

Board Meeting Agenda

Tuesday, June 29, 2021 * 8:30am
Virtual Teams Meeting

Our Mission: *To enhance children's school readiness by providing opportunities for quality early learning, while strengthening family stability for a healthy community.*

CALL TO ORDER			
Roll Call/Determination of Quorum			J Birney
Welcome/Public Input/ Form 8B – Conflict of Interest			
Consent Agenda			
A	Agenda		J Birney
B	Minutes – May 25, 2021		
C	Financial Statements – April 2021		
D	20/21 Budget Amendments		
E	21/22 Anti-Fraud Plan		
F	Policy # BD01 – Board of Directors		
G	Policy # HR04 – Benefits and Leave		
Information Items			
PUBLIC AWARENESS			
H	Annual State of the Coalition	40 min	ELCFV Directors
I	The Gap Map Analysis – Florida Scorecard	15 min	J Birney
J	COVID19 Updates	5 min	D Lebo
K	EFS MOD Update	5 min	D Lebo
L	Provider Reimbursement Rate Update	5 min	D Lebo
M	Committee Reports	15 min	Committee Chairs
N	CEO Report	5 min	D Lebo
PROVIDER SUPPORT - QUALITY			
O	Provider Spotlight	5 min	D Lebo
COMMENTS/ ANNOUNCEMENTS/ ADJOURNMENT			

No Meetings in July!

Next Meeting: **Tuesday, August 24, 2021 – 8:30am**
IN-PERSON – Location TBD

BOARD OF DIRECTORS MEETING

Tuesday, May 25, 2021 * 8:30 a.m.

Teams Meeting

Present: John Birney, Heidi Rand, Jenn Hale, Paul Schandel, Pat Patterson, Carol Court, Andy Dance, Jennifer Overley, Kristen Perry, Janine Killmer, Shane Carter, John Endara, Piroska Pazaurek, Patricia Boswell

Excused: Sandra Emery, Joel Rosen, Cathy Twyman, Bev Johnson, Roger Thayer, Wendy Reaves

Absent: Nancy Rizzo, Donald O'Brien, Alex Szinegh

Attended Exec. Committee: Wendy Reaves, Roger Thayer, Sharlene Barhoo, Shane Carter

Non-Voting: Excused: Sharlene Barhoo, Wendy Reaves
Absent: Robert Snyder, Dmitriy Shevchenko, Dona Butler

ELCFV Staff: DJ Lebo, Heather DiRenzo

Guests: None

<i>Agenda Item</i>	<i>Summary/Discussion</i>	<i>Action/Follow-Up</i>
Welcome/Roll Call	The Interim Chair, John Birney welcomed everyone and called the virtual meeting to order at 8:30am. Quorum was confirmed.	No Action Required.
Public Input	None	
Form 8B – Conflict of Interest	At the March meeting Heidi Rand and Bev Johnson abstained from voting on Item H. SR Plan Change for Provider Rates citing a conflict of interest. They completed the Form 8B which was emailed to Board members and read out loud at the Board Meeting.	Members were reminded to advise the Board <i>prior to voting</i> on any agenda item for which they have a conflict of interest. They are required to complete a Form 8B and abstain from voting on that item.
Consent Agenda	<ul style="list-style-type: none">• Agenda• Minutes – March 2021• Financial Statements – March 2021• 20/21 Budget Amendments• 21/22 Proposed Budget• Form 990• 20/21 Engagement Letter – James Moore & Co.• Continuity of Operations Plan (COOP)• Salary Scale Update	Motion made by Pat Patterson and seconded by Shane Carter to approve the Consent Agenda. Motion Carried.

Agenda Item	Summary/Discussion	Action/Follow-Up
Public Awareness	<p><u>Legislative Updates</u> – The CEO gave updates on the early learning bills proposed at legislative session which concluded on April 30th.</p> <p>The following bills passed:</p> <ul style="list-style-type: none"> • HB419/SB1282 Grall/Harrell – Early Learning and Early Grade Success – Basic areas within the bill are OEL Governance, Coalition Accountability, Gold Seal, Coordinated Screening and Assessment, and VPK Accountability. • PCB ELE 21-01 HB7011/SB1898 - Aloupis/Rodriguez - Student Literacy – Creates a partnership between Just Read Florida, OEL and the Lastinger Center (UF) to develop professional development opportunities for teachers, progress monitoring supports for VPK children, statewide literacy supports for K-3 students, parental supports, and kindergarten transition. <p><u>COVID-19 Updates</u> -</p> <ul style="list-style-type: none"> • Governor signed one more executive order on 4/29/21 for a 60-day extension, alerting in that order it will be his last. He also filed an executive order to go into effect 7/1/21 invalidating all remaining local emergency orders based on the COVID-19 Emergency enacted prior to 7/1/20. • ELCFV will begin returning to normal business over the next few months with plans to open fully by August. <p><u>EFS MOD</u> –</p> <ul style="list-style-type: none"> • OEL rolled out developmental screening. • OEL has a new Deputy Director of IT. • Ernst and Young has begun working with OEL staff to back fill foundational pieces of EFS Mod that are missing. Their priority is to build a data dictionary. <p><u>Provider Reimbursement Rate Update</u> -</p> <p>The Board voted in March to realign provider reimbursement rates consistent with ELCFV's history of Flagler and Volusia Counties having the same rate structure as well as family homes and center-based care having the same rate structure.</p> <p>Staff submitted a Coalition Plan update to OEL which was denied. Coalition will revisit in new fiscal year.</p> <p>Committee Reports</p> <p><u>Family Engagement</u> – Promoting the 3T's Project.</p> <p><u>Finance</u> – Met on 4/21 – Approved the February Financials, 20/21 Revised Budget and 21/22 Proposed Budget. Provider Reconciliation continues to progress slowly. Next meeting: 7/27/21</p>	

<i>Agenda Item</i>	<i>Summary/Discussion</i>	<i>Action/Follow-Up</i>
	<p><u>Fundraising</u> – The Annual Duck Race raised over \$19,000. The new location proved to be a very good choice with many favorable comments.</p> <p><u>Legislative</u> – Our CEO participated in several legislative meetings throughout the legislative session.</p> <p><u>Quality</u> –</p> <ul style="list-style-type: none"> • CLASS assessments continue. <p><u>CEO Report</u> –</p> <ul style="list-style-type: none"> • Involved in an OEL workgroup for Time and Attendance. • Implementing Webauthor to compliment EFS MOD 	
Provider Support - Quality	<u>Provider Spotlight</u> – Imagination Station Too in Daytona Beach, SR contracted with the ELCFV for 37 years and VPK for 15 years. They have a 6.30 CLASS Score.	
Member/Comment Announcements	None	
Adjourn	Meeting adjourned at 9:52 am. The next Board meeting will be held virtually at 8:30am on Tuesday, June 29, 2021.	

MAY 25, 2021 Board Minutes Approved:

Paul Schandel, Board Secretary
Early Learning Coalition of Flagler & Volusia

June 29, 2021
Date

Title: Financial Statements – April 2021

C

Background and Description	Financial and Operational Reports for review and approval
Financial Statements	<ul style="list-style-type: none"> a) Fiscal Year 2020-21 Statement of Financial Position as of 4/30/21 b) Fiscal Year 2020-21 Year to Date Agency Wide Projection as of 4/30/21 c) Fiscal Year 2020-21 School Readiness Children Served as of 4/30/21
Analysis	<p>School Readiness</p> <ul style="list-style-type: none"> • Currently the Coalition is spending 86.4% in direct services. While the state mandates a minimum of 78%, the Board approved budgeting 82.5% of the SR contracted dollars to pay for childcare directly. <ul style="list-style-type: none"> ◦ In relation to the budget, direct services show 87%, target at this date is 83%. This is based on V05 budget (current approved)– additional direct services funding received show in V06 budget (approval being requested this meeting). • As of April 30th, 297 children with prescreened applications were waiting to be placed. The average length of time a family is waiting for services has increased, however ELCFV eligibility staff are working to minimize as we have resumed regular placement. Some providers are struggling to find qualified staff, leaving them with waiting lists and families struggling to find providers with open space, even if ELCFV calls them off the waitlist. • Our administrative expenses are at 3.5%. The maximum cap is 5%. This is lower than normal, due to the additional CARES funding in direct services. • We are still considered “overspent” on our SR grant to date. Few coalitions are in the same situation while others are “underspent.” It is very typical that OEL will begin adjusting funding to coalitions through June for these situations. • Provider Rate Adjustments previously approved by the Board in March need to be readdressed, as OEL did not approve the Coalition Plan amendment. <p>Voluntary Pre-Kindergarten</p> <ul style="list-style-type: none"> • We are at 63% of our direct service budget. Statewide, VPK enrollment is down about 20%. We will continue to encourage families who have not redeemed their certificate to participate in a summer VPK program. • Our administrative expenses are at 4.1% The administrative cap for VPK is 4%. This is higher than normal because enrollment is low due to the pandemic. Administrative expenses include managing contracts, eligibility, and monitoring, all of which continue, even if enrollment doesn’t. We expect to remain over the cap in this area this year.
Further Action Needed?	<p>Reconciliation of the 2018/19 and 2019/20 Provider Payments –</p> <ul style="list-style-type: none"> • Coalition staff continue to prepare reconciliation reports for use by staff and providers in reconciliation of payments from July 2018 to July 2020. • Providers are slowly responding to the process and repayment agreements

Board Approval Item

	are being developed as needed.
Recommendation	Coalition staff recommend approval of interim financials as of April 30, 2021.
Attachments or Handouts?	Financial and Operational Reports for April 30, 2021.
Executive Committee Recommendation	Approval
Board Decision	

The Early Learning Coalition of Flagler and Volusia Counties, Inc.
Statement of Financial Position
As of April 30, 2021 and 2020
Draft

	<u>4/30/2021</u>	<u>4/30/2020</u>
Assets		
Current Assets		
Cash	3,133,464	2,628,041
Total Cash	<u>3,133,464</u>	<u>2,628,041</u>
Accounts Receivable	5,022,330	3,501,510
Other Current Assets		
Utility Deposits	550	550
Prepaid Expenses	74,593	43,435
Provider Prepayments	428,403	328,319
Total Other Current Assets	<u>503,546</u>	<u>372,304</u>
Total Current Assets	8,659,340	6,501,855
Fixed Assets		
Company Vehicle	83,180	13,880
Computer Equipment	107,923	107,923
Office Equipment	76,313	112,261
Building Improvements	70,202	70,202
Accumulated Depreciation	(235,957)	(248,249)
Net Depreciable Assets	<u>101,661</u>	<u>56,017</u>
Total Assets	<u>8,761,001</u>	<u>\$ 6,557,872</u>
Liabilities & Net Assets		
Current Liabilities		
Accounts Payable	2,369,933	3,405,816
Other Current Liabilities		
Payroll, Taxes & Benefits Payable	140,013	123,422
Advances SR	4,825,000	2,340,500
VPPRV Prepayment Deferred Revenue - ELC	810,000	885,000
VPPRP Prepayment Deferred Revenue - Providers	236,684	155,001
Deferred Revenue & Contributions - Match	81,603	61,296
Deferred Revenue & Contributions - Other	722	1,312
	<u>6,094,022</u>	<u>3,566,531</u>
Total Liabilities	8,463,955	6,972,347
Net Assets		
Local Funds (Non OEL)		
Beginning of the Year	276,664	256,973
YTD Activity	56,255	44,160
Ending Balance	<u>332,918</u>	<u>301,133</u>
Operating Funds (OEL)		
Beginning of the Year	(18,786)	-
YTD Activity	(17,086)	(715,608)
Ending Balance	<u>(35,872)</u>	<u>(715,608)</u>
Total Combined Net Assets	<u>297,046</u>	<u>(414,475)</u>
Total Liabilities and Net Assets	<u>8,761,001</u>	<u>\$ 6,557,872</u>

YTD Expenditures %	
Administration not to exceed 5% of Budget	3.5%
Provider Services and Eligibility not to exceed 14%	4.0%
Quality must be at least 4% of Base Allocation	6.1%
Direct Services minimum expenditures 78%	86.4%
Total SR %	100.0%
Infant & Toddler Min: \$224,060	\$122,968
VPK Administration not to exceed 4%	4.1%

The Early Learning Coalition of Flagler and Volusia Counties, Inc.
Statement of Activities by Fund - YTD with Annual Budget
for the Ten Months Ended April 30, 2021
DRAFT

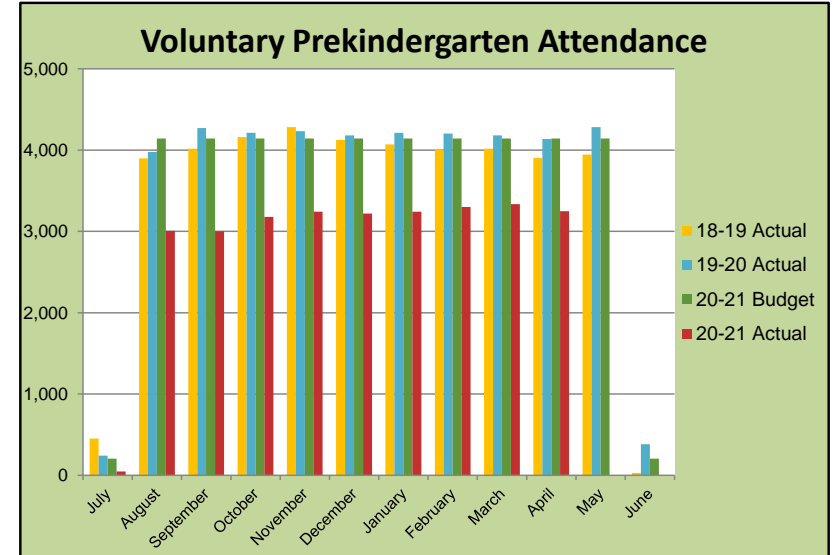
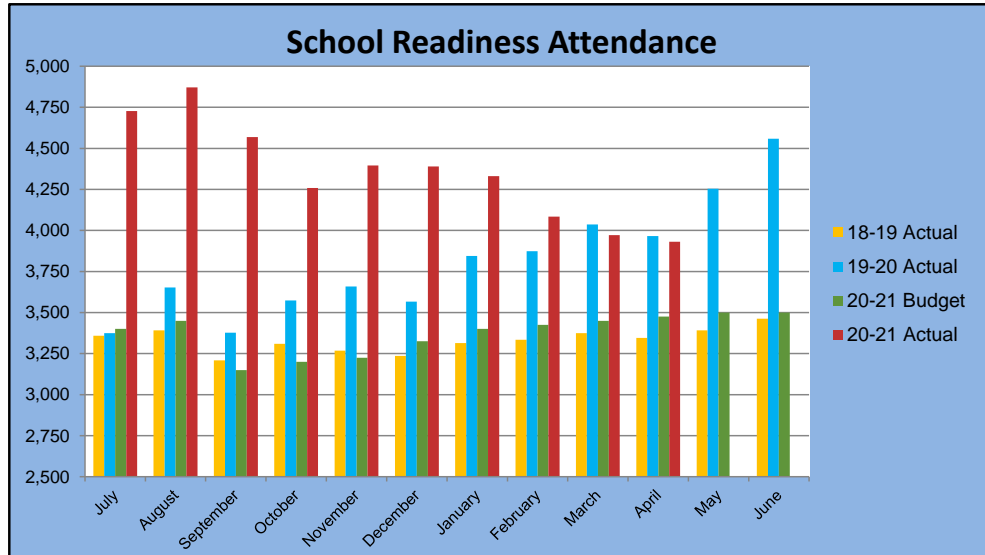
Target % as of Date 83%

	School Readiness & PDG			VPK & VPKOAMI			All Other			Total		
	YTD Actual	Annual Budget (V05)	% of Budget	YTD Actual	Annual Budget (V05)	% of Budget	YTD Actual	Annual Budget (V05)	% of Budget	YTD Actual	Annual Budget (V05)	% of Budget
Support & Revenues												
State of Florida	21,789,970	27,900,023	78%	6,822,346	10,787,186	63%	0	197,817	0%	28,612,316	38,885,026	74%
Childcare Match & Local Grants	280,789	440,000	64%	0	0	N/A	302,881	552,883	55%	583,670	992,883	59%
Other Grants	0	0	N/A	0	0	N/A	82,916	3,500	2369%	82,916	3,500	2369%
Contributions	0	0	N/A	0	0	N/A	68,492	114,500	60%	68,492	114,500	60%
Contributions In-Kind	0	0	N/A	0	0	N/A	0	20,000	0%	0	20,000	0%
Earned Interest	0	0	N/A	0	0	N/A	6,752	4,500	150%	6,752	4,500	150%
Miscellaneous Income	0	0	N/A	0	0	N/A	7,536	10,000	75%	7,536	10,000	75%
Total Support & Revenues	22,070,759	28,340,023	78%	6,822,346	10,787,186	63%	468,577	903,200	52%	29,361,682	40,030,409	73%
Expenses												
Direct Expenses												
Direct Expenses	16,690,923	19,129,454	87%	6,551,821	10,357,575	63%	133,108	479,100	28%	23,375,852	29,966,129	78%
Total Direct Expenses	16,690,923	19,129,454	87%	6,551,821	10,357,575	63%	133,108	479,100	28%	23,375,852	29,966,129	78%
Employee Compensation												
Salaries	1,250,058	1,646,035	76%	164,344	251,778	65%	87,774	170,818	51%	1,502,176	2,068,631	73%
Taxes	94,234	139,022	68%	11,947	17,084	70%	3,852	14,137	27%	110,033	170,243	65%
401K	27,676	49,379	56%	3,718	8,098	46%	271	4,582	6%	31,665	62,059	51%
Other Benefits	198,510	269,128	74%	25,125	44,046	57%	4,389	24,382	18%	228,024	337,556	68%
Total Employee Compensation	1,570,478	2,103,563	75%	205,134	321,006	64%	96,286	213,919	45%	1,871,898	2,638,488	71%
Other Expenses												
Communications	41,004	50,000	82%	5,652	5,000	113%	54	1,423	4%	46,710	56,423	83%
Depreciation	0	0	N/A	0	0	N/A	17,751	60,000	30%	17,751	60,000	30%
Insurance	15,335	19,395	79%	1,935	2,677	72%	0	0	N/A	17,270	22,072	78%
Local Activities	0	0	N/A	0	0	N/A	0	4,500	0%	0	4,500	0%
Occupancy	259,164	318,455	81%	34,074	45,325	75%	4,428	1,250	354%	297,666	365,030	82%
Other Expenses	76,871	146,822	52%	7,669	6,328	121%	17,947	29,900	60%	102,487	183,050	56%
Postage, Freight, & Delivery	796	2,125	37%	101	1,553	7%	216	600	36%	1,113	4,278	26%
Professional Services	105,961	145,358	73%	7,751	28,208	27%	698	3,200	22%	114,410	176,766	65%
Quality	3,264,707	6,291,901	52%	654	3,944	17%	141,495	155,973	91%	3,406,856	6,451,818	53%
Rentals	9,998	13,125	76%	1,308	1,875	70%	0	0	N/A	11,306	15,000	75%
Supplies	10,604	14,450	73%	1,249	2,025	62%	86	175	49%	11,939	16,650	72%
Tangible Personal Property	36,686	54,500	67%	4,595	6,500	71%	0	9,560	0%	41,281	70,560	59%
Travel	5,157	50,875	10%	564	5,170	11%	253	3,600	7%	5,974	59,645	10%
Total Other Expenses	3,826,283	7,107,006	54%	65,552	108,605	60%	182,928	270,181	68%	4,074,763	7,485,792	54%
Total Expenses	22,087,684	28,340,023	78%	6,822,507	10,787,186	63%	412,322	963,200	43%	29,322,513	40,090,409	73%
Change in Net Assets	(16,925)	(0)		(161)	0		56,255	(60,000)		39,169	(60,000)	

**The Early Learning Coalition of Flagler and Volusia Counties, Inc.
Children Served - As of April 21**

School Readiness									
Attendance	18-19	19/20	20-21		20/21 WAITLIST				
					Priority 3		Priority 4+		Combined
Month	Actual	Actual	Budget	Actual	Flagler	Volusia	Flagler	Volusia	Total
July	3,359	3,374	3,400	4,727	-	-	13	75	88
August	3,392	3,653	3,450	4,871	-	-	12	98	110
September	3,208	3,377	3,150	4,569	-	-	20	240	260
October	3,310	3,573	3,200	4,259	-	-	9	85	94
November	3,268	3,658	3,225	4,396	-	-	12	51	63
December	3,236	3,566	3,325	4,390	-	-	25	100	125
January	3,314	3,845	3,400	4,330	-	-	43	330	373
February	3,334	3,874	3,425	4,084	-	-	100	591	691
March	3,374	4,037	3,450	3,972	-	-	93	483	576
April	3,345	3,965	3,475	3,931	-	-	40	257	297
May	3,391	4,254	3,500		-	-			-
June	3,463	4,558	3,500		-	-			-

Voluntary Prekindergarten				
Attendance	18/19	19/20	20-21	
Month	Actual	Actual	Budget	Actual
July	453	244	205	46
August	3,899	3,978	4,142	3,008
September	4,018	4,272	4,142	3,002
October	4,159	4,212	4,142	3,180
November	4,282	4,233	4,142	3,243
December	4,125	4,181	4,142	3,221
January	4,070	4,212	4,142	3,244
February	4,008	4,205	4,142	3,302
March	4,019	4,182	4,142	3,335
April	3,903	4,138	4,142	3,249
May	3,946	4,282	4,142	
June	30	381	205	



Board Approval Item

Title: 20/21 Budget Amendments

D

Background and Description	<p>Core budget amounts based on School Readiness and Voluntary Prekindergarten Program allocations identified in the proposed state budget were presented and approved by the Board on April 29, 2020 (V01 – Version 1). Actual notices of awards (NOA) received to date do not include all funding.</p> <p>The most recent Notice of Award (NOA) received in May:</p> <ul style="list-style-type: none"> • An increase to projected revenues: <ul style="list-style-type: none"> ○ School Readiness – \$80,000 <p>Proposed expenditure category adjustment:</p> <ul style="list-style-type: none"> • School Readiness <ul style="list-style-type: none"> ○ Direct Services - Increase \$80,000 <p>We will redirect any unspent funds from other categories to direct services however expect additional NOAs for direct service should unspent balances not cover the shortfall.</p>
Fiscal Impact	<p>\$80,000 increase in funding</p>
Recommendation	<p>Staff recommends Board approval of V06 2020-2021 proposed budget.</p>
Attachments or Handouts?	<ul style="list-style-type: none"> • V06 2020-2021 Budget – Multi-Year Comparison
Executive Committee Recommendation	<p>Approval</p>
Board Decision	

The Early Learning Coalition of Flagler and Volusia Counties, Inc.
Agencywide Revenue and Expense Projection
Multi-Year Comparison

Account Title	19-20 Budget V04	19-20 Actual	20-21 Budget V05	20-21 Proposed Changes	20-21 Budget V06	91.52% SR & PFP	4.27% VPK & OAMI	4.21% Other
Income								
State of Florida	\$ 31,421,561	\$ 29,868,190	\$ 38,885,026	\$ 80,000	\$ 38,965,026	\$ 27,980,023	\$ 10,787,186	\$ 197,817
Childcare Match & Local Grants	708,476	612,450.00	992,883	-	992,883	440,000	-	552,883
Other Grants	3,500	-	3,500	-	3,500	-	-	3,500
Contributions	128,000	64,043.00	114,500	-	114,500	-	-	114,500
Contributions In-Kind	-	-	20,000	-	20,000	-	-	20,000
Earned Interest	5,760	6,346.00	4,500	-	4,500	-	-	4,500
Miscellaneous Income	-	8,708.00	10,000	-	10,000	-	-	10,000
Total Income	\$ 32,267,297	\$ 30,559,737	\$ 40,030,409	\$ 80,000	\$ 40,110,409	\$ 28,420,023	\$ 10,787,186	\$ 903,200
Expenses								
Direct Expenses								
Direct Expenses	26,464,916	26,401,448	29,966,129	80,000	30,046,129	19,209,454	10,357,575	479,100
Total Direct Expenses	\$ 26,464,916	\$ 26,401,448	\$ 29,966,129	\$ 80,000	\$ 30,046,129	\$ 19,209,454	\$ 10,357,575	\$ 479,100
Employee Compensation								
Salaries	1,918,631	1,780,629	2,068,631	-	2,068,631	1,646,035	251,778	170,818
Taxes	163,086	130,951	170,243	-	170,243	139,022	17,084	14,137
401K	58,850	39,335	62,059	-	62,059	49,379	8,098	4,582
Other Benefits	336,815	302,135	337,556	-	337,556	269,128	44,046	24,382
Total Employee Compensation	\$ 2,477,382	\$ 2,253,050	\$ 2,638,488	\$ -	\$ 2,638,488	\$ 2,103,563	\$ 321,006	\$ 213,919
Other Expenses								
Communications	57,568	55,489	56,423	-	56,423	50,000	5,000	1,423
Depreciation	50,000	23,943	60,000	-	60,000	-	-	60,000
Insurance	29,103	19,686	22,072	-	22,072	19,395	2,677	-
Local Activities	4,500	-	4,500	-	4,500	-	-	4,500
Occupancy	331,064	328,062	365,030	-	365,030	318,455	45,325	1,250
Other Expenses	362,837	132,324	183,050	-	183,050	146,822	6,328	29,900
Postage, Freight, & Delivery	4,649	1,154	4,278	-	4,278	2,125	1,553	600
Professional Services	194,243	101,913	176,766	-	176,766	145,358	28,208	3,200
Quality	2,161,615	1,155,808	6,451,818	-	6,451,818	6,291,901	3,944	155,973
Rentals	40,355	33,835	15,000	-	15,000	13,125	1,875	-
Supplies	21,808	10,159	16,650	-	16,650	14,450	2,025	175
Tangible Personal Property	55,000	11,086	70,560	-	70,560	54,500	6,500	9,560
Travel	69,972	30,874	59,645	-	59,645	50,875	5,170	3,600
Total Other Expenses	\$ 3,382,714	\$ 1,904,333	\$ 7,485,792	\$ -	\$ 7,485,792	\$ 7,107,006	\$ 108,605	\$ 270,181
Total Expenses	\$ 32,325,012	\$ 30,558,831	\$ 40,090,409	\$ 80,000	\$ 40,170,409	\$ 28,420,023	\$ 10,787,186	\$ 963,200
Net Income/(Loss)	\$ (57,715)	\$ 906	\$ (60,000)	\$ -	\$ (60,000)	\$ -	\$ -	\$ (60,000)

Board Approval Item

Title: 21/22 Anti-Fraud Plan

E

Background and Description	<p>Pursuant to Florida State Statute, 1002.91, Rule 6M-9.400, Florida Administrative Code requires that ELCs submit a Board Approved anti-fraud plan by June 30 each year for OEL approval. The plan must include the following components:</p> <ul style="list-style-type: none"> • Outline the organizational structure of the plan's personnel who are responsible for the investigation and reporting of possible overpayment, abuse, or fraud. • Detecting and investigating possible acts of fraud, abuse, or overpayment. • Mandatory reporting of possible overpayment, abuse, or fraud to the Office of Inspector General within the office. • Procedures for educating and training personnel on how to detect and prevent fraud, abuse, and overpayment. • Appropriate due process provisions adopted by the office for suspending or terminating from the School Readiness Program or the Voluntary Prekindergarten Education Program a recipient or provider who the Early Learning Coalition believes has committed fraud. <p>Plan updates made from previous version – shown via Track Change feature:</p> <ul style="list-style-type: none"> • Update of plan date • Update of responsible Coalition parties • Other minor editing
Financial Impact	None
Recommendation	Staff recommends approval of Anti-Fraud Plan for FY 21/22
Attachments or Handouts?	21/22 Anti-Fraud Plan
Executive Committee Recommendation	Approval
Board Decision	



Early Learning Coalition
of Flagler & Volusia

Anti-Fraud Plan

~~2020~~2021-
~~2021~~2022

135 Executive Circle, [Suite 100](#)
Daytona Beach, FL 32114

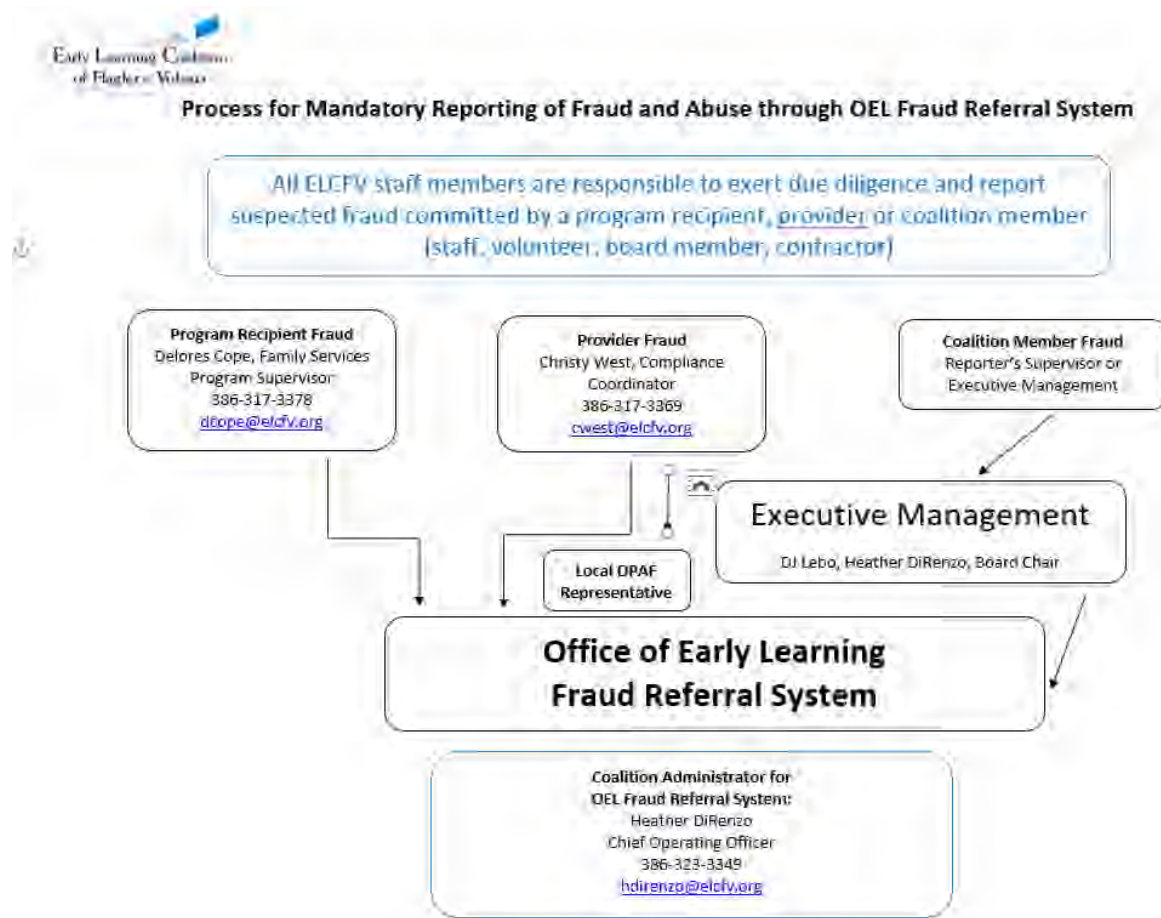
Anti-Fraud Plan

Anti-Fraud Plan

Investigating and Reporting

Plan Statement

The Early Learning Coalition of Flagler and Volusia Counties, Inc. will attempt to recover State, Federal and Local Matching Funds which were paid as an intentional act of deception, omission or misrepresentation in accordance with Florida Statutes 1002.91 and Florida Administrative Code (FAC) Rule 6M-9.400.

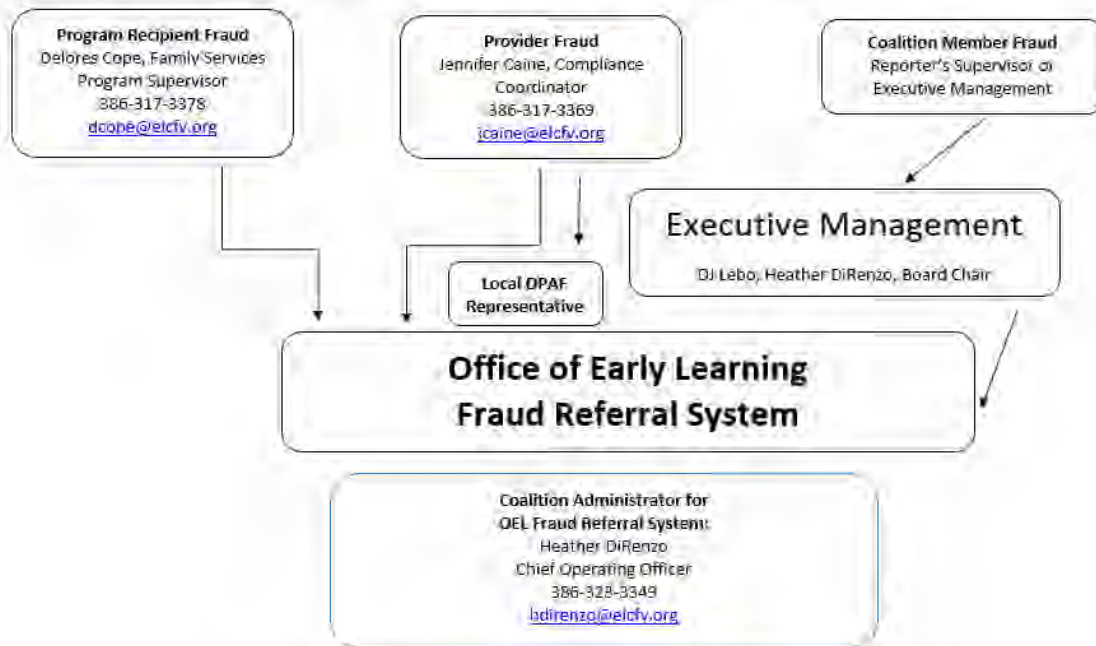


Anti-Fraud Plan



Process for Mandatory Reporting of Fraud and Abuse through OEL Fraud Referral System

All ELCFV staff members are responsible to exert due diligence and report suspected fraud committed by a program recipient, provider or Coalition member (staff, volunteer, board member, contractor)



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Detection and Reporting

All Coalition Staff members will implement procedures for detecting and reporting possible acts of fraud, abuse and/or overpayment:

Coalition Staff receive annual training and have reasonable knowledge of how to detect possible fraudulent acts as related to FS 1002.91(8)(b)(d). The following is a list of what staff look for when attempting to identify possible acts of fraud. The list is not all inclusive and other “red flags” may offer alerts, however listed below are the most commonly identified methods when attempting to defraud the Coalition:

1. Suspicious documents

Multiple errors	Similar information conflicting on different documents, unusual discrepancies
Missing information on documents, especially pay stubs (necessary information “whited out” or copied multiples times)	Missing documents
Documents from businesses that are known to be closed, out of business or otherwise defunct	Hidden information in areas of documents where information should exist
Only Photocopied versions of the document exist (no originals available)	Inconsistent documents from one interview to the next

2. Misrepresentation

Household size	Household income
False verification of employment	Falsified attendance documentation

3. Signatures

Illegible signatures, forgery	Signatures that do not appear similar from one document to the next
Signatures that seem to be signed all at the same time vs. at different times	Name signed does not match signatory

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4. Suspicious behavior

Inconsistent, vague <u>vague</u> , or implausible responses	Inconsistent statements
Denying access to information	Inconsistent familial attendance
Reported acts of harassment, intimidation, bullying, coercion and/or giving false statements	Implicating oneself as an accomplice
Paying/charging program recipient (or other) fee for VPK	Paying for services by unapproved methods (from stolen goods, WIC funds, ACCESS card, etc)
Employing a person with a vested interest in their eligibility status	

Coalition ~~S~~taff may have reason to believe that a program recipient, provider or Coalition member has engaged in a fraudulent act. After determining that there is suspicion of fraud, an investigation will ensue. Staff completes an Internal Suspected Fraud and Overpayment Referral form. Investigative activities are below. The individual circumstances surrounding the concern determine the order and/or need for steps processed:

- Evidence is collected in order to support or dismiss the allegation
- A face-to-face conference/interview is requested as an opportunity to present evidence that may dispute the allegations and/or resolve the issues
- Confirmation of the information is researched: name, social security number, date of birth, and address etc.
- Attendance confirmation/Activity Check (employment, other)
- The program recipient, provider or Coalition member is informed of the allegations
- Determination of loss (benefit overpayment)
- An affidavit(s) from program recipient, provider or Coalition member may be attained to support or dispute the allegation
- A discussion regarding overpayment amount and collecting supporting documentation from the program recipient, provider or Coalition member ensues
- Prior to taking any action against a program recipient, provider or Coalition member, the Coalition designee will ensure there are sufficient grounds to warrant such action
- School Readiness and/or Voluntary Prekindergarten services are still permitted while under investigation

Since each investigation is different, the above list is intended to be a general guide and not all inclusive.

Anti-Fraud Plan

Staff Education/Training

Since it is the duty of all Coalition Staff to be able to detect and prevent fraud, abuse and overpayment, all Coalition Staff participate in necessary educational trainings (group and individual trainings occur, follow up assistance and technical assistance occurs via email and/or phone). Manuals, guides, and locally developed instructions are made available to staff in order to assist in daily practices. The following are commonly used tools and methods for aiding in detecting and preventing fraud, abuse, and overpayment:

- Data quality reports provided by the Office of Early Learning
- Comparison of child care referrals from other organizations
- Suspected Fraud, Whistleblower hotlines – located online at www.elcfv.org and through the Coalition's phone system (386-323-2400)
- Office of Early Learning Fraud Overview
- Support of Department of Public Assistance Investigators
- Support of other public assistance agencies
- Validating referrals from partnering community agencies
- Sharing information immediately upon discovery
- Internal File Reviews
- Activity Checks
- Post Attendance Monitoring and Payment Validation Reviews

Notification and Appeals

Program Recipients

When a program recipient has been suspected of possible fraud, the accused is entitled to due process provisions adopted by the Office of Early Learning (relating to suspension or termination of benefits, employment and/or program contract) per Rule 6M-9.400 (3)(b).

The Coalition will provide written advance notice of the intended action to suspend or terminate benefits to the recipient, and it must clearly advise of the allegation, the basis of the allegation, the intended action, and the date the action is to be imposed. The Coalition shall send the written advance notice at least fourteen (14) calendar days before the intended action. The written advance notice will be translated in the recipient's native language if the Coalition's other communications with the recipient have been translated. The written advance notice shall include following:

1. The procedure for the program recipient to follow to attempt to appeal the decision.
2. A statement, in bold print, that failure to file a timely appeal waives the right to an appeal.
3. Notice of the potential for repayment of improper benefits, if the conclusion of fraud is upheld, including any benefits received after the receipt of the written advance notice.
4. The procedure for the program recipient to obtain a copy of his/her file.
5. The amount of overpayment to be recovered, if applicable.

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6. The length of time for which the program recipient's benefits are suspended or the date of the termination of benefits, if applicable.
 - 1st determination of fraud: eligibility is suspended for the longer of 6 months or restitution (including payment plan if on target) of overpaid benefits
 - 2nd determination of fraud: the longer of one year or restitution (including payment plan if on target) of overpaid benefits
 - 3rd and subsequent determinations of fraud: the longer of 5 years or restitution of overpaid benefits

Suspension/termination shall not be applied against program recipients of a current valid at-risk referral.

The above general guide for penalties will be applied, however, considerations will also include the length of time proportionate to the alleged offense committed, consistent with suspensions or terminations issued to other program recipients who allegedly committed comparable offenses, and may also consider prior offenses, as appropriate.

The program recipient has a right to challenge within fourteen (14) business days using the Appeal Procedure to follow. If the challenge is before benefits are terminated, then benefits remain in place for duration of initial challenge. However, if the decision is upheld, any services received during that timeframe will be included with the overpayment amount.

If the recipient believes that the issue was not resolved during the pre-appeal resolution procedure, the appeal procedure is outlined in FAC Rule 6M-9.400(3) Early Learning Coalition Anti-Fraud Plan, subsections as follows:

Appeal Resolution Procedure

If the recipient believes that the issue was not resolved by the Coalition, the recipient may file a formal written appeal for review by the Chief Executive Officer of the Coalition using the following procedure:

1. Submit a written appeal to the Chief Executive Officer or other executive staff person as designated by the Coalition board. The appeal must fully describe the nature of the error the recipient believes has been made and shall contain any documentation which supports the recipient's claim.
2. The appeal shall be postmarked or emailed before the date of the intended action. The recipient who fails to file a timely appeal waives the right to appeal.
3. If the recipient files a timely appeal, he or she will not be suspended or terminated from the program until the written decision of the Chief Executive Officer or the original date of the intended action, whichever is later.
4. The Chief Executive Officer of the Coalition or other executive staff person designated by the Coalition board must respond to the recipient, in writing, within thirty (30) days of receiving the appeal with a decision as to whether the suspension or termination will be upheld or modified.

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5. The recipient who wishes to appeal the decision of the Chief Executive Officer of the Coalition or other executive staff person designated by the Coalition board may request further review by an appeals committee in accordance with this rule. The request for further review by the appeals committee must be submitted to the Coalition in writing with ten (10) calendar days of the date of the Chief Executive Officer or other executive staff person designated by the Coalition board's written response to the recipient's formal written appeal.

The recipient shall be given the opportunity to defend his or her position in an orderly proceeding of the appeals committee. When the meeting of the appeals committee is scheduled, the recipient shall be notified of the date of the appeals committee, informed that it is a public meeting, and informed that any information presented may be used by other state agencies:

1. The appeals committee shall be selected by the Chairman of the Board of the Coalition and a chair of the appeals committee shall be named.
2. The appeals committee shall be convened within forty-five (45) calendar days of the receipt of the recipient's request for an appeal.
3. The recipient shall be provided up to thirty (30) minutes to present their position and any information they wish the appeals committee to consider.
4. The Coalition Staff members, excluding the Chief Executive Officer or other executive staff person designated by the Coalition board shall be available to provide any information requested by the committee.
5. The appeals committee will consider all statements, review all documentsdocuments, and may request any additional evidence or other information from parties if an appeals committee member believes it is necessary and relevant to the decision making. The required final determination letter will indicate the length of time given to provide the additional information.
6. The appeals committee shall select or appoint a member of the Coalition, excluding the Chief Executive Officer of the Coalition or other executive staff person designated by the Coalition board, to memorialize the events of the appeals committee proceeding and the final determination including the basis of the decision.
7. The appellant shall be notified in writing of the appeals committee's determination within ten (10) days of the date of the meeting.
8. The determination of the appeals committee shall be final.

Providers

Coalition Staff will work with the local office of the Division of Public Assistance Fraud (DPAF) to investigate suspected fraud involving providers to capture the whole picture. DPAF and ELCFV will keep the other advised of investigation updates with the goal of a speedy, but thorough resolution. Investigation steps are generally the same but may have nuances depending on the providers involvement in other state or federally funded programs.

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The requirements regarding suspected fraud involving a provider are outlined within the current contract for services. Requirements can include Coalition action up to and including contract termination. Providers may appeal Coalition decisions identified as contrary to contractual agreement using Exhibit 7: Due Process Procedures located in the current Provider Contract/Agreement.

Employees

Requirements regarding ethical behavior are identified in the current Employee Handbook. Violation of these requirements can include Coalition action up to and including employment termination. Employees may appeal Coalition decisions identified as contrary to policy and procedure (Employee Handbook) via a request to the Coalition Board Chair.

The Coalition's Administrator for the OEL Fraud Referral system will submit an electronic report to the State, identifying the program recipients, providers and employees terminated from services or employment as a result of fraudulent activity, per FAC Rule 6M.9.400 (3)(b).

Title: Policy #BD01 – Board of Directors

E

**Background and
Description**

Policy #BD01– Board of Directors was previously Board approved 1/2017. OEL has identified a needed change beginning July 1, 2021 in how Coalitions use the Volunteer & Employee Criminal History System (VECHS) at the Florida Department of Law Enforcement (FDLE).

Previously it was understood that Coalitions were deemed “Qualified Entities” as defined in State Statute 943.0542, requiring level II Background Screenings for all Coalition staff and volunteers. Our grant agreement has now been updated to clarify that only Coalition staff involved in eligibility determination (Family Services staff) and direct care of children without supervision (Quality and Inclusion staff and limited volunteers) are eligible to utilize the VECHS system. All other staff and volunteers would need a level I background screening.

This is an excerpt (beginning on page 8) from the grant agreement as related to background screenings:

E. Background screening

The ELC shall comply with and have written policies including the items listed in this section:

1. The ELC shall conduct employee background screening in accordance with the requirements in this section.
2. "Qualified entity," as defined in s. 943.0542, F.S., means a business or organization, whether public, private, operated for profit, operated not-for-profit or voluntary, that provides care or care placement services, including a business or organization that licenses or certifies others to provide care or care placement services.
3. An ELC may be considered a qualified entity and therefore, shall register with the Florida Department of Law Enforcement (FDLE). The entity shall have all employees assigned to work on this agreement screened in a manner consistent with s. 943.0542, F.S.
 - 3.1. For an ELC and its staff deemed by FDLE as meeting the definition of "Qualified Entity", the ELC's staff shall receive a level II background screening.
 - 3.2. If FDLE determines that the ELC meets the definition of "Qualified Entity", but determines that certain ELC employee(s) are not providing child care or child care placement, while having access to confidential information, the ELC staff shall receive the equivalent of a level 1 that requires screening for employment history, statewide criminal correspondence checks through the Department of Law Enforcement, a check of the Dru Sjodin National Sex Offender Public Website and local criminal records check through local law enforcement agencies

Board Approval Item

	<p>3.3. For an ELC deemed by FDLE as not meeting the definition of "Qualified Entity", all staff shall comply with all of the requirements specified in subsection 6 below. However, the screening shall only include the equivalent of a level 1 that requires screening for employment history, statewide criminal correspondence checks through the Department of Law Enforcement, a check of the Dru Sjodin National Sex Offender Public Website and local criminal records check through local law enforcement agencies.</p> <p>Our current vendor, MacData can continue providing all background screening services needed.</p>
Financial Impact	Savings of \$21.75/employee screening, \$10.25/volunteer screening between level I and level II background screening costs
Recommendation	Staff recommends approval of revised policy #BD01.
Attachments or Handouts?	Policy #BD01 – Board of Directors with changes tracked
Executive Committee Recommendation	Approval
Board Decision	

Policy: Board of Directors

Policy Number: BD01

Effective Date: ~~January 24, 2017~~ 7/1/21

Board Approved: ~~January 24, 2017~~ 6/29/21

Editions: 6/24/14, 11/18/14

The ELCFV Board of Directors act as stewards of the organization's assets and must exercise due diligence to oversee that the ELCFV is well-managed and that its financial situation remains sound. In addition, Board members are responsible for the following:

1. **Determine Mission and Vision.** It is the Board's responsibility to create and review a statement of mission and vision that articulates the ELCFV's goals, means and primary constituents served.
2. **Select the Chief Executive Officer.** Board members must reach consensus on the Chief Executive Officer's responsibilities and conduct a careful search to find the most qualified individual for the position.
3. **Support and Evaluate the Chief Executive Officer.** The Board should ensure that the Chief Executive Officer has the moral and professional support he or she needs to further the goals of the ELCFV. The Chief Executive Officer oversees staff.
4. **Ensure Effective Planning.** The Board must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.
5. **Monitor and Strengthen Programs and Services.** The Board's responsibility is to determine which programs are consistent with the ELCFV's mission and monitor the outcomes.
6. **Ensure Adequate Financial Resources.** One of the Board's foremost responsibilities is to secure adequate resources for the ELCFV to fulfill its mission.
7. **Protect Assets and Provide Proper Financial Oversight.** The Board must assist in developing the annual budget and ensuring that proper financial controls are in place.
8. **Build a Competent Board.** The Board has a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance. This includes at minimum:
 - a. Clearance on a level ~~H-I~~ background screening
 - b. Completion of required board membership forms.
 - c. Annual commitment to serve as a board member
 - d. Completion of annual self-evaluation
9. **Ensure Legal and Ethical Integrity.** The Board is ultimately responsible for adherence to legal standards and ethical norms. Business should be conducted in the spirit of transparency, as required by Florida's Sunshine Law.
10. **Enhance the ELCFV's Public Standing.** The Board should clearly articulate the ELCFV's mission, accomplishments, and goals to the public and garner support from the community.

Title: **Policy #HR04 - Benefits and Leave**

G

**Background &
Description**

Policy #HR04 – Benefits and Leave was previously Board approved 6/2020. OEL has identified that beginning July 1, 2021, Coalitions must align their benefits as related to holidays more closely to those of the State. State recognized holidays are the only holidays for which Coalitions are eligible.

This means the Coalition can no longer recognize New Year's Eve, President's Day, Christmas Eve, and the time between Christmas and New Year's Eve as part of the planned holiday schedule. Depending on the Governor's announcements, in the future, coalitions may be able to take New Year's Eve and Christmas Eve off, if the Governor announces them as holidays for the state employees. Depending on the year, this could be up to 56 hours of lost time previously paid for a full-time employee. Coalition staff recommend the following combination of changes:

- Reduce holidays as advised by OEL:

Current Holidays	Proposed Holidays
New Year's Eve	N/A
New Year's Day	New Year's Day
Martin Luther King Day	Martin Luther King Day
Presidents Day	N/A
Memorial Day	Memorial Day
Independence Day	Independence Day
Labor Day	Labor Day
Veteran's Day	Veteran's Day
Thanksgiving Day	Thanksgiving Day
Day after Thanksgiving	Day after Thanksgiving
Christmas Eve	N/A
Christmas Day	Christmas Day
Holiday Break 12-26 to 12-30	N/A
N/A	Floating Holiday

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Board Approval Item

Recommendation	Staff recommends approval of revised policy #HR04.
Attachments or Handouts?	Policy #HR04 – Benefits and Leave with changes tracked
Executive Committee Recommendation	Approval
Board Decision	



Policy: Benefits and Leave

Policy Number: HR04

Effective Date: ~~6/1/2017~~ 12/2021

Board Approved: ~~6/23/20~~

Editions: 1/24/17, 6/25/19, 7/1/2021

The ELCFV and its Board of Directors are committed to offering a competitive total compensation package for employees. This includes providing a variety of benefits to eligible employees of ELCFV. Full-time employees who are regularly scheduled to work 40 or more hours per week are eligible to utilize company benefits beginning the first day of the next month following the 90-day introductory period. Part-time employees who work less than 40 hours per week are not entitled to all ELCFV benefits can earn 3 hours of PTO per payroll period (must average no less than 20 hours per week). ELCFV reserves the right to amend or terminate any of these voluntary programs at any time, based on business needs.

Benefits may include:

1. Health and Dental Insurance Coverage with ELCFV paying a portion of the employee's individual rate.
2. Life Insurance with ELCFV funding coverage under this policy in the amount equal to one year of current salary (\$50,000 max) per employee on behalf of the employee. This is term insurance that remains in effect while the employee remains an active employee of ELCFV.
3. Voluntary options - the following are available at the employee's cost with no contribution from the employer:
 - a. Dependent health or dental coverage
 - b. Short-term disability coverage
 - c. Voluntary employee and/or dependent life insurance
 - d. Employee/dependent supplemental coverage

4. Retirement savings account

5. Tuition Reimbursement

6. ~~Ten-Nine~~ standard paid holidays (to correspond with currentthe stateState's paid holiday schedules). ~~when Paid when~~ each falls/is observed ~~on a workday paid~~ at average hours (must average no less than 20 hours per week).

New Year's Day

Martin Luther King Day

~~Presidents Day~~

Memorial Day

Independence Day

Labor Day

Veteran's Day

Thanksgiving Day

Day after Thanksgiving

~~Christmas Eve through New Year's Eve~~

Christmas Day

In addition, one "floating holiday" per year will be awarded. Floating holidays may not be carried over to following year if not used.

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*ELCFV will observe any additional holidays the Governor of Florida awards to state employees. For example, Christmas Eve and New Year's Eve have been awarded in the ~~past, but~~ past but are not guaranteed.

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7. Paid time off (PTO) as earned by employees who average no less than 20 hours per week.
 - a. Hours are accrued per the following schedule:

Level	Years of Service	Accrual Rate Per Pay Period	Total # Hours/Days Accrued Per Year	Maximum Banked Personal Leave Time Allowable
PT	ALL	3.962 hours per pay period	78-103 hours	78-160 hours
1	0-2 years	6-778 hours per pay period	176-208 hours/ 22-26 days	320 hours
2	3-4 years	7.388.615 hours per pay period	192-224 hours/ 24-28 days	320 hours
3	5+5-9 years	89.231 hours per pay period	208-240 hours/ 26-30 days	320 hours
4	10+ years	12.462	324 hours/ 40.5	40.5
320				

1. If ELCFV terminates employment, the employee will forfeit any unused PTO. If the employee resigns, the employee is paid out the remaining balance of banked hours up to a maximum of 80 hours of PTO (40 hours if part-time) pay if they have worked past their introductory period and have given adequate notice. Employees going from full-time to part-time status will be paid out up to 80 hours of their PTO and carry remaining balance (up to limit) to be used at their PT rate.
2. Directors and employees in identified positions will be required to take at least 5 days of consecutive leave per year. This requirement will be identified in the applicable Job Descriptions.

ELCFV also provides other leave types as follows:

- a. Jury Duty or Appearances required by Subpoena
- b. Military Service
- c. Bereavement
- d. Leave of Absence – Time off without pay
- e. Medical Leave
- f. Workers' Compensation related time off

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Title: Annual State of the Coalition – 20/21 Year in Review

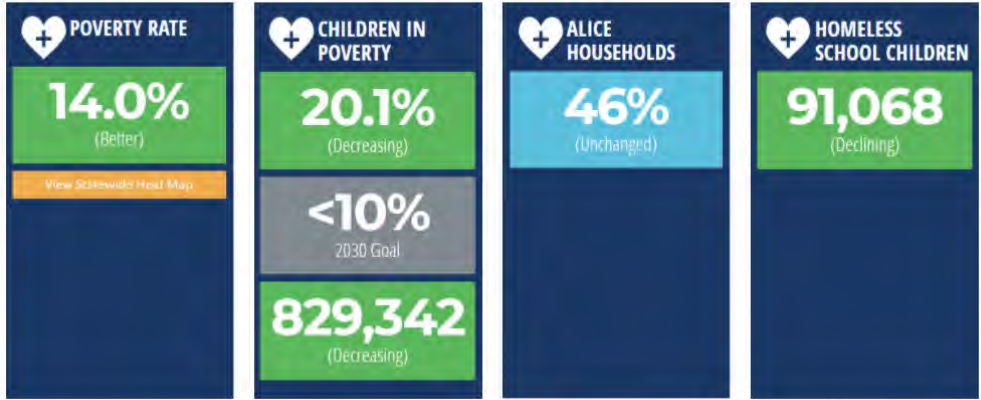
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<p>Background and Description</p>	<p>The directors at ELCFV help bring the board's vision to life. Their dedication to our children, families and child care providers help children have a quality early learning experience. Today is a day to celebrate 20/21 accomplishments.</p> <p>2020-2021 was definitely a challenging year. It also brought some organizational changes!</p> <p>The International Pandemic brought changes we could never have imagined and helped us realize a resiliency within ourselves we didn't even know existed. We also found how well equipped we were to shift to a completely virtual environment. We have so many staff to thank for the coalition being able to make that shift quickly and effectively.</p> <p>We also saw changes to our organizational structure with the change in three director positions. Beth Freshour moved to Oklahoma to pursue family adventures and Kim Kania was promoted from within to take the helm of Family Services. Nancy Walsh shifted to a Quality Advocate position, focusing on quality activities, and making room for Jancy Long to come from Community Partnership for Children and infusion her super special magic project and leadership skills as the Director of Quality and Inclusion. Lastly, Pauline DeMartin took a step back from the Director of Human Resources to a part time position of Human Resources Generalist so that she can focus on a nonprofit she started after being a care giver for her brother through cancer treatments.</p> <p>Each of these changes gave the coalition an opportunity to grow and change while keeping some of the best pieces of who we have become over the last several years.</p> <p>Today the Directors will offer to you some of the great accomplishments ELCFV has seen during the most difficult year of my career. I couldn't be more honored to be a part of this team.</p> <ul style="list-style-type: none"> ▪ Allison Miller – Director of Community Partnerships ▪ Kim Kania – Director of Family Services ▪ Melanie Barclay – Director of Finance ▪ Jancy Long – Director of Quality and Inclusion
<p>Fiscal Impact</p>	<p>Identified in approved budget</p>
<p>Attachments or Handouts?</p>	<p>None</p>

Title: The Florida Scorecard and the Gap Map

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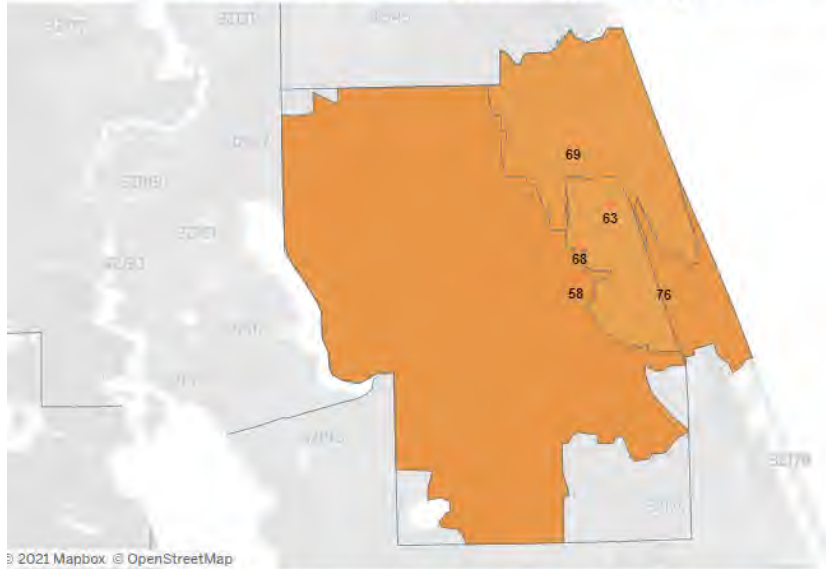
<p>Background and Description</p>	<p><i>The Florida Scorecard</i></p> <p>The Florida Chamber Foundation in concert with the Florida Chamber of Commerce went on a listening tour back in 2018 and developed the Florida 2030 Blueprint. It was created as a strategic driver to move the Florida economy into the top 10 in global economies, to create a path to prosperity for all zip codes in Florida and to position Florida among the top states for attracting and retaining talent and visitors of all ages.</p> <p>The Florida Scorecard was created to offer metrics needed to measure progress statewide and within local communities towards meeting the goals outlined in the Florida 2030 Blueprint. It measures 39 goals in 6 pillars and continues to drill down and looks for improvements within those pillars and goals. Also searches for champions in each of the goal areas.</p> <p>Areas of importance specifically to ELCFV is the Talent, Supply and Education Pillar. https://thefloridascorecard.org/pillar&c=0&pillar=1 The goal being to Improve Florida's talent pipeline for a better workforce and has six strategies to meet by 2030. Since the scorecard's inception, the metrics have expanded. There are now 16 strategies being measured.</p> <p><i>The Gap Map</i></p> <p>The Florida Chamber Foundation is also focused on the Florida Prosperity Project. This is a subset of a Florida 2030 Blueprint goal. This has a multi focus strategy designed to cut childhood poverty in half and ensure 100% have a pathway out. The Chamber has recognized that children entering kindergarten ready to learn and children reading at grade level by third grade is impossible, because of the zip code they live in. https://www.flchamber.com/ProsperityFL/.</p> <p>One of the main goals of the Prosperity Project is to cut the number of children living in poverty by half. there are 829,342 children living in poverty in Florida's 983 zip codes. Research shows that half of them live in just 150 or 15% of those zip codes. If the Chamber, with the help of others can focus on just those 150 zip codes, we could lift over ½ of our children out of poverty.</p>
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	<p>TheFloridaScorecard.org</p>  <p>The Florida Gap Map looks closer at what each community faces. This is an interactive tool that communities can use to assess “what can I do to improve the situation in individual zip codes?” https://www.flchamber.com/floridagapmap/</p>
Fiscal Impact	No fiscal impact
Attachments or Handouts?	<ul style="list-style-type: none"> Scorecard strategies for Pillar 1 – Talent, Supply and Education Pillar Florida Prosperity Project – the Gap Map



FLAGLER COUNTY

Elementary School Reading Scores by Poverty Rates of Children



Third grade reading scores are available below for each of the elementary schools in the county. Scroll down to see all of the school listings.

Elementary School Reading Scores in Flagler County

School Name ¹	Kids Not Reading At Grade Level	Third Grade Reading Score
BELLE TERRE ELEMENTARY SCHOOL	64	69
BUNNELL ELEMENTARY SCHOOL	64	58
IMAGINE SCHOOL AT TOWN CENTER	27	74
LEWIS E. WADSWORTH ELEMENTARY	47	63
OLD KINGS ELEMENTARY SCHOOL	37	76
RYMFIRE ELEMENTARY SCHOOL	49	68

The Third Grade Reading Score is the percentage of students who achieved Level 3 or Above in the 3rd Grade Reading Florida Standards Assessment. The map to the left shows each elementary school mapped with its score alongside the child poverty rate of the school's zip code.

Filter by County

Flagler County

Filter by Age

Under-12

Map Legends

3rd Grade Reading Score

0 10

Poverty Rate

0.0% 100.0%

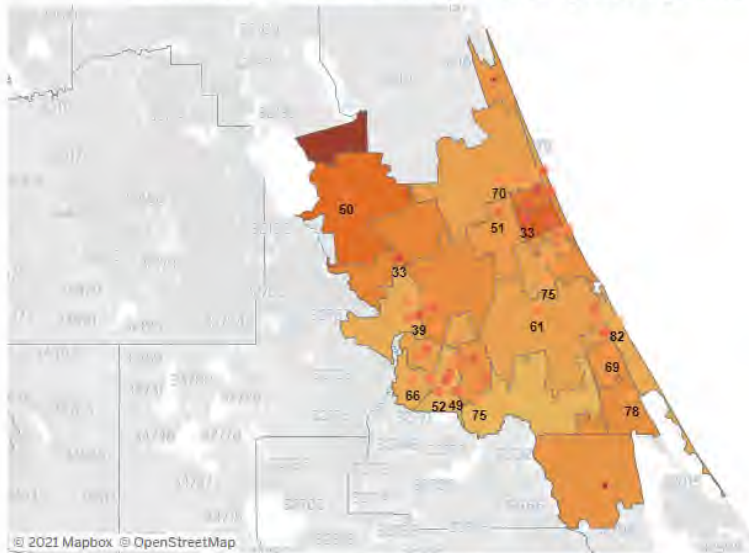
Helpful Hint

Zooming in to more detail
Hit the "Zoom Home" button in the top left hand corner of the map before navigating to new county

Dashboard powered by the
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VOLUSIA COUNTY

Elementary School Reading Scores by Poverty Rates of Children



Third grade reading scores are available below for each of the elementary schools in the county. Scroll down to see all of the school listings.

Elementary School Reading Scores in Volusia County

School Name1	Kids Not Reading At Grade Level	Third Grade Reading Score
BLUE LAKE ELEMENTARY SCHOOL	50	43
BURNS SCIENCE AND TECHNOLOGY CHARTER ..	11	78
CHAMPION ELEMENTARY SCHOOL	51	51
CHISHOLM ELEMENTARY SCHOOL	35	55
CITRUS GROVE ELEMENTARY SCHOOL (VOLUSIA)	66	61
CORONADO BEACH ELEMENTARY SCHL	6	82

The Third Grade Reading Score is the percentage of students who achieved Level 3 or Above in the 3rd Grade Reading Florida Standards Assessment. The map to the left shows each elementary school mapped with its score alongside the child poverty rate of the school's zip code.

Filter by County

Volusia County

Filter by Age

Under-12

Map Legends

3rd Grade Reading Score

0 10

Poverty Rate

0.0% 100.0%

Helpful Hint

Zooming in to more detail
Hit the "Zoom Home" button in
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map before navigating to
new county.

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Title: COVID-19 Updates

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<p>Background and Description</p>	<p>The Coronavirus disease 2019 better known as COVID-19 is an infectious disease caused by severe acute respiratory syndrome coronavirus. It was first identified in December of 2019 in Wuhan, China and has spread globally, becoming a pandemic. It is contagious and there are currently no vaccines or specific antiviral treatments.</p> <p>The State of Florida is considered fulling open.</p> <p>ELCFV Update is as follows:</p> <p>June 2021</p> <ul style="list-style-type: none"> ❖ Governor DeSantis offered guidance for Florida businesses to “open up” ❖ ELCFV modified COVID guidelines to align with CDC guidance ❖ Offices will open for families and customers as of July 1, 2021 ❖ Quality and Inclusion staff will return to child care providers for quality initiatives, mentoring and technical assistance visits as of August 1, 2021 <p>May 2021</p> <ul style="list-style-type: none"> ❖ Vaccinations are becoming common ❖ Governor signed one more executive order on 4/29/21 for a 60-day extension, alerting in that order it will be his last. He also filed an executive order to go into effect 7/1/21 invalidating all remaining local emergency orders based on the COVID-19 Emergency enacted prior to 7/1/20. ❖ ELCFV will begin returning to business as usual over the next few months with plans to open fully by August. <p>March 2021</p> <ul style="list-style-type: none"> ❖ OEL has not yet offered any plans for how Florida will spend the \$635M CRRSA funds approved 12/30. It is believed that DOE and OEL will now identify how funds will be allocated. ❖ The Governor filed an EO allowing K12 teachers to be vaccinated. Although POTUS included child care teachers in his EO, the Florida Governor did not. Individual areas are connecting with their CVS, Walmart and Publix stores to see what their local protocols will be and if child care teachers may be vaccinated. ELCFV staff will be reaching out soon. ❖ Federal Legislature passed on Wednesday (3/10) Child Care Relief Funding plan as part of the larger CARES Act. Florida is scheduled to receive the following: <ul style="list-style-type: none"> ○ \$952,299,711 in Expanded Child Care Assistance ○ 1,523,107,777 in Child Care Stabilization Funds
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	<ul style="list-style-type: none"> ○ Total of \$2,475,407,488 <p>January 2021</p> <ul style="list-style-type: none"> ❖ Phase IV funding for about \$20M for all providers, with a simple application ❖ At year end, federal government approved additional \$600M for Florida in Consolidated Funding. Will have two years to spend the funding and most likely, Florida Legislature will appropriate the funds ❖ OEL is moving to “business as usual” with payment, no additional absences being paid for and no longer paying parent fees. Essential Workers program is sunseting by March 31, 2021 <p>October 2020</p> <ul style="list-style-type: none"> ❖ May have a Phase IV of funding for about \$20M for all providers, with a simple application ❖ Book giveaway for families. Preliminary estimates include 53 families, 103 families, and 309 books including Mayor Henry from Daytona Beach. ❖ OEL released information about an 18-month VPK Progress Monitoring Pilot Program utilizing some CARES funding ❖ OEL has released Phase III of CARES funding, designed to help providers not included in other phases. ELCFV had very few providers included in this phase. <p>August 2020</p> <ul style="list-style-type: none"> ❖ OEL is planning another CARES Phase (III) of funding, designed to help providers not included in prior funding. This will be shared in the next two to three weeks ❖ Another round of supplies is being given to providers, including masks, some cleaning supplies, some materials from trainings and other materials for specific classrooms. ❖ OEL offered funding for CARES Phase I and Phase II for both contracted and non-contracted providers who were both open and closed as of April 30, 2020. ELCFV received a total just under \$2M. To date, staff have issued funds to 123 providers totaling \$1,252,300. Strategies are in place to reach out to non-contracted providers. <p>June 2020</p> <ul style="list-style-type: none"> ❖ OEL developed and rolled out a “rising kindergarten” program for school districts to implement. Funds totaling \$568,400 were available to ELCFV locally. ❖ OEL has offered funding and guidance for mini grants for providers for health & safety supplies, operating costs, and professional development training stipends for teachers. For Flagler and Volusia, this totaled just over \$334,000. We paid the first round of mini grants on June 12th, totaling \$156,000 for 96 providers.
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Board Information Item

	<ul style="list-style-type: none"> ❖ Parent co-payments are waived until further notice (as of April 1st). This is estimated to cost over \$20 million dollars through June 30, 2020. This program is being reevaluated for continuation beyond 6/30/20. ❖ New category of eligibility for families for 1st responders and essential health care workers. As of May 4th (may the 4th be with you!) we had over 200 children enrolled. Providers receive an additional \$500 bonus per month for the first 8 children for 3 months. This is estimated to cost approximately \$44 million dollars statewide using CARES funding. This has been extended through 7/31/20. ❖ All contracted child care programs for both school readiness and voluntary pre-kindergarten are being paid based on full enrollment, whether open or closed. This will continue for all providers for June and is currently being reevaluated. ❖ Staff have been working remotely since last week in March 2020. As of June 10th, we have about 10 staff working in the Daytona office. We have paused our plan to return to the office because of the spike in Volusia cases, along with the 30% increase in cases of pneumonia in across Florida. We will revisit this plan weekly. ❖ Staff purchased \$22,000 worth of supplies have had three “drive by supply delivery days” for 78 programs.
Fiscal Impact	<ul style="list-style-type: none"> ❖ OEL issued updated Notice of Awards for 2019-2020 that included additional CCDF dollars. ❖ OEL issued Noticed of Awards for 2020-2021 that included spending authority for the CARES funds.
Attachments or Handouts?	

Title: EFS MOD Update

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<p>Background and Description</p>	<p>EFS MOD is the statewide data system that is being developed by Office of Early Learning staff. The state has been unable to release a fully functional final phase (replacement of EFS Legacy “back office”) product to date:</p> <p>Brief timeline and description (Most recent to original dates):</p> <ul style="list-style-type: none"> • June 2021 – <ul style="list-style-type: none"> ○ Accountability monitoring survey with providers shows communication issues related solely to EFSSMod. I forwarded this information to the new Deputy Director of MIS (Andrea Latham). Lake County ELC provided similar information and agreed with my comments. Ms. Latham responded within a day. Offering a positive response and offering to provide screen prints and instructions for providers on how to find additional information they are lacking. She also agreed to add addition communication points of contact to the enhancement list and move it up on the priority list. This is such a positive response from OEL and I believe directly related to the new Deputy Director. ○ OEL has hired 4 or 5 new programmers to continue to improve EFSSMod. These are permanent full time positions. • May 2021 – <ul style="list-style-type: none"> ○ OEL rolled out developmental screening in EFS Mod as new functionality. It is not working correctly and does not function as originally intended. Several staff from several coalitions are working with OEL to encourage them to change the workflow. ○ OEL has a new Deputy Director of IT. Staff believe this is a positive development. ○ Ernst and Young’s EFS Mod Risk Assessment Executive Summary is attached. E&Y has begun working with OEL staff to back fill foundational pieces of EFS Mod that are missing. Their priority is to build a data dictionary. • March 2021 – <ul style="list-style-type: none"> ○ Dare I say... OEL is making slow and steady progress! ○ OEL plans to contract with Ernst and Young to provide backbone support to stabilize system, including developing a data dictionary ○ Will be creating the first coordinated roll out plan of a new feature (developmental screening activities within EFSSMod) ○ The reimbursement transmittal report that is key between EFSSMod and coalition accounting systems is a top priority for OEL Mod staff to both stabilize and create functionality within EFSSMod to allow coalition staff to pull and download for ease of use ○ Still needing LOTS of work...outstanding issues, just to name a few <ul style="list-style-type: none"> ▪ Registration fees ▪ Standardization of views ▪ Sorting and filtering options
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Board Information Item

	<ul style="list-style-type: none"> ▪ Creating standards within modules that do not allow children to be enrolled in providers with no contracts or classrooms of that age • January 2021 – <ul style="list-style-type: none"> ○ Long awaited video trainings were released by OEL in November 2020 for SR 20 extended contracts that had to be completed by June 30, 2020. Also added the ability to process a contract amendment for 20-21 in November, for contracts with a start date of July 1, 2020. ○ Added E-Verify document upload functionality, required by law, without contractual authority currently allowable. ○ Continued fixes in EFSMod such as correcting duplicate children displaying in VPK and holidays paid before children start in care and other anomalies ○ Addressed prior period adjustment errors again, this effects ongoing efforts for reconciliation, changing individual reports and financial reports. • October 2020 – <ul style="list-style-type: none"> ○ Continued enhancements for EFSMod are made, some to fix basic functionality within the system, some to extend functionality to create a comprehensive working system. Some modifications are adding new functionality to the system based on updates to programs, such as VPK Flex (online VPK). ○ ELCFV staff along with contracted temporary staff have been diligently working on reconciliation files and reports for providers. This process is well under way with Melanie (Finance) managing the project. ○ I have attached a copy of the Executive Summary of the Ernst and Young Risk Assessment Report. AELC is asking for more detailed information. • Registration Fees, contracts, child assessments and contracted slots continue to not function has designed in the system. • ELCFV has signed the addendums mentioned below. It includes a timeline for reconciliation that is 8 weeks after three temporary staff start to help with the work. • OEL recommending coalitions complete addendums for 2019/20 grant agreements that identify reconciliation completion dates. ELCFV and OEL have discussed. Based on conversation, OEL will work with ELCFV staff. OEL not asking ELCFV to sign addendums now. There is unspoken understanding that the reconciliations need to be completed prior to end of September to utilize 2019/20 dollars in paying child care programs. • June 2020 – OEL is increasing pressure to complete all reconciliation processes for all providers for at least 2018/19 fiscal year. ELCFV staff meeting with OEL to discuss. May have OEL attend board meeting to discuss options. • May 2020 (end of month) – registration fees – process includes so much manual processing that it is not functional as is. Found out that VPK contracts do work (and have since January) but SR contracts do not have functionality. • May 2020 (beginning of month) – repeated UAT – some success – rolled out registration fees with major manual processing and no ability to void or create adjustments of errors. Did not roll out 20-21 provider contracts. Did not add functionality to system for bonus payments that were rolled out with
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Board Information Item

	<p>COVID-19 – requiring further manual processing and reconciling outside the statewide data system.</p> <ul style="list-style-type: none"> • April 2020 – UAT for update to roll out registration fees, adjustments and 20-21 provider contracts. Testing failed, delaying roll out. • March 2020 (EOM) – Completed round 2 of adjustments and processed with April reimbursement. • March 2020 – Calculation errors remain, data cleanup call scheduled for March 16th for our Coalition. Draft grant amendment regarding 18/19 payment reconciliation and recoup efforts due to OEL by June 30, 2020. • January 2020 – OEL notified coalitions of continued delay in revenue confirmations, errors in reporting, delay in staging of clean up in calculation errors and modification of threshold of acceptable overpayment to providers. • December 2019 <ul style="list-style-type: none"> ○ Currently OEL is seeking federal approval to allow coalitions to not recoup overpayment to providers of less than \$1,500 for fiscal year 2018-2019. ○ OEL accelerated expectations for completion of reconciliation to allow for the finalization of annual revenue confirmations. ○ OEL began identifying specific children and providers impacted by calculation errors for coalitions to review. These errors are not always verifiable. • November 2019 <ul style="list-style-type: none"> ○ OEL identified calculation errors in provider payments made since inception of new data system. ○ OEL offered to provider temporary help with reconciliation processes. ELCFV has accepted this help. To date, staff have interviewed and chosen a candidate. Waiting on OEL to offer a start date of the temporary employee. • Week of October 7th - User Acceptance Testing (UAT) on pending upgrades for VPK wrap care and part time/full time parent fee changes for school aged children. • September 30th – <ul style="list-style-type: none"> ○ System delays and timeouts resume, delaying processing of provider payments. System issues still not fixed to dated. ○ New discovery of payment calculation issues involving most children receiving VPK Wrap services • September 25th – 27th – Coalition driven meetings to identify reconciliation processes for 2018-19 and potential upgrades for efficiencies • OEL continues to utilize a team of coalition staff who are actively involved to guide some decision making (Beth Freshour is a member of that team) as well as hosts weekly calls identifying progress/setbacks. • Still pending – <ul style="list-style-type: none"> ○ Updates to payment module required as part of the quality initiatives new to statute, as well as match changes. ○ Payment adjustments – Feature allowing adjustments to previous payment errors. Providers are being encouraged to review actual VPK payments to date. Contract allows provider 60 days to identify payment discrepancy – over- or underpayment. It is very likely that ELCFV will offer an extension to this. • June 2019 –
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Board Information Item

	<ul style="list-style-type: none"> ○ Provider Contracts - Updated to include statute/rule changes. Adding performance funding to standard contract. • March 11, 2019 - <ul style="list-style-type: none"> ○ SR Attendance - Providers are entering actuals for July – April. ○ SR payment processing – Coalitions encouraged to process slowly as there are known data issues that could impact proper payment. <ul style="list-style-type: none"> ▪ Using January estimates for April 22 payment. ▪ Plan is to process actuals with May 22 payment. ○ Ongoing system and connectivity problems have delayed progress. • March 5, 2019 – Provider profiles for 19/20 released. Providers entering information for Coalition review. First step of contracting. • January 2019 - VPK payment processing released. Provider payments using “actuals” caught up as of February 22 payment. • December 2018 - VPK attendance released. • August 2018 – Provider contracts (VPK and SR) functionality released. Contract amendments and other contracts pending. • July 2018 to date – OEL and Coalitions have been working on data migration issues. OEL created and released the Super Merge Tool to Coalitions in September 2018. • July 2018 – Family and Provider Portals released with migrated data from EFS Legacy. 30 separate databases combined into one database. Major data migration issues were identified. • August 2016 - Provider profiles portal released – web-based module. This had some functionality issues initially and ELCFV assisted with resolution. • July 2015 – Parent Portal for School Readiness Waitlist released – functionality allowed parents to apply for school readiness and be added to the waitlist. • 2014 – Parent Portal for VPK applications released – web-based and not immediately fully functional for families. • April 2014 - Started development with July 2017 target release date for full EFS Legacy replacement <p>In addition, there are still data migration issues being discovered, new releases are causing breaks in functioning modules, occasional performance issues and some data fields are not readily available to the Coalition to meet reporting needs, although data access is getting better.</p> <p>ELCFV staff pushes ideas up to project lead that would significantly impact the software functionality.</p>
<p>Fiscal Impact</p>	<ul style="list-style-type: none"> ○ Discussion with Auditors (James Moore) about inaccuracy of provider payments and what that potentially means for annual audit. ○ Coalition communicating regularly with funders regarding data limitations (patience is running thin, funders need data) ○ Inaccurate direct service costs are being posted – forecasting ability limited, within 60 days of year end, and final invoice must be posted to OEL 70 days after the end of fiscal year. This does not have coalitions or providers very much time to reconcile 10 or 11 months of SR payment records. ○ Additional staff time is used on researching and processing activity – parent and provider sides

Board Information Item

	<ul style="list-style-type: none"> ○ Additional staff time is used on manual processing of payments ○ Delay of processing invoices to Office of Early Learning, which delays processing of financials <p>The Office of Early Learning is aware of the issues and AELC and coalition staff have offered many recommendations, such as:</p> <ul style="list-style-type: none"> ● Recruit additional qualified programmers ● Enlist the help of the United States Digital Services Team to help solve migration issues. ● Enlist the help of any qualified data clean up company to assist with outstanding migration issues. ● Allow coalition staff with appropriate skills to assist in data clean up and code development. ● Convert OEL monitoring staff to support coalition functions temporarily to assist in time consuming activities. ● Provide or hire additional support with reporting expertise to create edit reports and to assist with data verification. ● Develop improved connectivity by communicating with internet service providers as well as Northwest Data Center for enhancements.
Attachments or Handouts?	<ul style="list-style-type: none"> ● October 2020 – Executive Summary of EFS Risk Assessment 9-29-20 ● May 2021 – EFS Mod Risk Assessment Executive Summary, January 2021 produced by Ernst and Young

Title: Provider Reimbursement Rates Update

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Background and Description	<p>The Board voted in March to realign provider reimbursement rates consistent with ELCFV's history of Flagler and Volusia Counties having the same rate structure as well as family homes and center-based care having the same rate structure.</p> <p>Staff submitted a Coalition Plan update to OEL shortly after the board meeting in March 2021 with the hopes of a May 1, 2021 implementation date.</p> <p>OEL contacted staff in late April with questions, which were promptly answered. To date, we wait to hear whether OEL will approve the coalition's request.</p> <p>OEL met with ELCFV on May 20, 2021, to discuss the Coalition Plan update for reimbursement rate changes. Because of the delayed date, staff did not believe OEL would approve the rate change for 2020-2021. That, in fact, was the case.</p> <p>The next best-case scenario was that OEL would approve the rate change for July 1, 2021. However, during that meeting, OEL said that with the legislative approval of the additional \$100M for reimbursement rates, OEL would be adjusting rates once again at the state level. Those rates would most likely be pushed out sometime in July or early August. They recommended ELCFV submit a recalculated request after the next reimbursement rate increase.</p> <p>Staff recommend following OEL's recommendation.</p>
Fiscal Impact	<p>None, informational only</p>
Attachments or Handouts?	<p>None, offered below</p>

Scenario	Period Total	%change	Increased Cost
Current Total	\$ 1,881,252.32	0	\$ -
Max County Total	\$ 2,099,102.36	11.58%	\$ 217,850.04
Best Case Total	\$ 2,103,562.82	11.82%	\$ 222,310.50
Current Total with High Private Rates	\$ 1,914,741.16	1.78%	\$ 33,488.84
Max County Total with High Private Rate	\$ 2,286,014.88	21.52%	\$ 404,762.56
Best Case Total with High Private Rate	\$ 2,298,874.86	22.20%	\$ 417,622.54

COMMITTEE REPORTS – June 2021

ITEM M

COMMITTEE	LAST MEETING	NEXT MEETING	BRIEF SUMMARY/ACTION ITEMS
Family Engagement	5/20/2021	08/26/2021	<ul style="list-style-type: none"> Created a 3T's library for partners to share with their families/community - ongoing Promote 3T's internally as well as through the tb5 app. - ongoing Toddler bags being made and will disperse to partners to provide to families as they are encouraged to complete Parent Champion Training.
Finance	04/21/21	07/27/21 (Quarterly)	<ul style="list-style-type: none"> At the 04/21 meeting; reviewed\discussed: <ul style="list-style-type: none"> Draft Financials for Feb 21 20/21 V05 Budget Revision Draft 21/22 V01 Budget Draft Status of the 18/19 Reconciliation Monitoring Summary
Fundraising	6/8/21	7/1/21	<ul style="list-style-type: none"> Planning is already underway for next year's duck race! Save the date for April 23,2022- Tomoka Outpost We will be adding many new elements to Quacky's Kid Zone and much more!
Legislative	11/9/20	As Needed	<ul style="list-style-type: none"> Rule promulgation will start soon! DJ will send out thank you notes to legislators in our area and those on the committees helpful to the passage of HB419/SB1282 Next year, legislative session starts in January!
Quality	6/3/21	8/5/21	<ul style="list-style-type: none"> 253 Tier 1 SR monitoring complete. 76 SR programs will have Tier 2 (on site) monitoring, 7 complete as of 5/27. 81 completed. 84% of providers monitored were found in compliance. CLASS assessment continues at pace of 20 programs per month through June. Working with Career Source on a provider training on staff recruitment and retention. Just under \$2 million in CARES grants distributed. PPE distribution (masks, gloves, hand sanitizer) this month. Summer Literacy book selection changed in response to provider concern. Summer Learning Initiative to pilot with 6 providers, 70 families.
Review Hearing		As Needed	<ul style="list-style-type: none"> Current Members: Dmitriy Shevchenko – Chair, Cathy Twyman, Kristen Perry, Bev Johnson, Sandra Emery More members will be needed.



CEO Report – June 2021

Item N

PEOPLE

Recruit, hire, and retain excellent people (employees and board members)

- Hired an inclusion staff member, and she stayed!! 😊

SERVICES

Increase access to quality services and ensure all children receive targeted support.

- Participated in a panel discussion at the Health and Human Services Summit by One Voice for Volusia around the impact of the minimum wage amendment.

SYSTEMS & PROCESSES

Efficient and effective continuous system advancements

- Continue a review of all procedures with the hopes to update and consolidate.
- In depth review of the Grant Agreement.
- Condensed Salary Scale and reviewed all job descriptions.

FUNDING

Cultivate sustainable funding

- Nothing new this month! 😞

COMMUNITY IMPACT

Raise the quality of life in the community

- Included on county specific workgroups for HB945 implementation. DCF and MEs required to improve outcomes for children's mental health services. This is a yearlong commitment that I've handed off to Kim Kania.
- Included on workgroup for Healthy Start's 5-year Service Delivery Plan work that Kim Kania is handling.
- DJ invited to a steering committee for Volusia County for virtual meetings leading up to an Affordable Housing Summit
- Participated in collaborative meetings as a member of Rotary Club of Daytona Beach, thrive by 5, Application Committee for Homeless Coalition, One Voice for Volusia, Community Alliance, Affordable Housing Advisory Committee, Fetal and Infant Mortality Review, Flagler Cares and The House Next Door board meetings.
- Participated in the Florida Chamber Prosperity and Economic Opportunity Solution Summit
- Participated in the Florida Chamber Learners to Earners: Workforce Solution Summit

Title: Provider Spotlight

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<p>Background and Description</p>	<p>The Board identified supporting provider quality as a two-year strategic direction during the October 2017 annual meeting. Since that time, many tactics have been developed to support this direction.</p> <p>In July of 2018, House Bill 1091 became law, implementing a tiered reimbursement plan for school readiness providers. This required providers to be assessed utilizing the CLASS tool and scored into one of five tiers. Providers scoring as a tier 5 provider receive additional reimbursement per child and have access to different supports by ELCFV.</p> <p>Staff will also continue to support the Board's goal by offering:</p> <ul style="list-style-type: none"> • Facebook spotlights of childcare programs • Facebook spotlights of childcare staff – teachers in the classroom • Provider spotlights for the board • Provider spotlights notebook in the lobby for parents to peruse.
<p>Fiscal Impact</p>	<p>None</p>
<p>Attachments or Handouts?</p>	<p>Provider Spotlight for Lovely Daycare & Learning Center, Inc. in Holly Hill.</p>

LOVELY DAYCARE & LEARNING CENTER, INC.

1009 Alta Dr.
Holly Hill, FL 32117



Mission Statement

*Where every day is a lovely day,
where children learn and play.*



CLASS Score:

5.78

Years
Contracted:

1988-1993
1999 to Present

Staff



Sebrinner Blair

Owner/Director/Teacher
National CDA, National
Administrative Credential,
Director Credential
(VPK Endorsed)

Rates:

Infants- \$35
Toddlers- \$27
2 Year Olds- \$26
3-5 Year Olds- \$23
School-Age- \$15



Enrollments:

School Readiness: 3

Capacity: 10