



# ELCHC Finance Committee Meeting

Monday, October 2, 2023 at 3:00 pm

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

<https://us06web.zoom.us/j/82246956804?pwd=dmRadGMyakhpaDdTSW4za0x6bDBaZz09>

Meeting ID: 822 4695 6804

Passcode: 744556



## ELCHC Finance Committee Meeting

Monday, October 2, 2023

### I. CALL TO ORDER

M. Zieziula

A. Roll call/Quorum Verification

### II. PUBLIC COMMENT

*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.*

### III. ACTION ITEMS

M. Zieziula

A. Approval of Minutes for June 5, 2023, Regular Finance Committee Meeting - 3

B. Approval of allocation of funds to contract with Saxon Gilmore & Carraway, P.A. for governance-related legal services - 7

C. Approval of allocation of funds to WebAuthor.com LLC - 9

D. Approval of allocation of funds to contract with Sharity Global for Board of Directors retreat and strategic plan formation - 11

### IV. FINANCIAL REPORT

G. Meyer

A. Finance Report - 13

### V. CEO REPORT

Dr. Hicks

A. \$305 Million Dollar ARPA Update

B. Survey to Providers

C. CEO Evaluation Results

D. Legislative Coordination (Tampa Chamber of Commerce & HCPS)

### VI. ANNOUNCEMENT

M. Zieziula

A. Next, ELCHC Finance Committee Meeting-February 5, 2024 at 3:00 pm

### VII. ADJOURNMENT

M. Zieziula

Monday, June 5, 2023, at 3:00 pm  
Hybrid Meeting  
6302 E. Martin Luther King Jr. Blvd., Suite 100  
Tampa, FL 33619

## MEETING ATTENDANCE

**Facilitator:** Carl Harness, Vice Chair

### Committee Members Present:

Carl Harness, Allison Nguyen and Dr. Jacquelyn Jenkins\*

### Committee Members Absent:

Lee Bowers

### ELCH Board Members Present:

Dr. Larissa Baia, \* and Kelley Parris\*

### ELCHC Staff:

Gary Meyer, Yarima Hernandez Tamayo\*, Kevin Smith\*, Dr. Fred Hicks, Sabrina Ruiz, Kiyana Scott, and Nancy Will

### Other Attendees:

Tonia Williams\*, Frazier Carraway and Sammy Veinger

*\*Indicates attendance via Zoom meeting platform.*

## CALL TO ORDER

### Quorum Verification

Noting a quorum had been established, Vice Chair Harness called the meeting to order at 3:00 pm.

Carl Harness, Vice Chair lead a moment of silence to honor the passing of provider, Kalene Robinson. Dr. Hicks then shared with the committee the date and time of Ms. Robinson's wake and stated he would be representing the coalition in paying respects to Ms. Robinson's family. Dr. Hicks extended the invitation to all board members and staff.

*Vice Chair Harness called for a motion to approve the March 29, 2023, regular Finance Committee meeting minutes. Allison Nguyen made a motion. Dr. Jacquelyn Jenkins made a second. The motion carried unanimously.*

## Review Fiscal Year 2024 Budget for Recommendation

Gary Meyer, Chief Financial Officer, gave an overview of the FY 24 proposed budget. Mr. Meyer highlighted the following items:

1. Proposed budget based on the three pillars of the coalition: Access, Quality, and Education
2. Large workforce initiatives from last year and hoping that the remaining funds will roll over to FY 2024
3. Proposed budget will focus on children with special needs, with added behavioral staff support.
6. We have lost the opportunity to ask for \$500,000 in School Readiness funds due to the change in licensing and are currently looking to see if we can replace it with other local funds.
7. Addition of more staff due to the additional monitoring required to fulfill VPK compliance that includes screening and assessments.
8. 3 positions are temporary, and these temporary employees continue to be an asset to the coalition in their production and helping to manage the American Rescue Plan Act.
9. VPK Incentive wage supplements were extremely successful and met budget goals that were set. We added an additional \$250,000 for VPK teachers with 500 teachers working towards higher education, starting with their associate degree and then bachelor's.

#### **Approval of the proposed FY 2024 budget**

*Vice Chair Harness called for a motion to approve the proposed FY 2024 budget as presented. Allison Nguyen made a motion. Dr. Jacquelyn Jenkins made a second. The motion carried unanimously.*

#### **PUBLIC COMMENT**

No, public comment.

#### **ACTION ITEMS**

##### **Approval of allocation of funds to Brandz, for promotional items, in an amount not to exceed \$45,000 FY 2023-2024**

Sammy Veinger with Brandz, was introduced to the committee and available for any questions about the proposed allocation for promotional items.

*Vice Chair Harness called for a motion to approve the allocation of funds to Brandz, for promotional items, in an amount not to exceed \$45,000 for the FY 2023-2024 as presented. Allison Nguyen made a motion. Dr. Jacquelyn Jenkins made a second. The motion carried unanimously.*

##### **Approval of allocation of funds to Brandz, for printed materials, in an amount not to exceed \$45,000 FY 2023-2024**

Sammy Veinger with Brandz, was available for any questions about the proposed allocation for printed materials.

*Vice Chair Harness called for a motion to approve the allocation of funds to Brandz, for printed materials, in an amount not to exceed \$45,000 for the FY 2023-2024. Allison Nguyen made a motion. Dr. Jacquelyn Jenkins made a second. The motion carried unanimously.*

### **Approval of allocation of funds to the Early Childhood Council 2023-2024**

Gary Meyer, Chief Financial Officer, explained the Early Childhood Council did an incredible job creating 30 inclusion classrooms during FY23 along with the materials to educate these special needs children. Mr. Meyer shared that the funds would also provide training for the provider and teachers, as well as coaching sessions. Mr. Meyer stated that the coalition would like to move forward with adding an additional 30 inclusion classrooms, requesting \$80,000 for this fiscal year.

*Vice Chair Harness called for a motion to approve the allocation of funds to the Early Childhood Council not to exceed \$80,000 for the FY 2023-2024. Allison Nguyen made a motion. Dr. Jacquelyn Jenkins made a second. The motion carried unanimously.*

## **FINANCIAL REPORT**

### **Finance Report**

Gary Meyer, Chief Financial Officer presented the Budget to Actual FY 2023 through March 31, 2023, reported the following:

- Under School Readiness (SR) administrative restrictions
- Under Voluntary Prekindergarten (VPK) administrative restrictions

### **2022-2023 Department of Early Learning (DEL) Fiscal Monitoring Report**

Mr. Meyer reported 2 findings compared to 4 from the previous year.

## **CEO REPORT**

Dr. Frederick, Hicks CEO ELCHC gave reports on the following:

### **Legislative Update: Special Appropriations Request**

Dr. Hicks shared how potential funds would be used to ensure children do not fall in the "summer slide" of not retaining information learned during the previous academic year. The program, if funded, would also include a parental piece for involvement of parents whose children are enrolled. The request was set for \$2 million and currently, is at \$250,000 and headed towards the finish line.

### Children's Summit 2023 Update

Dr. Hicks shared that internally Alison Fraga, Chief of Development and her team are putting together the vision for the Summit and doing a fantastic job. Dr. Hicks also shared the date of the Summit would be September 21, 2023, at The Portico Café from 11:30-1:30.

### Provider Site Visits

Dr. Hicks shared some of his experiences when visiting centers and some of the needs he has seen and encouraged Board Members to join him when possible.

### ADJOURNMENT

*Citing no further business, Dr. Jacquelyn Jenkins made a motion to adjourn the meeting at 3:55 pm. Carl Harness made a second. The motion carried unanimously.*

Read and approved by:

\_\_\_\_\_ Date: \_\_\_\_\_

*Dr. Stephe Holmquist Johnson, Secretary*

**ACTION**

**ITEM III. B.**

<b>ISSUE:</b>	<b>Approval of allocation of funds to contract with Saxon Gilmore &amp; Carraway, P.A. for governance-related legal services</b>
<b>FISCAL IMPACT:</b>	Estimated at \$50,000; not to exceed \$75,000
<b>FUNDING SOURCE:</b>	Florida Department of Education, Division of Early Learning School Readiness/Voluntary Prekindergarten Administrative funding
<b>RECOMMENDED ACTION:</b>	Approval of allocation of funds to Saxon Gilmore & Carraway, P.A. for governance-related legal services not to exceed \$75,000

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**NARRATIVE:**

**Product or Service:** The Early Learning Coalition of Hillsborough County (ELCHC) sought a law firm to provide governance-related legal services via an RFP in early calendar 2022. Saxon Gilmore & Carraway, P.A. was awarded the contract for FY23. This resolution requests approval for the Coalition to enter into a contract with Saxon Gilmore & Carraway, P.A. for FY24.

**Contract Performance and Outcome:** The contract will include the following services:

- a. Provide guidance and legal advice on the Sunshine Law, Public Records Law, the Freedom of Information Act, Robert’s Rules of Order, and Board rules and procedures;
- b. Assist the Board of Directors and employees to understand the legal roles and duties of their respective offices and interrelationships with others;
- c. Assist the Board of Directors in maintaining awareness of ethical standards and appearance of fairness standards, and to avoid potential conflicts of interest, prohibited transactions and the appearance of prohibited transactions;
- d. Appear before courts and administrative agencies to represent the Coalition’s interests;
- e. Work cooperatively with any special legal counsel retained by the Coalition for special projects. Coordinate with other special counsel, as needed, to assure proper management of legal issues, and proper coordination and transition of legal information among special counsel;
- f. Attend all Board of Directors and Committee meetings as required;

- g. Answer requests for legal opinions, in writing and verbally. Prepare written legal opinions at the request of the CEO or the Board of Directors and will be available to answer staff questions by telephone, cell phone, email, or other electronic means;
- h. Review of legal documents, papers, contracts, agreements, resolutions;
- i. Perform other legal services and tasks, as requested.

**Budget Impact:** This is an annual contract with no annual contract value, as is standard with legal services contracts. The partner hourly rate is \$265 per hour. The prior 12 months of services totaled approximately \$50,000. We request an allocation not to exceed \$75,000, which is based on the prior 12 months of spend plus an amount for contingency.

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## Finance Committee Meeting-October 2, 2023

### ACTION

### ITEM III.C.

<b>ISSUE:</b>	<b>Approve allocation of funds to WebAuthor.com, LLC</b>
<b>FISCAL IMPACT:</b>	\$96,000.00
<b>FUNDING SOURCE:</b>	Florida Department of Education, Division of Early Learning School Readiness and VPK quality and administrative funds
<b>RECOMMENDED ACTION:</b>	Approve an allocation of funds to WebAuthor.com LLC not to exceed \$96,000.00

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**Product or Service:** Webauthor.com provides the ELCHC with a Software as a Service web tool that allows ELCHC to interact with their external stakeholders, primarily providers and referring agencies.

**Brief History:** This tool is currently the standard for the Early Learning Coalitions across the State and was initially implemented in Hillsborough in 2021.

**Purpose:** This tool significantly automates the communication processes by integrating workflows. In addition, it has increased security while reducing error rates and paper forms.

**Contract Performance:** This provider has met or exceeded the guidelines for data security.

**Outcome:** The WebAuthor tool has allowed ELCHC the ability to automate many key processes such as the referral process, ARPA distributions and a variety of additional services.

**Budget Impact:** This is an annual contract in the amount of \$96,000.00 and funds should be allocated from Florida Department of Education, Division of Early Learning School Readiness and VPK quality and administrative funds.

#### **RFP Posting Details (36 Calendar Days)**

June 30, 2023- Posted to website and Florida Marketplace

August 4, 2023 – Posting closed

#### **RFP Responses:**

10 responses were received and scored

#### **RFP Scoring Methodology:**

Each vendor could score up to 5 points. The scores were totaled across 4 scorers to come up with a total score with a maximum of 20 points.

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**RFP Total Scores:**

WebAuthor LLC:	10.65
Salesforce:	8.70
Keen 360:	8.10
Fairfax:	7.50
Wingu Technology:	6.60
Smart IT:	6.00
Global Solutions:	6.00
Alfka:	5.70
RGC Digital:	4.80
Diagnostic Technical Support:	4.80

**ACTION**

**ITEM III.D.**

<b>ISSUE:</b>	<b>Approval of allocation of funds to contract with Sharity Global for Board of Directors retreat and strategic plan formation</b>
<b>FISCAL IMPACT:</b>	\$39,000
<b>FUNDING SOURCE:</b>	Florida Department of Education, Division of Early Learning American Rescue Plan Discretionary Administrative funding
<b>RECOMMENDED ACTION:</b>	Approval of allocation of funds to Sharity Global for Board of Directors retreat and strategic plan formation services not to exceed \$39,000

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**NARRATIVE:**

**Product or Service:** The Early Learning Coalition of Hillsborough County (ELCHC) sought a strategic partner to assist with its upcoming Board of Directors retreat and strategic plan formation.

**Brief History:** The winning bidder, Sharity Global, has prior Coalition experience with both Miami-Dade/Monroe and Broward Counties, as well as FLAEYC (Florida Association for the Education of Young Children. Carol Wick, MS, LMFT, BS will serve as project lead; Ms. Wick is a strategic planning expert and has worked with governments and nonprofits for over 30 years.

**Purpose:** This project has design, research, retreat, and implementation phases. The research phase includes a survey and focus groups, and the implementation phase includes presenting the strategic plan, providing training, and holding post-development quarterly reviews.

**Contract Performance and Outcome:** The contract will include the development of the strategic plan, retreat, reporting dashboard, milestone updates, and celebrations.

**Budget Impact:** This is an annual contract in the amount of \$39,000, and funding is included in the Division of Early Learning-approved FY24 approved application for American Rescue Plan Discretionary Administrative funding.

**RFP Posting Details (15 calendar days):**

7/11/2023 - RFP was posted to website and Florida Marketplace

7/26/2023 – Posting closed at 5pm

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**RFP Responses:** Five responses were received, and the responses were scored by the team using the matrix that was included in the RFP.

**RFP Scoring Methodology:**

Each vendor could score up to 5 points. The scores were totaled across the three scorers to come up with a total score with a maximum score of 15 points.

**RFP Total Scores with a maximum of 15 points:**

Sharity Global: 12.2

SBRAND Solutions: 9.3

HCP: 8.5

Benefactor Group: 8.3

Consultancy Inc.: 6.8

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# EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

	Budget to Actual August 31, 2023							
	YTD	YTD	Difference		FY 23-24	FY 23-24	Difference	
	Actual	Revised Budget	YTD favorable /(unfavorable)	%	Forecast	Original Budget	YTD favorable /(unfavorable)	%
<b>Program Revenue</b>								
School Readiness	12,335,527	12,011,569	323,958	2.7%	78,081,360	80,438,248	(2,356,888)	-2.9%
School Readiness Match - DEL	-	-	-		1,126,233	1,251,770	(125,537)	-10.0%
School Readiness - Local Funders:								
Children's Board HC	-	-	-	0.0%	700,770	700,770	-	0.0%
Hillsborough County BOCC	-	-	-	0.0%	276,000	276,000	-	0.0%
Metro Ministries (Children's Board)	3,701	16,156	(12,455)	-77.1%	62,545	75,000	(12,455)	-16.6%
City of Tampa	22,655	-	22,655	100.0%	147,411	150,000	(2,589)	-1.7%
United Way (Quality Initiative)	13,292	-	13,292	100.0%	48,292	50,000	(1,708)	-3.4%
School Readiness - Local Funders	41,223	16,156	25,067	155.2%	1,236,593	1,251,770	101.2%	0.0%
<b>Total School Readiness Revenue</b>	<b>12,376,750</b>	<b>12,027,725</b>	<b>349,025</b>	<b>2.9%</b>	<b>80,444,186</b>	<b>82,941,788</b>	<b>103.1%</b>	<b>0.0%</b>
Other Local Funders:								
Conn Foundation	20,229	1,259	18,970	1506.1%	29,970	58,000	(28,030)	-48.3%
Spurlino Foundation	-	-	-		50,000	50,000	-	0.0%
SR Program Income (IECP memberships)	3,014	6,130	(3,116)	-50.8%	26,884	30,000	(3,116)	-10.4%
HELN (Hillsborough Early Learning Network)	-	-	-	0.0%	-	37,000	(37,000)	-100.0%
ELFL (Early Learning Florida)	-	-	-	0.0%	-	100,000	(100,000)	-100.0%
Lastinger Project	33,333	33,333	-	0.0%	200,000	200,000	-	0.0%
Misc. Donations	49,930	5,155	44,775	868.6%	78,281	273,000	(194,719)	-71.3%
Other Local Funders	106,506	45,878	60,628	132.2%	385,134	748,000	(362,866)	-48.5%
<b>Total School Readiness Revenue and Local Revenue</b>	<b>12,483,256</b>	<b>12,073,602</b>	<b>409,653</b>	<b>3.4%</b>	<b>80,829,320</b>	<b>83,689,788</b>	<b>(2,860,468)</b>	<b>-3.4%</b>
<b>Program Expenses</b>								
School Readiness								
Direct Services	10,644,095	10,502,676	(141,419)	-1.3%	64,478,608	65,729,468	(1,250,860)	-1.9%
School Readiness Match - DEL	-	-	-	0.0%	1,126,233	1,251,770	(125,537)	-10.0%
School Readiness - Local Funders	25,800	36,882	11,082	30.0%	1,283,716	1,201,770	81,946	6.8%
General Contributions and Gifts	106,506	45,878	(60,628)	-132.2%	385,134	475,000	(89,866)	-18.9%
<b>Total Direct Services</b>	<b>10,776,401</b>	<b>10,585,435</b>	<b>(190,966)</b>	<b>-1.8%</b>	<b>67,273,691</b>	<b>68,658,008</b>	<b>(1,384,317)</b>	<b>-2.0%</b>
Personnel	1,222,844	1,139,475	(83,369)	-7.3%	11,196,062	11,255,381	(59,318)	-0.5%
Staff Development	6,738	6,850	112	1.6%	87,637	80,749	6,888	8.5%
Professional Services	67,294	99,369	32,075	32.3%	598,914	791,150	(192,236)	-24.3%
Occupancy	137,536	92,232	(45,304)	-49.1%	598,694	553,390	45,304	8.2%
Postage, Freight and Delivery	237	8,186	7,950	97.1%	43,369	53,685	(10,315)	-19.2%
Rentals	594	1,240	646	52.1%	6,793	7,439	(646)	-8.7%
Supplies	5,353	12,820	7,467	58.2%	127,474	174,308	(46,835)	-26.9%
Communications	6,044	6,199	155	2.5%	37,038	37,193	(155)	-0.4%
Insurance	2,599	15,730	13,131	83.5%	81,302	94,433	(13,131)	-13.9%
Tangible Personal Property	55	27,595	27,540	99.8%	124,031	170,570	(46,540)	-27.3%
Quality	61,494	-	(61,494)	-100.0%	73,494	777,700	(704,206)	-90.5%
Travel	5,600	4,949	(651)	-13.2%	37,731	59,793	(22,062)	-36.9%
Other Operating	51,243	61,023	9,780	16.0%	170,110	184,990	(14,880)	-8.0%
Other Operating Expenses	344,787	336,192	(8,594)	-2.6%	1,986,586	2,985,399	(998,813)	-33.5%
ELCHC Operating	1,567,630	1,475,667	(91,963)	-6.2%	13,182,648	14,240,780	(1,058,132)	-7.4%
ECC	5,438	12,500	7,062	56.5%	67,938	71,500	(3,562)	-5.0%
Inclusion Cost	23,098	-	(23,098)		268,098	245,000	23,098	9.4%
Scholarships and Other	1,945	-	(1,945)		36,945	474,500	(437,555)	-92.2%
<b>Total School Readiness &amp; Other Expenses</b>	<b>12,374,512</b>	<b>12,073,602</b>	<b>(300,910)</b>	<b>-2.5%</b>	<b>80,829,320</b>	<b>83,689,788</b>	<b>(2,860,468)</b>	<b>-3.4%</b>
<b>SR Change in Net Assets</b>	<b>108,743</b>	<b>-</b>	<b>(108,743)</b>		<b>-</b>	<b>-</b>	<b>-</b>	

**GOALS**

< 5.00 %	School Readiness - Admin	2.1%	4.2%	-2.1%	-49.4%	3.8%	3.9%	-0.1%	-1.4%
> 4.00 %	School Readiness - Quality	6.2%	1.8%	4.5%	249.1%	7.6%	7.9%	-0.3%	-3.7%
< 22.00 %	School Readiness - Non-Direct	14.1%	14.0%	0.1%	0.9%	19.1%	19.3%	-0.2%	-1.0%
> 78.00 %	School Readiness - Direct	85.9%	86.0%	-0.1%	-0.1%	80.9%	80.7%	0.2%	0.2%



# EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

	Budget to Actual August 31, 2023							
	YTD	YTD	Difference		FY 23-24	FY 23-24	Difference	
	Actual	Revised Budget	YTD favorable / (unfavorable)	%	Forecast	Original Budget	YTD favorable / (unfavorable)	%
<b>VPK Revenue</b>								
Voluntary Pre-Kindergarten	2,211,638	2,836,653	(625,015)	-22.0%	32,885,409	35,882,846	(2,997,437)	-8.4%
<b>Total VPK Revenue</b>	<b>2,211,638</b>	<b>2,836,653</b>	<b>(625,015)</b>	<b>-22.0%</b>	<b>32,885,409</b>	<b>35,882,846</b>	<b>(2,997,437)</b>	<b>-8.4%</b>
Voluntary Pre-Kindergarten								
Direct Services	2,109,394	2,532,061	422,668	16.7%	31,424,983	34,210,805	(2,785,822)	-8.1%
Personnel	79,973	158,681	78,709	49.6%	1,248,076	1,381,574	(133,498)	-9.7%
Staff Development	219	1,713	1,494	87.2%	19,632	28,126	(8,494)	-30.2%
Professional Services	9,220	115,465	106,246	92.0%	84,959	137,162	(52,203)	-38.1%
Occupancy	9,773	7,102	(2,671)	-37.6%	45,281	42,610	2,671	6.3%
Postage, Freight and Delivery	25	647	621	96.1%	7,560	8,316	(756)	-9.1%
Rentals	49	94	45	47.8%	517	561	(45)	-8.0%
Supplies	278	549	271	49.3%	5,421	5,692	(271)	-4.8%
Communications	569	468	(101)	-21.5%	2,908	2,807	101	3.6%
Insurance	242	3,932	3,690	93.8%	19,918	23,608	(3,690)	-15.6%
Tangible Personal Property	3	2,572	2,569	99.9%	9,361	11,930	(2,569)	-21.5%
Quality	-	-	-	0.0%	-	1,300	(1,300)	-100.0%
Travel	345	955	610	63.9%	5,897	6,507	(610)	-9.4%
Other Operating	1,463	12,415	10,951	88.2%	10,896	21,848	(10,951)	-50.1%
Other Operating Expenses	22,185	145,910	123,726	84.8%	212,350	290,467	(78,117)	-26.9%
ELCHC Operating	102,157	304,592	202,434	66.5%	1,460,426	1,672,041	(211,615)	-12.7%
<b>Total Voluntary Pre-Kindergarten</b>	<b>2,211,551</b>	<b>2,836,653</b>	<b>1,155,846</b>	<b>40.7%</b>	<b>32,885,409</b>	<b>35,882,846</b>	<b>(2,997,437)</b>	<b>-8%</b>
<b>VPK Change in Net Assets</b>	<b>87</b>	<b>-</b>	<b>(87)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GOALS</b>								
<b>&lt; 4.00 % VPK - Admin</b>	<b>4.2%</b>	<b>9.7%</b>	<b>-5.5%</b>	<b>0.0%</b>	<b>3.4%</b>	<b>3.8%</b>	<b>-0.5%</b>	<b>-12.6%</b>
<b>ARPA Revenue</b>								
ARPA Revenue	6,386,378	6,362,179	24,199	0.4%	8,003,657	3,811,953	4,191,704	110.0%
<b>Total ARPA Revenue</b>	<b>6,386,378</b>	<b>6,362,179</b>	<b>24,199</b>	<b>0.4%</b>	<b>8,003,657</b>	<b>3,811,953</b>	<b>4,191,704</b>	<b>110.0%</b>
American Rescue Plan Act (ARPA)								
Direct Services	6,275,852	6,301,178	25,326	0.4%	6,275,852	2,533,322	3,742,530	147.7%
ELCHC Operating	65,259	61,001	(4,258)	-7.0%	1,727,805	1,278,631	449,174	35.1%
<b>Total American Rescue Plan Act (ARPA)</b>	<b>6,341,111</b>	<b>6,362,179</b>	<b>68,670</b>	<b>1.1%</b>	<b>8,003,657</b>	<b>3,811,953</b>	<b>4,191,704</b>	<b>110%</b>
<b>ARPA Change in Net Assets</b>	<b>45,267</b>	<b>-</b>	<b>(45,267)</b>	<b>100%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenue</b>	<b>21,081,271</b>	<b>21,272,435</b>	<b>(191,163)</b>	<b>-0.9%</b>	<b>121,718,386</b>	<b>123,384,587</b>	<b>(1,666,201)</b>	<b>-1.4%</b>
<b>Total Expenses</b>	<b>20,927,175</b>	<b>21,272,435</b>	<b>(345,260)</b>	<b>-1.6%</b>	<b>121,718,386</b>	<b>123,384,587</b>	<b>(1,666,201)</b>	<b>-1.4%</b>
<b>Change in Net Assets</b>	<b>154,097</b>	<b>-</b>	<b>154,097</b>	<b>100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>