# ELCHC Budget Workshop Agenda Packet

Monday, June 6, 2022 at 2:00 pm

6302 E. Dr. Martin Luther King Jr. Blvd., Suite 100 Tampa, FL 33619

https://us06web.zoom.us/j/87642975805?pwd=YUVIQ0lhZWVySGgwVWhZNS9SaGQydz09

Meeting ID: 876 4297 5805

Passcode: 013025

EARLY LEARNING
COALITION OF HILLSBOROUGH COUNTY

# ELCHC Budget Workshop Agenda Packet

**Monday, June 6, 2022**

## I. WELCOME & INTRODUCTIONS

**L. Buzard/G. Meyer**

A. Roll call

## II. PUBLIC COMMENT I

*Individuals wishing to address the Early Learning Coalition of Hillsborough County Board of Directors must complete a Public Comment Request Card and submit it to the official recorder prior to the noticed start time of the meeting. Said comments will be limited to three (3) minutes per individual on a first come, first serve basis, and only at such time as is identified on the official meeting agenda for public comment. All public comment in Public Comment I must pertain to an item on the approved agenda*

## III. FY 2022-2023 Proposed Budget

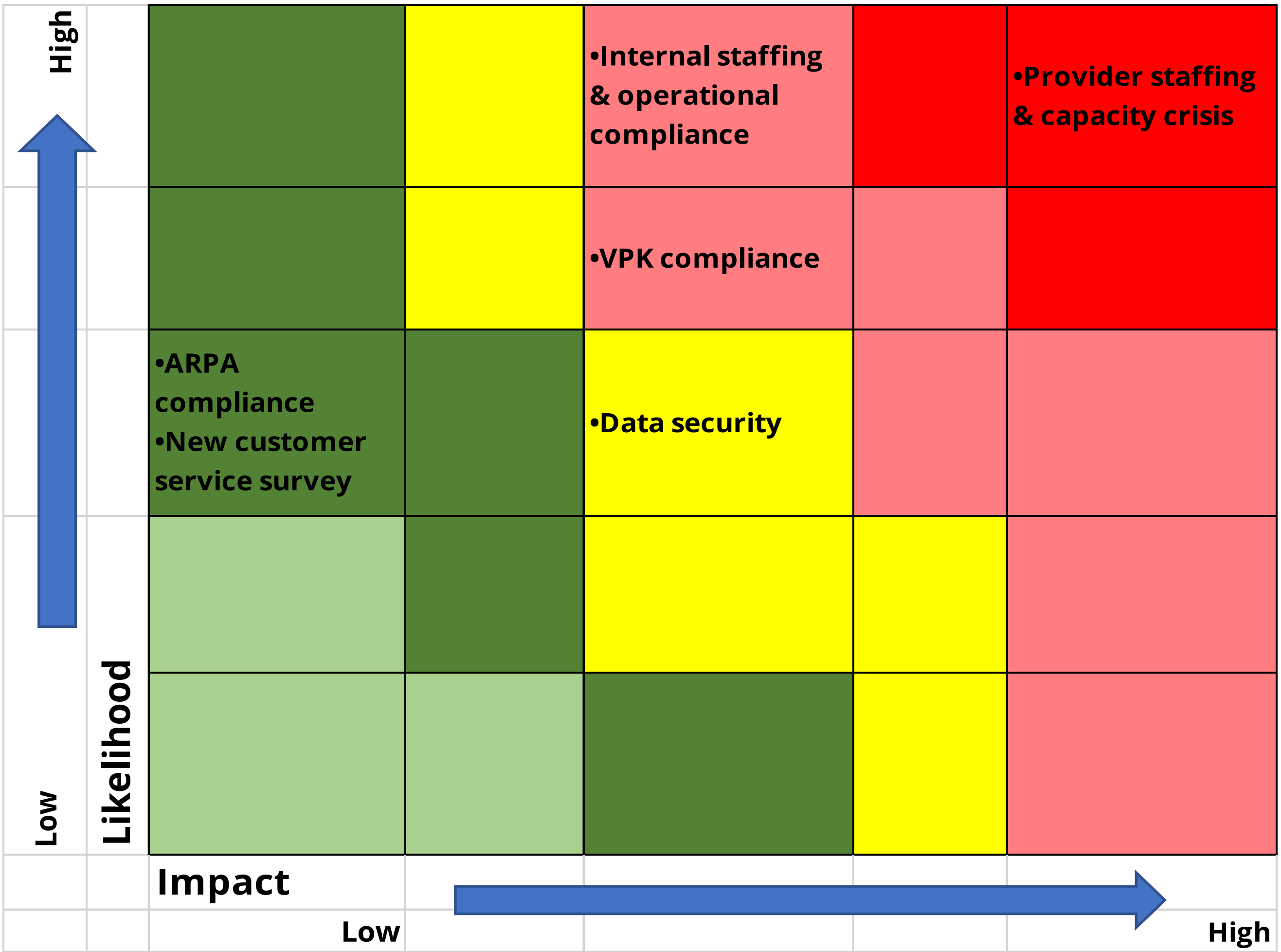
**G. Meyer**

A. FY 2022-2023 Proposed Budget - 3

## IV. ADJOURNMENT

## I. Enterprise Risk Management

We developed our enterprise risks and scored them based upon their likelihood and impact. They are mapped in the heat map shown below.




1. Provider staffing and capacity is our highest risk, both from a likelihood and impact standpoint. We are providing technical assistance to our providers to use ARPA and Workforce funding opportunities as much as possible to mitigate these risks. Workforce funding includes funding for providers to recruit, upskill, and retain staff.
2. New DEL compliance requirements, including VPK, are high likelihood (certainty) with medium impact. We are increasing internal staffing to meet these compliance needs, with some risk we cannot find and retain adequate talent to perform the appropriate compliance reviews.
3. Data security is medium likelihood and impact. We have done tremendous work since our data breach, including the introduction of third party authentication and increasing the security of shared files, to decrease the likelihood and impact.
4. ARPA grant compliance and the new DEL customer service survey are medium likelihood but low impact. We expect moderate challenges with both, but their impact

will be low. DEL does not expect to ask providers to repay ARPA grants, and we will continue our efforts to improve customer service ratings.

## II. How does our budget map to the Three Pillars of our strategy?

**FY23**

| ACCESS | | QUALITY | | EDUCATION | |
|---|---|---|---|---|---|
| School Readiness | $67,641,688 | INCENTIVE$ and T.E.A.C.H. | $ 900,000 | VPK | $ 41,560,023 |
| ALICE > 150 | $ 1,850,609 | Professional Development | $ 628,100 | CCR&R | $ 1,277,235 |
| | | Workforce | $1,863,452 | | |
| | | Performance Incentive Differentials | $ 220,800 | | |
| | | Infant/Toddler | $ 145,400 | 3 to 5 Initative | $ 550,000 |
| | | Other | $4,530,666 | Community Partnerships | $ 793,000 |
| TOTAL | $69,492,296 | TOTAL | $8,288,418 | TOTAL | $ 44,180,258 |
| | | | | Total Budget | $ 121,960,972 |

| 3 PILLARS | ACCESS | QUALITY | EDUCATION |
|---|---|---|---|
| FY23 | 57% | 7% | 36% |
| FY22 | 63% | 5% | 33% |
| Y/Y Change | -6% | 2% | 3% |

FY22

| ACCESS | | QUALITY | | EDUCATION | |
|---|---|---|---|---|---|
| School Readiness | $62,434,063 | INCENTIVE$ and T.E.A.C.H. | $ 780,000 | VPK | $ 31,058,603 |
| ALICE > 150 | $ 1,685,881 | Professional Development | $ 872,915 | CCR&R | $ 1,277,235 |
| | | Performance Incentive Differentials | $ 224,982 | | $ 12,500 |
| | | Infant/Toddler | $ 149,272 | 3 to 5 Initative | $ 537,850 |
| | | Other | $2,827,839 | Community Partnerships | $ 669,903 |
| TOTAL | $64,119,944 | TOTAL | $4,855,008 | TOTAL | $ 33,556,091 |
| | | | | Total Budget | $ 102,531,043 |

<u>Further definitions are articulated below:</u>

1. Access:
    a. School Readiness
    b. ALICE > 150:  families that are Asset Limited, Income Constrained, Employed.
2. Quality:
    a. INCENTIVE$ and T.E.A.C.H. (Teacher Education and Compensation Helps) grants. INCENTIVE$ supplement the salaries of qualified childcare providers, increasing stability, reducing turnover, and encouraging continued education.
    b. Professional Development
    c. Other quality initiatives funded by School Readiness funds
        i. Performance Incentive Differentials:  tiered additional provider reimbursement based on above-average program assessment composite scores.
        ii. Infant/Toddler initiative, including establishing fully-outfitted classrooms equipped with the appropriate furniture, including cribs to care for infants and toddlers.
        iii. Other
3. Education:
    a. VPK
    b. Child Care Resource & Referral (CCR&R):  helping families identify quality early learning programs throughout the community, including early special needs intervention and special needs referrals.
    c. Tune In, Talk More, Take Turns (3Ts)
    d. Emerging 3- to 5-Year Initiative
    e. Community Partnerships

## III. <u>Environmental Scans</u>

We have assessed the early education environment, including the opportunities and risks, and prepared FY23 budgets focused on the following areas:

### A. Executive

1. Kick off new Kindergarten Readiness Initiative.
2. Continue providing best in class School Readiness and VPK Services, as well as provider (professional development, coaching, and technical assistance) and family support (CCR&R, intake, eligibility, at risk referral and other family support).
3. Continue efforts on local initiatives: HITI, Incentive$/TEACH, Workforce, 3-5 Initiative, SR+, with a focus on our strategic pillars- Access, Quality and Education.
4. Administer American Rescue Plan Act (ARPA) funding, providing positive, hopefully transformative, benefits to the ECE system of care.
5. Complete IT infrastructure and Facilities enhancement work.

6. Continue staff development, DEI and succession planning work.
7. Continue strong customer focus: enhancing provider, family and community relationships with a focus on quality, access, and education.

## B. Provider Relations

Overall

1. Return to typical schedule of in-person conferences for continuing education and professional development of team members.
2. Additional funds allocated for certified training of CLASS observers and coaches to account for training current staff as well as potential new staff.
3. Change in department structure with an adapted overall budget.
4. Technology needs associated with transitioning to paperless CLASS observations, while reducing costs associated with purchasing CLASS Scoring Sheets from Teachstone.
5. First year of the implementation of the new accountability system for VPK (CLASS, improvement plans, and STAR Assessment).
6. Increased training and incentives for VPK CLASS training and professional development.

Challenges

1. Promotions and turnover impacting internal operations— the certification process for new team members conducting observations and coaching is lengthy.
2. Administrative costs associated with an increased scope related to VPK as a result of HB 419 (new VPK improvement plans, CLASS observations, data management, technical support for provider regarding new teacher & director requirements, public school monitoring & oversight of improvement plans).
3. Change in number of VPK classrooms/providers due to workforce shortages and increased requirements/accountability of VPK providers.
4. Awaiting implementation information from the Division of Early Learning regarding VPK changes that directly impact operations, staffing and needs of providers.
5. State reimbursement for milage lower than federal reimbursement rate, impacting employee’s bottom line and impacting morale.
6. Provider compliance with contractual requirements being impacted by workforce shortage, changes to VPK and virtual monitoring visits conducted during FY21.
7. Workforce issues impacting overall provider quality as measured by the state.

Opportunities

1. Data-driven professional development based on individual VPK teacher scores on different dimensions of the CLASS tool.
2. Support VPK providers in building lesson plans that reflect the needs of the students based on STAR assessment results and providers being able to see individual child progress.
3. Hillsborough Early Learning Network project adapts and grows with the needs of the teachers, children and research.
4. New VPK base student allocation/reimbursement.
5. School Readiness providers will be permitted to be reimbursed more than 20% above their private pay rate starting with FY23
6. Partnership with the School District and other community partners impacting the direction of K-transition.
7. New focuses on internal team building, customer service, employee morale and employee productivity.

**C. Family Services**

1. Additional funding has increased opportunities for reducing the waitlist and increasing the number of children served to almost pre-pandemic amounts. This funding is expected to continue into FY23. An increase in the number of children served in the School Readiness program does impact the volume of work in a variety of areas such as screening/assessment and eligibility.
2. An increase in demand for behavior support has been voiced by the families and providers. Currently, there is an average of 7 behavior support requests per day from the screening intake online form. These requests are mainly from families. Also, the results from the ASQ-SE indicate that more children are not meeting developmental expectations within social-emotional domains.
3. Child Care Resources and Referral services are in high demand due to the capacity shortage for childcare. Families are finding long wait times for start dates in childcare programs; this is especially true in highly populated areas of the county such as Riverview, Brandon, and Central Tampa. Given the rule that families must find care within 30 days of receiving funding notification, this stipulation forces many families to reapply for the waitlist if they cannot immediately find care.
4. In FY22, a closer look at provider capacity using the sign-in-sign-out (SISO) sheets was needed to verify accurate provider payments. The addition of 4 reimbursement staff was needed to accommodate the workflow for reviewing SISO sheets monthly. Continuing efforts will be needed in FY23 to ensure providers maintain compliance in accordance with daily attendance reporting.

Risk Factors to Consider

1. Maintaining compliance with the 10-day rule of acting on eligibility within a certain timeframe. This is a balance while increasing the number of children in the School Readiness program. Identifying how many children can receive funding notification each week with consideration towards maintaining compliance with DEL. Also, the need for quality assurance in properly processing eligibility is needed.
2. Other agencies offer a form of behavior or Social Emotional Learning (SEL) support. Being sensitive to what already exists in the community is needed. While utilizing Mental health funding, it is important to think about the sustainability of activities or programs.
3. Enforcing SISO compliance before giving technical assistance may cause distrust in the provider community.  Additionally, inconsistent enforcement may also hurt the relationship between the providers and the ELCHC.

## D. Program Initiatives and Analysis

1. As a newly established department in FY22, in-depth forecasting of the scope of work is necessary as we determine priorities and direction of the new team for FY23.
2. Challenges due to COVID-19, staff retention/turnover and the general early childhood climate are driving decisions and funding (Workforce, ARPA).

Risk Factors to Consider

1. Ensuring that the Provider Relations and Family Services departments have input on initiatives, planning, and collaboration on projects.
2. To properly staff the department, create a cohesive team and ensure high qualified and competent team members are added to build a strong new department.
3. Ensuring data drives decisions, addressing gaps in the data as it relates to families, practitioners, and the community (ALICE population, IACET, Community Needs Assessment).
4. Providing diversity opportunities for engagement, through an equity lens for families, providers, and practitioners to newly created initiatives and ELC projects.
5. Managing new grant funds and opportunities that may come from the state, i.e., PDG funds, extension of Workforce, additional ARPA funds.

Strengths (S) & Opportunities (O)

1. S- Bridging three departments together to work cohesively under Operations.
2. S- Previous experience developing successful programming, initiatives, systems, accreditation.

3. O- Using Quality dollars to impact families through trainings, workshops, and resources (families have not traditionally been recipients of funds related to Quality).
4. O- Develop sustainable programming to be certain that after ARPA, Workforce and Admin dollars are exhausted, quality programming continues.

## E. Resource Development and Community Relations

1. With the expansion of ELCHC outreach efforts in FY22 (both in person and via media placement) and the return of in person events as COVID-19 wanes, there will be an increased investment in our outreach efforts within the community.
2. To continue awareness of the importance of early learning and how the ELCHC can support families, there is a need for professional video production and commercial quality videos.
3. FY22 brought a cybersecurity attack and the implementation of a new website. These events highlight the need to invest in professional development in two key areas: crisis communication management and Google Ads/Google Ad Grants.

Risk Factors to Consider

1. Volunteer management – with the increase of activities and events, consider the risks of staffing events including overtime costs or the increased need for volunteers.
2. Brand risk – Trademark infringement – Unintended consequences related to marketing efforts.
3. Ability to react and manage crisis situations. Specifically, those related to reputation.

Strengths (S) & Opportunities (O)

1. S- Director of Impact ability to connect ELCHC to community partners and events. O- Use of software to help manage/track. O- Manpower (one idea is a “street team”).
2. S- We have a good story to tell. S- Visibility of early education with recent government officials. O- Current teams’ professional acumen in this area. O- Time consumption of these projects and ability to outsource them.
3. S- Thoughtful senior leadership. O- Increased knowledge/ ability to be proactive/ possible operationalization of this.

## F. Information Systems (IS)

Strengths

1. Tenured, engaged team with a broad skill set and strong relationships across the organization.
2. Flexible, scalable service delivery team with remote support capabilities.
3. The IS organization is shifting away from a standard break-fix organization to a strategic business partner by integrating the process improvement function with the systems team.
4. Very supportive Executive Leadership team that is open to change and supports innovation.
5. The ability to leverage industry wide best in class systems to standardize support and reduce downtime.

Weaknesses

1. Inventory management and Apricot documentation is an area that we have to improve upon.
2. Even though we are able to bring new systems to market, like Web Author, it is a struggle to deliver in a timely manner due to resources.
3. Security concerns continue to be of high priority and even though we have made significant progress, there is still quite a way to go.
4. The ability to deliver timely, accurate and usable data is a pressure point.
5. Staff skill gap can potentially be a detriment to the organization as well as end user education.

Opportunities

1. To fully implement the Microsoft Office 365 environmental model and align with industry best practices of a Zero Trust modern workplace.
2. Adding a data analytic component that includes appropriate technology and staffing will allow leaders to make accurate decisions quicker.
3. To identify and fill the knowledge gaps by providing training or identifying the correct vendor partners.

Threats

1. The dynamic speed of which technology is changing continues to be one of the biggest threats.
2. The increasing complexity of security challenges and external market forces.

3. Implementing social media like technology interfaces (ease of use) into enterprise software to drive adoption.
4. Keeping abreast of the changing privacy and laws.

## G. Human Resources

1. Develop new leaders within the ELCHC by continuing a 7-month training series in partnership with the Nonprofit Leadership Center.
2. Continue to train team members on cybersecurity and non-harassment in light of the heightened risks in these areas. Require all team members to complete cybersecurity and non-harassment training during their first month at ELCHC.
3. Offer team members, board members and child care providers the opportunity to participate in a variety of focus groups, assessments and trainings on achieving an equitable work environment.
4. To promote development and increase retention, continue to offer a variety of professional development opportunities including conferences, seminars and workshops.
5. Monitor the Department of Labor's progress on raising the salary threshold for exempt employees to ensure compliance with the Fair Labor Standards Act.
6. Conduct pay rate survey among area employers to ensure our pay rates are competitive in today's challenging job market.
7. Explore wellness programs with Florida Blue to help create a healthy employee population that is fulfilling for team members and also to limit potential health benefit increases.

## H. Finance

1. Ensure that the ELC monitors the changes to the DEL funding formula and optimizes the ability to fund direct slots for children, quality initiatives, and other non-direct costs while minimizing administrative overhead.
2. Develop an enterprise risk framework and heat map for the ELC. Ensure that risks are covered by insurance when possible and that risks have mitigation plans with appropriate accountability.
3. Provide support for the redevelopment of the Coalition Plan, the implementation of a new customer satisfaction survey, a revamped Balanced Scorecard, and the alignment of these three elements with Coalition, department, and individual performance goals and metrics.
4. Review provider rates against the new DEL market study and ensure that rates align with cost of care and provide equity and access across the market.
5. Assist providers (owners, directors, and administrative leaders) with business leadership training and coaching, helping them optimize their American Rescue Plan

funding and prepare for the increases in the Florida minimum wage. Expand capabilities to coach in English and Spanish in order to accommodate the diverse needs of our providers.

6. Resolve IRS compliance issues, eliminating fines and penalties caused by previous year erroneous filings.
7. Improve compliance with federal and state policies and procedures, as evidenced by DEL monitoring results.

## IV. FY23 Budget Explanations

### School Readiness

Revenues

1. School Readiness revenue of $74.2M is based on estimates shared by DEL. We are projected to receive a base funding amount of $60.5M based on the relative size of the Hillsborough County population of children birth through 5 years of age. We are projected to receive another $8.6M based on a calculation to provide more funding to counties that have a cost per child below $8,566. New this year is a separate allocation for Gold Seal funding, projected at $4.3M. The remaining $0.8M is quality differential funding for providers with CLASS scores greater than 4.5.
2. ARPA funding includes the second and third payments from the first round of $48.5M and a second round estimated at $48.5M.
3. Workforce funding was extended to June 30, 2023. We budgeted the forecasted unspent amount from FY22 in FY23 for a total funding amount of $3.6M.
4. DEL match was budgeted at $1.3M, similar to the FY22 amount.
5. SR and local funders are budgeted at levels similar to FY22, totaling $1.9M and $0.8M, respectively. HC Community Development did not include the ELCHC in their application process for FY23, and the Hillsborough Infant/Toddler Initiative is continuing but funded by School Readiness Quality funds.

Expenses

1. Direct services are budgeted at 81.0% of revenues, slightly lower than the FY22 budgeted percentage of 81.4%. More funding has been shifted to quality initiatives.
2. ELCHC operating expenses are $13.2M, $2.6M more than the FY22 forecast, primarily due to the increase in personnel to reduce the waitlist and support new DEL compliance, workforce, and ARPA initiatives and an increase in occupancy costs to house these new team members in Suite 105.
3. We are on track and budgeted to exceed the Quality spend 4% minimum mandated by the grant (9.1%), and not exceed the Administrative spend 5% maximum (4.2%).

### VPK

1. Revenues are projected to increase significantly to $41.6M, $14.5M more compared to the FY22 forecast, based on an expectation of a post-pandemic recovery in enrollment but mostly due to a legislative increase in base per child funding ($600 per child if they pay their early childcare professionals $15 per hour).
2. ELCHC operating expenses are $1.7M, $0.6M more than the FY22 forecast, primarily due to the increase in personnel to increase enrollment and support new DEL compliance.

3. We are on track and budgeted to not exceed the Administrative spend 4% maximum mandated by the grant (3.3%).

<u>ELCHC Operating Expenses</u>

1. Personnel expenses are $10.5M, $2.2M higher than the FY22 forecast. This is primarily due to the increase in personnel to reduce the waitlist and support new compliance, workforce, and ARPA initiatives, as well as a 4 percent raise assumption.
2. Staff development expenses are $105K, $48K less than the FY22 forecast. Some in person training is being replaced with more virtual training at lower cost.
3. Professional services expenses are $709K, $11K less than the FY22 forecast. Website development budgeted in FY22 is not needed in FY23.
4. Occupancy expenses are $600K, $31K higher than the FY22 forecast due to expansion to Suite 105.
5. Postage, freight and delivery expenses are $7K, $2K higher than the FY22 forecast. More mailings to families are planned for FY23.
6. Rentals expense is $10K, $9K less than the FY22 forecast, due primarily to the decrease in the number of copiers after vacating the North Florida location.
7. Supplies are $137K, $28K higher than the FY22 forecast due to the increase in the number of employees and employees returning to the office as the pandemic wanes.
8. Communications expenses are $16K, $24K lower than the FY22 forecast due to savings from moving communications, primarily Provider Focus, from print to electronic media.
9. Insurance expense is $106K, $49K higher due to an expansion of director and officer and employment practices coverage and an increase in worker's compensation insurance related to the increase in the number of employees.
10. Tangible personal property expense is $154K, $34K higher than the FY22 forecast due to purchases of computers for new staff.
11. Quality expenses are $1.9M, $616K higher than the FY22 forecast due to an expansion of quality initiatives, including kindergarten transition, the Hillsborough Infant Toddler Initiative, and federally funded CRSSA outreach.
12. Travel expense is $70K, $20K lower than the FY22 forecast, primarily related to the increase in the number of staff and more travel in the wake of the pandemic. DEL compliance requires more VPK observations.
13. Other operating expenses are $498K, $386K higher than the FY22 forecast, mostly due to $320K for cubicle and cabling expenses to furnish the Suite 105 expansion.

## FY23 Proposed Budget

| | FY23 Budget | FY22 Forecast | $ Variance | % Variance | FY22 Budget |
|---|---|---|---|---|---|
| **Program Revenue** | | | | | |
| School Readiness | 74,225,380 | 69,813,592 | 4,411,788 | 6% | 67,315,906 |
| School Readiness - CRSSA (Phase VI, ROAFS) | 355,000 | 18,482,086 | (18,127,086) | -98% | - |
| School Readiness - ARPA (Round 1) | 32,301,407 | 16,150,704 | 16,150,704 | 100% | - |
| School Readiness - ARPA (Round 2) | 48,452,111 | - | 48,452,111 | 0% | - |
| School Readiness - Workforce | 1,863,452 | 1,753,840 | 109,612 | 6% | - |
| School Readiness Match - DEL | 1,319,509 | 1,319,509 | - | 0% | 1,525,882 |
| School Readiness - Local Funders: | | | | | |
| Children's Board HC | 700,770 | 700,770 | - | 0% | 700,770 |
| Hillsborough County BOCC | 276,000 | 276,000 | - | 0% | 276,000 |
| HC Childcare -Licensing & Fees | 500,000 | 417,957 | 82,043 | 20% | 430,000 |
| Metro Ministries (Children's Board) | 52,500 | 150,000 | (97,500) | -65% | 150,000 |
| City of Tampa | 100,000 | 150,000 | (50,000) | 0% | - |
| United Way | 121,339 | 69,112 | 52,227 | 76% | 69,112 |
| United Way (Quality Initiative) | 50,000 | - | 50,000 | 0% | - |
| Caspers | 50,000 | 50,000 | - | 0% | 50,000 |
| School Readiness - Local Funders | 1,850,609 | 1,813,839 | 36,770 | 2% | 1,675,882 |
| **Total School Readiness Revenue** | **160,367,467** | **109,333,570** | **51,033,898** | **47%** | **70,517,670** |
| **Other Local Funders:** | | | | | |
| HC Community Development, incl. ALICE>150 | - | 175,000 | (175,000) | 100% | 175,000 |
| Hillsborough Infant/Toddler Initiative | - | 156,369 | (156,369) | -100% | 64,000 |
| Conn Foundation | 58,000 | 58,000 | - | 0% | 45,500 |
| Spurlino Foundation | 60,000 | 175,000 | (115,000) | -66% | 50,000 |
| SR Program Income (training, IECP membership) | 20,000 | 20,000 | - | 0% | 20,000 |
| HELN (Hillsborough Early Learning Network) | 37,000 | 6,000 | 31,000 | 0% | 6,000 |
| ELFL (Early Learning Florida) | 100,000 | 82,000 | 18,000 | 22% | 82,000 |
| Lastinger Project | 212,000 | 212,000 | - | 0% | 212,000 |
| Misc Donations | 300,000 | 300,000 | - | 0% | 300,000 |
| **Total Local Funders, Contributions and Gifts** | 787,000 | 1,184,369 | (397,369) | -34% | 954,500 |
| **Total School Readiness Revenue and Local Revenue** | **161,154,467** | **110,517,939** | **50,636,529** | **46%** | **71,472,170** |
| **Program Expenses** | | | | | |
| School Readiness | | | | | |
| Direct Services - SR | 60,122,557 | 57,569,609 | (2,552,948) | -4% | 56,256,030 |
| School Readiness - CRSSA (Phase VI, etc.) | - | 18,482,086 | 18,482,086 | 100% | - |
| School Readiness - ARPA | 80,753,518 | 16,150,704 | (64,602,815) | -400% | - |
| School Readiness - Workforce | 1,863,452 | 1,753,840 | (109,612) | -6% | - |
| School Readiness Match - DEL | 1,319,509 | 1,319,509 | - | 0% | 1,551,647 |
| School Readiness - Local Funders | 1,800,609 | 1,813,839 | 13,230 | 1% | 1,675,881 |
| General Contributions and Gifts | 452,305 | 1,184,369 | 732,064 | 62% | 686,500 |
| **Total Direct Services** | 146,311,950 | 98,273,956 | (48,037,994) | -49% | 60,170,058 |
| ELCHC Operating | 13,192,299 | 10,555,483 | (2,636,816) | -25% | 9,613,612 |
| CCL/ECC | 1,192,383 | 1,149,500 | (42,883) | -4% | 1,149,500 |
| Inclusion Cost | 245,000 | 317,000 | 72,000 | 23% | 317,000 |
| Scholarships and Other | 212,835 | 222,000 | 9,165 | 4% | 222,000 |
| **Total School Readiness & Other Expenses** | **161,154,467** | **110,517,939** | **(50,636,529)** | **-46%** | **71,472,170** |
| **SR Change in Net Assets** | **-** | **-** | **-** | **0%** | **-** |

| | | | | | |
|---|---|---|---|---|---|
| < 5.00 % | School Readiness - Admin | 4.2% | 4.2% | | 4.5% |
| > 4.00 % | School Readiness - Quality | 9.1% | 8.1% | | 8.3% |

| | | | | | |
|---|---|---|---|---|---|
| < 22.00% | School Readiness - Non-Direct | 19.0% | 18.2% | | 18.6% |
| > 78.00 % | School Readiness - Direct | 81.0% | 81.8% | | 81.4% |

**FY23 Proposed Budget**

| | FY23 Budget | | FY22 Forecast | $ Variance | % Variance | FY22 Budget |
|---|---|---|---|---|---|---|
| **VPK Revenue** | | | | | | |
| Voluntary Pre-Kindergarten | 41,560,023 | | 27,032,043 | 14,527,980 | 54% | 31,058,603 |
| **Total VPK Revenue** | **41,560,023** | | **27,032,043** | **14,527,980** | **54%** | **31,058,603** |
| **VPK Expenses** | | | | | | |
| Direct Services | 39,897,622 | | 25,936,488 | (13,961,135) | -54% | 29,797,059 |
| ELCHC Operating | 1,662,401 | | 1,095,556 | (566,845) | -52% | 1,261,545 |
| **Total Voluntary Pre-Kindergarten Expenses** | **41,560,023** | | **27,032,043** | **(14,527,980)** | **-54%** | **31,058,603** |
| **VPK Change in Net Assets** | - | | - | - | 0% | - |
| < 5.00% VPK - Admin | 3.3% | | 3.8% | | | 3.8% |
| **Total Revenue** | **202,714,490** | # | **137,549,982** | **65,164,509** | **47%** | **102,530,773** |
| **Total Expenses** | **202,714,490** | # | **137,549,982** | **(65,164,509)** | **-47%** | **102,530,773** |
| **Change in Net Assets** | - | # | - | - | 0% | - |
| **ELCHC Expenditure Categories:** | | | | | | |
| Personnel | 10,506,371 | | 8,351,987 | (2,154,383) | -26% | 7,558,266 |
| Staff Development | 104,519 | | 119,524 | 15,005 | 13% | 119,524 |
| Professional Services | 709,079 | | 756,678 | 47,599 | 6% | 755,678 |
| Occupancy | 600,000 | | 569,040 | (30,960) | -5% | 569,040 |
| Postage, Freight and Delivery | 6,885 | | 5,300 | (1,585) | -30% | 5,300 |
| Rentals | 10,601 | | 19,500 | 8,899 | 46% | 19,500 |
| Supplies | 136,620 | | 108,763 | (27,857) | -26% | 134,763 |
| Communications | 16,000 | | 39,583 | 23,583 | 60% | 39,583 |
| Insurance | 105,959 | | 57,155 | (48,804) | -85% | 57,155 |
| Tangible Personal Property | 153,750 | | 119,599 | (34,151) | -29% | 119,599 |
| Quality | 1,937,065 | | 1,321,332 | (615,733) | -47% | 1,321,332 |
| Travel | 70,200 | | 50,492 | (19,708) | -39% | 46,331 |
| Other Operating | 497,651 | | 112,084 | (385,567) | -344% | 109,084 |
| **Total ELCHC Operating Expenses** | **14,854,699** | | **11,631,038** | **(3,223,661)** | **-28%** | **10,855,157** |