



p. 27	<p>Operations (COOP) facility kits effective July 1, 2026.</p> <p><b>b. ELCFH Copier leasing services-</b> requesting approval for contract engagement with Dex Imaging effective July 1, 2026.</p>
5. Action p. 28-30 p. 31	<p><b>ELCFH Policy Revision; new Policy:</b> <i>Anne Brewer</i></p> <p>a. Updated: ELCFH Policy SR2- Parent Fees and Fee Waivers Waiver</p> <p>b. New Policy: CP 14- Developmentally Appropriate Practice in SR and VPK Programs</p>
6. Action p. 32	<p><b>Board Membership, Officers and Committee Chairs for FY 26-27!</b> – <i>Anne Brewer</i> (<i>Administrative Committee, 5.14.24</i>)</p> <p>a. Board seat change: Susan Norris, Private Sector Business (Highlands) effective July 1, 2026</p> <p>b. ELCFH Board Officer and Committee Chair appointments</p> <p>c. Board Membership recruitment: Faith-based Provider Rep, Gubernatorial Appts</p>
7. Action <i>Attachment B</i>	<p><b>FY 26-27 School Readiness and VPK Budgets-</b> <i>Pam Hillestad</i></p> <p>Presented budgets are draft only; final budgets that align with the issued FY 26-27 DEL NOA will be presented at the August 2026 Board meeting.</p>
8. Information p. 34-36	<p><b>Finance and Utilization Reports-</b> <i>Anne Brewer, Pam Hillestad, Olga Olvera</i></p>
9. Information p. 38-40	<p><b>ELCFH Agency Report-</b> <i>Anne Brewer</i></p> <p>a. Chancellor Miller visit to ELCFH/ Charlotte County</p> <p>b. Updated format to Board listing on website</p> <p>c. DEL Accountability Monitor result</p> <p>d. Provider Appreciation Day, Friday, May 8, 2026</p> <p>e. Board Membership: Gubernatorial applications from eligible private sector business leaders needed!</p>
10.	<p><b>Open Forum</b></p>
11.	<p><b>Adjourn-</b> <i>John Stover</i></p> <p><b>Next ELCFH Board meeting:</b> FY 26-27 Annual Meeting! Wednesday, August 25<sup>th</sup>, 2026 @ 10:00 AM at the Turner Center (2250 NE Roan St, Arcadia). <b>Please note that this will be an in-person meeting!</b></p>

# **ELCFH Board Meeting**

## **Consent Agenda**

**May 25, 2026**

**Members Present:** John Stover (Chair), Nancy Ebrahimi (Vice Chair), Nancy Zachary (Secretary), Susan Norris, Leigh Ann Moccia, Aaron Stitt, Larry Lawman, Gail Werley, Peg Elmore, Mary Stewart (Treasurer), Asena Mott, Dr. Joe Pepe, Dr. Amy Bennett, Amy Huddleston (*new member*)

**Members not present:** Rick Pucci (excused), Ashleigh Hayes (excused), Amber Chudoba (excused)

**ELCFH Staff Present:** Anne Brewer, Pam Hillestad, Kelly Wertenbach, Beth Mueller, Tina Yates Janet Lane, Olga Olvera

*Number required for quorum: 9 Number of voting members present: 14*

**1. CALL TO ORDER**

The meeting was called to order at 9:30 AM; introductions were made. A quorum of ELCFH Board members was established.

**2. Consent Agenda- The following items were presented for Board approval:**

- i. Minutes from the 8.27.25 Board Meeting
- j. Committee Meeting minutes
- k. UWCC/ BOCC Award Letter
- l. Board Membership- *Amy Huddleston, PSB, Charlotte County*
- m. FY 25-26 School Readiness Budget Modification
- n. FY 25-26 School Readiness PLUS Budget Modification
- o. FY 25-26 Voluntary Prekindergarten Budget Modification

A brief explanation of consent agenda content and action protocol was provided. Dr. Joe Pepe made a motion to approve the Consent Agenda as presented. Mary Stewart seconded. The motion carried. New Board Member Amy Huddleston was introduced and welcomed; new member Amber Chudoba (12.10.25) was also announced but was not able to attend the meeting.

**3. FY 24-25 Independent Auditor’s Report-** This item was announced as an agenda change and postponed until the next Board meeting. The audit is on schedule for required submission to the Clearinghouse by March 31.

**4. FY 25-26 Budget Proposal for Disaster Relief- Hurricane Ian Grant Funding-** *Pam Hillestad, Director- Finance & IT.* The ELCFH was awarded an allocation of Hurricane Relief funding (Hurricane Ian) in the amount of \$1,632,641. The current budget and application has been approved by DEL and reviewed/ approved by the Executive Committee (after many conversations specific to childcare provider need with community partners, DCF, and the ELCFH Quality Committee which includes contracted providers). Core activities detailing use of the funds have been approved by DEL via the required grant application and further reviewed/ approved for contracting by the Executive Committee as 12.10.25. Any updates to the budget/ activities will require further application/ budget narrative submission and approval by DEL (with reporting to the Board with action requested as needed). Susan Norris made a motion to approve the FY 25-26 Budget Proposal for Disaster Relief- Hurricane Ian Grant Funding as presented. Nancy Ebrahimi-Driggers seconded. The motion carried.

**5. Amendment to ELCFH Bylaws: Article 5- Meetings; Section 5.4- Voting Regulations.**– *Anne Brewer, Executive Director* DEL has recently reviewed the ELCFH bylaws originally revised and submitted on June 26, 2024. The ELCFH was directed to add language regarding voting procedures for member designees as stated in 1002.83(8), F.S. Dr. Joe Pepe made a motion to approve the revision to Article 5, Section 5.4- Voting Regulations of the ELCFH Bylaws as presented. Nancy Zachary seconded. The motion carried.

**6. Amendment to ELCFH Articles of Incorporation: Article 2- Agency Principle Address and Article 3- Registered Agent**– *Anne Brewer, Executive Director*. It was noted during a recent internal review that the ELCFH address as listed in the Articles of Incorporation had not been officially updated, although it had been recorded properly in sunbiz.gov. Additionally, the last name of the Executive Director as the registered agent has changed and needs to be updated. Dr. Amy Bennett made a motion to approve the revision to Article 2, Agency Principle Address and Article 3- Registered Agent of the ELCFH Articles of Incorporation as presented. Susan Norris seconded. The motion carried.

**7. ELCFH Policy updates:** *Anne Brewer*

- a. NEW Policy: ELCFH Employee Handbook: Hybrid Work Schedules:** This new policy would serve as an employment perk to acknowledge longevity and positive work performance (as evidenced through performance evaluations). The presented policy includes feedback from the Administrative Committee which assures equitable application for ELCFH staff, concrete reference to currently approved policies, defined time periods for reapplication and approval (minimum is by FY). A high level overview of the key aspects of the document was provided. The policy will be effective July 1, 2026 and is pending forms and written processes for internal implementation. Dr. Joe Pepe made a motion to approve the newly developed ELCFH Employee Handbook policy: Hybrid Work Schedules as presented. Larry Lawman seconded. The motion carried.
- b. UPDATED Policy: ELCFH Compliance- Reporting for Internal Controls:** The updates to this policy included benign changes to align with current titles/ agency name. Two policy changes that warrant Board approval are 1. *An update that allows executive director signature/ approval on checks and electronic transfers on any check over \$5000 with the required approval without a not to exceed amount* and 2. *A policy statement of assurance of alignment with best practices in internal controls set through tasks listed in ELCFH staff position descriptions.* Asena Mott made a motion to approve the revision to Article 2, Agency Principle Address and Article 3- Registered Agent of the ELCFH Articles of Incorporation as presented. Gail Werley seconded. The motion carried.

**8. ELCFH position statement: ELCFH definition of school readiness-** *Anne Brewer*

This position statement was developed through the ELCFH Quality Committee, and in response to community feedback that indicated a more traditional view of the elements of school readiness for children. Understanding that socio-emotional development is a prevailing concern for children, Dr. David Elkind’s quote about children understanding how to relate within the classroom was highlighted. This focuses on the socio-emotional development of a child as the foremost developmental marker to success in kindergarten. It was further stated that a framework for a truly “Ready Child” is inclusive of ready families, ready schools and ready communities- understood to be the “Readiness Equation”. This is important to acknowledge so that all the pressure of “readiness” is not put on the child- which can result in “push down academics”, where child readiness is based solely on what the child can perform/ memorize, rather than the child’s state of mind towards learning and the programs ability to engage children in developmentally appropriate learning experiences.

Indicators for how readiness can be measured within the ELCFH School Readiness Program (and VPK!) were provided. The Ages and Stages Questionnaire (ASQ) is a valid and reliable tool that allows practitioners and parents to view how an individual child is developing, and where they might need support. The ASQ is provided to families with children age birth to five as they enroll in the School Readiness programs and annually at redetermination. ELCFH provided support services are built around individual child needs.

Conversation ensued regarding current trends in child needs in childcare, impact on kindergarten entry and ultimately workforce preparedness. It was agreed that talking points and concrete strategies would be important to provide to community members/ stakeholders and childcare providers to support further conversation.

Dr. Amy Bennett made a motion to approve the revision to ELCFH position statement: ELCFH definition of school readiness as presented. Susan Norris seconded. The motion carried.

**9. Finance and Utilization report- the following informational reports were presented:**

The School Readiness program, at 58.3% of FY 25-26, has been expended at 49.6% with 1350 children enrolled in services. A total of 4.2% of the allowable 5% has been spent on admin. 82.6% of SR funds have been expended for direct services (of a 78% mandated earmark).

Currently the ELCFH is serving 1,456 VPK children with 39% in admin (of an allowable 5%).

The waitlist for SR services continues to be purged monthly with 100% of families being invited in. The waitlist process was discussed and use of texting services for improved family outreach and communication is being researched. The ELCFH has served a total of 1,832 unduplicated children in the School Readiness program since July 1, 2025.

The Match Funding Report for the SR program was also provided noting FY 25-26 United Way Central Florida funding for Hardee and Highlands Counties and United Way Charlotte funding for Charlotte County. Some of the funding received is on a FY cycle that is different from the ELCFH (ie calendar year), which the ELCFH addresses by allocating a portion of the respective funding to the relevant FY periods.

The ELCFH will be participating in the Giving Challenge which is scheduled for April 15-16, 2026 and will help to support ELCFH early literacy programs.

**10. A review of the December 10, 2025 Executive Committee meeting was presented:**

The Executive Committee met on December 10, 2025. The following items were discussed and approved:

- Board Membership application for Amber Chudoba (Private Sector Business, Hardee County)
- School Readiness and VPK budget modifications
- Employee Handbook Policy specific to self-reporting of arrest- this had been recommended to be included in the handbook as a result of the annual HR audit conducted by the Krizner Group

The final item that was discussed was a request by management to move forward with contracting with selected vendors for the Hurricane Ian Disaster Relief grant. Each facet went through the ELCFH procurement process after application approval by DEL. The budget was approved by DEL and was also presented to the full Board for approval earlier in this meeting. Those three vendors are: Child Care Biz Help, The Discovery Source Inc. and Devereux Advance Behavioral Health; the focus of fund use is to help assure provider preparedness for storms including mental health/ resiliency needs and to provide needed outreach to young children entering shelters (pre or post storm).

**11. The following information was provided as an Agency Report:**

- a. 2026 Legislative Update – An overview was provided of current legislation impacting early learning. Focus on proposed budgets for FY 26-27 discussed, understanding that dollars that are reverted and then reappropriated to ELCs in need are an important focus. To best assure overall stabilization of the early learning system, a compression model has been developed which would assure allocations of reappropriated reverted funds to coalitions would stay consistent with a not to exceed 5% loss/ negative impact budgetarily.
- b. ELCFH Focus Area Updates- updates and highlights on the seven Board approved focus areas were provided. The kindergarten transition indicator with focus on the community of practice offered to VPK and Kindergarten teachers was discussed. The ELCFH continues to work towards encouraging kindergarten teacher participation.
- c. Provider Event Update (February 21 in Fort Ogden)- 110 participants from 26 provider sites attended the interactive music focused event present by Steven Fite (Melody House Music). The overall event was well received by participants and it is hoped that impact will be observed in the classrooms.
- d. Board Membership: The ELCFH finally has an application on file with the appointments office! Two applicants more are needed because there are a total of three vacant seats on the ELCFH Board (including the Board Chair position). The unidentified Board member was profusely thanked for submitting an application for the ELCFH.

**12. Open Forum**

The following items were shared:

- a. DEL Accountability Monitor- The ELCFH is currently working through case specific questions with DEL on this monitor (which covers all aspects of ELCFH programs/ services and governance). DEL representatives will be visiting the ELCFH in mid- May to present the final draft report.
- b. DEL Fiscal Monitor- was recently completed with no findings. The final report is pending. The ELCFH Finance Team was commended for their hard work!
- c. Chancellor Cari Miller is planning to visit the ELCFH in April. Arrangements for the visit are currently under discussion.
- d. Board members voiced that they appreciated the opportunity in February to visit ELCFH contracted provider sites. This is an ongoing activity with Board members to highlight ELCFH technical assistance visits and observe childcare services offered to ELCFH funded children.
- e. The ELCFH Administrative Committee asked if Board members would like to have their pictures posted on the ELCFH website. It was agreed that an email would follow and Board members would be invited to provide their headshots if they so choose.

**13. Adjourn** The Next ELCFH Board Meeting is scheduled for Wednesday, May 27<sup>th</sup>, 2026 @ 9:30 AM via ZOOM/ in-person at the ELCFH Port Charlotte office (18501 Murdock Circle, Suite 200).

The meeting was adjourned at 11:08 AM.

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Minutes prepared by Anne Brewer, Executive Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Meeting minutes approved by Nancy Zachary, Board Secretary

\_\_\_\_\_  
Date

**Consent Agenda 2.b:** ELCFH Finance Committee Meeting Minutes - Wednesday, 2.25.26

**Committee/ Board Members Present:** Mary Stewart, Peg Elmore, Nancy Ebrahimi-Driggers

**ELCFH Staff Present:** Anne Brewer, Pam Hillestad, Olga Olvera, Beth Mueller, Kelly Wertenbach, Tina Yates, Janet Lane

Agenda Item	Content
<p><b>1. Opening</b></p> <p><b>2. Review of Financial reports/ Utilization</b></p>	<p>The meeting opened at 9:00 AM.</p> <p><b>Utilization Report for School Readiness (SR) and VPK:</b>            SR at 58.3% of FY 25-26 shows a total of 49.6% of funding expended.</p> <ul style="list-style-type: none"> <li>• 82.6% for Direct Services (of a required 78% minimum)</li> <li>• 4.2% of an allowable 5% for Administrative costs, which make up part of the total 17.4% non-direct costs (of a total allowable maximum of 22%).</li> <li>• A total caseload of 1,350 children was billed for SR in January 2026.</li> </ul> <p>The VPK program is expended at 52.5% as of 58.3% of FY 25-26 with a total child count of 1,456. The admin cost is 3.9% of an allowable 5%.</p> <p><b>Other reports presented:</b>  <u>FY 25-26 January Data Report:</u> Waitlist pulls continue on a monthly basis. The waitlist for SR services continues to be purged monthly with 100% of families being invited in. The waitlist process was discussed and use of texting services for improved family outreach and communication is being researched. The YTD unduplicated child count of children served via SR was reported at 1,832.</p> <p><u>School Readiness Grant Expenditures</u> by Program FY 2025/ 2026 w/o QPI- from 7.1.25 – 1.31.26.</p> <p><u>VPK Grant Expenditures</u> by Program FY 2025/ 2026 from 7.1.25 – 1.31.26.</p> <p><u>FY 25-26 1/26/2026 Balance Sheet and Cash Flow report:</u> it was announced that funding was deposited on February 23 upping the cash balance to \$1,557,745. Provider payments were facilitated on February 17<sup>th</sup> for SR (two days early) and scheduled for February 27<sup>th</sup> for VPK.</p> <p><u>January 2026 Direct Services and Program/ Quality Activities Match Report (FY 25-26):</u> It was reported that the UWCF funding periods have changed to the calendar year; so bridge funding for Hardee/ Highlands and ELCFH allocation between FY will be reflected in the match report. The ELCFH will be participating in the Giving Challenge scheduled for April 15 – 16.</p>
<p><b>3. Board Action items</b></p>	<p><b>The following items were presented for consensus to move to the February 25, 2026 Board Meeting (via consent agenda) for approval:</b></p>

	<ul style="list-style-type: none"> <li>• FY 25-26 SR Budget Adjustment Proposal</li> <li>• FY 25-26 SRPlus Budget Adjustment Proposal</li> <li>• FY 25-26 VPK Budget Adjustment Proposal</li> </ul> <p><i>The committee recommended Board approval at the 2.25.26 Board meeting of the budget proposals as presented.</i></p>
<b>4. Expenditures over \$5,000</b>	<p><b>The following expenditures were reported as reviewed and approved by the Board Treasurer:</b></p> <ul style="list-style-type: none"> <li>• 01/29/26 – Ck#27274 - \$31,490.55 – Discovery Source – 300 Hurricane Shelter Backpacks stored and distributed by Charlotte County COAD</li> <li>• ACH 02/13/26 - \$11,500 – Children’s Forum – Dec 2025 - 25 CLASS Assessments-12 SR and 13 VPK</li> <li>• 02/18/26 – Ck#27285 – \$5,000 - Melody House – CDE Provider Conference Presentation on 2/21/2026</li> </ul>
<b>5. Other items reported</b>	<p><b>Credit Card Review:</b> The January charges totaling \$5,518.48 are pending review by the Board Treasurer.</p> <p>The <b>Bank Reconciliations</b> for January 2026 are pending review by the Board Treasurer.</p> <p><b>FY 24-25 Audit Status:</b> The audit has a remaining question regarding the reconciliation of the FY 18-19 provider overpayments which was a complex issue. This is compounded by the system loss a few years ago resulting in a deep dive into paper files. It is expected that this issue will not derail submission of the audit to the clearinghouse by the March 31<sup>st</sup> due date.</p>
<b>6. Open Forum</b>	Nothing additional to report.
<b>7. Adjourn</b>	The meeting adjourned at 9:23 AM

**Consent Agenda 2.b: Quality Committee meeting- Thursday, 3.12.26**

**Committee/ Board Members Present:** Susan Norris, Trena Miller, Leigh Ann Moccia, Alma Ovalle, Billie-Jo Moretta, Maria Magowan, Amber Chudoba

**Staff Members Present:** Anne Brewer, Beth Mueller, Janet Lane, Pam Hillestad, Kelly Wertenbach, Sheralee Turley

**Guests Present:** Bianca Petco

Agenda Items	Item Overview	Comments/ Actions
1. Opening	The meeting opened at 9:00 AM. Introductions were made. The 1.15.26 Quality Committee meeting minutes were presented and reviewed.	
2. Committee Discussion Items	<p><b>ELCFH position statement development: local definition of school readiness:</b> The ELCFH Board adopted the position statement at the 2.25.26 Board meeting. The Board directed that talking points and strategies to support the statement be developed and provided to providers and families. A draft one-pager was developed for Quality Committee review and conversation. It was agreed that honing in on the family specific points versus the provider elements would be important, perhaps having tips as a pop-up on the ELCFH website. Other ideas included reaching parents via Tiktok and creating a magnet. This will remain a standing/ under development item for further committee review and conversation.</p> <p><b>Kindergarten Transition conversations:</b> Three COP have been held for kindergarten and VPK teachers, noting that finding an agreeable time was a challenge. A meeting was held with Charlotte Kindergarten teachers with open conversation about expectations for incoming kindergartners. Key issues related to child self- regulation of big emotions, children knowing how to interact with others, and not having to undo incorrect teaching on pencil grip and sight words was mentioned. The Committee discussed these points at length noting that this feedback directly aligned with the school readiness position statement.</p> <p><b>Hurricane Disaster funding:</b> A revision to the application in order to align with the federal requirements for fund usage was submitted to DEL and quickly approved. The revised focus is on playground grant development which meets the requirement of support Hurricane Ian damage as well as purchase of items that would be used by the facility outside of storm preparation. The committee reviewed the phases of grant implementation which is currently in process via the COOP training and plan development for providers.</p> <p><b>Lesson Planning update:</b> ELCFH TA focus by the CDE team has been to assure implementation of approved curriculum for SR programs. A frequent trend with some sites is to have lesson plans posted with no indication of implementation (ie no materials, supplies,</p>	

	children engaged in completely different activities and/ or the teacher seemingly having no idea what the lesson plan contained).
3. Healthy Families	<p>The DeSoto/ Hardee program described recent struggles with family retention in response to staff turnover. It is common within home visitation based programs to see families withdraw from a program when a home visitor resigns, due to the close working relationship a staff person forms with the family. The program is currently recruiting; the annual quality assurance visit is scheduled for June 2026.</p> <p>The Charlotte program provided an update to the 2<sup>nd</sup> quarter performance measures report (10.1.25 – 12.31.25). The program is currently recruiting for one home visitor position which requires Spanish speaking and will also have its annual quality assurance visit in June. April is Child Abuse prevention month and the program plans to display 150 pinwheels in front of the Charlotte Healthy Families office.</p>
4. Open Forum	No additional items were discussed.
5. Adjourn	<p>The following meetings were announced:</p> <ul style="list-style-type: none"> <li>• Contracted provider meeting- Thursday, April 23<sup>rd</sup> at 6:00 AM via ZOOM</li> <li>• Quality Committee meeting- Thursday, May 21, 2026 at 9AM via ZOOM.</li> </ul> <p>The meeting adjourned at 10:24 AM.</p>

**Consent Agenda 2.b:** ELCFH Finance Committee Meeting Minutes - Wednesday, 3.25.26

**Committee/ Board Members Present:** Mary Stewart, John Stover

**ELCFH Staff Present:** Anne Brewer, Pam Hillestad, Olga Olvera, Beth Mueller, Kelly Wertenbach, Tina Yates, Janet Lane, Vickmary Rodriguez

Agenda Item	Content
<p><b>1. Opening</b></p> <p><b>2. Review of Financial reports/ Utilization</b></p>	<p>The meeting opened at 9:04 AM.</p> <p><b>Utilization Report for School Readiness (SR) and VPK:</b>            SR at 66.7% of FY 25-26 shows a total of 56.6% of funding expended.</p> <ul style="list-style-type: none"> <li>• 82.3% for Direct Services (of a required 78% minimum)</li> <li>• 4.3% of an allowable 5% for Administrative costs, which make up part of the total 17.7% non-direct costs (of a total allowable maximum of 22%).</li> <li>• A total caseload of 1,392 children was billed for SR in February 2026.</li> </ul> <p>The VPK program is expended at 61.9% as of 66.7% of FY 25-26 with a total child count of 1,443. The admin cost is 3.9% of an allowable 5%.</p> <p><b>Other reports presented:</b>  <u>FY 25-26 February Data Report:</u> Waitlist pulls continue on a monthly basis. The waitlist for SR services continues to be purged monthly with 100% of families being invited in. The committee talked about the lack of response from families, despite having just applied to the waitlist. One member communicated with providers in Highlands and received feedback that families were reporting that they thought they were still on the waitlist. ELCFH staff clarified that the waitlist is fully purged on a monthly basis, and that perhaps these were families who had not fully submitted their applications (and not realized it). An email is generated by the portal system once the waitlist application is submitted- which providers can urge families to look for to confirm they are on the waitlist.</p> <p>The ELCFH is participating in the annual deobligation of funds for SR and VPK so that funding can be reobligated to ELCs in need.</p> <p>The YTD unduplicated child count of children served via SR was reported at 1,910.</p> <p><u>School Readiness Grant Expenditures</u> by Program FY 2025/ 2026 w/o QPI- from 7.1.25 – 2.28.26.</p> <p><u>VPK Grant Expenditures</u> by Program FY 2025/ 2026 from 7.1.25 – 2.28.26.</p> <p><u>FY 25-26 3.17.26 Balance Sheet and Cash Flow report:</u> it was announced that Provider payments were facilitated on March 18 for SR and scheduled for March 31 for VPK.</p>

	<p><u>February 2026 Direct Services and Program/ Quality Activities Match Report (FY 25-26)</u>: The ELCFH will be participating in the Giving Challenge scheduled for April 15 – 16, 2026. The LOI was submitted for United Way Charlotte/ Charlotte County Board of County Commissioner funding and the ELCFH has been invited to apply. The UWCF funding for Hardee and Highlands is just starting with mandatory meetings prior to application. United Way applications are focused on direct services (School Readiness) and will serve as match.</p>
<p><b>3. Board Action items</b></p>	<p><b>The following items were presented for consensus to move to the May 27, 2026 Board Meeting (via consent agenda) for approval:</b></p> <ul style="list-style-type: none"> <li>• FY 25-26 SR Budget Proposal reflecting 3/12/26 Invoicing Adjustments</li> <li>• FY 25-26 SRPlus Budget Proposal reflecting 3/12/26 Invoicing Adjustments- it was noted that the SRPlus caseload is only a handful of families (which is also true across the state).</li> </ul> <p><i>The committee recommended Board approval at the 5.27.26 Board meeting of both budget proposals as presented.</i></p>
<p><b>4. Expenditures over \$5,000</b></p>	<p><b>The following expenditures were reported as reviewed and approved by the Board Treasurer:</b></p> <p>Feb 26, 2026: Ck#27288 in the amount of \$19,275 to Ashley, Brown &amp; Smith CPA for the Audit Fee</p> <p><b>To be reviewed by Board Treasurer:</b></p> <p><u>March 6, 2026</u>: ACH in the amount of \$10,580 to the Children’s Forum for 23 CLASS Assessments completed in January 2026</p> <p><u>March 25, 2026</u>: ACH in the amount of \$17,020 to the Children’s Forum for 37 CLASS Assessments completed in February 2026</p>
<p><b>5. Other items reported</b></p>	<p><b>Credit Card Review:</b> The February charges totaling \$3,184.50 will be reviewed by the Board Treasurer.</p> <p>The <b>Bank Reconciliations</b> for February 2026 will be reviewed by the Board Treasurer.</p> <p><b>FY 24-25 Audit Status:</b> The remaining question for audit completion regarding the reconciliation of the FY 18-19 provider overpayments due to payment via estimate in response to EFS-Mod launch issues has been resolved. A footnote disclosing the need for an adjustment to a system entry to account for the discrepancy between the estimated payments and actual owed to DEL (OEL) is required and will be completed by ELCFH staff. It is expected that the audit will be submitted to Clearinghouse by the March 31<sup>st</sup> due date.</p>
<p><b>6. Open Forum</b></p>	<p>Nothing additional to report.</p>
<p><b>7. Adjourn</b></p>	<p>The meeting adjourned at 9:31 AM</p>

**Consent Agenda 2.b:** ELCFH Finance Committee Meeting Minutes- Wednesday, 4.29.26

**Committee/ Board Members Present:** Peg Elmore

**ELCFH Staff Present:** Anne Brewer, Pam Hillestad, Beth Mueller, Janet Lane, Vickmary Rodriguez

Agenda Item	Content
<p><b>1. Opening</b></p>	<p>The meeting opened at 9:01 AM.</p>
<p><b>2. Review of Financial reports/ Utilization</b></p>	<p><b>Utilization Report for School Readiness (SR) and VPK:</b></p> <p>SR at 75% of FY 25-26 shows a total of 65.3% of funding expended. It was noted that expenditures with within \$10,000 of this same time in FY 24-25 indicating a steadiness in utilization.</p> <ul style="list-style-type: none"> <li>• 82.4% for Direct Services (of a required 78% minimum)</li> <li>• 4.2% of an allowable 5% for Administrative costs, which make up part of the total 17.6% non-direct costs (of a total allowable maximum of 22%).</li> <li>• A total caseload of 1,446 children was billed for SR in March 2026.</li> </ul> <p>The VPK program is expended at 69.6% as of 75% of FY 25-26 with a total child count of 1,393 (which is a bit low and due to some missing attendance, which has since been submitted for processing). The admin cost is 3.9% of an allowable 5%. Will start to dwindle in May due to programs closing for the year.</p> <p><b>Other reports presented:</b></p> <ul style="list-style-type: none"> <li>• <u>FY 25-26 March Data Report:</u> The waitlist for SR services continues to be purged with 100% of families being invited in. The ELCFH Families Services department has tried pulling every two weeks to better reach families who had just applied for services. It was reported that this process has been unsuccessful due to families not submitting all required documentation resulting in incomplete/ non approvable cases. Clarification was requesting on the “No Response” column portion of the wait list pull data; it was verified that this number includes incomplete (not approvable) documentation.</li> <li>• Texting capability is still being explored and it is hoped this would someday be integrated into EFS-MOD. Regulations specific to big batch texting to families will be important to be aware of.</li> <li>• The YTD unduplicated child count of children served via SR was reported at 1,992.</li> <li>• <u>School Readiness Grant Expenditures</u> by Program FY 2025/ 2026 w/o QPI- from 7.1.25 – 3.31.26.</li> <li>• <u>VPK Grant Expenditures</u> by Program FY 2025/ 2026 from 7.1.25 – 3.31.26.</li> </ul>

	<ul style="list-style-type: none"> <li>• <u>Balance Sheet report as of 4.20.26</u>: it was announced that Provider payments were facilitated on April 20 for SR and scheduled for April 30 for VPK. The payback for refundable advances for SR and VPK will begin in May through the end of the current FY.</li> <li>• <u>March 2026 Direct Services and Program/ Quality Activities Match Report (FY 25-26)</u>: The ELCFH participated in the Giving Challenge on April 15 – 16, 2026 and raised app \$2,400. The United Way Charlotte/ Charlotte County Board of County Commissioner funding application has been submitted and a site visit at a Charlotte childcare site has been scheduled for Monday, May 18, 2026. The ELCFH has recently met with the new owner of Copperfish Books in Punta Gorda and there has been some discussion about the annual book drive in May 2026.</li> </ul>
<b>3. Board Action items</b>	<p><b>The following items were presented for consensus to move to the May 27, 2026 Board Meeting (via consent agenda) for approval:</b></p> <ul style="list-style-type: none"> <li>• FY 25-26 SR Budget Proposal reflecting 3.19.26 and 4.15.26 Invoicing Adjustments</li> <li>• FY 25-26 SR Budgets Adjustment by County (3.19.26 and 4.15.26)</li> <li>• FY 25-26 VPAS Budget Proposal reflecting 4.15.26 Invoicing Adjustments</li> <li>• FY 25-26 VPAS Budgets Adjustment by County (4.15.26)</li> </ul> <p><i>The committee recommended Board approval at the 5.27.26 Board meeting of all budget proposals as presented.</i></p>
<b>4. Expenditures over \$5,000</b>	<p><b>The following expenditures were reported as reviewed and approved by the Board Treasurer:</b> April 2, 2026: ACH in the amount of \$12,500 to ChildCare Biz Help, LLC for the second installment of the virtual provider COOP training (four sessions provided in March 2026)</p>
<b>5. Other items reported</b>	<p><b>Credit Card Review:</b> The March charges totaling \$2,175.46 will be reviewed by the Board Treasurer.</p> <p>The <b>Bank Reconciliations</b> for March 2026 will be reviewed by the Board Treasurer.</p> <p><b>FY 24-25 Audit Status:</b> The FY 24-25 audit was completed and submitted by March 31<sup>st</sup> to the Federal Audit Clearinghouse as required by the DEL grant agreement. The audit will be formally presented to the full Board by the auditor on May 27, 2026, and was included with today’s meeting packet for Finance Committee review and comment. The FY 24-25 990 has also been completed and is available for Committee review.</p>
<b>6. Open Forum</b>	Nothing additional to report.
<b>Adjourn</b>	The meeting adjourned at 9:25 AM

**Consent Agenda 2.b:** ELCFH Administrative Committee Meeting Minutes - Wednesday, 5.14.26

**Committee Members Present:** Aaron Stitt, Dr. Joe Pepe, Asena Mott, Dr. Amy Bennett

**Staff Members Present:** Anne Brewer, Pam Hillestad

Agenda Items	Item Overview; Committee Comments/ Recommendations
1. Opening	The meeting opened at 9:02 AM. The minutes from the 2.12.26 meeting were reviewed.
2. FY 26-27 Board Membership	<p>a. Gubernatorial Appointments: an update was provided regarding gubernatorial appointments noting that two additional current members have indicated interest in submitting applications. Chancellor Cari Miller voiced support for assuring applications are reviewed and appointments made in a timely manner during her recent visit and encouraged ELCFH communication as applications are submitted.</p> <p>b. ELCFH Board Membership for FY 26-27 was reviewed noting a change in seat for one member. The ELCFH will be recruiting for the Faith-based provider representative over the summer and in preparation for Board approval at the August meeting (Annual Meeting). <b><u>Committee members recommended Board approval of the Board Roster for FY 26-27 with the term update noted for seat #4.</u></b></p> <p>c. FY 26-27 Board Officers and Committee Chairs: the slate of officers and committee chairs was reviewed for FY 26-27. <b><u>Committee members recommended Board approval of the officer/ committee chair slate for FY 26-27 as presented.</u></b></p> <p>d. ELCFH Board roster website posting: the committee reviewed new layout for the Board listing on the website which will now include headshots. All Board members are invited to submit headshots, but this is not a requirement; a generic pic will be in the place of the headshot for anyone who does not wish to submit. <b><u>The committee agreed with the layout, which will be posted at the start of the new FY (7.1.26)</u></b></p> <p>e. FY 26-27 Board Meeting Calendar: <b><u>the annual meeting calendar was reviewed and is recommended for Board approval.</u></b></p> <p>f. FY 25-26 Annual Meeting- this meeting is scheduled for Wed, August 26, 2026 at 10 AM at the Turner Center Annex in Arcadia. The theme will be "Teacher Feature" - a concept of the ELCFH to promote early learning teacher creativity and connection.</p> <p>g. Board Member Training: orientation and visits to child care provider sites have served as good training opportunities for Board members. The ELCFH will continue to advise the full Board of orientations (in the event that a current member would like to attend). The site visits a one-on-one format to assure Board members have time to ask questions and talk with providers. It was noted that governance/ Board training is now an item on the Krizner Audit.</p>
3. Adjourn	The meeting adjourned at 9:41 AM.

**Consent Agenda 2.b: Quality Committee meeting- Thursday, 5.21.26**

**Committee/ Board Members Present:** Susan Norris, Trena Miller, Billie-Jo Moretta, Maria Magowan, Rick Pucci, Susan Fleming

**Staff Members Present:** Anne Brewer, Beth Mueller, Janet Lane, Pam Hillestad

Agenda Items	Item Overview	Comments/ Actions
6. Opening	The meeting opened at 9:00 AM. Introductions were made. The 3.12.26 Quality Committee meeting minutes were presented and reviewed.	
7. Committee Discussion Items	<p><b>Contracted provider meetings-</b> Two meetings were held (April 21 and May 14) and specifically addressed the required SR/ VPK Provider Orientation. Providers are required to attend home coalition orientation in order to contract for the following fiscal year.</p> <p><b>SR position statement visual aids-</b> two ideas of visual aids were presented (as developed by an ELCFH Board Member). Both highlight core points of the recently adopted ELCFH SR Position statement. These were used in a recent presentation of the SR statement to Chancellor Cari Miller and ELCFH Staff, and Chancellor Miller advised that these were a good way to highlight these important ideas. The committee agreed that tools with concrete ideas to support providers (included printed color versions of the graphic) would be useful. The ELCFH will continue internal dialogue to develop materials for TA use and bring back to the committee.</p> <p><b>Provider Handbook- new policy-</b> CP 14 which addresses developmentally appropriate practices and required classroom implementation of lesson plans was presented and discussed. <u>Committee members recommended Board approval CP14 as presented and incorporation into the ELCFH Provider Handbook.</u></p> <p><b>Hurricane Ian Relief Grant updates-</b> An updated document listing the phases of this federal grant was presented. New movement is specific to vendor contracting for the COOP provider site kits, launch of the Childcare Development &amp; Supply grant and contracting with a vendor for mental health training for providers in the spring 2027.</p> <p><b>Provider Sanctions-</b> The committee reviewed the case of one provider who has numerous citations issued by DCF over the past three fiscal years. This provider had been placed on corrective action and probation with the ELCFH but unfortunately did not meet the required terms. As a result the provider is not eligible to apply as an SR/ VPK provider until they can</p>	

	provide a clean DCF inspection of all standards monitored with children present. ELCFH Board approved policy was reviewed along with the DEL Health and Safety Rule. Continued TA is being provided to the site and the ELCFH looks forward to working with them again as a contracted provider once they are able to meet the minimum standards.
8. 26-27 Discussion Items	<p><b>The following items were discussed in preparation for FY 26-27:</b></p> <ul style="list-style-type: none"> <li>• Director Boot Camp series for FY 26-27 will be facilitated. This is a networking opportunity for new/ struggling providers to meet with and learn from seasoned providers.</li> <li>• Faith-based Provider representative recruitment- will be facilitated during the summer.</li> <li>• New CLASS tool (2<sup>nd</sup> edition) will be utilized for pre-k effective July 2026. The infant/ toddler tools have been combined and will be used starting July 2027.</li> <li>• SR/ VPK Contract updates- as provided by DEL were shared</li> </ul>
9. Healthy Families	<p>The Charlotte program provided the 3rd quarter performance measures report (1.1.26 – 3.31.26), noting all measure performance showing as “exceeded”. The program has hired the last open positions which requires Spanish speaking and is in process of building the caseload. The site audit is scheduled for the week of June 22<sup>nd</sup>.</p> <p>The DeSoto/ Hardee program is in process of hiring a program supervisor and home visits. Three performance measures from the 3<sup>rd</sup> quarter report were not met due to the low total number, leaving little room for a family not making a milestone. The program also provided the action plan for 2026 with areas of growth notes for evening opportunities for families, staff training, and partner information. The ELCFH will help with a connection to CARD in Hardee County for the staff training piece.</p>
10. Open Forum	The meeting calendar for FY 26-27 will be issued after the 5.27.26 Board meeting. Invitations will be sent along with the calendar and regular meetings postings. Both the calendar and postings can be found on the ELCFH website: <a href="#">About   Early Learning Coalition of Florida's Heartland</a> .
11. Adjourn	The meeting adjourned at 10:19 AM.

**Consent Agenda 2.c: FY 26-27 ELCFH Board and Committee Meetings**

<b>July 2026</b>		
<i>Tues, July 21 and Thurs, July 30 from 9-11 AM</i>	<i>New Board Member Orientation</i>	<i>PC Office/ ZOOM</i>
<b>August 2026</b>		
Wed, 8.12.26 @ 9:00 AM	Executive Committee	PC Office/ Zoom
Thurs, 8.20.26 @ 9:00 AM	Quality Committee	PC Office/ Zoom
Wed, 8.26.26 @ 10:00 AM	Annual Board Meeting	Turner Center
<b>September 2026</b>		
Thurs, 9.17.26 @ 6:00 PM	Contracted Provider Mtng	PC Office/ Zoom
Wed, 9.23.26 @ 9:00 AM	Finance Committee	PC Office/ Zoom
<b>October 2026</b>		
Thurs, 10.15.26 @ 9:00 AM	Quality Committee	PC Office/ Zoom
Wed, 10.28.26 @ 9:00 AM	Finance Committee	PC Office/ Zoom
Wed, 10.28.26 @ 9:30 AM	Board Meeting	PC Office/ Zoom
<b>November 2026</b>		
Thurs, 11.5.26 @ 9:00 AM	Administrative Committee	PC Office/ Zoom
<b>December 2026</b>		
Wed, 12.9.26 @ 9:00 AM	Finance Committee	PC Office/ Zoom
Wed, 12.9.26 ( <i>immediately following Finance</i> )	Executive Committee	PC Office/ Zoom
<b>January 2027</b>		
Thurs, 1.14.27 @ 9:00 AM	Quality Comm Mtng	PC Office/ Zoom
Wed, 1.27.27 @ 9:00 AM	Finance Committee	PC Office/ Zoom
Wed, 1.27.27 @ 9:30 AM	Board Meeting	PC Office/ Zoom
<b>February 2027</b>		
Thurs, 2.11.27 @ 9:00 AM	Administrative Committee	PC Office/ Zoom
Wed, 2.24.27 @ 9:00 AM	Finance Committee	PC Office/ Zoom
<b>March 2027</b>		
Thurs, 3.18.27 @ 9:00 AM	Quality Committee	PC Office/ Zoom
Wed, 3.24.27 @ 9:00 AM	Finance Committee	PC Office/ Zoom
Wed, 3.24.27 @ 9:30 AM	Board Meeting OR Exec Comm	PC Office/ Zoom
<b>April 2027</b>		
Thurs, 4.22.27 @ 6:00 PM	Contracted Provider Mtng	PC Office/ Zoom
Wed, 4.28.27 @ 9:00 AM	Finance Committee	PC Office/ Zoom
<b>May 2027</b>		
Thurs, 5.13.27 @ 9:00 AM	Administrative Committee	PC Office/ Zoom
Thurs, 5.20.27 @ 9:00 AM	Quality Committee	PC Office/ Zoom
<b>June 2027</b>		
Wed, 6.9.27 @ 9:00 AM	Finance Committee	PC Office/ Zoom
Wed, 6.9.27 @ 9:00 AM	Board Meeting	PC Office/ Zoom

**Official Memorandum for Delegation of Authority and Delegation of Emergency Funds to Executive Director**

The ELCFH agrees to the following Delegation of Authority for continued operations in the event of a declared emergency or disaster should the ELCFH Executive Director be unavailable.

**Sequence of Delegation of Authority**

**Primary:** Executive Director

**Alternate 1:** Director- Finance & IT and ELCFH Executive Committee

**Alternate 2:** Director- Provider Services and ELCFH Executive Committee

**Alternate 3:** Director- Family Services and ELCFH Executive Committee

**Alternate 4:** Director- CDE Services and ELCFH Executive Committee

**Emergency Executive Director Succession Plan:**

In the event that the Executive Director is not available/ incapacitated during a COOP activation, the Emergency Executive Director Succession Plan may be activated.

**Delegation of Emergency Funds to Executive Director or Alternate**

To assist the Executive Director (or alternate) in timely resumption of the operations of the coalition and/or to assist contracted child care providers in resuming timely operations following a disaster, the ELCFH authorizes the Executive Director (or Alternate) access to needed ELCFH funds, and spending authority over those funds, when the COOP has been activated.

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Interim ELCFH Board Chair

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Date

**Consent Agenda 2.e FY 25-26 School Readiness Budget Modification- NOA/invoicing adjustments**

**FY 25-26 SR Budget Proposal**

**03/19 and 4/15/26 Invoicing Adjustments and**

**05/05/26 Notice of Award - (\$800,000) SR and (\$65,000) Quality Performance De-Obligation, \$1,374 Special Needs (SPCRQ) and \$8,900 SR Match (SRMAT) Re-Obligation**

**Prepared for 05/27/26 Board Meeting**

		FY 25-26 Approved SR Budget	03/19 & 4/15/26 Invoicing Adjustments	05/05/26 Notice of Award Adjustments	FY 25-26 Proposed SR Budget
<b>Admin Expenditures</b>					
SR Administration	97BBA	635,254		(37,500)	597,754
SR Non Direct Services	97BBD	281,787		(5,000)	276,787
SR Program Eligibility	97BDE	858,798		(116,500)	742,298
SR Early Learning Assess-Infant & Toddler	97IAS	45,082	10,000	(7,500)	47,582
SR Child Screening-Development & Hlth-Inf & Todd	97ICS	7,962			7,962
SR Quality Imprvmt - Infant and Toddler	97INT	70,797	(7,000)	(8,000)	55,797
SR Quality	97Q00	643,646	(6,000)	(21,500)	616,146
SR Early Learning Assessment 3 & >	97QAS	23,781		(6,000)	17,781
SR Child Screening - Developmental & Health	97QCS	8,078			8,078
SR Child Care Resource & Referral (CCR&R)	97QI4	6,047			6,047
SR Quality Improvement - Inclusion Services	97QIN	56,715	3,000	(2,500)	57,215
<b>Total Admin Expenditures</b>		<u>2,637,947</u>	<u>0</u>	<u>(204,500)</u>	<u>2,433,447</u>
<b>Direct</b>					
SR Transitional Child Care	97G00	29,057		(6,200)	22,857
SR Tanf Child Only	97GNW	292,601	(7,500)	(32,000)	253,101
SR Gold Seal Quality Care Shortfall	97GOV	48,265		145,000	193,265
Gold Seal Direct	97GSD	458,440			458,440
SR Economically Disadvantaged	97P00	8,840,083	(88,000)	(682,000)	8,070,083
SR At Risk	97R00	1,182,711	95,500	(16,800)	1,261,411
Quality Perf Incentive Diff Child Assessment	QPICQ	28,052			28,052
Quality Performance Incentive Differentials	QPIPQ	496,477		(65,000)	431,477
QPI Differential Shortfall	QPIPS	44,593			44,593
Special Needs Quality Differential	SPCRQ	7,098		1,374	8,472
Special Needs Diff - Shortfall	SPCRS	737			737
SR Match Program	SRMAT	127,850		8,900	136,750
SR Registration Fees	SRREG	59,118		(3,500)	55,618
<b>Total Direct</b>		<u>11,615,080</u>	<u>0</u>	<u>(650,226)</u>	<u>10,964,854</u>
<b>Total Expenditures</b>		<u>14,253,027</u>	<u>0</u>	<u>(854,726)</u>	<u>13,398,301</u>

**Consent Agenda 2.f FY 25-26 SR Plus Budget Modification- invoicing adjustments**

**FY 25-26 SRPlus Budget Proposal**

**5/13/26 Invoicing Adjustments**

**Prepared for 5/27/26 Board Meeting**

		<u>FY 25-26</u>	<u>05/13/26</u>	<u>FY 25-26</u>
		<u>Approved SR</u>	<u>Invoicing</u>	<u>Proposed</u>
		<u>Plus Budget</u>	<u>Adjustments</u>	<u>SRPlus Budget</u>
Expenditures				
Admin Expenditures				
Other				
SR Plus Admin	SRPAD	3,100	0	3,100
Total Admin Expenditures		3,100	0	3,100
Direct				
Other				
SR Plus Registration Fees	SPREG	300		300
SR Plus Child Assessment	SRPCA	0	500	500
SR Plus Direct Services	SRPDS	52,169	(500)	51,669
SR Plus Gold Seal	SRPGS	2,998		2,998
SR Plus Quality	SRPQP	3,429		3,429
Total Direct		58,896	0	58,896
Total Expenditures		61,996	0	61,996

**Consent Agenda 2.g FY 25-26 VPK Budget Modification- NOA/invoicing adjustments**

**FY 25-26 VPK Budget Proposal**

**05/05/26 Notice of Award - (\$270,000) VPK De-Obligation**

**Prepared for 05/27/26 Finance Committee**

			FY 25-26	05/05/26 Notice of	
			Approved VPK	Award	FY 25-26 Proposed
			<u>Budget</u>	<u>Adjustment</u>	<u>VPK Budget</u>
<b>Expenditures</b>					
<b>Admin Expenditures</b>					
<b>Other</b>					
VPK Administration	VPADM		143,463	(6,429)	137,034
VPK Enrollment	VPENR		80,950	(6,429)	74,521
VPK Monitoring	VPMON		4,610	0	4,610
<b>Total Admin Expenditures</b>			<b>229,024</b>	<b>(12,858)</b>	<b>216,166</b>
<b>Direct</b>					
<b>Other</b>					
VPK School District Minimum Funding	VPKSD		62,000		62,000
VPK Provider Advance	VPPRP		0		0
VPK Direct Program Services	VPPRS		4,518,470	(257,142)	4,261,328
<b>Total Direct</b>			<b>4,580,470</b>	<b>(257,142)</b>	<b>4,323,328</b>
<b>Total Expenditures</b>			<b>4,809,494</b>	<b>(270,000)</b>	<b>4,539,494</b>

**Consent Agenda 2.h FY 25-26 Program Assessment Budget Modification - NOA/invoicing adjustments**

**FY 25-26 VPAS Budget Proposal**

**4/15/26 Invoicing Adjustments & 5/5/26 Notice of Award \$4,569 Re-Obligation**

**Prepared for 5/27/26 Board Meeting**

		FY 25-26 Approved VPAS Budget	4/15/26 Invoicing Adjustments	05/05/26 Notice of Award Adjustments	FY 25-26 Proposed VPAS Budget
Expenditures					
VPK Program Assessments: Child Care Prov (CCDF)	VCPAS	27,392	2,296	429	30,117
VPK Program Assessments: Schools (GR)	VNPAS	<u>13,336</u>	<u>(2,296)</u>	<u>4,140</u>	<u>15,180</u>
Total Expenditures		<u>40,728</u>	<u>0</u>	<u>4,569</u>	<u>45,297</u>

# ELCFH Board Meeting

## Action Items

May 27, 2026

- *Action Item 3- Attachment- FY 24-25 Independent Auditor's Report*

**Action Item 4.a- RFP Submissions- Request to Engage in Contracting- COOP Kits for Childcare provider sites (Hurricane Ian Relief Grant)**



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**NOTICE OF INTENT TO AWARD**

**Project:** Continuity of Operations (COOP) Kits for Childcare Sites  
**RFP #:** 2026-01  
**Date:** April 20, 2026

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This posting serves as a notification of an intent to award the *Continuity of Operations (COOP) Kits for Childcare Sites* contract to Becker's School Supplies based on the proposal submitted in response to the ELCFH RFP# 2026-01.

**Key Details:**

- **Contract Value:** Not of exceed of \$100,000 for 50 COOP Kits for ELCFH contracted provider sites participating in the COOP Plan development training.
- **Project Scope:** Each kit will contain ELCFH identified equipment and materials to support Childcare facility COOP activation. The vendor will compile each kit and ship directly to the provider site as directed.
- **Contract Term:** June 1, 2026 to June 30, 2027.

**Important Considerations:**

- This Notice of Intent to Award **does not constitute a binding contract** until there is approval by a quorum of the ELCFH Board of Directors or Executive Committee. A formal contract will be executed upon approval.
- **Any protests or questions** regarding this award must be submitted in writing to Peggy Martel at [pmartel@elcfh.org](mailto:pmartel@elcfh.org) within three (3) business days of the date of this notice.

**Action Item 4.b- RFP Submissions- Request to Engage in Contracting- Office Copier Lease**



**NOTICE OF INTENT TO AWARD**

**Project:** ELCFH Copier Lease  
**RFP #:** 2026-02  
**Date:** May 14, 2026

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This posting serves as a notification of an intent to award the ELCFH Copier Services contract to Dex Imaging based on the proposal submitted in response to the ELCFH RFP# 2026-02.

**Key Details:**

- **Contract Value:** \$882.53 monthly for 60 months. Includes a base copy count.
- **Project Scope:** ELCFH copier use and maintenance for offices located in Port Charlotte and Sebring, Florida as specified in the RFP# 2026-02 requirements.
- **Contract Term:** July 1, 2026 to June 30, 2031

**Important Considerations:**

- This Notice of Intent to Award **does not constitute a binding contract** until there is approval by a quorum of the ELCFH Board of Directors or Executive Committee. A formal contract will be executed upon approval.
- **Any protests or questions** regarding this award must be submitted in writing to Peggy Martel at [pmartel@elcfh.org](mailto:pmartel@elcfh.org) within three (3) business days of the date of this notice.

**Action Item 5.a: Revisions to Existing Policy**

**ELCFH FAMILY SERVICES POLICY**

<b>SR2:</b> Parent Fees and Fee Waivers	<b>Subject:</b> <i>Parent fee parameters including authority to waive assessed mandated parent co-payments</i>	<b>Effective date</b>	7.6.22
		<b>Last revision</b>	3.12.26
		<b>SR Plan Section</b>	II.D
	<b>Authority Reference:</b> 6M-4.400 Required Parent Copayment, Section 1002.84(9), F.S		

**I. PURPOSE**

Families enrolled in the School Readiness (SR) Program must be assessed a co-payment based on family size, hours of care needed and family income. This policy addresses facilitation of payment and consideration of a waiver of the assessed parent fee in certain situations.

**II. POLICY**

The ELCFH will assess each family enrolled in the School Readiness (SR) Program for a co-payment (fee) based on family size, hours of care needed and family income.

- Families with a child enrolled with more than one provider or with more than one child enrolled in the SR program, will be responsible for only one copayment to one contracted provider.
- Families who are receiving SR services through at-risk referral will have the copayment assessed at 85% State Median Income (SMI) initially. The family will be encouraged to submit income documentation to determine if the copayment can be lowered if the family income is less than 85% SMI.
- Families are responsible for remitting the mandated parent fee directly to the provider site (as applicable). Providers are required to provide a receipt of payment to the parent.
- Providers may not authorize waiver of the mandated parent fee.

Early Learning Coalitions are able to authorize waivers of parent co-payments under specific circumstances. A requested co-payment waiver must be documented in the case file during the initial authorization for care and/ or at each redetermination. The completed waiver from must state the time period for the waiver; at a minimum, waivers must be reevaluated annually at the time of redetermination. Co-payment waivers may be considered on a case-by-case basis for the following reasons:

- The family is participating in an at-risk program (reference Section 100281(1),F.S.)
- The family has income at or below 100 percent of federal poverty level.
- The family is experiencing an event that limits a parent’s ability to pay the co-payment (reference Section 1002.84(8), F.S.). Events include:

- Natural disaster;
- Parent/guardian incarceration, placement in residential treatment;
- Homeless shelter/living arrangements;
- Emergency situation such as household fire or burglary;
- Parent is participating in parent classes or in an Early Head Start program or Head Start Program;
- Another documented situation which results in a parent's inability to pay the assessed family co-payment.

## II. PROCEDURE

Assigned ELCFH staff will assess the family size and income based on the submitted family documentation. The approved DEL issued sliding fee scale will be used to determine the parent fee. The parent will be advised of the required payment in writing by the ELCFH and will be responsible for remitting payment to the provider as documented by the ELCFH. The provider will be responsible for providing the parent with a receipt of payment and maintaining a log of payments and receipts issued.

A parent who is accessing SR services via a mandated referral may communicate with their respective case manager to obtain a fee waiver. In this case, the case manager will complete the fee waiver portion of the referral form and submit to the ELCFH. Only full parent fee waivers are permitted.

Families experiencing a hardship or difficult event may complete the ELCFH Co-payment Waiver form, documenting the nature of their hardship and providing supporting documentation. The ELCFH will assess along with submitted supporting documentation and advise the family of the approval status. The application will be filed in the family's case file and only full parent fee waivers are permitted. If approved, the ELCFH will be responsible for the full payment to the childcare provider for the child's care.

### *ELCFH Approved Process/ Forms:*

- A. [2025-2026 Sliding Fee Schedule for 10012025 4 and 6 Percent \(002\).xlsx](#)
- B. *Co-payment/ Fee Waiver Form*

# FORM: Co-payment/ Fee Waiver

Date: \_\_\_\_\_ Parent/Guardian Name: \_\_\_\_\_

**Policy Statement:** Each family enrolled in the School Readiness (SR) Program will be assessed a co-payment based on family size, hours of care needed and family income. Families with a child enrolled with more than one provider or with more than one child enrolled in the SR program, will be responsible for only one copayment to one contracted provider. Families who are receiving SR services through at-risk referral will have the copayment assessed at 85% State Median Income (SMI) initially and encouraged to submit income documentation to determine if the copayment can be lowered if the family income is less than 85% SMI. Reference: 6M-4.400 Required Parent Copayment, Section 1002.84(9), F.S

**At Risk co-payment waivers.** A co-payment may be waived on a case-by-case basis for families participating in an at-risk program (reference Section 100281(1),F.S.) The request for the co-payment waiver must be documented during the initial authorization for care and at each redetermination.

Name of Referring Agency: \_\_\_\_\_ Telephone: \_\_\_\_\_  
Name of Case Manager: \_\_\_\_\_ Email: \_\_\_\_\_  
Case Manager Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
ELCFH Staff Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Temporary co-payment waiver:**

- A co-payment may be temporarily waived on a case-by-case basis for families with income at or below 100 percent of federal poverty level.
- A co-payment may also be waived for families experiencing an event that limits a parent's ability to pay (reference Section 1002.84(8), F.S.) The request for the co-payment waiver must be documented in the case file during the initial authorization for care and each redetermination.

- Natural disaster or
- Parent/guardian incarceration, placement in residential treatment or
- Homeless shelter/living arrangements, or
- An emergency situation such as household fire or burglary or
- While the parent is participating in parent classes or in an Early Head Start program or Head Start Program.
- Other: \_\_\_\_\_

I understand that I am providing documentation that may be used to determine the need for a parent co-payment waiver. By signing this for, I certify that the information given is true and complete.

Parent/Guardian Signature: \_\_\_\_\_ Date: \_\_\_\_\_

ELCFH USE ONLY:

**Coincides with Policy:** [ ] No [ ] Yes **Request approved:** [ ] No [ ] Yes **Effective Dates:** \_\_\_\_\_

Director/Manager Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Action Item 5.b: NEW Policy

*The below policy addresses the requirements for developmentally appropriate early learning environments and consistent evidence of implementation of the approved SR/VPK curriculum. Reviewed and commended for Board approval by the ELCFH Quality Committee- 5.21.26.*

### **CP14: Developmentally Appropriate Practice (DAP) in SR and VPK Programs**

Young children learn best through hands-on play, active learning, and positive interactions with teachers and peers. School Readiness (SR) and Voluntary Prekindergarten (VPK) programs are required to provide learning experiences that align with children's ages, developmental levels, and individual needs:

- SR and VPK programs are required to post and implement daily lesson plans using materials that support hands-on learning.
- Lesson plans must reflect the approved curriculum as listed in the provider site contract/ profile. Lesson plan must also align with the [Division of Early Learning - Early Learning and Developmental Standards](#).
- Classrooms must be arranged to meet the needs of the ages served and include center-based learning opportunities such as blocks, dramatic play, literacy, art, sensory activities, science, math, and music and movement.

Teachers should provide opportunities for children to explore, create, problem solve, communicate, and make choices throughout the day. Well thought out learning experiences are active, engaging, and supported through play, conversation, and meaningful interactions. **Dittos, worksheets, repetitive paper-pencil tasks, long periods of sitting, and other forms of rote learning are not developmentally appropriate and highly discouraged.**

The ELCFH will provide consistent technical assistance, coaching, classroom observations, training, and lesson plan reviews to support developmentally appropriate practices and ensure compliance with SR and VPK expectations. Support services and resources are available through the ELCFH for individual children presenting possible developmental concerns.

**Action Item 6- Board officers, Committee Chairs and Membership for FY 26-27**

<b>ELCFH Board Position</b>	<b>FY 26-27 Member</b>
<b>Board Chair</b> ( <i>Locally elected/ interim- pending gubernatorial appointment</i> )	John Stover
<b>Board Vice Chair</b>	Nancy Ebrahimi-Driggers
<b>Board Secretary</b>	Nancy Zachary
<b>Board Treasurer</b> ( <i>also Finance Committee Chair</i> )	Mary Stewart
<b>Quality Committee Chair</b>	Susan Norris
<b>Administrative Committee Chair</b>	Aaron Stitt

**FY 26-27 Board Membership:**

<b>Name</b>	<b>Affiliation</b>	<b>Term</b>	
<i>Gubernatorial Appointee- Board Chair</i>	Pending application/ appointment- PSB only can apply		
<i>Gubernatorial Appointee</i>	Pending appointment- PSB only can apply		
<i>Gubernatorial Appointee</i>	Pending application/ appointment- PSB only can apply		
<i>Faith-based Provider Representative</i>	Pending local recruitment		
<b>Charlotte</b>			
Aaron Stitt	DCF Circuit Administrator	2 <sup>nd</sup>	6.30.30
Peg Elmore	CareerSource SW Florida	1 <sup>st</sup>	6.30.29
Dr. Joe Pepe	FL Department of Health-	1 <sup>st</sup>	6.30.29
Leigh Ann Moccia	IDEA	1 <sup>st</sup>	6.30.28
Mary Stewart	Private Sector Business	2 <sup>nd</sup>	6.30.27
Enrico Pucci	Private Sector Business	1 <sup>st</sup>	6.30.28
Larry Lawman	Private Sector Business	1 <sup>st</sup>	6.30.29
Amy Huddleston	Private Sector Business	1 <sup>st</sup>	2.25.30
<b>DeSoto</b>			
Dr. Amy Bennett	School District- DeSoto County	1 <sup>st</sup>	6.30.29
Dr. Asena Mott	South Florida State College	1 <sup>st</sup>	6.30.29
<b>Hardee</b>			
Nancy Ebrahimi-Driggers-	DCF- Child Care Licensing	1 <sup>st</sup>	6.30.29
Amber Chudoba	Private Sector Business	1 <sup>st</sup>	1.1.30
Ashleigh Hayes	Private Sector Business	1 <sup>st</sup>	6.30.27
<b>Highlands</b>			
Gail Werley	Children’s Service Council	1 <sup>st</sup>	6.30.28
Nancy Zachary	Head Start Director (RCMA)	2 <sup>nd</sup>	6.30.27
John Stover	For-Profit Provider Rep	2 <sup>nd</sup>	6.30.27
Susan Norris	Private Sector Business	1 <sup>st</sup>	6.30.30

# **ELCFH Board Meeting**

## **Finance and Utilization Report May 27, 2026**

# Early Learning Coalition of Florida's Heartland, Inc.

## School Readiness FY 25-26

### April 2026 School Readiness YTD Expenditures

<u>% Spent at 83.3% of FY</u>	<u>Charlotte</u>	<u>DeSoto</u>	<u>Hardee</u>	<u>Highlands</u>	<u>Coalition Totals</u>
Salaries and Operating	78.5%	56.5%	60.2%	66.8%	65.5%
Direct Services	78.8%	60.8%	66.7%	72.3%	73.3%
Including Match	78.9%	60.8%	67.3%	72.3%	73.4%
Total Expenditures w/match	76.8%	60.0%	68.5%	71.3%	71.9%
<b>Actual Including Match (Not from DEL WB due NOA Restrictions)</b>					<b>YTD of total Exp</b>
				78.0%	82.7%
Direct Services Minimum				22.0%	17.3%
Non-Direct Services Maximum (includes Admin)				<b>100.0%</b>	<b>100.0%</b>
<b>Total SR Administration Spent all countie</b>				<b>4.2%</b>	

### April 2026 SR Child Count

<u>Charlotte</u>	<u>DeSoto</u>	<u>Hardee</u>	<u>Highlands</u>	<u>Coalition Totals</u>
650	164	167	521	1502

### March 2026 SR Child Count

<u>Charlotte</u>	<u>DeSoto</u>	<u>Hardee</u>	<u>Highlands</u>	<u>Coalition Totals</u>
623	160	165	498	1446

## VPK FY 25-26

### April 2026 VPK YTD Expenditures

<u>% Spent at 83.3% of FY</u>	<u>Charlotte</u>	<u>DeSoto</u>	<u>Hardee</u>	<u>Highlands</u>	<u>Coalition Totals</u>
Direct Services	83.1%	80.8%	58.0%	83.2%	80.6%
Total Expenditures	82.1%	80.4%	58.0%	81.7%	79.7%
Administration (max 5%)	3.1%	3.5%	5.7%	4.8%	3.7%
<b>Total VPK Administration Spent all countie</b>				<b>3.7%</b>	

### April 2026 VPK Child Count

<u>Charlotte</u>	<u>DeSoto</u>	<u>Hardee</u>	<u>Highlands</u>	<u>Coalition Totals</u>
784	160	83	402	1429

### March 2026 VPK Child Count

<u>Charlotte</u>	<u>DeSoto</u>	<u>Hardee</u>	<u>Highlands</u>	<u>Coalition Tot</u>
769	160	80	384	1393



FY 25-26 April 2026 Data

	Charlotte		DeSoto		Hardee		Highlands		Coalition Total	
	Current	Prior	Current	Prior	Current	Prior	Current	Prior	Current	Prior
SR Children Served	650	623	164	160	167	165	521	498	1,502	1,446
Wait List Total as of 5/4/2026	0	0	0	0	0	0	0	0	0	0
SR Providers	49	49	10	10	8	8	19	19	86	86
VPK Children	784	769	160	160	83	80	402	384	1,429	1,393
VPK Providers	32	32	4	4	5	5	19	19	60	60

As of 5/4/2026

Wait List Pull Data	WL Invite	WL Due	Mailed	Eligible	Ineligible	No Resp	Total	% Eligible
WL Pull #8 FY 25-26	01/30/26	02/28/26	155	84	25	46	155	54.2%
WL Pull #9 FY 25-26	02/27/26	03/31/26	134	63	37	34	134	47.0%
WL Pull #10 FY 25-26	03/31/26	04/30/26	146	69	32	45	146	47.3%
WL Pull #11 FY 25-26	04/15/26	05/15/26	48	26	2	0	28	54.2%
WL Pull #12 FY 25-26	04/30/26	05/31/26	104	4	7	0	11	3.8%

Eligible - not enrolled	0-5	SCH
Charlotte	131	62
DeSoto	26	10
Hardee	22	9
Highland	108	38
<b>Total</b>	<b>287</b>	<b>119</b>

School Readiness OCA	Description	Number of Children Served Currently
BG1	At risk and foster care children	155
BG3	TANF eligible (Temporary Assistance to Needy Families)	0
BG3R	Relative TANF families (long term)	40
BG3W/BG5	Transitional ( families who are moving out of scholarship services)	2
BG8	Working Poor (largest served category)	1,301
Total	Total unduplicated invoiced children for the current month	1,502
	YTD billed unduplicated child count (July 1 - April 30, 2026)	2,070

# Early Learning Coalition of Florida's Heartland, Inc.

April 2026

## FY 25-26 Direct Services Match Report - \$136,774

*CCBOCC - Charlotte County Board of County Commissioners Total for FY 25-26 \$15,247*

\$60,548 awarded for 10/01/24 through 09/30/25 - \$15,247 carry forward FY 25-26

Remaining Balance - \$0.00

*CCBOCC - Charlotte County Board of County Commissioners Total for FY 25-26 \$54,411*

\$72,548 awarded for 10/01/25 through 09/30/26 - \$18,137 carry forward FY 26-27

Remaining Balance - \$12,110

*HAUW - United Way of Central Florida-Hardee - \$50,000 for 2026 - \$25,000 thru 06/30/26*

Remaining Balance - \$8,345

*HAUW - United Way of Central Florida-Hardee - \$20,141 Bridge Award thru Dec 2025*

Remaining Balance - \$0.00

*HRIW - United Way of Central Florida-Highlands - \$25,000 for 2026 - \$12,500 thru 06/30/26*

Remaining Balance - \$4,159

*HRIW - United Way of Central Florida-Highlands - \$9,475 Bridge Award thru Dec 2025*

Remaining Balance - \$0.00

*HEF - Emergency Fund - Year to Date \$9.19*

## FY 25-26 Program Match - Quality Activities - \$9,119

*COPPERF - Copperfish Books - Book Drive \$1,623 in Books*

*CCPGM - Memorial Donations Ron Mills & Paypal Donation - Charlotte - Awarded \$246*

Remaining Balance - \$246

*DCUW - United Way of Suncoast County-DeSoto - Awarded \$5,000*

Remaining Balance - \$4,425

*HRIWLAP - United Way of Central Florida - Highlands - \$2,250 Bridge Award thru Dec. 2025*

Remaining Balance - \$0.00

# **ELCFH Board Meeting**

## **Agency Report**

**May 27, 2026**

**Information Item 8: Tuesday, April 7, 2026- ELCFH Meeting with DEL Chancellor Cari Miller**

**resent:** Chancellor Cari Miller; Board Members Larry Lawman, Susan Norris, Rick Pucci (Children's Christian site visit); ELCFH Staff: Anne Brewer and Beth Mueller

**9:00 -12:00 PM: Site Visit overview-** introductions were made and an overview of ELCFH technical assistance processes was provided. During each of the site visits, the directors provided a tour and answered service-related questions. Teachers were asked about how long they were with the program; directors and teachers shared information about their relationships with parents and the support offered by the ELCFH. Other areas of interest were how lesson plans were developed and used and outdoor needs. The weather was very rainy, so it was not possible to see the playground areas other than through a window.

**9:30 – 10:00 AM Children's Christian-** Isabel Hernandez and Mel Baker

The site uses Creative Curriculum; serves infant – preschool; DCF licensed for 75; Private pay is 16; 12 SR funded children age Infant through PS.

**10:15 – 10:35 AM Chery Childcare** (Ketsia and Ghislane Chery) – Tameka Dunn

The site uses Funnydaffer; serves infant – school-age; DCF licensed for 40; SR Only contract with 6 SR funded children - toddler - SA (15 private pay)

**10:45 AM – 11:45 AM – YMCA Charlotte Harbor- Early Learning Academy-**

Denita Browning and Jennifer Smith; the site uses Creative Curriculum and Learning Beyond Paper; Serves infant – VPK (2 classes) and has 40 SR funded Infant – SA; DCF licensed for 303; takes 110; private pay is about 50.

**12-1:00 PM** Lunch

**1:00 PM – 3:00 PM** Meeting/ Discussion- Defining School Readiness

**Present:** Chancellor Cari Miller, ELCFH Board Members Larry Lawman and Susan Norris; ELCFH Staff and Management Team (reference sign-in sheet)

The ELCFH Board adopted position statement on the definition of School Readiness was provided (2.25.26 Board Meeting). A powerpoint presentation was facilitated to support "next steps" discussion. The ongoing concern of so many children not having the ability to self-regulate big emotions was coupled with community conversations in which emphasis was placed more on traditional ideas of skill development such as numbers, alphabet, tying shoes. The ELCFH understood that a formal statement was needed. This statement would state the ELCFH stance and concern on supporting children's social-emotional development as a true baseline for school readiness, with the overarching goal of children starting school ready to learn.

A review of local challenges and trends specific to school readiness was reviewed. Conversation ensued specific to ELCFH support of families from the waitlist in completing enrollment in SR services. A barrier that has recently come up for families is the “reservation fee”, in which the parent is required to pay a fee in order to be placed on the provider’s waitlist. This is a deterrent for families who are already facing a required copay and differential payment for childcare services. The issue of children presenting big behaviors and children at risk of expulsion and suspension was addressed, noting the behaviors are a big factor for many providers in the ELCFH service area. A number of providers have shared that excessive screen time seems to be exacerbating the problem, and that trying to reach younger parents raised on electronics is challenging. Common thought is that what has really changed over the years is the sheer **amount** of screen time children are exposed to- providers have policies in place with facilities for parents to put phones away before they come in to the program *ie to pick up their child*. Cell phones are a huge distraction otherwise and children are constantly inundated with screen exposure.

*NOTE: The ELCFH had previously developed a position statement that discusses the impact of suspension and expulsion on young children- advocating for good provider communication so that a family facing expulsion can have a “warm hand-off” through ELCFH resources and listings to help them find care that meets their needs.*

A study was briefly discussed (Resource: [Teachers Report an Increasing Lack of School Readiness. Why? | ZERO TO THREE](#)) that looked at the number of hours per day that a child was exposed to screen time at the age of one year versus developmental concerns/ delays (as noted on the ASQ-3 developmental screening tool) at the ages of 2-4 years. Those children with higher amounts of screen time were more likely to present delays in communication and problem solving. Other factors included in the study were maternal depression, birth order, other adults in the home, maternal education and family income. Mothers who allowed high levels of screen time tended to be younger, with their first child, had lower household income, lower education level and were more likely to have postpartum depression (which can also have a significant impact on parent-child bonding). Another source to support best practices in early childhood comes from Dr. David Elkind (professor emeritus of Child Development at [Tufts University](#)<sup>[3]</sup> in [Medford, Massachusetts](#)) who is the author of [The Hurried Child: Growing Up Too Fast Too Soon](#) (1981). This body of work *informed early childhood education professionals of the possible dangers of incorporating elementary school curriculum into the very early years of a child’s life*. He states that there are three skills children really need in order to start school ready to learn: *to be able to communicate, follow instructions and work cooperatively with other children and adults*.

*NOTE: The ELCFH had previously developed a position statement that discusses screen time and impact on young children- advocating for close monitoring of time spent in front of the screen, the content children are watching and encouraging active play experiences that children need*. Chancellor Miller also stated that champions for early learning (Senator Erin Grall) at the legislative level had previously introduced legislation that supported limitations to child screen time. It is hoped this will be picked up again, as it previously had good momentum in the Florida Legislature.

It was shared that in a recent conversation with kindergarten teachers, behavior and ability to navigate the classroom routine remains a big concern for incoming kindergartners. Kindergarten teachers ask that early learning/ VPK programs continue to address this with families to help children prepare for the first day of school.

In addition, the ELCFH feels that the community at large plays a part in school readiness- it is through ready early learning programs, ready families and ready communities and schools that we can have the ready child. As part of the readiness, the ELCFH would like to support early learning teachers in understanding the early learning standards as they prepare lesson plans that are in response to child interest.

Questions to hone in on specific strategies that support address school readiness were presented and discussed in small groups. Ideas included the following:

- Development of hangtag cards that would list five questions parents can ask their children at the end of the day. This would include the “why” of the importance of daily conversation with children.
- Have the DOE Educators Guide available in sections so the birth to five standards are easier to access.
- Continue the “Teacher Feature” facilitated by the ELCFH to motivate and support early learning teachers.
- Access media bites via tik-tok and Facebook for families and teachers to encourage engagement. Post banners on ELCFH Facebook and website.
- Create a script for Family Services staff to support families in understanding why the ASQ should be completed by the family (instead of deferring to the provider)- so that Family Services specialists can address questions if CDE Specialists are not available.
- Encourage DEL to examine curriculum that includes dittos- this is confusing to providers and inadvertently promotes inappropriate early learning practices.
- Florida-wide ad campaign at the start of the school year to encourage parent engagement.
- Development of a child development impact- statement or graphic for the broader community.

***Supporting documentation:***

- *ELCFH School Readiness Position Statement (adopted on 2.25.26)*
- *PowerPoint Presentation on the approved SR position statement and challenges in the ELCFH service area*
- *JAMA Pediatrics Investigation- Screen Time at Age 1 Year and Communication and Problem-Solving Developmental Delay at 2 and 4 years (published online August 21, 2023); Takahashi, I. et al.*