-up section of this report.
These consulting procedures were not designed to express an opinion on the business, operational, and internal control risks associated with the ELC’s compliance with the previously described financial management standards as outlined in applicable Office of Management and Budget Uniform Grant Guidance, Code of Federal Regulations, or other state and federal requirements. Accordingly, we do not express such an opinion. Additionally, because of inherent limitations of internal control systems, the procedures performed should not be relied upon to prevent or detect errors or fraud associated with grant related revenues or expenditures. Had we performed additional procedures, other matters might have come to our attention that would have been reported to DEL.

This report is intended solely for the information and use of DEL and DEL’s management, and is not intended to be and should not be used by anyone other than these specified parties.

Thomas Howell Ferguson P.A.
Tallahassee, Florida
I. Executive Summary

1.0 Findings

We performed financial monitoring procedures based on the testing procedures included in DEL’s 2021-22 Onsite Financial Monitoring Tool, which is available on DEL’s SharePoint Coalition Zone. Contact your SharePoint manager for access to the tools via your local SharePoint website.

Our procedures were performed using firm and professional standards. A summary of the testing categories, or Objectives used during this engagement and the related monitoring results are summarized here.

<table>
<thead>
<tr>
<th>Early Learning Coalition of Miami-Dade/Monroe, Inc. (ELC31)</th>
<th>2021-22 Monitoring Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td>Prior Period Findings(2)</td>
</tr>
<tr>
<td>1.0 – Preventive /corrective action plan (PCAP) Implementation</td>
<td>-</td>
</tr>
<tr>
<td>2.0 – Financial management systems</td>
<td>-</td>
</tr>
<tr>
<td>3.0 – Internal control environment</td>
<td>-</td>
</tr>
<tr>
<td>4.0 – Cash management</td>
<td>-</td>
</tr>
<tr>
<td>5.0 – DEL’s statewide information system¹</td>
<td>N/A</td>
</tr>
<tr>
<td>6.0 – Prepaid program items</td>
<td>-</td>
</tr>
<tr>
<td>7.0 – Cost allocation and disbursement testing</td>
<td>-</td>
</tr>
<tr>
<td>8.0 – Travel</td>
<td>-</td>
</tr>
<tr>
<td>9.0 – Purchasing</td>
<td>-</td>
</tr>
<tr>
<td>10.0 – Contracting</td>
<td>-</td>
</tr>
<tr>
<td>11.0 – Subrecipient monitoring</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>-</td>
</tr>
</tbody>
</table>

(1) Objective 5.0 – For 2021-22, testing of this objective is not included in the scoped onsite financial monitoring tasks. This objective shown for disclosure purposes only.

(2) Refer to the entity’s 2020-21 fiscal monitoring report for detailed disclosures of all noted prior period findings.
Early Learning Coalition of Miami-Dade/Monroe, Inc. (ELC 31)

2021-22 Financial Monitoring Report
Period Reviewed: October 1, 2020 – August 31, 2021

Executive Summary

Included in the table below is a summary of the results from our review of prior period findings. New findings may occur in the current period if prior period findings, which should have been corrected, remain unresolved.

<table>
<thead>
<tr>
<th>Finding</th>
<th>Resolved</th>
<th>Partially Resolved</th>
<th>Unresolved</th>
<th>New Finding</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Prior Period Findings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

These financial monitoring procedures apply to both the School Readiness (SR) and Voluntary Prekindergarten (VPK) programs. Chapter 1002, F.S. does not provide specific financial monitoring steps for the federally-funded School Readiness program or the state-funded VPK program. The minimum federal standards have been applied to both programs.

The attached Schedule of Findings contains detailed information about current period and prior period findings. Your ELC must submit a (PCAP) response to DEL within 30 days of receiving this report, if there are current period findings. Contact DEL staff with any questions about the PCAP process.
2.0 Observations
Other matters or circumstances may have been noted by us as we completed the indicated monitoring tasks. Detailed information about these observations is provided in the Schedule of Observations and is summarized here.

Observations from 2021-22 onsite visit
The monitoring team noted no observations in the current period.

Items for DEL follow-up
- Provide technical assistance on federal/state grant program time-reporting rules

This monitoring report is intended solely for the information and use of DEL and DEL’s management, and is not intended to be and must not be used by anyone other than these specified parties.
II. Schedule of Findings

We performed financial monitoring procedures based on the Testing Procedures included in DEL’s SharePoint Coalition Zone. Contact your SharePoint manager for access to the tools via your local SharePoint website.

The monitoring procedures performed included tests of details of transactions, file inspections and interviews with the ELC’s personnel (1) to determine the status of recommendations from the prior period monitoring visit(s) and (2) to adequately support the current period findings and recommendations. Detailed information for these items is disclosed in the following sections of this report.

1.0 – Preventive/corrective action plan (PCAP) implementation

The current period monitoring procedures were performed to determine if the ELC implemented the required preventive and corrective actions as described in the accepted PCAP from the most recently closed grant program year.

No findings noted in the prior period.

No findings noted in the current period.

2.0 – Financial management systems

The current period monitoring procedures were performed to gain an understanding of the ELC’s financial and operational environments through review of policies and procedures, observation of processes, document inspection and interviews of ELC personnel.

No findings noted in the current period.

3.0 – Internal control environment

The current period monitoring procedures were performed to gain an understanding of the ELC’s internal control environment through testing of key internal controls and observation of ELC’s operations to ensure compliance with Federal laws, regulations and grant program compliance requirements.

No findings noted in the current period.
4.0 – Cash management

The current period monitoring procedures were performed to determine if sampled documentation demonstrated appropriate and sufficient cash management procedures are in place and being followed. The processes examined include cash management procedures related to sources of other non-grant revenues.

No findings noted in the current period.

5.0 – DEL’s statewide information system reporting and reconciliation – N/A for 2021-22

6.0 – Prepaid program items

The current period monitoring procedures were performed to identify any prepaid program activity for this ELC. If such activity was found, monitoring procedures were applied to determine if all prepaid program items were appropriately safeguarded, managed, tracked and reported.

No findings noted in the current period.

7.0 – Cost allocation and disbursement testing

The current period monitoring procedures were performed to determine if sampled disbursements were appropriately incurred and posted within the ELC’s financial records. Sampled items were tested to ensure the activity: is allowable, has appropriate approval (including pre-approval from DEL if needed), and meets the period of availability requirements for the grant monies used to fund disbursements. Sampled items are also tested to verify appropriate allocation in accordance with applicable cost principles, grant program compliance requirements and guidance issued by DEL.

No findings noted in the current period.
8.0 – Travel

The current period monitoring procedures were performed to determine if the ELC’s sampled travel-related expenditures are paid in accordance with applicable federal/state laws and rules, and entity-established policies.

No findings noted in the current period.

9.0 – Purchasing

The current period monitoring procedures were performed to determine if the sampled procurement transactions comply with the appropriate federal or state procurement laws, as well as the ELC’s procurement policies.

No findings noted in the current period.

10.0 – Contracting

The current period monitoring procedures were performed to determine if the sampled contract transactions demonstrate the ELC’s contracting processes comply with federal and state requirements, as well as the ELC’s own contracting policies.

No findings noted in the current period.

11.0 – Subrecipient monitoring

The current period monitoring procedures were performed to identify any subrecipient activity for this ELC. If such activity was found, monitoring procedures were applied to determine if the ELC’s disclosure requirements and subrecipient monitoring activities comply with federal grant program requirements, state laws and the ELC’s own policies and procedures.

No findings noted in the current period.
III. Schedule of Observations

The monitoring team noted no observations in the current period.

1.0 Items for DEL follow-up

Item #1 - Provide technical assistance on federal/state grant program time-reporting rules

During FY2019-20 and FY2020-21 monitoring tasks, we noted ELC policies and internal controls that may require further analysis. Issues related to time-reporting and accrued leave processes have been identified at multiple ELCs. DEL will coordinate with the ELC in FY2021-22 to review federal/state grant program accrued leave policies, processes and time reporting rules. Potential policy revisions and/or staff training assistance may also be provided as needed on related time reporting topics.