



EARLY LEARNING COALITION OF  
BREVARD COUNTY, INC.  
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**Board of Directors Meeting  
Tuesday, February 18, 2020 at 3:00 pm  
2671 W. Eau Gallie Blvd.  
Suite 102  
Melbourne, FL 32935**

I. Call to Order

II. Pledge of Allegiance – Mission Moment

III. Tabled Items from January 2, 2020

- a. Executive Director Report (January)
- b. Melbourne Office Update
- c. SR Reconciliation Update

IV. Committee Reports

- a. Minutes: January 21 , 2020
- b. Minutes: Exec Finance January 6, 2020
- c. Finance Report
- d. By-Laws Committee

ACTION ITEM  
ACTION ITEM

V. Nominating Committee Special Election

ACTION ITEM

VI. Executive Director's Report

VII. New Business/Old Business

VIII. Board Member Recognition

VIII. Public Comment

X. Adjourn

Next Meeting: Tuesday, March 17, 2020

PROUDLY SUPPORTED BY:



## EARLY LEARNING COALITION OF BREVARD COUNTY, INC.



**MINUTES:** Board Directors Meeting

**DATE/TIME:** Tuesday, January 21, 2020 at 3:00 pm

**LOCATION:** Early Learning Coalition of Brevard, Conference Room, 1018 Florida Ave Rockledge, FL 32955

**MEMBERS PRESENT:** Alan Bergman, Khaled Jarrah, Natalie Jackson, Robin Buckmaster, Caitlin Rice (Telephonically), Gena Tiedeman, Terri Barlow, Jeff Harrison, Althea Puzio, Beth Mills, Mark Broms, Heather Quidort, Ian Golden

**EXCUSED ABSENT** Don Lusk, Linda Halpin

**STAFF PRESENT:** Laura Gambino, Gina Sousa, Tina Snyder, Greg Thomas, Harriet Paredes, Kevin Carraro, Dennise Milan, Sharlene Humphrey, Jodi Ammons, Anney Novey, Eneida Colon, Jeannie Williams, Ridhi Uppal, Sue Peters, Sue Falcioni, Paula Collins, Beth Arthur, Sandra Diaz

**GUEST/PUBLIC:** Concerned Citizen, Reginal Williams (telephonically), Andrea Ward (telephonically), Laura McKinley (telephonically), Louis Wilson (telephonically)

**CALLED TO ORDER:** Mark Broms called the meeting to order and quorum was established 3:02 p.m. Pledge of Allegiance took place.

AGENDA ITEM	SUMMARY/DISCUSSION	ACTION/FOLLOW-UP
Mission Moment	Eneida Colon updated the Board members on the success of the Toy Drive. ELCB was able to assist 38 families with a total of 109 children. Eneida reported that 98.5 The Beach is already starting on next year's sponsor and they hope to make it even bigger.	No Action
Quality Initiative	Douglas Solomon Co-Founder and managing Partner gave a brief introduction to Smartcare (See attached Brochure).	No Action
OEL Update	<p>Reginal Williams, Program Integrity Manager, OEL gave an update on OEL's investigation via conference call.</p> <p>OEL may be making additional document and information requests and will not be prepared to address any questions regarding these preliminary observations during the ELC's upcoming board meeting.</p> <p>Based on OEL's analysis of the Coalition records provided for review; staff comments obtained by interviews/surveys and the understanding of ELC policies/procedures we obtained for comparison with federal/state grant laws; rules and regulations; we are currently not aware of any issues of noncompliance that restrict the ELC's current ED from fulfilling her job description duties as directed by the governing board.</p>	No Action

	<p>Other specifics are:</p> <ol style="list-style-type: none"> <li>1. As a result of ongoing analysis of time and effort reporting; review of job descriptions; merit pay management; and the need for at least one additional interview, OEL will need additional time to complete its preliminary report.</li> <li>2. Preliminary observations and findings have led OEL to the following preliminary recommendations: <ol style="list-style-type: none"> <li>a. In addition to the executive/finance committee, the entire board needs to be more engaged about the operations of the ELC;</li> <li>b. The board should empower the executive director to fulfill her job description;</li> <li>c. Regarding the complaints filed by Dr. Mills, at this point, there is no documented evidence of fraud, waste, and abuse committed by Laura Gambino;</li> <li>d. Did not determine any conflict of interest with purchasing the consulting services. The accreditation consultant was used to evaluate the ELC using the COA model, but there was no intent to have the ELC undergo an accreditation. The CPA consultant was used to supplement financial management duties until the ELC hired a permanent finance director;</li> <li>e. The ELC's paid time off (PTO) and employee performance management policies and procedures should be reviewed;</li> </ol> </li> <li>3. Expect to have a more detailed report of OEL findings by early March 2020.</li> </ol>	
<b>GrayRobinson Update</b>	Sarah Reiner from GrayRobinson gave her report. (See attached for full report).	<b>Gena Tiedeman made a motion to begin separation agreement with Laura Gambino (Executive Director). Henry Perez seconded the motion. There were 3 Yays (to begin separation), 9 Nays (Laura Gambino remains Executive Director) and 3 abstentions. The motion did not pass and Laura Gambino remains Executive Director of ELCBC.</b>
<b>Action Items</b>	<ol style="list-style-type: none"> <li>a. Day to day operations of ELCBC</li> <li>b. Review and update By Laws</li> <li>c. Review Governance rules, Robert's Rules and Sunshine Law</li> <li>d. Strategic Plan</li> <li>e. Action/Improvement Plan</li> <li>f. Annual staff survey</li> <li>g. Executive Finance Board minutes</li> <li>h. Table the remainder of the Agenda</li> </ol>	<p><b>Ian Golden made a motion to give Laura Gambino (Executive Director) her duties back and permit her to run the day to day operations of ELCBC. Khaled Jarrah Seconded. The motion passed unanimously.</b></p> <p><b>Ian Golden made a motion to go over ELCBC By Laws and update as needed. Henry Perez</b></p>

		<p>seconded. The motion passed unanimously.</p> <p>Ian Golden made a motion to get costs for Governance Training, Robert's Rules and Sunshine Law. Henry Perez seconded. The motion passed unanimously.</p> <p>Ian Golden made a motion for the Executive Director to bring ideas for changes or a Strategic Plan to the Board. Khaled Jarrah seconded. The motion passed unanimously.</p> <p>Mark Broms made a motion for an Action/Improvement Plan consisting of a number of activities and Ad Hoc subcommittee who reports to the Board and Exec/Finance Board. Henry Perez seconded. The motion passed unanimously.</p> <p>Ian Golden made a motion for an annual staff survey. Natalie Jackson seconded. The motion passed unanimously.</p> <p>Ian Golden made a motion to have the Executive Finance Board meeting minutes approved at the Board of Directors meeting. Gena Tiedeman seconded. The motion passed unanimously.</p> <p>Ian Golden made a motion to table the remainder of today's agenda due to time constraints. Henry Perez seconded the motion. The motion passed unanimously.</p>
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<b>Consent Items</b>	<b>Minutes – December 3, 2019</b>	<b>Victoria Candelora made a motion to approve the December 3, 2019 minutes to be approved. Teri Barlow seconded the motion. The motion passed unanimously.</b>
<b>Executive Directors Report</b>	Tabled	
<b>Finance Report</b>	Tabled	
<b>Adjournment</b>	The meeting was adjourned at 6:34PM	<b>Khaled Jarrah motioned for the adjournment of the board meeting Henry Perez seconded the motion. The motion passed unanimously.</b>
<b>Next Meeting</b>	Tuesday, February 18, 2020 at 3: 00 p.m.	

January 21, 2020 Board minutes were approved at the February 18, 2020 meeting:

*Respectfully Submitted,*

*Approved*

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Executive Coordinator

Executive Director



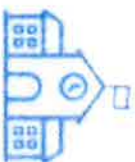
# **Smart Software Solutions for Early Learning Centers**



Effectively  
engage with  
parents



Enliven your team  
with leading edge  
technology



Efficiently  
manage your  
childcare center



Easily bill and  
accept  
payments



Embrace learning  
with Smartcare  
University webinars

# One Cohesive Platform



## ***ELC Partnerships:***

**Duval**

**Orange**

**Polk**

**Pasco**

**Manatee**

**Broward**

**Osceola**



## *Technology Tools:*

- Mobile, SaaS platform
- QR Code attendance tool
- Communicate with families
- Enroll prospective families



## ***Secure Payment Processing***

- Integrates with accounting software
- Automated Billing
- Process All Payments via ACH or CC





## ***Ongoing Training & Education***

- Software training with certificates for completion
- Video tutorials
- Live and recorded webinars
- Webinars featuring subject matter experts





## ***For ELC Central Offices***

- Multi-site Data
- Dashboards
- Custom Reports at the Enterprise Level





**Efficiently Manage  
Center Operations**



**Enliven Centers  
with Technology**



**Effectively Communicate  
with Families**



**Easily and Securely  
Collect Payments**



**Embrace Continuous  
Learning Through  
Smartcare University**

## **Improve The Back Office of Your Centers**



**Early Education Ventures** is proud to represent Smartcare.

*Our contact information is shown below.*

**Douglas Solomon**

**Co-Founder / Managing Partner**

**617-803-1663**

**[dsolomon@EarlyEdVentures.com](mailto:dsolomon@EarlyEdVentures.com)**

**Evan Goldman**

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## **EARLY LEARNING COALITION OF BREVARD COUNTY**

### **INVESTIGATIVE REPORT OF KEY FACTS & FINDINGS REGARDING EMPLOYEE RELATIONS INVESTIGATION**

#### **Procedural Status and Scope of Investigation:**

- On December 9, 2019, GrayRobinson, P.A. was retained by Early Learning Coalition of Brevard County ("ELCB") to conduct an investigation into allegations by two employees of ELCB, Gina Sousa and Tina Snyder (collectively the "Complainants"), that Laura Gambino ("Gambino"), Executive Director, engaged in what the Complainants consider to be improper behavior in her position as Executive Director. The primary allegations by the Complainants were made during the course of the October, 2019, Annual Board Meeting, and thereafter submitted in the form of written complaints (collectively the "Complaints"). Copies of the Complaints are attached as Exhibit "A" hereto.
- During the course of the investigation we initially interviewed Gina Sousa (Director of Program Initiatives, and former Interim Executive Director), Tina Snyder (Director of Human Resources), Elizabeth "Beth" Mills (VPK/Early Childhood Coordinator Elementary Leading & Learning, and OEL Complainant), and Laura Gambino, ELCB Executive Director (respondent). These interviews were conducted on December 12, 2019.
- Ten additional ELCB employees were interviewed during the course of the investigation on December 18, 2019, for a total of thirteen (13) employee interviews. Additional information was also gathered through interviews with Mark Broms (Board Member, December 16, 2019 interview), Jeffrey Harrison (Board Member, December 17, 2019 interview) and Louis Wilson, Esq. (Attorney with Ford and Harrison, December 31, 2019 interview), in addition to Ms. Mills.
- On January 6, 2020, a preliminary oral report regarding the investigation and findings was provided to ELCB during its Executive/Finance Committee meeting. Following that meeting, one of the Complainants, Gina Sousa, expressed that she wished to supplement her original interview. A supplemental interview was scheduled with Ms. Sousa for Friday, January 10, 2020. That supplemental interview was then rescheduled to take place on Thursday, January 16, 2020 due to a conflict with respect to Ms. Sousa's calendar.
- Documents reviewed during the course of the investigation include, but are not limited to: personnel files, the employee handbook, the flextime policies and procedures, paid time off (PTO) documentation, the written Complaints, the OEL Complaint, relevant communication samples, and documents provided by employees for review, including additional complaint materials received from employees through the date of this report.



### Summary of the Complaints:

- Complainants' primary allegations regarding Ms. Gambino as set forth in their Complaints are essentially that Ms. Gambino: (i) did not have appropriate management skills with respect to communications and office procedures; (ii) does not engage in appropriate communications with staff members; (iii) was not transparent regarding the direction of the agency; (iv) did not have knowledge of the Grant Agreement and did not retain two consultants via the appropriate procurement process; (v) implemented changes Finance department did not like regarding AP; and (vi) was contemplating policy changes and position changes/re-organization of the agency that the Complainants do not agree with. Further, during their interviews with the undersigned, Complainants also alleged that Gambino "plays favorites" with certain employees.
- Additional complaints received during the course of the investigation include additional statements by Gina Sousa and Tina Snyder regarding ongoing communication issues, delays regarding action-items regarding IT/phone contracts and employee hiring matters, performance reviews and merit increases, and Ms. Gambino's failure to provide Ms. Snyder with a key to an office holding HR materials.

### Summary of Key Statements, Facts and Findings:

#### Board Member Comments:

- Board Members questioned Ms. Gambino not running certain decisions by the Board prior to taking operational actions. Board members also questioned Ms. Gambino's decision address certain issues with staff despite having very little time under her belt as Executive Director. One Board Member commented, "it all comes down to trust and transparency," particularly with respect to financial matters.
- Issue was taken by one Board Member (as reflected in the OEL Complaint) with the termination of an employee prior to running the termination recommendation by the Board. Regarding that termination, employee interviews revealed that the termination of that employee was supported by Ms. Snyder and Ms. Sousa who believed the former employee in question dressed and behaved inappropriately, did not show up for work in a timely fashion, and did not adequately perform her job duties. When questioned about this termination, other employees interviewed stated that they also agreed with the termination decision.<sup>1</sup>

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<sup>1</sup> At the time of the Executive/Finance Committee meeting on January 6, 2020, Board Member Beth Mills requested the undersigned provide additional information regarding employee turnover at the ELCB. As reflected in an annual review document for the year 2018 submitted by Ms. Snyder during the review process in January, 2019, regarding turnover, she states "...this year turnover continues to be high with 12 employee terminations over the course of the year (this is equal to ¼ of our workforce.)" The specific dates of these terminations are unknown, but Ms. Snyder as Director of Human Resources, provided additional statistical information in one of her supplemental complaints, along with her personal interpretation of the data, which is not addressed here.

- Another Board Member commented that flextime was originally put into place to make the ELCB more competitive from a benefits standpoint and give people an opportunity to choose one of a handful of plans. However, what happened was that even after people chose their flextime scheme, they began to ask to adjust it from month to month, week to week, or in some cases day to day. The procedure for those changes became approval by one person. Subsequent employee interviews confirmed that some employee perceived favoritism in the flextime and PTO approval process.
- Following the Annual Board Meeting, board members declared support for the complainants and staff prior to Ms. Gambino being given an opportunity to respond to the complaints. Further, the Board limited Ms. Gambino's ability to run the agency with respect to personnel decisions.

#### Employee Comments:

- Complainants stated that they were aware of the ELCB's policies including its policy on internal complaints. However, they opted to report their concerns in the Annual Board Meeting because they did not feel comfortable reporting their concerns to the Chairman of the Board.
- One of the employees interviewed stated that the Executive Director's hands are presently tied so the agency is suffering. Several employees interviewed stated they believed Ms. Gambino could be really good for the organization, but she needs to be able to build her team.
- Employees interviewed reported that following the Annual Board Meeting, Ms. Snyder and Ms. Sousa held meetings at the Melbourne and Rockledge offices with hand-picked groups of employees, and that during those meetings, they discussed their complaints against Ms. Gambino and stated Ms. Gambino was trying to change the flextime policy and make employees work on Saturdays. In her supplemental interview, Ms. Sousa admitted to holding these meetings, and that she did advise staff that Ms. Gambino was planning on taking away their benefits such as PTO and flextime; however, she states she only held the meetings with her team/staff members to explain to them about the complaints she and Ms. Snyder made, and advise them that the complaints had nothing to do with the staff.
- Several employees complained about Ms. Gambino's execution of office events, including holiday parties and the changing of locks. They also indicated they heard a lot of scuttle/talk about Ms. Gambino making changes to PTO and flextime schedules. None of these employees had spoken personally with Ms. Gambino about these issues.
- Several employees took issue with changes being made by Ms. Gambino regarding the processing of invoices, her management of meetings, and frustration she displayed dealing with employees when mistakes were made.

- Other employees interviewed stated Ms. Gambino is friendly and open. She speaks to everyone, and makes the employees feel as if they are all human beings. Ms. Gambino “walks the building and greets everyone.” She was also described as a “breath of fresh air.”
- One employee indicated that under prior leadership they were not accustomed to the Executive Director interacting with staff. The employee stated that she has never observed Ms. Gambino speak poorly to individuals, or say she does not trust them. She has observed Ms. Gambino’s interactions and never seen her not be cordial.
- Multiple employee expressed concerns regarding favoritism. Specifically, some interviewed indicated that the prior leadership displayed favoritism to certain employees, especially those on the finance team. On the other hand, several other employees stated that they believe Ms. Gambino is the one picking her favorites. One of the suggestions received from an employee about the work atmosphere, is that any Executive Director should not put himself or herself in a position where people think there is favoritism. This employee also stated that she has not seen any favoritism from Ms. Gambino.
- Employees interviewed did not have a clear grasp of the limits and responsibilities of their positions. For instance, Ms. Snyder conceded that she refused to follow the direction of Ms. Gambino, the Executive Director, regarding Ms. Gambino’s desire for access to human resource files and locked HR offices. Other employees interviewed also observed hallway discussions between Ms. Snyder and Ms. Gambino wherein Ms. Snyder refused to take the direction of Ms. Gambino. Ms. Sousa indicated in her complaint that she was forced to participate in matters, such as discipline, that she should not have been involved in with respect to her coworkers. However, as the former Interim Director and a current member of the management team, matters of discipline would in fact be within her job duties.
- Another employee interviewed indicated that when Ms. Gambino came a lot of people were very happy because the employees who actually come to work anticipated there would be change. This employee stated that she has personally seen animosity directed to Ms. Gambino by other members of the management team. For instance, instead of providing her with information and items she requested, the directors would publically bicker with Ms. Gambino in the hallway.
- Several employees expressed frustration regarding the prior leadership’s lack of transparency regarding employee donations. Employees can elect to give \$3 out of every paycheck for employee office events, but they have never been told exactly where this money was going. Employees have asked for an accounting, but allege Cathie Odom refused to provide the information.
- Two of the employees interviewed commented that Ms. Sousa and Ms. Snyder did not have the right to speak for all of the employees at the Annual Board Meeting, despite the impression they gave the Board.

- One of the individuals interviewed commented that Ms. Gambino knew everyone's names the second day she was there.
- Two employees indicated they felt targeted by Ms. Sousa and Ms. Snyder based on their support of Ms. Gambino.
- During her supplemental interview, Ms. Sousa stated that the relationship between she and Ms. Gambino was great originally, and that it did not change until there were problems with Cathie. Ms. Gambino expressed her belief that there was too much control vested in Ms. Odom's position, and things became awkward with Cathie. Even so, Ms. Sousa stated that she and Ms. Gambino had great rapport together until the meeting with Attorney Wilson, employment counsel at Ford and Harrison. This statement is supported by Mr. Wilson, who expressed that at the time of the meeting Ms. Gambino and Ms. Sousa interacted well together and appeared to be on the same page regarding the benefit discussions.
- During her supplemental interview, Ms. Sousa also stated that she agrees that there is way too much PTO available and that people take advantage. She stated that over a thousand hours of PTO is clearly mismanagement, and that this occurred prior to Ms. Gambino coming on board. She also stated that because of this, ELCB ended up having to pay out PTO to two individuals. However, Ms. Sousa was stunned about the flextime, and Laura had not discussed that with her. The first time she heard a question about flextime come up was at the meeting with Attorney Wilson. As stated, it pushed her to make a complaint. Regarding that meeting, she agrees that no actions were taken by Laura, and it was just a discussion of the policies.
- Ms. Sousa stated that after the Annual Board meeting Ms. Gambino "shut down" and stopped communicating with her. She perceives that Anita, Annie and Jodi are Ms. Gambino's group, and that the other leadership team members are being left out. She does not believe that Ms. Gambino respects them. Ms. Gambino expressed in her interview that she does respect the employees, but that she is getting push-back from leadership regarding her decisions. Ms. Gambino also expressed that in observing and speaking with staff members, she determined that there are multiple staff members who have significant skills that could be better utilized, and this is one of her goals for the organization.
- Ms. Sousa expressed concerns regarding personnel reviews and the merit increases that employees received. When questioned regarding this issue, Ms. Gambino stated that she consulted with Mark Broms regarding the issue because of the scrutiny she is under, and because she has not received training on the cornerstone program. In light of the ongoing investigations and the Board's direction regarding the handling of staff matters, she suggested, and Mark Broms agreed, that the merit increases would remain at the same level as last year. They felt comfortable taking that action because everyone also got a bonus this year, which Ms. Gambino obtained approval for when she first became Executive Director.

- Ms. Gambino stated that she believes that the Complaints against her were lodged by Complainants as a result of Ms. Gambino's inquiries into various policies, procedures and practices of the agency, including the PTO policy and flextime schedules. This statement is supported by the fact that both Ms. Snyder and Ms. Sousa, during their interviews, stated that part of the reason they made their Complaints was because of what they deemed were inappropriate inquiries by Ms. Gambino into those policies and procedures. Specifically, Ms. Sousa stated that Ms. Gambino's inquiries into those policies and practices during a meeting with employment counsel (Attorney Wilson with Ford and Harrison) pushed her "over the ledge" and led to her complaint at the Annual Board Meeting.
- Ms. Gambino has expressed that she is unable to perform her job adequately because she does not have any support, and she is subjected to insubordination on a daily basis from staff leadership. She expressed a desire to serve the clients of ELCB and frustration regarding the lack of support she has received.
- Ms. Gambino has held two leadership meetings, and Mark Broms attended the last meeting which took place in Melbourne. There have been few of these meetings so far because of timing, and all of the issues they have been dealing with regarding transitioning, the OEL investigation, and this investigation. She is also hesitant to hold these meetings because as reflected in the complaints made, she is repeatedly told that she does not have the support of staff leadership.

### **Conclusion:**

The Complainants do not allege, and the undersigned investigator did not find, that Gambino: (i) discriminated against any employees based on their race, age, gender, religion, disability or membership in any other protected category; (ii) sexually harassed any employees, (iii) engaged in any form of retaliation; (iv) or engaged in any violations of laws, rules or regulations.<sup>2</sup>

Upon investigation of the allegations of Complainants' Complaints, the undersigned found that even assuming Complainants' primary factual allegations as expressed in the Complaints and their interviews are true, there is nothing to imply that this behavior is motivated by unlawful animus on the part of Ms. Gambino. Further, the actions attributed to Ms. Gambino by Complainants are not severe or pervasive enough to create a "hostile work environment" for Complainants or other employees.

At worst, it appears as if the Complaints made by the Complainants result in large part from communication issues between Ms. Gambino and the management team in place at the time of her arrival, and differences in her personality and management style which conflict with the expectations of long-time employees based on the ELCB's prior leadership. In addition, the Complainants' perception that the Executive Director is contemplating taking away employee

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<sup>2</sup> The issue of whether or not the Grant Agreement procurement process was violated, and any consequence of that if it occurred, was not assessed by this investigator. Rather, it is the undersigned's understanding that this issue is being review and addressed by the OEL in conjunction with its investigation of the OEL Complaint made by Board Member, Beth Mills.

flextime and PTO benefits also spurred the Complaints and heightened the concerns of other employees.

The complaints raised by Ms. Sousa and Ms. Snyder and statements by witnesses interviewed also clearly reflect a power-struggle within the agency between established leadership staff, and the new Executive Director. This is evidenced by the statements of the Complainants themselves, as well as the statements of Ms. Gambino. As a result of this dynamic, and prior Board instruction limiting Ms. Gambino's authority as Executive Director with regard to personnel actions, Ms. Gambino has withdrawn from interactions with these staff members, and further communication issues have developed.

Ms. Gambino's: (i) inquiries regarding the policies and procedures of ELCB, including its flextime and PTO policies, (ii) efforts to evaluate organizational efficiencies, and (iii) consideration of the needs of ELCB's clients, are appropriate steps in the due diligence and learning process for an executive director who is new to an organization.

Dated this 21st day of January, 2020.

Investigator:

A handwritten signature in cursive script, appearing to read "Sarah P. L. Reiner".

Sarah P. L. Reiner, Attorney  
GrayRobinson, P.A.

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**EARLY LEARNING COALITION OF BREVARD 2020 OPERATIONAL IMPROVEMENT PLAN**

<b><u>Activity</u></b>	<b><u>BoD Lead</u></b>	<b><u>Staff Lead</u></b>	<b><u>Process Manager</u></b>	<b><u>Target Completion Date</u></b>
<b>Board Governance</b> – Role of Board Members, Officers, Executive Committee, ED				
<b>Culture/Climate</b> – Respect, Trust, Fairness, Accountability				
<b>Forensic Audit</b> (if necessary)				
Review/Revise <b>Employee Policies</b> , Procedures, Handbook				
Review/Revise <b>Separation of Duties/Internal Control</b>				
Review/Revise <b>Organizational Structure/Staffing</b>				



# **EARLY LEARNING COALITION** **OF BREVARD COUNTY, INC.**



**MINUTES:** Executive/Finance Committee Meeting

**DATE/TIME:** Monday, January 6, 2020 at 3:30 p.m.

**LOCATION:** Early Learning Coalition of Brevard, 2080 W. Eau Gallie Blvd. Melbourne, FL 3235

**MEMBERS** Alan Bergman, Mark Broms, Beth Mills

**PRESENT:**

**ABSENT:** Jeffrey Harrison

**STAFF PRESENT:** Laura Gambino, Jeannie Williams, Gina Sousa, Tina Snyder, Sharlene Humphrey, Dennise Milan

**GUEST/PUBLIC:** Sarah Reiner, Attorney, GrayRobinson

**START TIME:** January 6, 2020 at 3:33 p.m.

AGENDA ITEM	SUMMARY/DISCUSSION	ACTION/FOLLOW-UP
Approval of Meeting Minutes	Minutes, December 9 , 2019:	Beth Mills motioned for the minutes to be approved. Mark Broms seconded the motion. The motioned passed unanimously.
Finance Report	Budget Revision- Greg Thomas requested \$40,000 be moved from Salaries and Benefits to Contractors to bring down the overages in the Salary and Benefit section due to position vacancies.	Mark Broms made a motion to move the \$40,000 to Contractor from Salary and Benefits. Beth Mills Seconded the motion. The motioned passed unanimously.
OEL Special Review	No update	Ongoing
GrayRobinson Status Update	<p>Sarah Reiner, Attorney from GrayRobinson reported her preliminary findings:</p> <ul style="list-style-type: none"> <li>• There needs to be Board Governance training</li> <li>• Executive Director has the ultimate authority to make changes.</li> <li>• No concern bringing in consultants that you have previously worked with, in fact it's a good thing because the trust factor is there.</li> <li>• The fact that the HR Director was asked to fire an employee while the ED was out of town is a normal business practice.</li> <li>• Staff reports issues with communication and management style.</li> <li>• The fact that 1/4 of the staff at ELC has left in the last year is concerning.</li> <li>• No Hostile work environment</li> <li>• No violations of rules, regulations as far as discrimination factors.</li> <li>• Complaints do not rise to whistleblower.</li> </ul>	Mark Broms made a motion for Jeannie Williams to get a tape of this meeting to Jeffrey Harrison and for Alan Bergman to contact OEL for an update and also that Sara Reiner would bring her findings and her recommendations to the full Board on January 21, 2020. Beth Mills seconded the motion. The motioned passed unanimously.



	<p><b>Beth Mills requested information about ¼ of the staff leaving ELC and would like to know under whose leadership or what timeframe these employees left.</b></p> <p><b>Beth Mills expressed dismay that the Board never had any complaints from any employees</b></p>	
<b>Forensic Audit RFP review</b>	Greg Thomas explained the RFP and the edits that were made.	<b>Beth Mills made a motion to approve the RFP as it stands and to table the Forensic Audit for now. It won't be moved on until deemed necessary and the Exec committee gives Alan Bergman the authority to make the decision. Mark Broms seconded the motion. The motion passed unanimously.</b>
<b>Executive Director report</b>	<ul style="list-style-type: none"> <li>• Annual Toy Drive- Laura shared a Christmas card from a recipient of the Toy Drive expressing his gratitude and also an email from Kathy Filgueiras who shared a story of a Grandmother raising 5 grandchildren and the absolute gratitude she had and how she cried when she picked up the toys.</li> <li>• Samrtcare and Business Leadership proposal- tentative meetings scheduled.</li> <li>• OEL special review is ongoing.</li> <li>• Board Development – 2 new Board Prospective meetings is ongoing. Continuing recruitment efforts.</li> <li>• Partnership with Children's movement to present a screening of No Small Matter with Brevard Public Schools, Melbourne Chamber and Space Coast Economic Development Council.</li> <li>• Provider Termination Update – Review committee met on December 9 and motioned to uphold the staff recommendation of termination of N.B.C.</li> <li>• Annual staff evaluations and reviews are being completed and finalized week of January 6<sup>th</sup>.</li> <li>• Melbourne office move is beginning this week. The phone install and training has moved to next week. Targeting January 17<sup>th</sup> for the move of the current Melbourne office to move to new location.</li> <li>• Legislative update – draft outline attached.</li> </ul>	<b>Ongoing</b>
<b>Adjournment</b>	The meeting was adjourned at 5:26 p.m.	<b>Beth Mills motioned for the adjournment of the Executive/Finance Committee meeting. Mark Broms seconded the motion. The motion passed Unanimously.</b>

January 6, 2020 ELC/Finance Committee Meeting Minutes Approved at February 18, 2020 Board Meeting:  
*Respectfully Submitted,* *Approved*

Signature

Date

Executive Coordinator

Signature

Date

Executive Director

Early Learning Coalition of Brevard County, Inc.

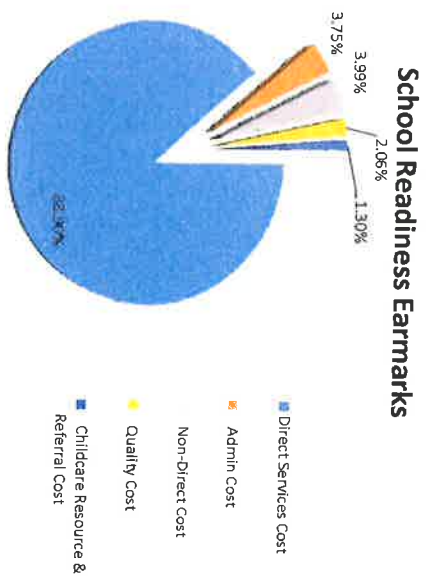
Budget to Actual - Q3

7/1/19 - 11/30/19

Column 1	Current Period Actual	Current Period Budget	Yearly Budget	Current %	YTD %	Budget Balance	Current Surplus (Deficit)	Estimated Surplus (Deficit)	Notes (+ or - 10% of budget)
Personnel Expenses									
Salaries	721,963	908,568	2,180,564	79%	33%	1,458,601	186,605	559,816	Open positions budgeted not hired
Payroll Taxes	58,729	78,748	188,995	75%	31%	130,266	20,019	60,057	
Workers' Comp Insurance	4,153	5,460	13,104	76%	32%	8,951	1,307	3,920	
Fringe Benefits	140,402	204,492	490,782	69%	29%	350,380	64,091	192,272	
Total Personnel Expenses	925,246	1,197,269	2,873,445	77%	32%	1,948,198	272,022	816,066	
Other Expenses									
Audit			23,000	0%	0%	23,000	-	-	Audit beginning 12/16/19
Bank Fees	448	208	500	215%	90%	52	-	-	Analysis Fees - Act No Longer Incurs
Computing/Networking	57,138	46,308	111,140	123%	51%	54,002	(10,830)	(32,490)	Melbourne Move
IT Equipment	-	8,333	20,000	0%	0%	20,000	8,333	20,000	
Dues & Subscriptions	5,770	8,833	21,200	65%	27%	15,430	3,063	9,189	
Employment Costs	1,058	3,125	7,500	34%	14%	6,442	2,067	6,202	
Equipment Leases	4,331	6,875	16,500	63%	26%	12,169	2,544	7,631	
Furniture & Fixtures	400	2,083	5,000	19%	8%	4,600	1,683	5,050	Budget for new office **
Insurance	8,250	8,750	21,000	94%	39%	12,750	500	1,501	
Legal Services	4,900	2,083	5,000	235%	98%	100	(2,817)	(8,450)	Employment/Melb Lease Legal Services
Maint & Repair	12,554	19,500	46,800	64%	27%	34,246	6,946	20,839	
Office Expense	7,320	7,708	18,500	95%	40%	11,180	388	1,165	
Postage	1,384	2,083	5,000	66%	28%	3,616	700	2,099	
Printing	3,518	3,750	9,000	94%	39%	5,482	232	666	
Public Education	7,261	22,617	54,280	32%	13%	47,019	15,356	46,067	
Rent	60,730	143,262	343,829	42%	18%	283,099	82,532	247,596	Rent increase delayed until occupancy of new Melbourne building - adjustments not yet reflected
Telephone	5,239	5,208	12,500	101%	42%	7,262	(30)	(90)	
Training/Conf/Meetings	3,428	12,500	30,000	27%	11%	26,572	9,072	27,217	
Travel	9,372	12,500	30,000	75%	31%	20,628	3,128	9,385	
Utilities	7,674	8,333	20,000	92%	38%	12,326	660	1,979	
TA Supplies/Quality	5,426	20,833	50,000	26%	11%	44,575	15,408	46,224	
Contractors	8,644	29,167	70,000	30%	12%	61,356	20,522	61,567	
Unallocated	-	16,667	40,000	0%	0%	40,000	16,667	50,000	
Total Other Expenses	214,814	344,895	960,749	62%	22%	745,905	138,935	411,806	
1,140,090 1,542,164 3,834,194 74% 30% 2,694,103 410,958 1,227,872									
** Current Budget is straight-line projection									

Current budget amendment to move \$40,000 from Salaries and Benefits lines to Contractors line.

School Readiness					
Category of Spending	FY 19-20 Award	Actual thru 11/30/19	YTD Utilization	Current % of Utilized	Earmark/Restrictions
Award Amount	\$ 22,116,439				
Direct Services Cost	\$ 18,592,515	\$ 8,023,978	43.16%	88.90%	Minimum 78%
Non-Slot Dollars:					
Admin Cost	\$ 873,742	\$ 338,411	38.73%	3.75%	Maximum 5%
Non-Direct Cost	1,508,178	360,276	23.89%	3.99%	
Quality Cost	745,054	185,681	24.92%	2.06%	Minimum 4%
Childcare Resource & Referral Cost	396,950	117,101	29.50%	1.30%	
Total Non-Slot Dollars	\$ 3,523,924	\$ 1,001,469	28.42%	11.10%	Maximum 22%
PDG Grant Services	\$ 71,296	\$ -	0.00%	0.00%	
SR Program Assessment*	\$ 0	\$ -	0.00%	0.00%	
* Award dollars not allocated by OEL yet					



VPK					
Category of Spending	FY 19-20 Award	Actual thru 11/30/19	YTD Utilization	Current % of Utilized	Earmark/Restrictions
Award Amount	\$ 11,360,216				
Direct Services Cost	\$ 10,925,127	\$ 4,440,559	40.65%	97.31%	Minimum 96%
Non-Slot Dollars:					
Admin Cost	\$ 229,019	\$ 80,578	35.18%	1.77%	
Enrollment Cost	151,580	41,912	27.65%	0.92%	Maximum 4%
Monitoring Cost	54,490	329	0.60%	0.01%	
Total Non-Slot Dollars	\$ 435,089	\$ 122,819	28.23%	2.69%	

