I. Welcome & Introductions

A. Roll Call

II. Approval of Minutes

A. Motion to approve the August 1, 2022 Board of Directors meeting minutes.

III. Chairman's Report

IV. Monroe Conference overview

V. Finance Committee Report

A. Finance Resolutions

- **10032022-01** Teacher Bonus Program
  
  Authorize the President and CEO to release a public solicitation to process teacher bonuses.
  
  Fiscal Impact: TBD

- **10032022-02** RFP Grassroots Outreach Services
  
  Authorize the President and CEO to release a Request for Proposal (RFP) for grassroots outreach services.
  
  Fiscal Impact: An approximate amount of $75,000.00 per fiscal year, which is subject to the availability of funding.

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.
• **10032022-03** Autism Training and Materials  
  Authorize the President and CEO to accept the Notice of Award and receive funds from the Autism Training and Materials Sub-Grant under the Florida Preschool Development Grant.  
  Fiscal Impact: An approximate amount of $350,000.00, which is subject to the availability of funding.

• **10032022-04** 401K Plan Amendment  
  Authorize the President and CEO to amend the 401(K) Savings and Retirement Plan which will assist with the organization’s staff retention and recruitment efforts.  
  Fiscal Impact: An approximate amount of $300,000.00 per fiscal year.

• **10032022-05** EHS Childcare Teacher Bonus  
  Authorize the President and CEO to release bonuses to Early Head Start Childcare Teachers.  
  Fiscal Impact: An approximate amount of $1,000,000.00 per program year, which is subject to the availability of funding.

VI. Chairman's Partner Spotlight

• Kreative Kids Christian Academy  
  Maria Vaillant

VII. Continuity of Operational Plan Update (COOP)  
  Dr. Fred Hicks

VIII. Guest Speaker Big Brothers Big Sisters of Miami  
  Mr. Gale Nelson

IX. Committee Reports

A. Executive Committee Report 9/12/2022  
  Matthew Bruno

• **09122022-01** Amended Budget FY 2022-2023  
  Approval of the Early Learning Coalition’s Second Amendment to the Annual Budget for fiscal year 2022-2023.  
  Fiscal Impact: Net increase of $11,042,573 to the Current Approved Budget for a new total budget of $370,634,108.

• **09122022-02** Success by Six  
  Authorize the President and CEO to negotiate, execute and receive funds from the United Way of Collier and the Keys.  
  Fiscal Impact: An approximate amount of $26,500, which is subject to the availability of funding.
09122022-03 EHS Self-Assessment
Authorize the President and CEO to proceed with the implementation of the Early Head Start 2022-2023 Self-Assessment Plan.
Fiscal Impact: No Fiscal Impact.

09122022-04 Settlement Agreement
Authorize the President and CEO to execute a settlement agreement as outlined in the background section.
Fiscal Impact: An approximate amount of $200,000.00.

B. Provider Services Committee Report 9/29/2022
   Rick Beasley

C. Monroe Advisory Committee Report 8/16/2022
   Sandi Bisceglia

D. Program Policy and Strategy Committee Report 9/26/2022
   Jim Haj
   • Program Information Report (PIR)
   • Health and Safety Screener

X. Fiduciary Training
   Bob de la Fuente and Claudio Riedi

XI. Strategic Planning Update
    Loreen Chant

XII. Voluntary Prekindergarten Florida Assessment of Student Thinking (FAST) and Performance Metrics
     Cindy Cabrera

XIII. Public Comments
      Matthew Bruno

XIV. Adjourn
     Matthew Bruno
Escuchanos en Español

Hacer Click en Interpretación/Interpretación Seleccione Spanish/Español

Hacer Click en Spanish/Español y nos va a poder escuchar en Español
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 Board of Directors Meeting
August 1, 2022 8:00-10:00 A.M
2555 Ponce De Leon
Miami Florida 33134
Meeting ID: 979 3361 9478
Passcode: ELC080122

MINUTES

Board Attendees: Matthew Bruno; Rick Beasley; Dr. Daniel Armstrong; Loreen Chant; Jenni Roig; Gladys Montes; Richie Tandoc; Denisse Barrera; Sandi Bisceglia; Dr. Eileen Fluney; Dr. Mara Zapata; James Haj; Chuck Mohr; Iris Strachan; David Lawrence Jr.

Board Absentees: Gilda Ferradaz; Chereen Coile; Lisa Taylor; Jocelyn Lawrence; Marisol Diaz; Alexander Soto; Aaron Slavens

Staff Attendees: Evelio Torres; Angelo Parrino; Mercy Castiglione; Pam Hollingsworth; Sandra Gonzalez; Michelle Meilan; Jacqueline Dominguez; Fred Hicks; Ahmed Mitwalli; Miguel Alfonso; Paloma Lopez-Barcena; Anabel Espinosa; Ana Sejeck; Belkis Torres; Ileana Vallejo; Diana Lane; Ana Rodriguez; Aileen Suazo; Lisney Badillo; Casie Haines; 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; Laurie Bravo; Pamela Malval; Lidice Tabarez; Marisleydis Bruguez; Iliana Alvarez; Belinda Jeanty-Gauthier

General Attendees: Bob de la Fuente; Priscila Hazrun; Lorena Suarez;

I. Welcome & Introductions

   Matthew Bruno

   A. M. Bruno called the meeting to order and welcomed everyone.
   B. Quorum was established with 14 voting members

II. Approval of Minutes

   Matthew Bruno

   A. Motion to approve the June 6, 2022 Board of Directors meeting minutes.

   • M. Bruno called for the approval of the minutes from June 6, 2022.
     o S. Bisceglia moved to approve the minutes.
     o L. Chant seconded the motion.
     o Motion passed unanimously.
III. Chairman’s Report

Matthew Bruno

A. Vote to reappoint two board members, Jeni Roig and Aaron Slavens for a second term.

- M. Bruno called for the approval of both second terms.
  - R. Beasley moved to approve the minutes.
  - J. Haj seconded the motion.
  - Motion passed unanimously.

IV. Guest Speaker: Live Like Bella Childhood Cancer Foundation

Raymond Rodriguez-Torres

- The planned guest speaker will be rescheduled.

V. Chairman’s Partner Spotlight

Ms. Jordan

- Jordan Family Day Care Home

- Ms. Jordan recorded a video thanking the ELC for the Spotlight acknowledgement and spoke about her center and the children that she is honored to teach.

VI. Finance Committee Report

Loreen Chant

A. Finance Resolutions

- **08012022-01** Amended Budget: FY 2022-2023
  Approval of the Early Learning Coalition’s First Amendment to the Annual Budget for fiscal year 2022-2023

- **08012022-02** CLASS Assessments: Teachstone and The Children’s Forum
  Authorize the President and CEO to negotiate and execute a contract with The Children’s Forum and Teachstone to facilitate and provide Assessment Services using the Classroom Assessment Scoring System® (CLASS®) for Miami-Dade and Monroe Counties.

- **08012022-03** EHS Revised Bonus for Childcare Teachers
  Approve an amendment to the current “Bonus for Childcare Teachers” policy and procedure.

- **08012022-04** EHS Covid Flexibilities
  Authorize the President and CEO to adopt and implement if needed, the fiscal flexibilities granted by the Office of Head Start as per the Information Memorandum ACF-IM-HS-21-01, Updated Coronavirus Disease 2019 (COVID-19) Fiscal and Administrative Flexibilities.
08012022-05 RFP Temporary Employment/Direct Hire Agency
Authorize the President and CEO to release a Request for Proposal (RFP) to contract with a temporary employment/direct hire agency.

08012022-06 RFP Comprehensive Office Cleaning Services
Authorize the President and CEO to release a Request for Proposal (RFP) for Comprehensive Office Cleaning Services.

L. Chant asked for a motion to approve the resolutions in a block vote.
  ▪ Motion to approve by M. Bruno
  ▪ Motion seconded by R. Beasley
  ▪ Motion passed unanimously.

VII. Committee Reports

Updates were provided for the following committees

A. Provider Services Committee Report
   Rick Beasley
   Mr. Beasley reported that Building Tools Learning center, Inc. was before the committee June 23, 2022 due to receiving 2 class 1 violations within a 12-month period. The Partner was represented by their attorney, Lucy Pinero. The committee made a final determination to place the provider on a Corrective Action Plan effective June 23, 2022- December 23 2022 due to the items of non-compliance.

   Mr. Beasley discussed Provider Rates and ARPA American Rescue Plan Act information. Fiorella A. Christie provided detailed updates including award amount by center.

B. Monroe Advisory Committee Report
   Sandi Bisceglia
   Page 41 of the agenda shows Keys K-12 demographic charts and various breakdowns of race, ethnicity, free lunch and an increase in enrollment, which likely has implications regarding the number of preschoolers coming to the Keys also.

   The Teen Parent Program was approved in partnership with ELC at a recent MCSD Board meeting I attended this summer.

   MOVE Program – Laurie Dunn is looking into whether any level of partnership is viable where high school students are partnered with ELC Centers and can receive payment for their work through a MCSD grant program while working toward a credential.
In June, the ELC congratulated Monroe CDA Completion graduates on Zoom/live through the facilitation of Pamela Hollingsworth, who arranged the online graduation acknowledgements. Each was asked by Evelio Torres to share a personal message regarding their reflections on their training and they all presented their portfolios on line, and Chair Sandi Bisceglia was asked to congratulate them and provide an inspirational message to them.

We are preparing for the ELC Monroe County Day at Marathon High School for ELC staffers scheduled for a Saturday in Sept. 2022 all morning and part of the afternoon. Laurie Dunn and Keys ELC staff are in the process of finalizing the agenda.

Ms. Bisceglia has spent the last two weeks volunteering in Monroe County Schools Kindergarten Boost which takes in preschoolers for 10 days to give them a Kindergarten readiness experience. Worked with a Pre-K teacher who is now going to teach Kindergarten. Happy to report that Pre-schoolers from PKS, St. James and Grouper Lane who attended who I got to work with are very prepared!

The next Monroe Advisory ELC Board meeting is August 16th at 1:00 p.m. via Zoom.

VIII. Community Report Evelio Torres

The following items were discussed via the Community Report:

- American Rescue Plan Act Update
- Early Headstart Enrollment
- Professional Development Institute

IX. Public Comments Matthew Bruno

X. Adjourn Matthew Bruno
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Be the Star of Your Own Life –
Monroe Conference Recap
Action Requested: Authorize the President and CEO to release a Public Solicitation to process teacher bonuses.

Fiscal Impact: TBD

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

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

RESOLUTION: 10032022-01

AUTHORIZE THE PRESIDENT AND CEO TO RELEASE A PUBLIC SOLICITATION TO PROCESS TEACHER BONUSES.

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

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

WHEREAS, the Board approves the adoption of this action;

NOW, THEREFORE, be it resolved by the Board to authorize the President and CEO to release a Public Solicitation to process teacher bonuses.
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 3rd day of October, 2022.

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

By: ___________________________
Board Secretary
Background:

The Teacher bonus program is designed to increase stability and improve childcare quality by reducing turnover and encouraging continued education of childcare practitioners (teachers, assistant teachers in centers and family childcare homes). This program provides sign-on, performance, tenure and education-based salary supplements for low to moderate wage earners who work with young children ages birth to five (5). The childcare workforce is largely comprised of minority females.

By increasing teacher retention, the Teacher bonus program provides children with more stable relationships and better-educated teachers. The Teacher bonus program addresses individual professional development efforts and low wages, but does not affect Provider budgets, regular wages or parent fees within the childcare program. The value of each salary supplement will be determined by the number of eligible childcare practitioner.
RESOLUTION: 10032022-02

AUTHORIZE THE PRESIDENT AND CEO TO RELEASE A REQUEST FOR PROPOSAL (RFP) FOR GRASSROOTS OUTREACH SERVICES.

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

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

WHEREAS, the Board approves the adoption of this action;

NOW, THEREFORE, be it resolved by the Board to authorize the President and CEO to release a Request for Proposal (RFP) for Grassroots Outreach Services.
The foregoing resolution and attachment was offered by __________, who moved its approval. The motion was seconded by __________, and upon being put to a vote, the vote was as follows: ________________.

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

The chairperson thereupon declared this resolution duly passed and adopted this 3rd day of October, 2022.

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

By: __________________________
Board Secretary
Background:

Requesting authorization to release a Request for Proposal (RFP) for Grassroots Outreach Services. The Early Learning Coalition of Miami-Dade/Monroe requires the services of a company who understands the local market and has experience in outreach services to targeted communities to conduct grassroots outreach in Miami-Dade and Monroe counties. This includes handing out postcards, flyers and other material to homes, local businesses, agencies and other establishments in targeted communities. The objective of this initiative is to increase community awareness of Early Learning Coalition programs (ex. School Readiness, Voluntary Pre-Kindergarten, Early Head Start) and in turn increase enrollment.
Action Requested: Authorize the President and CEO to accept the Notice of Award and receive funds from the Autism Training and Materials Sub-Grant under the Florida Preschool Development Grant.

Fiscal Impact: An approximate amount of $350,000.00, which is subject to the availability of funding.

Funding Source(s): Florida Preschool Development Grant

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

RESOLUTION: 10032022-03

AUTHORIZE THE PRESIDENT AND CEO TO ACCEPT THE NOTICE OF AWARD AND RECEIVE FUNDS FROM THE AUTISM TRAINING AND MATERIALS SUB-GRANT UNDER THE FLORIDA PRESCHOOL DEVELOPMENT GRANT.

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 accept the Notice of Award and receive funds from the Autism Training and Materials Sub-Grant under the Florida Preschool Development Grant.
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 3rd day of October, 2022.

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

By: __________________________
Board Secretary
Background:

The Autism Training and Materials Sub-Grant is funded through the Florida Department of Education (FLDOE), Division of Early Learning’s grant award, No. 90TP0068-03-00, from the state’s application to the federal Department of Health and Human Services Administration of Children and Families (ACF) Preschool Development Grant – Birth through Five Renewal (PDG-R).

The purpose of this sub-grant funding is to increase access for diagnostic services for children (ages birth to five) suspected of Autism and related disorders. Reports from the Children’s Registry and Information System database suggest there is a backlog of children waiting to move from Part C to Part B by the Individuals with Disabilities Education Act (IDEA) recommended timeline (should be completed at least 90 days prior to their third birthday)¹. There may be many factors that affect the diagnostic timeframe, such as the family not following through with referrals, family relocated or the lack of available service providers in their area. The lack of service providers is one area that could be impacted by increasing capacity of diagnosticians.
Action Requested: Authorize the President and CEO to amend the 401(K) Savings and Retirement Plan which will assist with the organization’s staff retention and recruitment efforts.

Fiscal Impact: An approximate amount of $300,000.00 per fiscal year.

Funding Source(s): U.S. Department of Health and Human Services Administration for Children and Families, Florida Department of Education Division of Early Learning, The Children’s Trust, Monroe County Public Schools, University of Florida Lastinger Center.

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

RESOLUTION: 10032022-04

AUTHORIZE THE PRESIDENT AND CEO TO ACCEPT THE NOTICE OF AWARD AND RECEIVE FUNDS FROM THE AUTISM TRAINING AND MATERIALS SUB-GRANT UNDER THE FLORIDA PRESCHOOL DEVELOPMENT GRANT.

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 amend the 401(K) Savings and Retirement Plan which will assist with the organization’s staff retention and recruitment efforts.
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 3rd day of October, 2022.

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

By: ___________________________
Board Secretary
Background:

Due to the competing salaries in the labor market, the Early Learning Coalition of Miami-Dade/Monroe has had difficulty in retaining current staff which has caused an increase in employee turnover numbers as well as difficulty in recruiting for vacant positions. Effective employee retention can assist the organization from productive losses and reduce costs in turnover expenses. The Early Learning Coalition of Miami-Dade/Monroe currently offers an employer match dollar for dollar up to a 6% max of salary with 100% immediate vesting. The coalition is requesting to amend our current 401(k) plan to include a non-elective contribution of 2% to all active employees with a 6-year vesting schedule as the retention component.
Action Requested: Authorize the President and CEO to release bonuses to Early Head Start Childcare Teachers.

Fiscal Impact: An approximate amount of $1,000,000.00 per program year, which is subject to the availability of funding.

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

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

RESOLUTION: 10032022-05

AUTHORIZE THE PRESIDENT AND CEO TO RELEASE BONUSES TO EARLY HEAD START CHILDCARE TEACHERS.

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 bonuses to Early Head Start Childcare Teachers.
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 3rd day of October, 2022.

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

By: __________________________
Board Secretary
**Background:**

On June 21, 2022 the Office of Head Start released Information Memorandum ACF-IM-HS-22-04 in response to the nationwide teacher/staff shortage. The Office of Head Start strongly encouraged programs, including those who have already offered such incentives, to reevaluate the monetary size of incentives that are necessary and reasonable to retain and recruit staff. Programs are encouraged to apply strategies for positions that are impacted by the workforce shortage. The Early Head Start program of the Early Learning Coalition of Miami-Dade/Monroe is requesting that the Board authorize the President and CEO to release bonuses to Early Head Start Childcare Teachers to help with recruitment and retention.

**Regulations:**

Information Memorandum ACF-IM-HS-22-04


**Bonus – Childcare Teachers**

**Regulation Reference:**

- 45 CFR 75.430(f)
- 45 CFR 75.431
Chairman’s Partner Spotlight

Kreative Kids Christian Academy

Maria Vaillant
Gale Nelson was born in Lincoln, Nebraska and grew up in Toledo, Ohio where he began his pursuit of personal and professional success. Gale earned his Bachelor of Business Administration in Corporate Finance from the University of Toledo (Toledo, OH) and his Master of Science in Management and Administration of Educational Programs from Nova Southeastern University (Davie, FL). Gale has earned eight doctoral hours in Non-Profit Leadership at Colorado Technical University (Colorado Springs, CO).

Some of Gale’s most recent accomplishments include: the Irvin F. Westheimer Visionary Leadership Award (2022). This national award is named after the man whose vision led to the founding of Big Brothers Big Sisters, Children’s Trust David Lawrence “Champions for Children” Award (2022), South Florida Business Journal Ultimate CEO Honoree (2021), South Florida Business Journal Power 250 List (2021), completed the Nonprofit Leadership program at Boston College (2018), and the Harvard Business School Strategic Perspectives in Non-Profit Management Course for CEO’s from around the world (2018).

Gale’s professional career includes over 30 years of non-profit management and leadership experience. Currently, he is the President & CEO of Big Brothers Big Sisters of Miami, and since joining the team in July 2006, he has played a significant role in the growth and development of the agency’s mentoring and fund development programs. He led his team in being named the Agency of the Year Award (2021) and the National Pinnacle Award for three straight years (2019, 2020, 2021).

Gale is a highly effective public speaker and the consummate strategist who provides solution-focused leadership. His faith and his family continue to keep him grounded in helping youth and families.
Action Requested: Approval of the Early Learning Coalition’s Second Amendment to the Annual Budget for fiscal year 2022-2023.

Fiscal Impact: Net increase of $11,042,573 to the Current Approved Budget for a new total budget of $370,634,108.

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

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

RESOLUTION: 09122022-01


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 of the Early Learning Coalition’s Second Amendment to the Annual Budget for fiscal year 2022-2023.
The foregoing resolution and attachment was offered by M. Bruno, who moved its approval. The motion was seconded by Dr. 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 12th day of September, 2022.

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

By: ___________________________
Executive Committee Secretary
Background:

Please see below the 2nd budget amendment to the approved annual budget for fiscal year 2022-2023. This amendment adds $11,042,573 in additional funding for our 2022-2023 fiscal budget.

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**ACRONYM DEFINITIONS:**

- QPI: QUALITY PERFORMANCE INCENTIVE DIFFERENTIALS
- CARES: CORONAVIRUS, AID, RELIEF, AND ECONOMIC SECURITY ACT
- CRRSA: CORONAVIRUS RESPONSE AND RELIEF SUPPLEMENTAL APPROPRIATIONS ACT
- ARPA: AMERICAN RESCUE PLAN ACT
- PDG: PRESCHOOL DEVELOPMENT GRANT SERVICES
- ESSER II: ELEMENTARY AND SECONDARY SCHOOL EMERGENCY RELIEF II ACT
- COLA: COST OF LIVING ADJUSTMENT

* 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

September 12, 2022

Resolution: 09122022-02

Action Requested: Authorize the President and CEO to negotiate, execute and receive funds from the United Way of Collier and the Keys.

Fiscal Impact: An approximate amount of $26,500, which is subject to the availability of funding.

Funding Source(s): The United Way of Collier and the Keys.

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

RESOLUTION: 09122022-02

AUTHORIZE THE PRESIDENT AND CEO TO NEGOTIATE, EXECUTE AND RECEIVE FUNDS FROM THE UNITED WAY OF COLLIER AND THE KEYS.

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, execute and receive funds from the United Way of Collier and the Keys.
The foregoing resolution and attachment was offered by M. Bruno, who moved its approval. The motion was seconded by Dr. 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 12th day of September, 2022.

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

By: ___________________________
Executive Committee Secretary
Background:

Authorize the President and CEO to apply, negotiate, execute and receive funds from the United Way of Collier and the Keys (UWCK). This resolution is for a total amount of approximately $26,500 which is subject to the availability of funding.

1. Agency is committing to using $26,500 from United Way for the program “Success by Six” increasing access to affordable, early childhood education for local families.
   a. Funding is for stipends to supplement childcare costs for Monroe County families who are income-qualified between 150-200% of the Federal Poverty Level.
   b. Funds will cover the significant portion of tuition costs at quality early childhood facilities with the families’ responsibility not to exceed $14/day per child.
   c. No less than 5 children will benefit from this program’s subsidy, with 2 of those children residing in the Upper Keys.
   d. Agency must secure match funds in the amount of $26,500 from the School Readiness Match program.
   e. Disbursement will be done half at the beginning of the agreement and the remainder after the mid-year report in February.
   f. Agency will identify, qualify, and enroll no less than 5 Monroe County children into the program as well as track their progress throughout the grant period, to be reported to UWCK by February 15, 2023 and July 15, 2023.

* 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 proceed with the implementation of the Early Head Start 2022-2023 Self-Assessment Plan.

Fiscal Impact: No Fiscal Impact

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

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

RESOLUTION: 09122022-03

AUTHORIZE THE PRESIDENT AND CEO TO PROCEED WITH THE IMPLEMENTATION OF THE EARLY HEAD START 2022-2023 SELF-ASSESSMENT PLAN.

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 proceed with the implementation of the Early Head Start 2022-2023 Self-Assessment Plan.
The foregoing resolution and attachment was offered by M. Bruno, who moved its approval. The motion was seconded by Dr. 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 12th day of September, 2022.

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

By: __________________________
Executive Committee Secretary
Background:

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

Regulations:

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

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

* 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.
2022-2023
Early Head Start
Self-Assessment Plan

Board Approval:
Policy Council Approval:
PURPOSE

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

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

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

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

PERFORMANCE STANDARD

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

PARTICIPANTS

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

**PLAN APPROVAL (TIMEFRAME: SEPTEMBER 6, 2022 – SEPTEMBER 21, 2022)**

The self-assessment process begins with the approval of the plan from the Early Learning Coalition of Miami-Dade Monroe’s Program, Policy, & Strategy Committee and Board, as well as the Early Head Start Policy Council.

**DATA COLLECTION (TIMEFRAME: SEPTEMBER 26, 2022 – OCTOBER 14, 2022)**

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

**FOCUS GROUP FORMATION (TIMEFRAME: SEPTEMBER 26, 2022 – OCTOBER 14, 2022)**

The Early Head Start Program will create focus groups that will concentrate on one or two areas of service. Participants will choose their preferred focus group in which to participate. The focus groups will be:

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

**DATA SHARING (TIMEFRAME: NOVEMBER 15, 2022)**

During the focus group meetings, service area directors and managers will share with members any data for their respective area. All data provided will be shared cumulatively to ensure confidentiality of children and families.

**FOCUS GROUP DATA ANALYSIS (TIMEFRAME: NOVEMBER 15, 2022)**

Focus group members will collectively review, discuss, and analyze the data for their service area(s). Data analysis will focus on identifying major area(s) of strength and opportunities for improvement. The focus group will also discuss the progress and challenges in achieving the program goals. For each finding, every focus group will use the Early Head Start Management Systems (Appendix A) to identify the systems being impacted and make recommendations for improvement.
DRAFT OF REPORT AND PLAN (TIMEFRAME: NOVEMBER 15, 2022 – DECEMBER 17, 2022)

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

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

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

REVIEW OF THE SUMMARY REPORT AND IMPROVEMENT PLAN (TIMEFRAME: JANUARY 10, 2023 – JANUARY 14, 2023)

The Vice President for the Early Head Start Program will review the Summary Report and Program Improvement plan with the Chief Operating Officer. Two reports will be developed as a result of the data analysis:

FINAL REPORT AND IMPROVEMENT PLAN (TIMEFRAME: JANUARY 17, 2023 – JANUARY 20, 2023)

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

REPORT PRESENTATION (TIMEFRAME: JANUARY 30, 2023 – FEBRUARY 15, 2023)

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

FOCUS GROUP UPDATES (TIMEFRAME: FEBRUARY 20, 2023 – JULY 31, 2023)

Each director and manager will email their focus group member the summary and corrective action plan resulting from the data analysis and focus group recommendations. Two follow-up meetings will be held in April and July to provide a status on the progress of the Program Improvement Plan.

BOARD AND POLICY COUNCIL UPDATES (TIMEFRAME: AUGUST 28, 2023 – SEPTEMBER 29, 2023)

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

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

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

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

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

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

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

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

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

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

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

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

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

1 https://eclkc.ohs.acf.hhs.gov/organizational-leadership/article/management-systems
Action Requested: Authorize the President and CEO to execute a settlement agreement as outlined in the background section.

Fiscal Impact: An approximate amount of $200,000.00.

Funding Source(s): Florida Department of Education, Division of Early Learning, Philadelphia Insurance Companies.

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

RESOLUTION: 09122022-04

AUTHORIZE THE PRESIDENT AND CEO TO EXECUTE A SETTLEMENT AGREEMENT AS OUTLINED IN THE BACKGROUND SECTION.

WHEREAS, the Executive Committee and Litigation Committee (“Committees”) have been apprised of the goals through the attached narrative, hereby incorporated by reference, and the Committees are in agreement with the goals described therein;

WHEREAS, the Committees recommend approving this action;

NOW, THEREFORE, be it resolved that the Committees shall present this action to the Executive Committee which is empowered to act in the Board’s place in the absence of a Board meeting.
The foregoing resolution and attachment was offered by M. Bruno, who moved its approval. The motion was seconded by Dr. 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 12th day of September, 2022.

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

By: ___________________________
Executive Committee Secretary
Background:

Authorize the President and CEO to execute a settlement agreement and approve settlement from insurance proceeds in an amount not to exceed $200,000 and without admitting any liability as previously authorized by the Executive Committee, the Litigation Committee and the Coalition’s insurance carrier, Philadelphia Insurance Companies, for the following matter: Mirian Chavez, as Personal Representative of the Estate of A.M.C. for the use and benefit of Miriam Chavez, individually, and Brian Matute, individually, Plaintiff, v. The Sundari Foundation Inc. d/b/a Lotus House a/k/a Lotus House Women’s Shelter, Early Learning Coalition of Miami-Dade/Monroe, Inc., The Tree of Life Deliverance Ministry, Inc., Vision for Life, Inc., and Karen J. Aviles, Case No. 18-11138 CA, Circuit Court of the 11th Judicial Circuit, Miami-Dade County, Florida.

Potential settlement of this lawsuit was considered by the Executive Committee and the Litigation Committee (collectively, “Committees”) at a joint closed attorney-client session on August 15, 2022. At that meeting, the Committees provided guidance to the Coalition’s attorneys and parameters to settle the lawsuit at a scheduled mediation on September 6, 2022.

On September 6, 2022, the Coalition attended the mediation, represented by insurance-appointed litigation counsel Robert Ureta from the law firm Wilson Elser. Chris Brown from the law firm Beasley Demos & Brown LLP served as special litigation counsel for the Coalition. Chief Operating Officer Angelo Parrino attended on behalf of the Coalition.

The Coalition and both plaintiffs were able to reach a settlement within the parameters provided by the Committees. The other defendants have not reached a settlement agreement with the Plaintiffs; however, under Florida law, any claims the other defendants might have for contribution against the Coalition are extinguished by the Coalition’s settlement with the plaintiffs.

The settlement fits within the parameters provided by the Committees.

* 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.
DUTIES AND RESPONSIBILITIES OF DIRECTORS OF FLORIDA NOT-FOR-PROFIT CORPORATIONS

Claudio Riedi, Esq.
Lehtinen Schultz, PLLC

Sources: Florida Bar Journal, Vol 89, No. 9
BoardSource: Legal Responsibilities of NFP Boards

September 19, 2022
SOURCES OF DUTIES FOR FLORIDA ‘NOT FOR PROFIT’ DIRECTORS

- Articles of Incorporation
- Bylaws and other governing documents
- Florida common law
- Florida Chapter 617 (Not For Profit Corporations)
- Applicable federal regulations
DIRECTORS OF FLORIDA NOT FOR PROFIT CORPORATIONS OWE:

- Duty of Care
- Duty of Loyalty
- Duty of Obedience
THE ROLE OF THE BOARD OF DIRECTORS

- The Board is the group of people legally charged with the responsibility to govern a corporation.
  - For Profit: Responsible to shareholders
  - NFP: Accountable to various parties, including
    - Donors
    - Members
    - Beneficiaries
    - The larger community the NFP serves (ultimately represented by the Attorney General’s office)

(Florida Statute §617.0304(2): The actions of the board may only be legally challenged by (1) a member against the corporation; (2) the corporation, directly, derivatively, or through a receiver, trustee, or other legal representative, or though members in a representative suit, against an incumbent or former officer, employee or agent of the corporation; or (3) by the attorney general, to dissolve the corporation or to enjoin the corporation from the transaction of unauthorized business.)
THE ROLE OF THE BOARD OF DIRECTORS

- Ensure that the corporation is fulfilling its obligations
  - Overseeing and evaluating operations of the organization
  - Monitoring the officers, executive directors, and staff

- Enable the NFP to carry out its mission successfully and achieve its purposes

- Role of the Board is NOT to operate the organization
  - Day-to-day operation is responsibility of executive director, other officers, staff.
PRIMAR Y FUNCTIONS OF NFP BOARD

- Strategic planning
- Oversight of organization programs
- Fundraising
TO ACCOMPLISH THESE PRIMARY FUNCTIONS, BOARD MUST:

- Determine the organization’s **mission and purpose** (mission statement)
- Select the executive
- Support the executive and review his or her performance
- Ensure effective organization planning
- Ensure adequate resources
- Manage resources effectively
- Determine and monitor the organization’s programs and services
- Enhance the organization’s public image
- Serve as a court of appeal
- Assess its own performance
Duty of Care: Act in good faith, and with level of care of “ordinary prudent person”

- Must actively participate in management
  - Attend meetings on a regular basis
  - Failure to attend meetings will prevent directors from being informed
  - Failure to attend meetings will expose director to liability for improper action of rest of board

- Make informed decisions
  - Vote on corporate business
  - Evaluate corporate reports
  - Be familiar with NFP’s bylaws and corporate records
  - May rely on reports by officers, staff, consultants if Director reasonably believes information is reliable
Duty of Care (continued):

- Exercise independent judgment
  - When necessary, do independent research
- Monitor performance of corporation’s officers and employees
- Monitor corporate records and books
  - Perform audits
  - If there is concern over impropriety, duty to further inquire into these matters
  - Maintain records: review and approve minutes and ensure adequate retention of minutes
- Act in good faith
  - No improper personal benefit
  - No willful misconduct or conscious disregard for best interest of NFP
**COMMON LAW DUTIES**

- **Duty of Loyalty**: Responsibility of Director to act *without conflicts or self-dealing*
  - Never use information gathered for position as Director for personal gain
  - No conflicts of interest
    - Arises when NFP enters into contract/transaction where director directly or indirectly benefit
    - Full disclosure of any relationship, communicated to entire board *before* vote AND
    - Director must recuse himself/herself from decision-making process AND
    - Contract/transaction must be fair and reasonable to NFP
      → Directors with conflicting loyalties may later be held liable if decision proves wrong, even if motives and intent were in best interest of NFP
  - Written Conflict of Interest rules important
    - Directors must periodically review rules and certify adherence
**COMMON LAW DUTIES**

- **Duty of Obedience**: Responsibility of Director to be faithful to the NFP’s mission
  - Cannot act in a way inconsistent with organization’s goals. Otherwise, must resign.
  - Comply with governing documents, i.e., must be familiar with articles, bylaws, governing documents
  - Ensure NFP complies with federal, state and local regulations
  - Ensure NFP adheres to all filing requirements (tax returns and tax form filings, e.g. Form 990)
  - For NFP’s that fundraise, register with Florida Department of Agriculture and Consumer Affairs
  - Duty is to NFP, and not to donors or third parties
§617.0830:

1) A director shall discharge his or her duties as a director, including his or her duties as a member of a committee:
   (a) In good faith;
   (b) With the care an ordinary prudent person in a like position would exercise under similar circumstances; and
   (c) In a manner he or she reasonably believes to be in the best interest of the corporation.

2) In discharging his or her duties, a director may rely on information, opinions, reports or statements, including financial statements and other financial data, if prepared or presented by:
   (a) One or more officers or employees of the corporation whom the director reasonably believes to be reliable and competent in the matter presented;
   (b) Legal counsel, public accountants, or other persons as to matters the director reasonably believes are within the person’s professional or expert competence; or
   (c) A committee of the board of directors of which he or she is not a member if the director reasonably believes the committee merits confidence.
Cont.: §617.0830:

3) A director is not acting in good faith if he or she has knowledge concerning the matter in question that makes reliance otherwise permitted by subsection (2) unwarranted.

4) A director is not liable for any transaction taken as a director, or any failure to take any action, if he or she performed the duties of his or her office in compliance with this section.

Thus, Florida Statutes use the standard of the reasonably prudent person (same as for-profit, Ch. 607)
To fulfill the statutory standard, directors must have adequate information

Directors must reasonably believe that the information they have is reliable

- BUSINESS JUDGMENT RULE (case law)
- Directors, officers, managers, and agents of a corporation are immune from liability for losses if they acted within their authority and power AND the transactions were made in good faith.

To benefit from the Business Judgment Rule, directors must

- Be informed
- Act in good faith
- Have the best interest of the corporation in mind
- No self-interest
Statutes and case law (the BJR) focus on the decision-making process, rather than the outcome.

BJR creates strong presumption in favor of Directors, and the burden is on the party challenging the actions of the board to establish that, in fact, the board, or a specific director, violated its duty of care, loyalty or obedience.
§617.0834:

- **Limited immunity** for individuals who serve as volunteer board members (no compensation)
- Does NOT apply if
  - Director breached or failed to perform duties AND that breach constituted violation of criminal law;
  - Director derived improper personal benefit (i.e., breach of duty of loyalty)
  - Director acted with recklessness or an act or omission was committed in bad faith with malicious purpose or in a manner exhibiting wanton and willful disregard of human rights, safety or property.
FEDERAL RULES AND REGULATIONS

- If 501(c)(3) tax-exempt organization must annually file Form 990 with IRS. (three years missed and you are out)
- Form expanded in 2008.
- Now requires reporting of compensation of officers, directors and key employees
  - Fundraising activities, revenues, expenses
  - Policies for documenting meetings and written actions of board
  - Policies for maintaining public transparency (make information available to public)
  - Review process for accounting statements and financial oversight
  - Process to determine compensation of key employees, officers and management
  - Whether NFP maintains written conflict of interest, whistleblower, and or code of conduct policies.
    - Additional federal restrictions for private foundations
PROCUREMENT OVERVIEW
**GENERAL PRINCIPLES**

- Even Playing Field
- No Unfair Competitive Advantage
- No Insider Advantage
BOARD MEMBERS ARE PUBLIC OFFICERS
§ 112.313, Florida Statutes

• MAY NOT DO BUSINESS WITH ONE’S AGENCY

• MAY NOT PURCHASE, LEASE OR RENT ANY REALTY, GOODS OR SERVICES TO OR FROM THE COALITION

• MAY NOT USE OFFICIAL POSITION TO SECURE A BENEFIT FOR YOURSELF OR OTHERS

• CURRENT OR FORMER BOARD MEMBERS MAY NOT DISCLOSE OR USE INFORMATION NOT AVAILABLE TO THE GENERAL PUBLIC FOR PERSONAL GAIN OR THE BENEFIT OF OTHER PERSONS OR BUSINESSES
§ 112.3135, FLORIDA STATUTES

- May not appoint, employ, promote, or advance, or advocate for appointment, employment, promotion, or advancement, any relatives for the ELC
§ 112.3143, FLORIDA STATUTES

VOTING CONFLICTS

May not vote on any matter that would inure to your special private gain or loss

May not participate - no influence by oral or written communication, directly or indirectly
§ 287.057, FLORIDA STATUTES: COMPETITIVE SOLICITATION

- Requests for Proposals
- Invitations to Bid
- Requests for Qualifications
- Invitations to Negotiate
CONE OF SILENCE

• In place from time solicitation is posted until 72 hours after the posting of the Notice of Intended Award
• Only designated staff person or attorney can talk to any proposer
• Violation risks disqualification
CONSISTENT, UNIFORM PROCESS

• Scope of Work
• Deliverables
• Requirements
• Evaluation Criteria
• 4 External Evaluators
• 2 Evaluation Committee Meetings
• Board Approval
• Legal at all Meetings
Meeting with Monroe County Mayor David Rice

Left to right: Angelo Parrino, Sandi Biseglia, Laurie Dunn, Monroe County Mayor David Rice and Evelio Torres
Strategic Plan

Year One Updates
Children First
Children First: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe 2022-2027

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.
PRIORITY INITIATIVES

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
• An increase in School Readiness 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 90% 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 BPIEC program.
• More than 10% of partners who have completed the BPIEC are accessing the Special Needs Rate.
• A % of partners that receive the rate are implementing enhanced services.

ENHANCE SERVICES FOR INFANTS AND TODDLERS
Provider Services Committee

Opportunity
Enhance services for infant 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.

FAMILY ENGAGEMENT
Program Committee

Opportunity
Promote family engagement as essential for a child’s development because parents serve as a child’s first teacher.

Outcome Measures
• An increase in Early Learning Coalition sponsored family engagement activities.
• An increase in Early Education Partner sponsored family engagement activities.

*requires State policy change
Strategic Plan Overview

7 Priority Initiatives; 15 outcome measures

A review of all outcome measures continues to take place. Meetings with respective departments have been held to create measures along with action plans to track data.

All available updates are reflected on ClearPoint Strategy’s organizational Scorecard with unique identifiers.
This initiative is resolved as all providers now receive the same rate regardless of their private rate or area they serve.
P.I.2. Increase Enrollment in Early Learning Coalition Programs

Statewide Initiative

Legislative Agendas for Miami-Dade and Monroe
P.I.3. Increase Awareness in Early Learning Coalition Programs

- Armstrong Creative Consulting
- M Network
- Getting the Attention Media (Monroe)
Goal: To increase brand awareness in the community and promote the programs and services offered by the Early Learning Coalition.
Armstrong Creative Consulting
Getting the Attention Media (Monroe)

- Content uploaded on the Early Learning Coalition Instagram and YouTube Channel on a weekly basis
- Documenting the Monroe Conference on Saturday, September 24th via photos and videos
- Working with Early Head Start to schedule informational videos at 28 sites throughout Miami-Dade County. They will be uploaded to ELC social media platforms.
- Continuation of videos at child care sites in Monroe County. Interviews with Directors and coverage of what each site has to offer families.
- Creation of a video entitled “A Day in the Life of a Child Care Teacher”
Monroe YouTube Channel

ELC MONROE COUNTY

5 subscribers

MONROE COUNTY CENTERS

- MONROE COUNTY ELC CENTERS - THE YMCA in...
  ELC MONROE COUNTY
  319 views • 6 months ago

- ELC CENTERS - JACK HILL IN KEY LARGO
  ELC MONROE COUNTY
  325 views • 6 months ago

- BOYS & GIRLS CLUB OF AMERICA (KEY WEST)
  ELC MONROE COUNTY
  19 views • 5 months ago

- Key Largo Montessori Academy
  ELC MONROE COUNTY
  151 views • 5 months ago

- Islamorada Child & Learning Center
  ELC MONROE COUNTY
  43 views • 4 months ago
Monroe Instagram

ELC - MONROE COUNTY
Nonprofit organization
Promoting high quality early learning, advocating on behalf of children

www.elcmonroecounty.org

Followed by elcmonroecounty, elc, healthyfromchildhood, etsfamilylearningpartnership, and 9 more
M Network

Increase digital and social media presence to promote the Early Learning Coalition’s programs with the goal of increasing enrollment by educating clients, potential clients, business community (and their employees), and others about how to access the services and the positive impact of early education and quality child care.
Bus Wrap
NEED HELP
PAYING FOR CHILD CARE?
Call 305-646-7220
ELCMDM.ORG
P.I.3.D. Early Head Start Enrollment Increases to 750 children with a waitlist

Source: ClearPoint Strategy, Early Learning Coalition Scorecard
P.I.4. Provide Enhanced Resources to Children with Special Needs

- Screening
- Follow Up and Intervention
- Best Practices in Inclusive Early Childhood Education for Practitioners (BPIECE)
Case Example: Early Intervention

The Children
- A pair of 3-year old twins received the Ages and Stages Questionnaire, 3rd Edition and both screened with concerns in 4 of the 5 developmental domains.

The Services
- The mother shared that the twins were receiving early intervention services with a private therapy provider but she worried that this was not enough.

Care Coordination
- The specialist connected the mother to further evaluation through FDRLS/Child Find and both children met eligibility for early intervention services. They are eligible to receive these free of cost and **in addition** to current supports.

Ongoing Supports
- The mother has met all scheduled appointments with FDLRS/Child Find and continues to reach out to Care Coordinator with additional questions.
Case Example: Early Intervention

**The Child**
- A four year old child receiving supports from both the School Readiness Program and Department of Children and Families was referred to our Developmental Screening Program, due to emotional/behavioral concerns. The child’s developmental screenings did not show concerns but it was acknowledged that the child had experienced adverse childhood experiences, including physical and emotional trauma.

**The Services**
- Social-emotional supports, strategies, resources and follow-up for both early learning partner and foster parent were provided.

**Care Coordination**
- The foster parent requested assistance with pending referrals for play and speech therapy. The Specialist consulted with the foster parent and educated her on how to successfully advocate for these therapies.

**Ongoing Supports**
- Communication between the early learning program staff and the specialist have allowed the child to successfully adjust to the early learning program and the child has begun both play and speech therapy.
Case Example: Early Intervention

The Children

- Early learners at BOLA Childcare and Early Learning Center suffered a great loss in Quarter 1 of this program year. Two of their students (ages 3 and 5) lost their lives in their home. The director contacted the Coalition and requested grief counseling for staff and children. The grief counseling identified 5 children as in need of additional supports and interventions.

The Services

- An Environmental Support Plan was developed to assist with children’s externalizing behaviors. The Environmental Support Plan consisted of small group instruction around social skills and identifying emotions.

Care Coordination

- Two of the five children met criteria for additional therapy, Parent Child Interaction Therapy (PCIT).

Ongoing Supports

- During an on-site visit one of the five children was observed behaving in an unusual manner. As a result of recommendations from the specialist, the parent took the child to a neurologist who confirmed that the child was exhibiting absence seizures. The child is now receiving support and medication for this condition.
P.I.4.C.1. A 5% increase in the number of families that accept additional services (Miami-Dade)

% of Families That Accept Additional Services (Analysis of Concern)

- Mar-22 / FY22-Q3: 9.69%
- Apr-22: 8.97%
- May-22: 5.14%
- Jun-22 / FY22-Q4: 12.62%
- Jul-22: 43.18%
- Aug-22: 40.53%

Source: ClearPoint Strategy, Early Learning Coalition Scorecard
P.I.4.C.1. A 5% increase in the number of families that accept additional services (Monroe)

% of Families That Accept Additional Services (Analysis of Concern)

- Mar-22 / FY22-Q3: 100.00%
- Apr-22: 100.00%
- May-22: 100.00%
- Jun-22 / FY22-Q4: 100.00%
- Jul-22: 100.00%
- Aug-22: 100.00%

Source: ClearPoint Strategy, Early Learning Coalition Scorecard
P.I.5. Enhance Services for Infants and Toddlers

Support for Infants and Toddlers

Early Learning Coalition of Miami-Dade/Monroe

COMMUNICATIONS
- Community outreach
- Social media
- Email communications

QUALITY INITIATIVES
- Infant/Toddler CLASS® assessment
- Coaching in Infant/Toddler classrooms

QUALITY ASSURANCE
- Technical assistance curriculum implementation

INCLUSION
- Special needs rate
- BIPSEEC Best Practices in Inclusive Early Childhood Education
- Designated Infant/Toddler lead for the Coalition
- Warm Line

ELIGIBILITY
- Unified Wait List
- Eligibility and redetermination
- Scholarship from The Children’s Trust

SCREENING & ASSESSMENT
- Ages & Stages Questionnaire®
- Ages & Stages Questionnaire® - Social/Emotional
- Teaching Strategies GOLD
- Parent information sessions quarterly

COMMUNITY PARTNERSHIPS
- Early Steps
- Young Children with Special Needs & Disability Council
- Florida Association for Infant Mental Health

FINANCE
- Implement rate increases
- Special needs rate reimbursement

MUSEUM RESOURCES
- Childcare reimbursement
- Breastfeeding support

CHILD CARE RESOURCE & REFERRAL
- Family Engagement Activities
- Assist families searching for child care

EARLY HEAD START
- 360° service and supports to infants/toddlers/families/educators

PROFESSIONAL DEVELOPMENT INSTITUTE
- CLASS® training Infant/Toddler
- The Growing Brain: From Birth to Five Years Old
- National Child Development Associate (CDM®)
  Training Infant/Toddler
P.I.6. Support Early Care and Education Providers

Cash Grants to Providers & Educators

Professional Development
American Rescue Plan Act (ARPA) for Miami-Dade/Monroe

**Approved Amounts**
$83,187,761.25

**Highest Paid**
$392,396.16

**Lowest Paid**
$12,000.00

**Number of Programs**
1,278

- Centro Mater Child Care Center - $392,396.16
- Thumbelina Learning Center III - $323,495.10
- Centro Mater West II - $300,177.90
- The 2nd House Academy Corp - $298,128.60
- MDCPS Joella C Good Elem. - $284,293.80
- MDCPS Coral Park Elem. - $281,496.60
- Angelo Love & Care - $271,314.90
- Cinderella Nursery Inc - $261,038.50
- Temple Beth Sholom - $258,518.40
- Mini Me Day Care Learning Center II - $252,232.74
American Rescue Plan Act (ARPA) for Miami-Dade

**Approved Amounts**

$81,445,400.91

- Highest Paid $392,396.16
- Lowest Paid $12,000.00

Number of Programs

1,235

- Centro Mater Child Care Center
- Thumbelina Learning Center III
- Centro Mater West II
- The 2nd House Academy Corp
- MDCPS Joella C Good Elem.
- MDCPS Coral Park Elem.
- Angelo Love & Care
- Cinderella Nursery Inc
- Temple Beth Sholom
- Mini Me Day Care Learning Center II
## American Rescue Plan Act (ARPA) for Monroe

### Approved Amounts

- **Total Approved Amount**: $1,742,360.34
- **Highest Paid**: $163,063.80
- **Lowest Paid**: $12,000.00

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Poinciana Elementary School</td>
<td>$163,063.80</td>
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<tr>
<td>Basilica School of St. Mary Star of the Sea</td>
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<tr>
<td>NAS Key West Child Dev. Center</td>
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<tr>
<td>Gerald Adams Elementary</td>
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<tr>
<td>Burton Memorial Child Development Center</td>
<td>$74,833.47</td>
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<tr>
<td>St. Justin’s Martyr Preschool</td>
<td>$67,645.50</td>
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<tr>
<td>Grace Jones Community Center</td>
<td>$65,973.60</td>
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<tr>
<td>Montessori Children’s School of Key West</td>
<td>$59,677.20</td>
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<tr>
<td>Inez Martin Child Care Center</td>
<td>$56,767.23</td>
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<tr>
<td>Community Cooperative Preschool</td>
<td>$55,855.80</td>
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</table>

### Number of Programs

- **Number of Programs**: 43
American Rescue Plan Act (ARPA) in Miami-Dade

<table>
<thead>
<tr>
<th>County</th>
<th>Total Allocation</th>
<th>Approved Amount</th>
<th>Percent of Total</th>
<th>Highest Paid</th>
<th>Lowest Paid</th>
<th>Average Paid</th>
<th>Median Paid</th>
<th>Early Care Edu. Partners</th>
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</thead>
<tbody>
<tr>
<td>Miami-Dade</td>
<td>$110,000,909</td>
<td>$81,445,400.91</td>
<td>74.04%</td>
<td>$392,396.16</td>
<td>$12,000.00</td>
<td>$65,947.69</td>
<td>$52,272.00</td>
<td>1,235</td>
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</table>

**Top 10 Paid**

<table>
<thead>
<tr>
<th>Provider Name</th>
<th>Grant Amount</th>
</tr>
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<tbody>
<tr>
<td>CENTRO MATER CHILD CARE CENTER</td>
<td>$392,396.16</td>
</tr>
<tr>
<td>THUMBELINA LEARNING CENTER III</td>
<td>$323,493.10</td>
</tr>
<tr>
<td>CENTRO MATER WEST I</td>
<td>$300,177.90</td>
</tr>
<tr>
<td>THE 2ND HOUSE ACADEMY CORP</td>
<td>$298,128.60</td>
</tr>
<tr>
<td>MDCPS / JOKELLA C. GOOD ELEMERTARY - 2181</td>
<td>$284,234.80</td>
</tr>
<tr>
<td>MDCPS / CORAL PARK ELEMERTARY - 1001</td>
<td>$281,496.60</td>
</tr>
<tr>
<td>Angel's Love &amp; Care</td>
<td>$271,314.90</td>
</tr>
<tr>
<td>CINDERELLA NURSERY INC</td>
<td>$261,058.50</td>
</tr>
<tr>
<td>TEMPLE BETH SHOLOM</td>
<td>$258,518.40</td>
</tr>
<tr>
<td>MINI ME DAY CARE LEARNING CENTER II INC</td>
<td>$252,232.74</td>
</tr>
</tbody>
</table>

**Top 10 Cities**

<table>
<thead>
<tr>
<th>City</th>
<th>Grant Amount</th>
<th>Physical Zip</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIAMI</td>
<td>$43,102,780.44</td>
<td>33016</td>
</tr>
<tr>
<td>Hialeah</td>
<td>$12,754,146.72</td>
<td>33012</td>
</tr>
<tr>
<td>Homestead</td>
<td>$5,339,519.65</td>
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</tr>
<tr>
<td>Miami Gardens</td>
<td>$2,864,329.83</td>
<td>33015</td>
</tr>
<tr>
<td>Doral</td>
<td>$2,172,920.13</td>
<td>33010</td>
</tr>
<tr>
<td>Miami Beach</td>
<td>$1,492,311.51</td>
<td>33177</td>
</tr>
<tr>
<td>Miami Lakes</td>
<td>$1,449,666.45</td>
<td>33175</td>
</tr>
<tr>
<td>Cutler Bay</td>
<td>$1,405,516.93</td>
<td>33014</td>
</tr>
<tr>
<td>Coral Gables</td>
<td>$1,394,851.79</td>
<td>33010</td>
</tr>
<tr>
<td>North Miami</td>
<td>$1,324,851.60</td>
<td>33166</td>
</tr>
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</table>

**Top 10 Zip Codes**

<table>
<thead>
<tr>
<th>Zip Code</th>
<th>Total</th>
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<tr>
<td>33016</td>
<td>2,517,100.59</td>
</tr>
<tr>
<td>33012</td>
<td>2,415,847.87</td>
</tr>
<tr>
<td>33186</td>
<td>2,596,522.01</td>
</tr>
<tr>
<td>33015</td>
<td>2,163,372.18</td>
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<tr>
<td>33010</td>
<td>2,006,631.15</td>
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<tr>
<td>33177</td>
<td>1,957,849.38</td>
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<tr>
<td>33175</td>
<td>1,808,337.31</td>
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<tr>
<td>33014</td>
<td>1,773,517.71</td>
</tr>
<tr>
<td>33010</td>
<td>1,661,299.18</td>
</tr>
<tr>
<td>33166</td>
<td>1,535,666.36</td>
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</tbody>
</table>

**Gold Seal**

- True 418
  - False 817
  - True 418

**Class Composite Score (Where Available)**

- 266
- 207
- 563

**Early Care Education Provider Type**

<table>
<thead>
<tr>
<th>Provider Type</th>
<th>Count of Providers</th>
<th>Grant Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensed Center</td>
<td>917</td>
<td>$64,973,167.99</td>
</tr>
<tr>
<td>License-Exempt Center</td>
<td>158</td>
<td>$13,911,702.72</td>
</tr>
<tr>
<td>Licensed Family Home</td>
<td>158</td>
<td>$2,600,831.10</td>
</tr>
<tr>
<td>License-Exempt Family Home</td>
<td>2</td>
<td>$19,700.00</td>
</tr>
</tbody>
</table>

**Workforce Investment**

- False 166
- True 142
- False 1,093
- True 1,069

Source: Ad-hoc Enhanced Field System Tableau Report, Early Learning Coalition Management of Information System Department, Dr. Hicks
American Rescue Plan Act (ARPA) in Monroe

Source: Ad-hoc Enhanced Field System Tableau Report, Early Learning Coalition Management of Information System Department, Dr. Hicks
Source: Ad-hoc Enhanced Field System Tableau Report, Early Learning Coalition Management of Information System Department, Dr. Hicks
Professional Development Institute

- Mandate-Focused
- Early Educator-Centered
- IACET Accredited
P.I.6.A.1. Increased # of participants registering for training courses (Miami-Dade)

Source: ClearPoint Strategy, Early Learning Coalition Scorecard
P.I.6.A.2 Increased # of participants registering for training courses (Monroe)

Source: ClearPoint Strategy, Early Learning Coalition Scorecard
P.I.6.C. Participants Satisfaction Rate

Source: ClearPoint Strategy, Early Learning Coalition Scorecard
P.I.7. Family Engagement

Early Learning Coalition of Miami-Dade/Monroe
Family Engagement

Inclusion
- Warm-Line responds within 24 hours to families who express concerns about their child’s development

Communication
- Participates in an array of community-based events
- Piloting a Family Newsletter
- Piloting a Provider Spotlight series to elevate family engagement activities at the child care program level
- Family Engagement via social media

Community Partnerships
- Miami-Dade County Public Schools Transition to Kindergarten
- City of Miami Beach Voluntary Prekindergarten Wraparound Program

Early Head Start
- Family Advocates to support families’ diverse needs
- Early Head Start Policy Council run by families
- Nutritional, medical and dental supports for families
- Cooking classes

Professional Development Institute
- Transition to Kindergarten classes
- Royal Reading Time
- Super Family Saturday-May 2023

Contracts
- Technical Assistance for families enrolling for Voluntary Prekindergarten
Voluntary Pre-Kindergarten Accountability and Assessment Measures

Cindy Cabrera
VPK Manager
ccabrera@elcmdm.org
For the 2022-2023 program year, each private prekindergarten provider and public school participating in the Voluntary Prekindergarten Education Program must participate in the coordinated screening and progress monitoring program in accordance with s. 1008.2125.

- The program assessment (Classrooms Assessment Scoring System-CLASS) shall measure the quality of teacher-child interactions, including: emotional support, classroom organization, and instructional support for children.

- Voluntary Prekindergarten Education Program accountability will be in place of VPK assessment (Florida Assessment of Student Thinking (FAST) using Star Early Literacy).

- Beginning in the 2023-2024 program year, the accountability system will assign VPK providers a performance designation.
<table>
<thead>
<tr>
<th>VPK Program Year</th>
<th>Assessment Measures</th>
</tr>
</thead>
</table>
| 2020-2021        | • VPK Assessment pre and post  
|                  | • Statewide kindergarten screening-FLKRS (Star Early Literacy) (Fall 2021)  
|                  | **Readiness Rates:** No negative impact, as a provider may not be newly placed on probationary status. A provider on probation meeting the minimum threshold will be removed from probation. |
| 2021-2022        | • VPK Assessment pre and post  
|                  | **Readiness Rates:** Based on VPK Assessment – cannot include statewide kindergarten screening in calculation. No available methodology to calculate readiness rates on only the VPK Assessment. Current guidance is that there will be no 2021-22 Readiness Rates. |
| 2022-2023        | • Coordinated Screening and Progress Monitoring Assessment (beginning, middle and end of year)  
|                  | • Program Assessment [CLASS] (one time per year and can impact 2023-24 VPK provider eligibility)  
|                  | **Performance Metric:** Results will be used to determine and adopt the methodology for calculating a provider's performance metric/designation. No metric/designation issued. |
| 2023-2024        | • Coordinated Screening and Progress Monitoring Assessment (beginning, middle and end of year)  
|                  | • Program Assessment [CLASS] (one time per year and can impact 2024-25 VPK provider eligibility)  
|                  | **Performance Metric:** Performance metric/designation will be assigned within 45 days after the conclusion of the VPK school year program. VPK programs can be placed on probation based on scoring. |
Florida’s Assessment of Student Thinking (FAST) using Star Early Literacy

s. 1002.68, F.S, s. 1008.2125, F.S.

Voluntary Prekindergarten (VPK) programs (public and private) will be required to implement **FAST using Star Early Literacy** beginning in the 2022-2023 VPK Program Year.

**FAST** replaced all components related to the Florida VPK Assessment and the Bright Beginnings Online Reporting System.

It is a computer, adaptive assessment that will be administered the beginning, middle, and end of the year to track child progress.

The Assessment must be administered in English.

Will be administered to all VPK Program students enrolled with valid certificates of eligibility.

Results must be shared with families within 7 days of administration.

Additional Information: [http://www.floridaearlylearning.com/vpk/fast](http://www.floridaearlylearning.com/vpk/fast)
Progress Monitoring Assessment Deadlines

- **Progress Monitoring 1 (PM1)** - First 30 Instructional Days of VPK
- **Progress Monitoring 2 (PM2)** - Mid Program Year (Between 40%-60%) of the program hours
- **Progress Monitoring 3 (PM3)** - Last 30 Instructional Days of VPK

<table>
<thead>
<tr>
<th>VPK Calendar Start Date</th>
<th>PM1 Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/10/2022</td>
<td>9/22/2022</td>
</tr>
<tr>
<td>8/17/2022</td>
<td>9/29/2022</td>
</tr>
<tr>
<td>8/22/2022</td>
<td>10/4/2022</td>
</tr>
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</table>
FAST Miami Dade and Monroe Updates

Tableau Report as of 9/29/2022

<table>
<thead>
<tr>
<th>Coalition Name</th>
<th>Test Name</th>
<th>Students Tested</th>
<th>Students Not Tested</th>
<th>Total Students</th>
<th>% Tested</th>
<th>% Not Tested</th>
</tr>
</thead>
<tbody>
<tr>
<td>ELC of Miami-Dade/Mon..</td>
<td>PM1</td>
<td>16,757</td>
<td>1,828</td>
<td>18,585</td>
<td>90.16%</td>
<td>9.84%</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>County Name</th>
<th>Test Name</th>
<th>Students Tested</th>
<th>Students Not Tested</th>
<th>Total Students</th>
<th>% Tested</th>
<th>% Not Tested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miami-Dade</td>
<td>PM1</td>
<td>16,345</td>
<td>1,811</td>
<td>18,156</td>
<td>90.03%</td>
<td>9.97%</td>
</tr>
<tr>
<td>Monroe</td>
<td>PM1</td>
<td>412</td>
<td>17</td>
<td>429</td>
<td>96.04%</td>
<td>3.96%</td>
</tr>
</tbody>
</table>
The Classroom Assessment Scoring System (CLASS) measures the quality of adult-child interactions including emotional support, classroom organization and instructional support for children ages 3-5.

Each VPK Classroom will be assessed every year for both public and private providers.

For a VPK Contract in the 2023-2024 School year, the Assessment Composite score must meet minimum contracting score.

Minimum contracting score: 4