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[www.elcnorthflorida.org](http://www.elcnorthflorida.org)

## **BOARD MEETING**

March 22, 2017; 10:30 a.m.

*Renaissance World Golf Village and Convention Center*  
Legends 3 Conference room

## **TENTATIVE AGENDA**

### **\*Action Item**

- I. Call to Order/Roll Call**
- II. Public Comment**
- III. Special Guest- Rodney MacKinnon, Executive Director at Florida Office of Early Learning**
- IV. ECS Outcome Presentation- INFORMATIONAL**
- V. Review and Approval of Financial Report as of January 31, 2017\***
- VI. Approval of December 7, 2016 Board Meeting Minutes\***
- VII. Review of Delegation of Authority Items**
- VIII. Staff and Committee Reports**
  - A. 2<sup>nd</sup> Quarter Program Update
  - B. 2<sup>nd</sup> Quarter Early Literacy Report
  - C. Executive Administrative Committee
    - Draft of February 1, 2017 Exec/Admin Meeting Minutes- Informational
    - Consent Agenda:**
      - 1. Ratify Approval of November 2, 2016 Exec/Admin Committee Meeting Minutes\*
      - 2. Ratify Approval of Financials As of November 2016\*
      - 3. Ratify Approval of 2016 IRS 990\*
      - 4. Ratify Approval of Revisions to the Coalitions Personnel Policies and Procedures Manual\*



**A United Way Agency Funded by the State of Florida**



**IX. New/Unfinished Business**

- A. Approval of Episcopal Children's Services 2016/2017 Contract Amendment #0003-16\*
- B. Approval of ELCNF 16/17 Budget Revision #3\*
- C. Approval of Draft Budget for 2017/2018\*
- D. Approval of Revisions to the Coalition's Information and Technology Systems and Security Policies and Procedures Manual\*
- E. Approval of the St. Johns County 17/18 Funding Application for ELCNF\*
- F. Review of Board Membership- Informational

**X. Board Absenteeism Log – INFORMATIONAL**

**XI. Board Comment**

**XII. Next Meetings**

- Wednesday, May 3<sup>th</sup>, 2017 10:30 a.m. – Exec/Admin Committee Conference Call Meeting
- Wednesday, June 21<sup>st</sup>, 2017 10:30 a.m. – Board Meeting at World Golf Village Renaissance Resort Convention Center

**XIII. Adjournment\***

## **I. CALL TO ORDER/ROLL CALL**

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## **II. PUBLIC COMMENT**

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## **III. SPECIAL GUEST**

**RODNEY MACKINNON,**

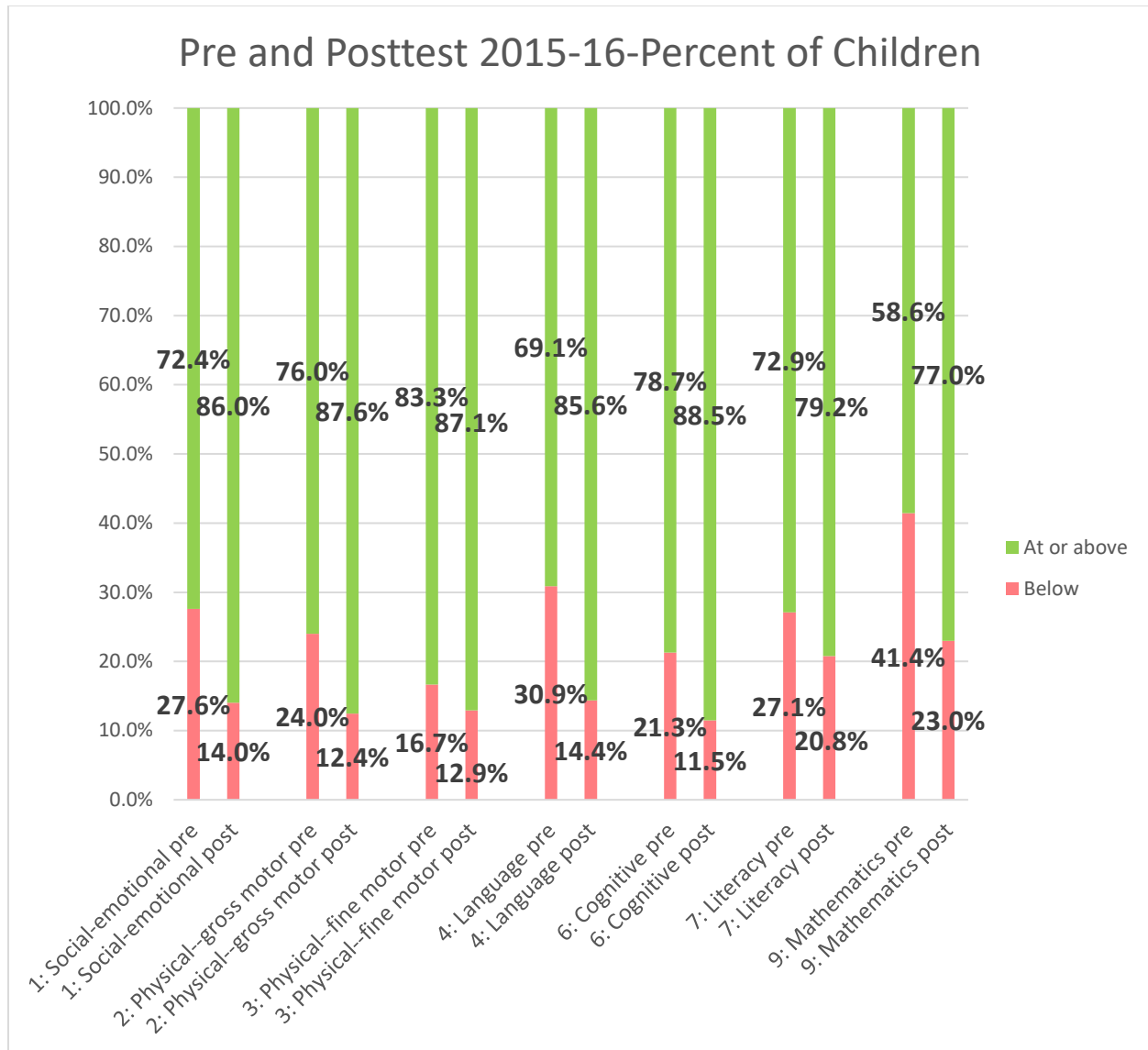
**EXECUTIVE DIRECTOR AT**

**FLORIDA OFFICE OF EARLY LEARNING**

## **IV. ECS OUTCOME PRESENTATION**

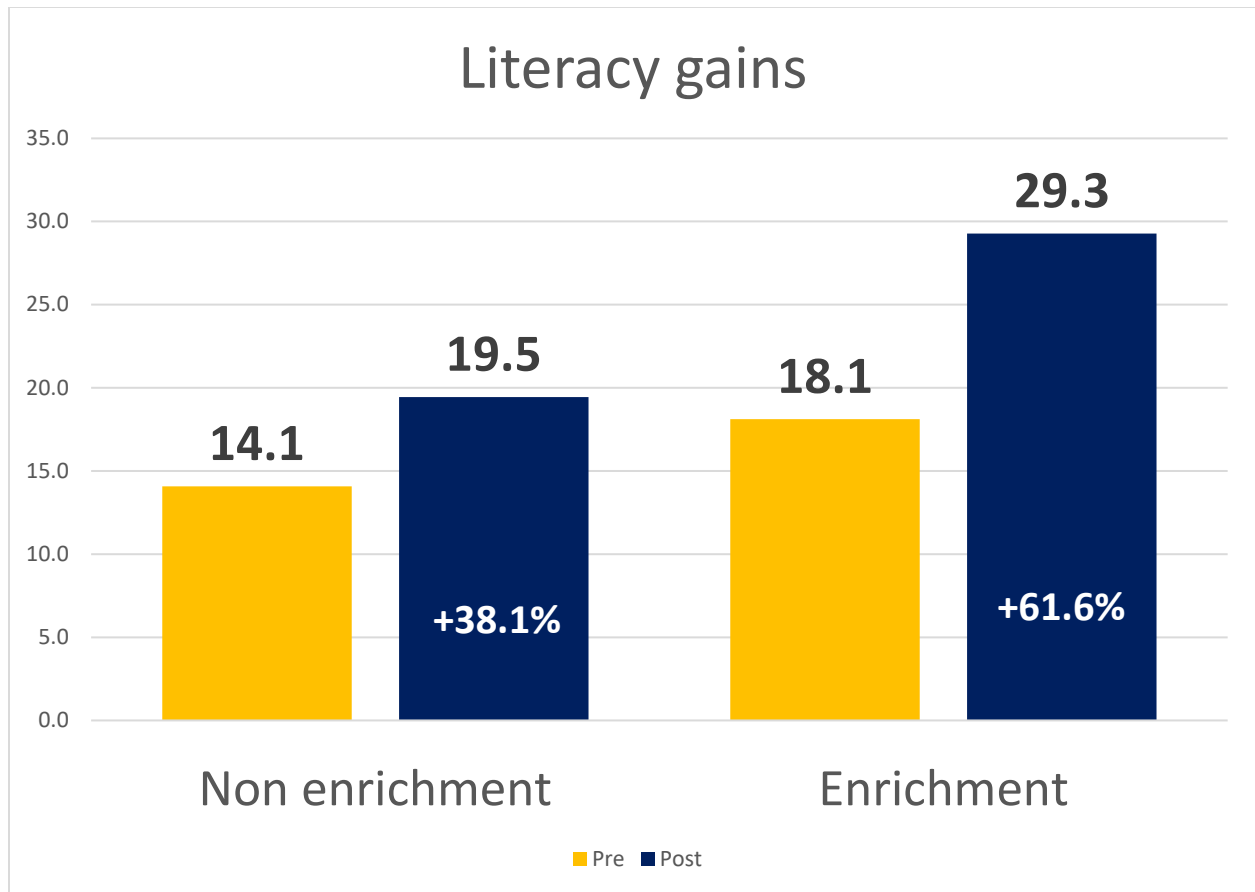
### **INFORMATIONAL**

# SCHOOL READINESS CHILD OUTCOMES 2016



► More School Readiness children reached developmental expectations by the end of the year

# SCHOOL READINESS CHILD OUTCOMES 2016



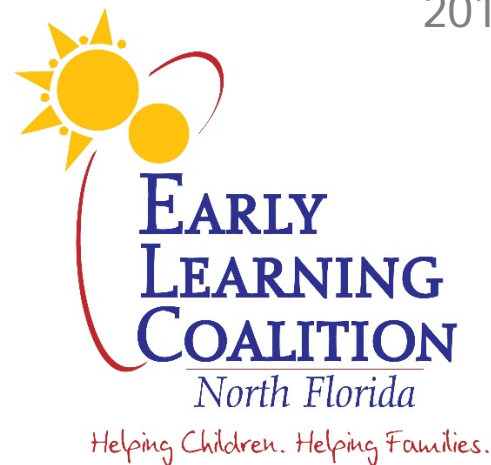
- ▶ Overall centers that participated in quality activities benefitted because their children were more school ready by the end of the year
- ▶ Centers that participated in weekly coaching had much stronger results.
- ▶ The coaching model has a real impact

# North Florida Early Learning Coalition Outcomes

2016 Program Results



— EPISCOPAL —  
**Children's  
Services**



# 2015-16 Program Year Assessment Results

- ▶ More School Readiness children reached developmental expectations by the end of the year
- ▶ Children in centers where teachers received intensive Enrichment Program coaching had greater gains and higher overall scores than children in centers without



# The Assessment: TSG

- ▶ Teaching Strategies GOLD is an observational assessment
- ▶ Age-adjusted, demonstrates if children have met milestones
- ▶ 10 total domains
- ▶ An indicator of school readiness

## Objectives for Development & Learning

### Birth Through Kindergarten

#### Social-Emotional

1. Regulates own emotions and behaviors
2. Establishes and sustains positive relationships
3. Participates cooperatively and constructively in group situations



#### Physical

4. Demonstrates traveling skills
5. Demonstrates balancing skills
6. Demonstrates gross-motor manipulative skills
7. Demonstrates fine-motor strength and coordination

#### Language

8. Listens to and understands increasingly complex language
9. Uses language to express thoughts and needs
10. Uses appropriate conversational and other communication skills

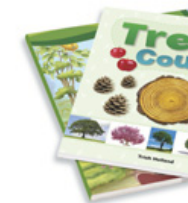


#### Cognitive

11. Demonstrates positive approaches to learning
12. Remembers and connects experiences
13. Uses classification skills
14. Uses symbols and images to represent something not present

#### Literacy

15. Demonstrates phonological awareness
16. Demonstrates knowledge of the alphabet
17. Demonstrates knowledge of print and its uses
18. Comprehends and responds to books and other texts
19. Demonstrates emergent writing skills



#### Mathematics

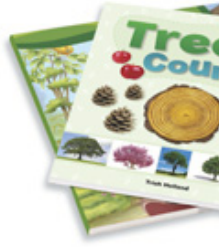
20. Uses number concepts and operations
21. Explores and describes spatial



- 12. Remembers and connects experiences
- 13. Uses classification skills
- 14. Uses symbols and images to represent something not present

## Literacy

- 15. Demonstrates phonological awareness
- 16. Demonstrates knowledge of the alphabet
- 17. Demonstrates knowledge of print and its uses
- 18. Comprehends and responds to books and other texts
- 19. Demonstrates emergent writing skills



## Mathematics

- 20. Uses number concepts and operations
- 21. Explores and describes spatial relationships and shapes
- 22. Compares and measures
- 23. Demonstrates knowledge of patterns

## Science and Technology

- 24. Uses scientific inquiry skills
- 25. Demonstrates knowledge of the characteristics of living things
- 26. Demonstrates knowledge of the physical properties of objects and materials
- 27. Demonstrates knowledge of Earth's environment
- 28. Uses tools and other technology to perform tasks



## Social Studies

- 29. Demonstrates knowledge about self
- 30. Shows basic understanding of people and how they live
- 31. Explores change related to familiar people or places
- 32. Demonstrates simple geographic knowledge

## The Arts

- 33. Explores the visual arts
- 34. Explores musical concepts and expression
- 35. Explores dance and movement concepts
- 36. Explores drama through actions and language



## English Language Acquisition

- 37. Demonstrates progress in listening to and understanding English
- 38. Demonstrates progress in speaking English

# Assessment Schedule

- ▶ Children are assessed at baseline in the fall
- ▶ And re-assessed at posttest in the spring

# Overall results

- ▶ 257 children assessed
- ▶ At 25 centers
- ▶ In all 6 counties
- ▶ → Improvement in assessment results overall



# Children meeting or exceeding expectations

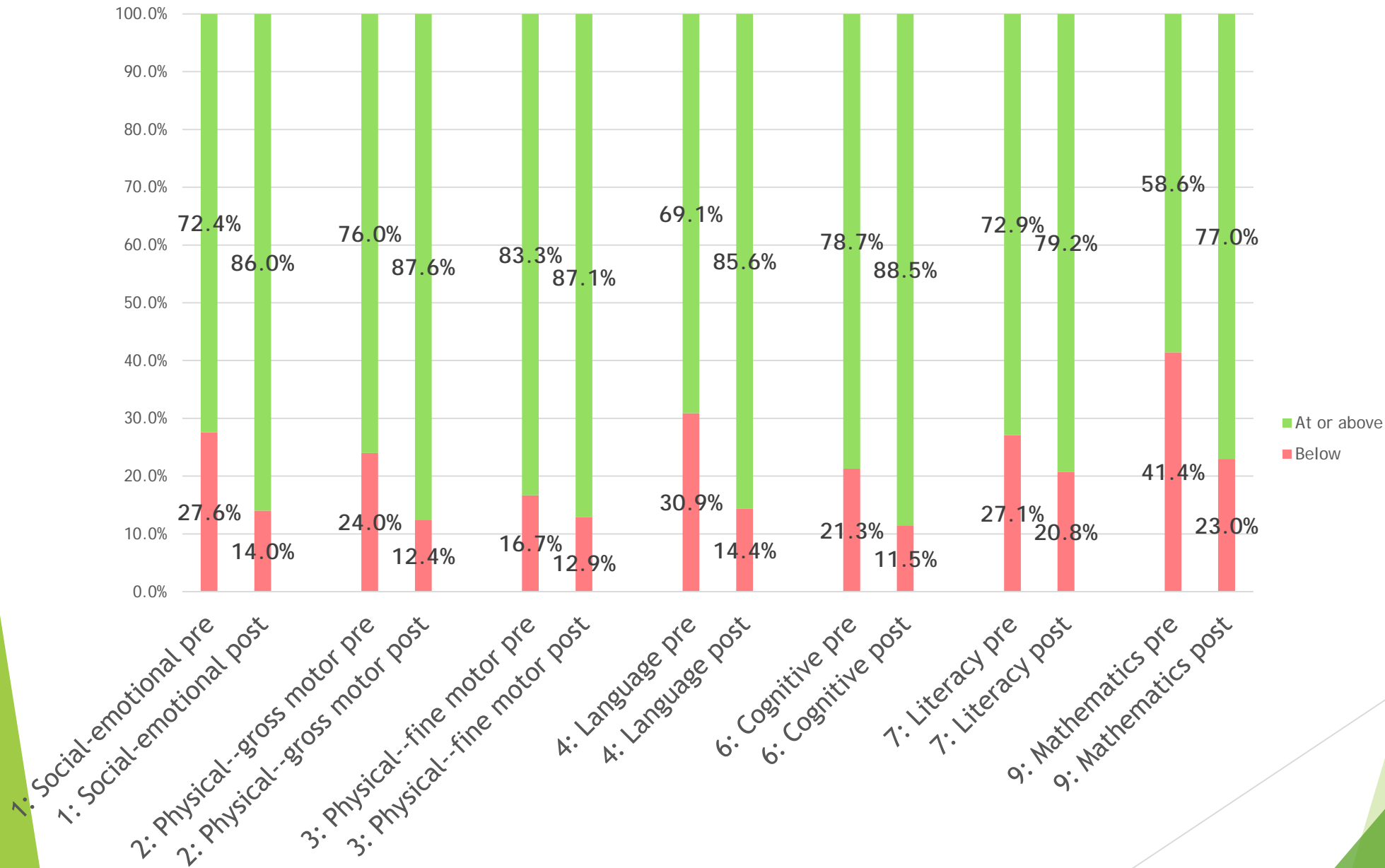
- ▶ Social emotional: 18% increase
- ▶ Gross motor: 15% increase
- ▶ Fine motor: 5% increase
- ▶ Language: 24% increase
- ▶ Cognitive: 12% increase
- ▶ Literacy: 9% increase
- ▶ Mathematics: 31% increase

# Children meeting or exceeding expectations

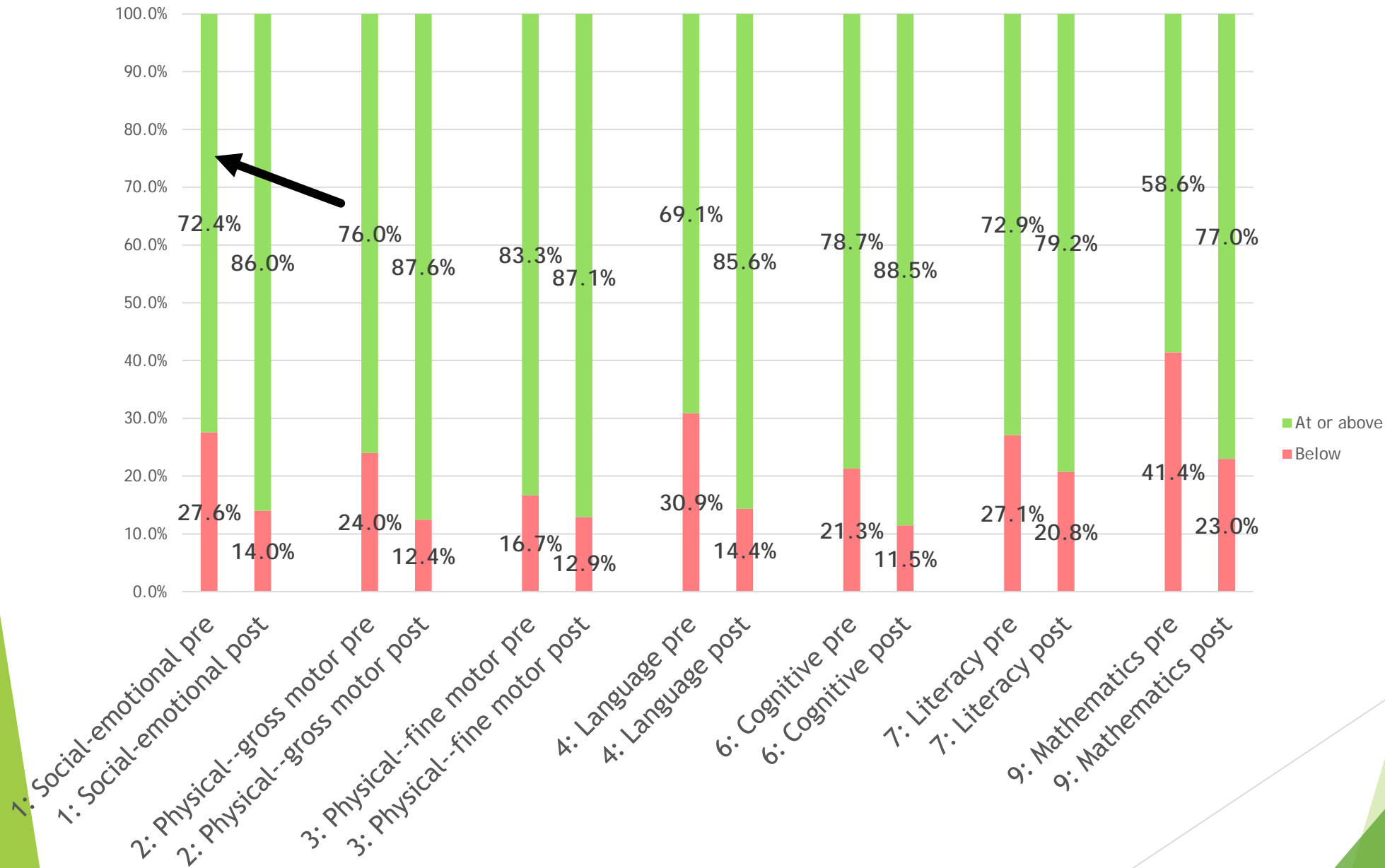
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- ▶ Cognitive: 12% increase
- ▶ Literacy: 9% increase
- ▶ Mathematics: 31% increase



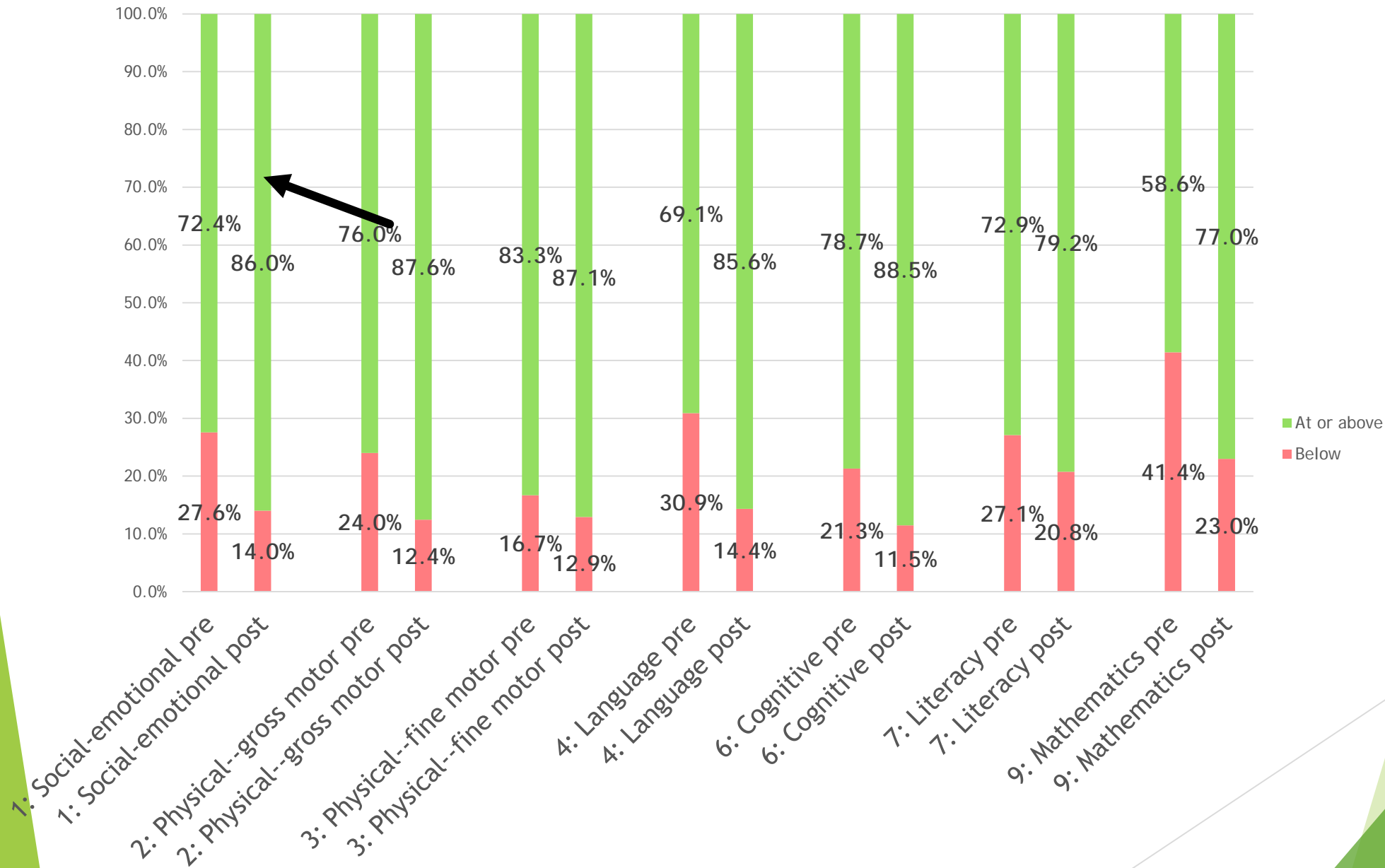
# Pre and Posttest 2015-16-Percent of Children



# Pre and Posttest 2015-16-Percent of Children

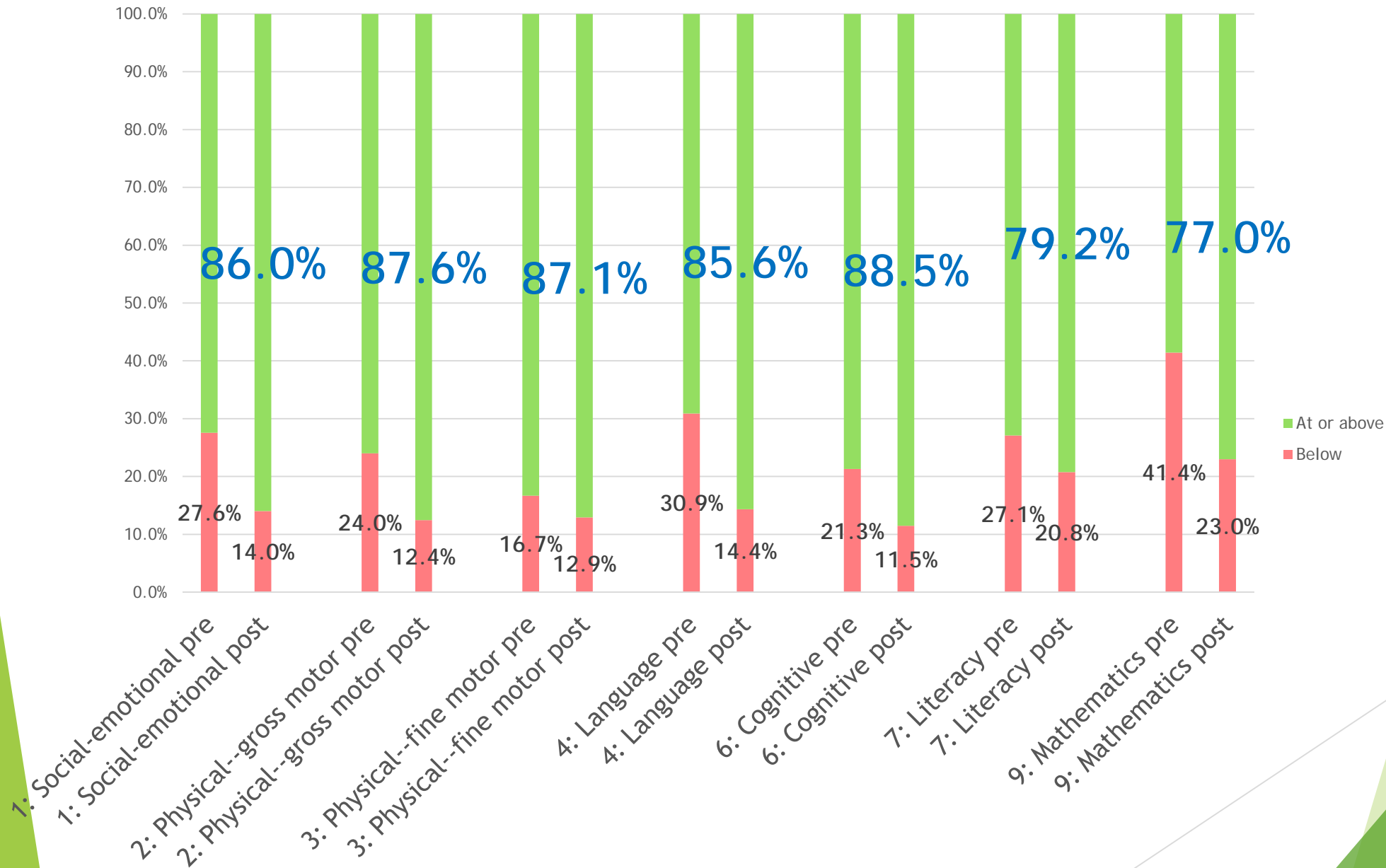


# Pre and Posttest 2015-16-Percent of Children

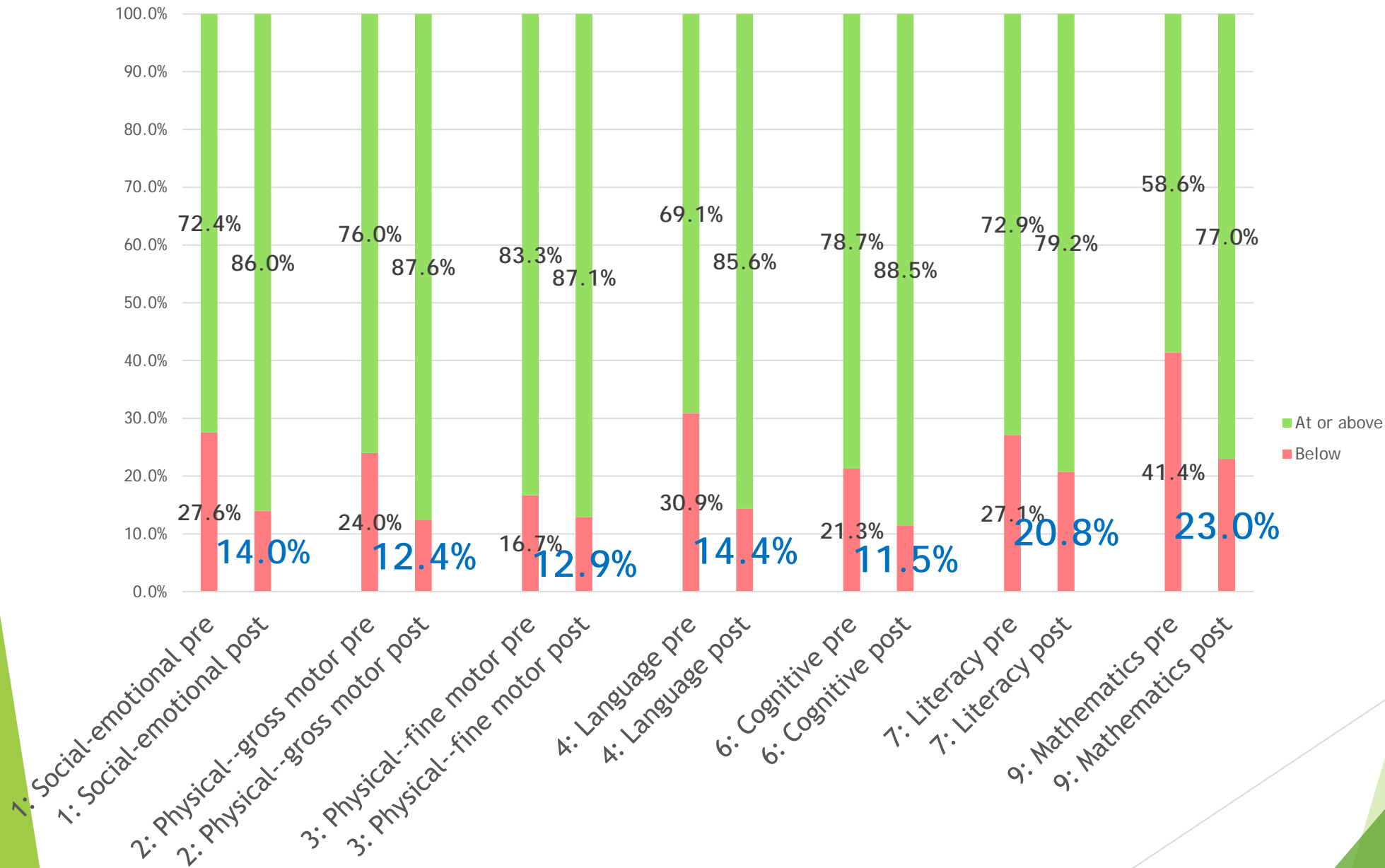




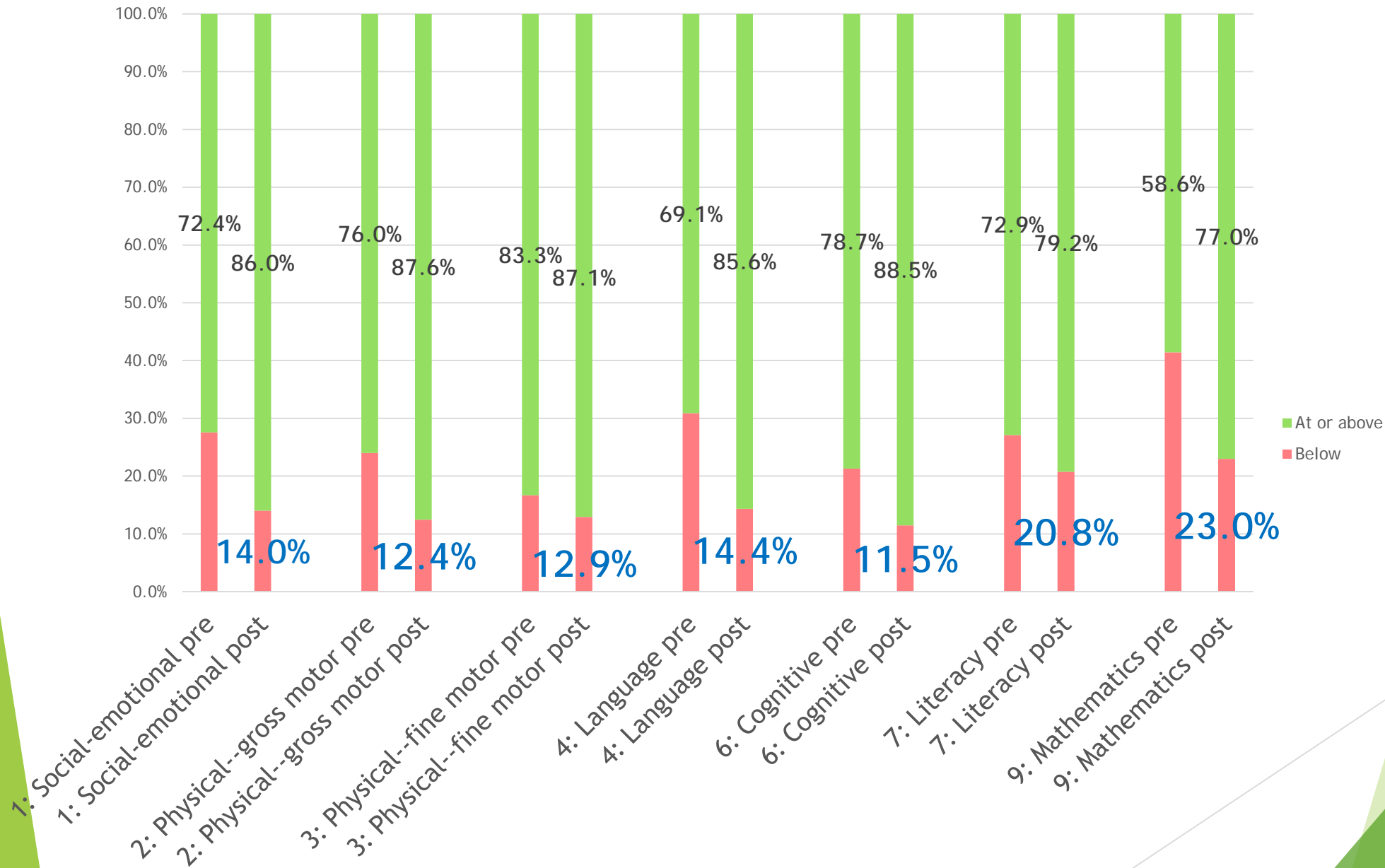
# Pre and Posttest 2015-16-Percent of Children



# Pre and Posttest 2015-16-Percent of Children



# Pre and Posttest 2015-16-Percent of Children



# What happens when we consider the teachers who received the most support?

- Not all providers received the same help from ECS coaches



# Enrichment Centers

- ▶ Some providers receive assistance from ECS coaches
- ▶ Enrichment Centers are providers who sign up for intensive weekly coaching
- ▶ These centers must commit to participating in assessment
- ▶ In 2016: 19 Enrichment Centers with 200 children participating

# Why is Enrichment so important?

- ▶ 1. The Enrichment Program provides far more training
- ▶ More help for teachers means that children receive better instruction
- ▶ Teachers receive one-on-one technical assistance; non-enrichment centers do not receive this guidance and support



# Why is Enrichment so important?

- ▶ 2.ECS coaches are true partners with teachers
- ▶ Teachers learn how to interact with and support young children
- ▶ Coaches demonstrate great interactions and reinforce these strategies throughout the year
- ▶ Foundations of teaching are reinforced



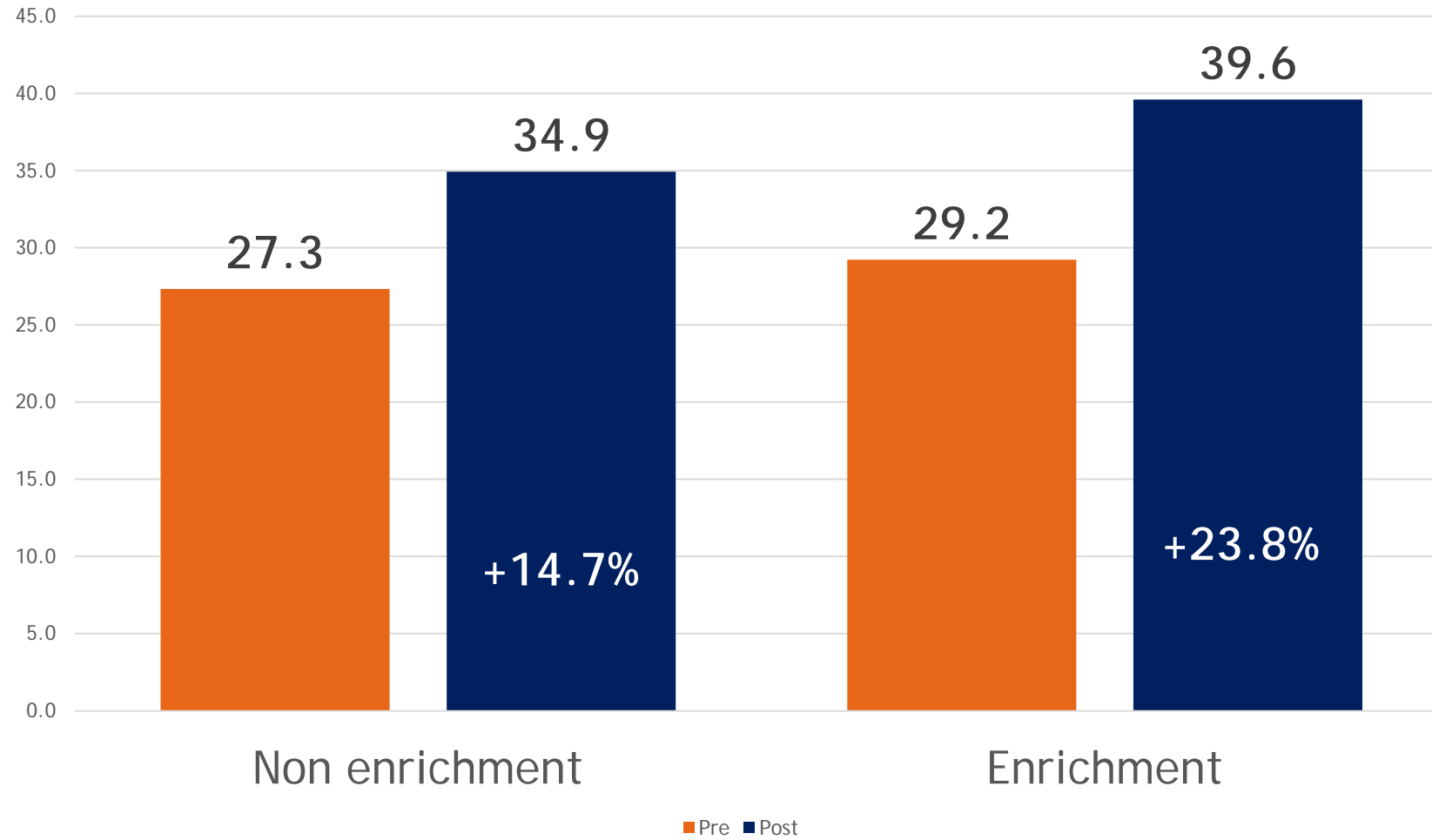
# Why is Enrichment so important?

- ▶ 3. The Enrichment Program works!
- ▶ Enrichment centers improved more than centers without these services
- ▶ Enrichment center child assessment scores were higher than non-enrichment programs

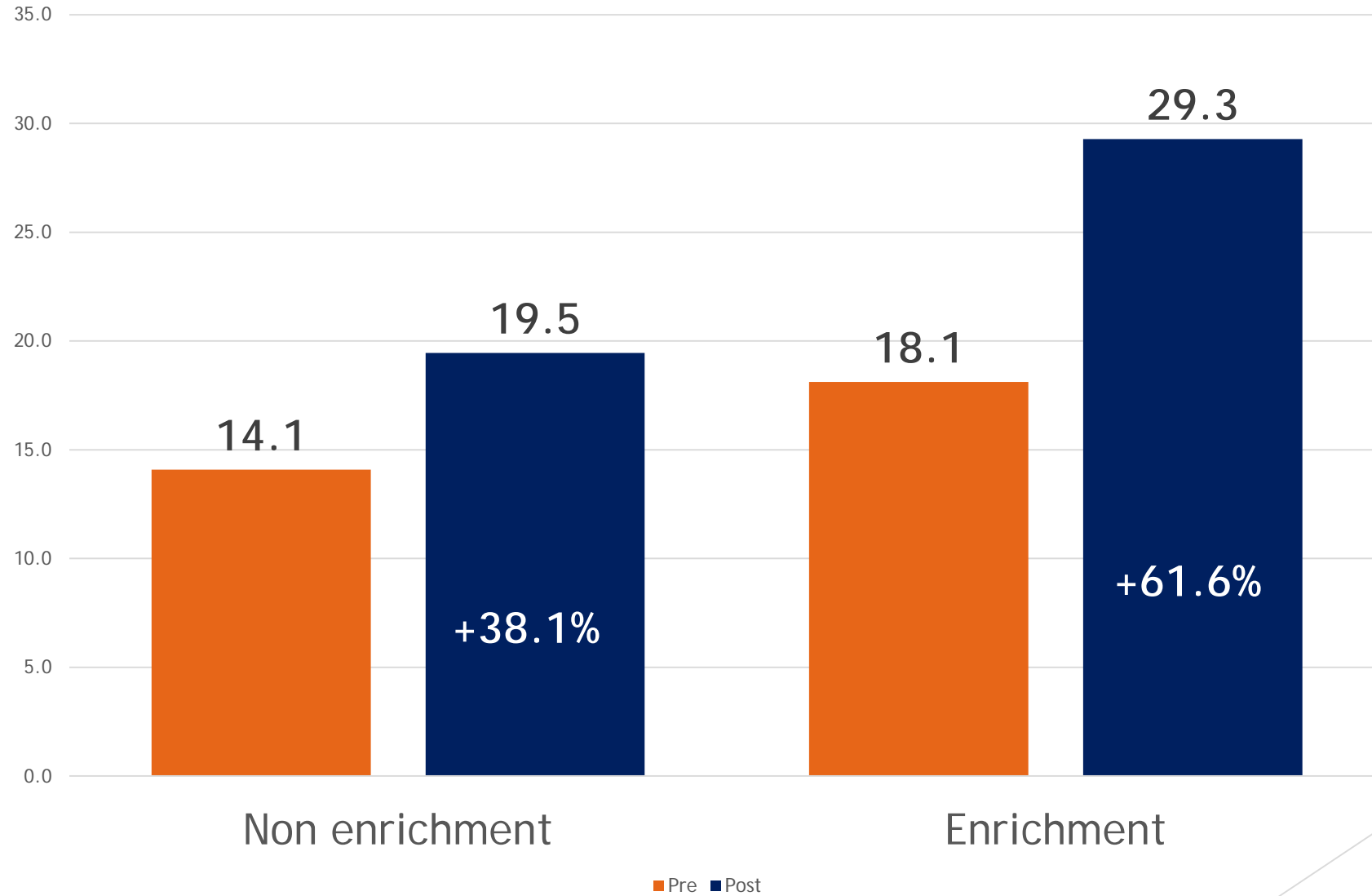




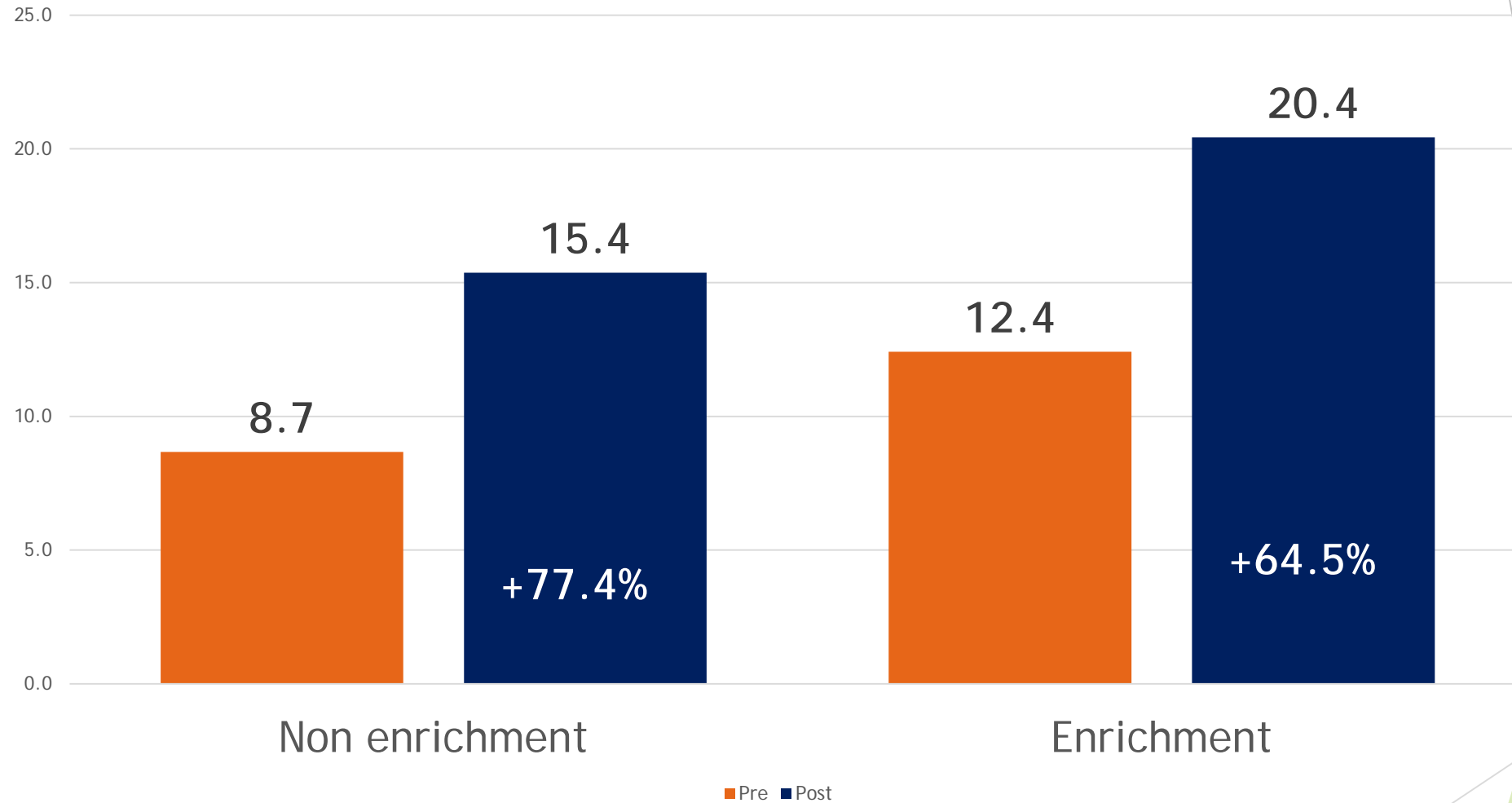
## Social-emotional gains



## Literacy gains



## Mathematics gains



# Conclusions

- ▶ Overall centers that participated in quality activities benefitted because their children were more school ready by the end of the year
- ▶ Centers that participated in weekly coaching had much stronger results.
- ▶ The coaching model has a real impact

Any questions?



**V. REVIEW AND APPROVAL OF FINANCIAL REPORTS  
AS OF JANUARY 31, 2017\***

**\*ACTION ITEM**

# FINANCE MANAGERS REPORT

## Fiscal Year 2016-2017

### January 2017 Financial Information

#### Financial Statements

The 2nd quarter monitoring of ECS was completed and they have until March 7th to respond. OEL began their monitoring the week of January 9<sup>th</sup> with a Corrective Action Plan template received on February 24<sup>th</sup>. We had one finding and the completed response and attachments were upload to OEL on March 2<sup>nd</sup>. January 2017 Financial Statements have been used for this report as these are the most recently reconciled reports.

#### ***School Readiness Grant Requirements and other significant data:***

Administrative Costs must be below 5% of the grant expenditure

- Costs are currently 4.38 %

Direct costs for child care services (slots) must above 78% of the grant expenditure

- Expenditures are currently 80.02 %
- Average children served per month through October 2016 is 3,435.

Total Grant Expenditure on Direct Services (slots, without advance) - \$ 6,508,842.

Total Grant Expenditure for Administration & Indirect Services - \$ 678,007.

Percentage of Grant year: 58 %

Percentage of Grant expended for the year: 51.93 %

#### ***Voluntary Pre-K Grant Requirements and other significant data:***

Administrative Monitoring and Eligibility Costs must be below 4% of the grant expenditure

- Costs are currently 3.60 %

Total Grant Expenditure on Direct Services - \$7,354,228

Total Grant Expenditure on Administration & Indirect Services-\$ 264,795

Percentage of Grant year: 58 %

Percentage of Grant expended for the year (without advance): 65.47 %

Average Children Served per Month through October 2016 is 4,451.

#### *Summary*

SR – School Readiness

- The coalition is .62 % below the maximum threshold for administrative services.
- The coalition is 2.02 % above the minimum threshold for direct services.

VPK – Coalition Pre-K:

- The coalition is .40 % below the maximum threshold for administrative services.

**Early Learning Coalition of North Florida**  
**Balance Sheet**  
As of January 31, 2017

11:57 AM  
03/07/2017  
Accrual Basis  
Jan 31, 17

**ASSETS**

**Current Assets**

**Checking/Savings**

1000 · Cash - Ameris	224,424.54
1024 · Cash - Ameris (Repurchase)	1,744,000.00
1026 · Money Market	26,207.56

**Total Checking/Savings** 1,994,632.10

**Accounts Receivable**

11000 · Accounts Receivable	2,179.62
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**Total Accounts Receivable** 2,179.62

**Other Current Assets**

1050 · Petty Cash	200.00
1120 · Other Receivables	
1125 · Other Receivables 12-13	0.43
1126 · Other Receivables 13-14	-4,904.44
1127 · 1127 Other Receivables 14-15	66,084.00
1128 · Other Receivables 15-16	-65,999.00
1129 · Other Receivables 16-17	2,567,556.35

**Total 1120 · Other Receivables** 2,562,737.34

1190 · Prepaid Expense	9,374.61
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**Total Other Current Assets** 2,572,311.95

**Total Current Assets** 4,569,123.67

**Fixed Assets**

1300 · Equipment	8,548.66
1599 · Accumulated Depreciation	-8,549.29

**Total Fixed Assets** -0.63

**TOTAL ASSETS** **4,569,123.04**

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Accounts Payable**

2000 · Accounts Payable	7,482.13
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**Total Accounts Payable** 7,482.13

**Other Current Liabilities**

2010 · A/P-Other	
2016 A/P Other - 2014-2015	0.12
2014 · A/P Other - 2012-2013	1,280.50
2015 · A/P Other - 2013-2014	41,974.69
2016 · A/P Other - 2015-2016	-449,506.02
2017 · A/P Other - 2016-2017	2,514,891.51

**Total 2010 · A/P-Other** 2,108,640.80

2040 · Interest Due to State	-2,692.30
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	<b>Jan 31, 17</b>
2055 · A/P - Accrued Salaries	2,484.72
2056 · Accrued Vacation/Sick Leave	15,929.55
2100 · Payroll Liabilities	
2101 · SS/MC Liability	767.21
21011 · SUTA Liabilities	-496.46
2102 · W/H Liability	-611.72
2103 · 401K Liability	-1,836.46
2104 · Health Insurance Liability	10,350.90
2105 · Aflac - Deduction	
2105-1 · Aflac Post-Tax	219.00
2105-2 · Aflac Pre-Tax	197.64
Total 2105 · Aflac - Deduction	416.64
2106 · Dental Insurance Liability	-2,523.46
2107 · Vision Insurance Liability	1,009.05
2109 · United Way Deduction	60.00
Total 2100 · Payroll Liabilities	7,135.70
2110 · Advances	
2111 · Advance - School Readiness	1,200,000.00
2112 · Advance - VPK	1,054,002.70
Total 2110 · Advances	2,254,002.70
2140 · Due to CCR - SR	21,647.73
Total Other Current Liabilities	4,407,148.90
Total Current Liabilities	4,414,631.03
Total Liabilities	4,414,631.03
Equity	
3000 · Opening Bal Equity	163,615.79
3900 · Retained Earnings	-330,931.72
Net Income	321,807.94
Total Equity	154,492.01
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>4,569,123.04</b>

**Early Learning Coalition of North Florida**  
**Profit & Loss**  
 July 2016 through January 2017

12:00 PM  
 03/07/2017  
 Accrual Basis  
 Jul '16 - Jan 17

Ordinary Income/Expense

Income

4000 · Contracts Grants Financial Asst	
4010 · Local Matching Revenues	
4015 · Local Match - St Johns Co BCC	63,106.15
4016 · Local Match - United Way of SJC	15,625.00
Total 4010 · Local Matching Revenues	78,731.15
4050 · Gifts, Donations and Pledges	4,916.50
4120 · School Readiness	
4121 · School Readiness Revenue	8,068,517.03
Total 4120 · School Readiness	8,068,517.03
4130 · Voluntary Pre-Kindergarten	
4131 · VPK Revenue	8,716,479.67
4133 · VPK Outreach & Awareness	13,720.99
Total 4130 · Voluntary Pre-Kindergarten	8,730,200.66
4140 · Performance Funding	143,948.46
Total 4000 · Contracts Grants Financial Asst	17,026,313.80
4100 · Investment Earnings	
4101 · Investment Earnings	277.67
Total 4100 · Investment Earnings	277.67
4141 · ELFL - University of Florida	23,400.00
4210 · Early Learning Conference Fees	8,556.52

Total Income

17,058,547.99

Gross Profit

17,058,547.99

Expense

5000 · ER Provided Salaries/Benefits	
5001 · Salaries, Benefits and Staffing	
5130 · Employee Benefits	
5135 · Health Insurance - HSA Accts	11,724.72
Total 5130 · Employee Benefits	11,724.72
5001 · Salaries, Benefits and Staffing - Other	201,304.13
Total 5001 · Salaries, Benefits and Staffing	213,028.85
5005 · Payroll Taxes	15,259.38
5007 · Benefits-Reemployment	25.24
5010 · Health Insurance	31,868.35
5020 · Retirement	7,939.43
5030 · Life, disability, other benefit	901.25
5999 · Allocation of Shared Costs	0.00
Total 5000 · ER Provided Salaries/Benefits	269,022.50
5100 · Staff Development	
5101 · Staff Development	10,689.34
Total 5100 · Staff Development	10,689.34

	<b>Jul '16 - Jan 17</b>
<b>6000 - Professional Services</b>	
6001 - Accounting	1,500.00
6002 - Auditng	9,300.00
6005 - Information Technology	528.95
6025 - Printing & Reproduction	1,145.00
6030 - Repairs and Maintenance	200.00
6035 - Other	2,934.42
<b>Total 6000 - Professional Services</b>	<b>15,608.37</b>
<b>6500 - Direct Services - Child Care</b>	
6501 - Direct Services - Child Care	
8122 - 97COO - CCDF Eligible	0.00
<b>Total 6501 - Direct Services - Child Care</b>	<b>0.00</b>
6502 - 97POO - Working Poor	3,960,269.51
6503 - 97ROO - At Risk of Abuse	1,579,168.61
6504 - 97GOO - Working TANF	14,185.53
6505 - 97GNW - Non-Working TANF	491,940.23
6506 - 97GSD - Gold Seal Rate Differ	314,315.71
6507 - 97PPO - Purchasing Pool	18,379.52
6508 - 97RSP - TANF Resp	0.00
6509 - 97GTA - TANF Applicants	0.00
6511 - 97CSD -Economically Disadvanta	53,004.28
6512 - 97CSO - Priority #2, 5, 8 & 9	15,632.80
6513 - 97CSQ - Child Only Priority	61,945.43
<b>Total 6500 - Direct Services - Child Care</b>	<b>6,508,841.62</b>
<b>7000 - Occupancy</b>	
7001 - Office Sites - Occupancy	20,597.78
<b>Total 7000 - Occupancy</b>	<b>20,597.78</b>
<b>7050 - Postage, Freight and Delivery</b>	
7051 - Postage, Freight and Delivery	900.10
<b>Total 7050 - Postage, Freight and Delivery</b>	<b>900.10</b>
<b>7100 - Rentals</b>	
7101 - Rentals - Office Equipment	2,067.70
<b>Total 7100 - Rentals</b>	<b>2,067.70</b>
<b>7150 - Supplies</b>	
7151 - Office Supplies & Expense Items	4,395.99
<b>Total 7150 - Supplies</b>	<b>4,395.99</b>
<b>7200 - Communications</b>	
7201 - Communications	6,466.59
<b>Total 7200 - Communications</b>	<b>6,466.59</b>
<b>7250 - Insurance</b>	
7251 - D & O	1,515.32
7260 - General Liability	2,150.94
7265 - Workers Compensation	627.73
<b>Total 7250 - Insurance</b>	<b>4,293.99</b>
<b>7300 - Tangible Personal Property</b>	

	<b>Jul '16 - Jan 17</b>
<b>7301 · Equipment &gt;\$1,000</b>	<b>2,881.00</b>
<b>Total 7300 · Tangible Personal Property</b>	<b>2,881.00</b>
<b>7400 · Quality</b>	
7401 · Quality & Classroom Supplies	5,745.76
7405 · Training Materials, Space	12,775.33
7410 · Consumer Education-Outreach Mat	27,030.15
7415 · Grants to Providers	500.00
<b>Total 7400 · Quality</b>	<b>46,051.24</b>
<b>7500 · Travel</b>	
7501 · Travel - In State	460.36
7505 · Travel - Out of State	683.77
7510 · Travel - Local	5,281.61
<b>Total 7500 · Travel</b>	<b>6,425.74</b>
<b>7600 · Other Expenses</b>	
7601 · Bank Fees	331.81
7610 · Web Service	8,712.51
7615 · Other employee expenditures	214.00
7620 · Dues and Subscriptions	7,564.74
7635 · Misc/Other Current Charges	1,856.27
<b>Total 7600 · Other Expenses</b>	<b>18,679.33</b>
<b>8000 · Pass Through Payments</b>	
<b>8100 · School Readiness</b>	
<b>8110 · Non-Direct</b>	
8111 · 97BBA - Administration	183,735.00
81111 · 97FIR- Administration	6,050.46
8112 · 97BBD - Non-Direct Services	132,354.67
8113 · 97BDE - Eligibility Determ	352,403.08
8114 · 97QOO - Quality Services	201,262.99
81141 · 97QAS - SR Assessment	40,651.98
81142 · 97QTA - Provider Assistance	69.20
81143 · 97QPD - Prof Development	5,170.00
81144 · 97QCS - Child Screening	14,161.90
81145 · 97QST -Early Learning Standards	207.80
81146 · 97QPT - Parental Training	698.74
81148 · 97QCR - Early Learning	0.00
81149 · 97QVP - Quality Improvement	33.02
8115 · 97ICS - SR Child Screening	11,293.80
81151 · 97 IAS - Assessment - Inf/Todd	53,688.39
81152 · 97ICR - Curriculum Inf/Toddler	0.00
8116 · 97QI4 - Resource & Referral	128,410.75
8117 · 97QIN - Inclusion	52,884.20
8118 · 97INT - Infants & Toddlers	47,831.60
8119 · 97SYS - Child Care Info Systems	0.00
<b>Total 8110 · Non-Direct</b>	<b>1,230,907.58</b>
<b>8135 · ELFL - University of Florida</b>	<b>23,400.00</b>

	<b>Jul '16 - Jan 17</b>
<b>Total 8100 · School Readiness</b>	<b>1,254,307.58</b>
<b>8200 · Voluntary Pre-K</b>	
<b>8210 · Non-Direct</b>	
8211 · VPADM - VPK Admin	135,216.74
8212 · VPENR - Enrollment	78,709.36
8213 · VPMON	14,889.33
8214 · VPSYS - Statewide Info Systems	0.00
<b>Total 8210 · Non-Direct</b>	<b>228,815.43</b>
<b>8220 · Direct</b>	
8221 · VPPRP - Prepay	746,067.09
8222 · VPPRS - VPK Slots	7,331,275.24
8224 · VPKSD - School Dist Minimum	22,952.28
<b>Total 8220 · Direct</b>	<b>8,100,294.61</b>
<b>8230 · VPK Other Grants</b>	
<b>8232 · VPLTR-VPK O &amp; A</b>	
8232.01 · Baker County	823.26
8232.02 · Bradford County	548.84
8232.03 · Clay County	4,390.72
8232.04 · Nassau County	1,646.52
8232.05 · Putnam County	1,509.31
8232.06 · St. Johns County	4,802.34
<b>Total 8232 · VPLTR-VPK O &amp; A</b>	<b>13,720.99</b>
<b>Total 8230 · VPK Other Grants</b>	<b>13,720.99</b>
<b>Total 8200 · Voluntary Pre-K</b>	<b>8,342,831.03</b>
<b>8300 · Local Match Expense</b>	<b>78,731.69</b>
<b>Total 8000 · Pass Through Payments</b>	<b>9,675,870.30</b>
<b>8400 · Performance Funding</b>	
<b>8410 · Performance Funding Pass Throug</b>	
8123 · 97PMC-MMCI Training	1,073.83
8124 · 97PAV-Advance	0.00
8125 · 97PFA-Project Management	81,121.67
8126 · PFPCL - PFP Bonus	0.00
8127 · PFPFR - ELPFPP Tier 1	6,281.00
8128 · PFPHN - Tier 1 in high needs	55,306.36
8131 · 97PFT - Technical Assistance	165.60
<b>Total 8410 · Performance Funding Pass Throug</b>	<b>143,948.46</b>
<b>Total 8400 · Performance Funding</b>	<b>143,948.46</b>
<b>Total Expense</b>	<b>16,736,740.05</b>
<b>Net Ordinary Income</b>	<b>321,807.94</b>
<b>Net Income</b>	<b>321,807.94</b>

**Early Learning Coalition of North Florida**  
**Profit & Loss Budget vs. Actual**  
 July 2016 through January 2017

11:44 AM  
 03/07/2017  
 Accrual Basis

	<b>Jul '16 - Jan 17</b>	<b>Budget</b>
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
4000 · Contracts Grants Financial Asst		
4010 · Local Matching Revenues		
4015 · Local Match - St Johns Co BCC	63,106.15	78,400.00
4016 · Local Match - United Way of SJC	15,625.00	14,583.35
<b>Total 4010 · Local Matching Revenues</b>	<b>78,731.15</b>	<b>92,983.35</b>
4050 · Gifts, Donations and Pledges	4,916.50	
4120 · School Readiness		
4121 · School Readiness Revenue	8,068,517.03	9,063,366.65
<b>Total 4120 · School Readiness</b>	<b>8,068,517.03</b>	<b>9,063,366.65</b>
4130 · Voluntary Pre-Kindergarten		
4131 · VPK Revenue	8,716,479.67	7,707,489.40
4133 · VPK Outreach & Awareness	13,720.99	18,832.35
<b>Total 4130 · Voluntary Pre-Kindergarten</b>	<b>8,730,200.66</b>	<b>7,726,321.75</b>
4140 · Performance Funding	143,948.46	
<b>Total 4000 · Contracts Grants Financial Asst</b>	<b>17,026,313.80</b>	<b>16,882,671.75</b>
4100 · Investment Earnings		
4101 · Investment Earnings	277.67	
<b>Total 4100 · Investment Earnings</b>	<b>277.67</b>	
4141 · ELFL - University of Florida	23,400.00	
4210 · Early Learning Conference Fees	8,556.52	
<b>Total Income</b>	<b>17,058,547.99</b>	<b>16,882,671.75</b>
<b>Gross Profit</b>	<b>17,058,547.99</b>	<b>16,882,671.75</b>
<b>Expense</b>		
5000 · ER Provided Salaries/Benefits		
5001 · Salaries, Benefits and Staffing		
5130 · Employee Benefits		
5135 · Health Insurance - HSA Accts	11,724.72	11,725.00
<b>Total 5130 · Employee Benefits</b>	<b>11,724.72</b>	<b>11,725.00</b>
5001 · Salaries, Benefits and Staffing - Other	201,304.13	206,208.35
<b>Total 5001 · Salaries, Benefits and Staffing</b>	<b>213,028.85</b>	<b>217,933.35</b>
5005 · Payroll Taxes	15,259.38	16,741.65
5007 · Benefits-Reemployment	25.24	58.35
5010 · Health Insurance	31,868.35	38,500.00
5020 · Retirement	7,939.43	10,500.00
5030 · Life, disability, other benefit	901.25	875.00
<b>Total 5000 · ER Provided Salaries/Benefits</b>	<b>269,022.50</b>	<b>284,608.35</b>
5100 · Staff Development		
5101 · Staff Development	10,689.34	5,366.65
5105 · Tuition Reimbursement	0.00	700.00

	<b>Jul '16 - Jan 17</b>	<b>Budget</b>
<b>Total 5100 · Staff Development</b>	10,689.34	6,066.65
<b>6000 · Professional Services</b>		
6001 · Accounting	1,500.00	2,041.65
6002 · Auditng	9,300.00	10,500.00
6005 · Information Technology	528.95	
6010 · Legal	0.00	116.65
6025 · Printing & Reproduction	1,145.00	1,166.65
6030 · Repairs and Maintenance	200.00	437.50
6035 · Other	2,934.42	
<b>Total 6000 · Professional Services</b>	15,608.37	14,262.45
<b>6500 · Direct Services - Child Care</b>		
6502 · 97POO - Working Poor	3,960,269.51	
6503 · 97ROO - At Risk of Abuse	1,579,168.61	
6504 · 97GOO - Working TANF	14,185.53	
6505 · 97GNW - Non-Working TANF	491,940.23	
6506 · 97GSD - Gold Seal Rate Differ	314,315.71	
6507 · 97PPO - Purchasing Pool	18,379.52	
6511 · 97CSD -Economically Disadvanta	53,004.28	
6512 · 97CSO - Priority #2, 5, 8 & 9	15,632.80	
6513 · 97CSQ - Child Only Priority	61,945.43	
<b>Total 6500 · Direct Services - Child Care</b>	6,508,841.62	
<b>7000 · Occupancy</b>		
7001 · Office Sites - Occupancy	20,597.78	22,750.00
<b>Total 7000 · Occupancy</b>	20,597.78	22,750.00
<b>7050 · Postage, Freight and Delivery</b>		
7051 · Postage, Freight and Delivery	900.10	875.00
<b>Total 7050 · Postage, Freight and Delivery</b>	900.10	875.00
<b>7100 · Rentals</b>		
7101 · Rentals - Office Equipment	2,067.70	2,625.00
<b>Total 7100 · Rentals</b>	2,067.70	2,625.00
<b>7150 · Supplies</b>		
7151 · Office Supplies & Expense Items	4,395.99	4,375.00
<b>Total 7150 · Supplies</b>	4,395.99	4,375.00
<b>7200 · Communications</b>		
7201 · Communications	6,466.59	7,000.00
<b>Total 7200 · Communications</b>	6,466.59	7,000.00
<b>7250 · Insurance</b>		
7251 · D & O	1,515.32	1,604.15
7260 · General Liability	2,150.94	2,041.65
7265 · Workers Compensation	627.73	700.00
<b>Total 7250 · Insurance</b>	4,293.99	4,345.80
<b>7300 · Tangible Personal Property</b>		
7301 · Equipment >\$1,000	2,881.00	1,750.00
7302 · Equipment <\$1,000	0.00	1,458.35

	<b>Jul '16 - Jan 17</b>	<b>Budget</b>
<b>Total 7300 · Tangible Personal Property</b>	2,881.00	3,208.35
<b>7400 · Quality</b>		
7401 · Quality & Classroom Supplies	5,745.76	32,083.35
7405 · Training Materials, Space	12,775.33	
7410 · Consumer Education-Outreach Mat	27,030.15	
7415 · Grants to Providers	500.00	
<b>Total 7400 · Quality</b>	46,051.24	32,083.35
<b>7500 · Travel</b>		
7501 · Travel - In State	460.36	1,166.65
7505 · Travel - Out of State	683.77	3,791.65
7510 · Travel - Local	5,281.61	7,000.00
<b>Total 7500 · Travel</b>	6,425.74	11,958.30
<b>7600 · Other Expenses</b>		
7601 · Bank Fees	331.81	583.35
7605 · Application Software/Licenses	0.00	875.00
7610 · Web Service	8,712.51	14,583.35
7615 · Other employee expenditures	214.00	2,770.85
7620 · Dues and Subscriptions	7,564.74	7,000.00
7625 · Taxes, Licenses and Fees	0.00	291.65
7635 · Misc/Other Current Charges	1,856.27	4,375.00
<b>Total 7600 · Other Expenses</b>	18,679.33	30,479.20
<b>8000 · Pass Through Payments</b>		
<b>8100 · School Readiness</b>		
<b>8110 · Non-Direct</b>		
8111 · 97BBA - Administration	183,735.00	
81111 · 97FIR- Administration	6,050.46	
8112 · 97BBD - Non-Direct Services	132,354.67	
8113 · 97BDE - Eligibility Determ	352,403.08	
8114 · 97QOO - Quality Services	201,262.99	
81141 · 97QAS - SR Assessment	40,651.98	
81142 · 97QTA - Provider Assistance	69.20	
81143 · 97QPD - Prof Development	5,170.00	
81144 · 97QCS - Child Screening	14,161.90	
81145 · 97QST -Early Learning Standards	207.80	
81146 · 97QPT - Parental Training	698.74	
81149 · 97QVP - Quality Improvement	33.02	
8115 · 97ICS - SR Child Screening	11,293.80	
81151 · 97 IAS - Assessment - Inf/Todd	53,688.39	
8116 · 97QI4 - Resource & Referral	128,410.75	
8117 · 97QIN - Inclusion	52,884.20	
8118 · 97INT - Infants & Toddlers	47,831.60	
<b>Total 8110 · Non-Direct</b>	1,230,907.58	
8135 · ELFL - University of Florida	23,400.00	
8100 · School Readiness - Other	0.00	8,665,562.50



	<b>Jul '16 - Jan 17</b>	<b>Budget</b>
<b>Total 8100 - School Readiness</b>	1,254,307.58	8,665,562.50
<b>8200 - Voluntary Pre-K</b>		
<b>8210 - Non-Direct</b>		
8211 - VPADM - VPK Admin	135,216.74	
8212 - VPENR - Enrollment	78,709.36	
8213 - VPMON	14,889.33	
<b>Total 8210 - Non-Direct</b>	228,815.43	
<b>8220 - Direct</b>		
8221 - VPPRP - Prepay	746,067.09	
8222 - VPPRS - VPK Slots	7,331,275.24	
8224 - VPKSD - School Dist Minimum	22,952.28	
<b>Total 8220 - Direct</b>	8,100,294.61	
<b>8230 - VPK Other Grants</b>		
<b>8232 - VPLTR-VPK O &amp; A</b>		
8232.01 - Baker County	823.26	
8232.02 - Bradford County	548.84	
8232.03 - Clay County	4,390.72	
8232.04 - Nassau County	1,646.52	
8232.05 - Putnam County	1,509.31	
8232.06 - St. Johns County	4,802.34	
8232 - VPLTR-VPK O & A - Other	0.00	18,832.35
<b>Total 8232 - VPLTR-VPK O &amp; A</b>	13,720.99	18,832.35
<b>Total 8230 - VPK Other Grants</b>	13,720.99	18,832.35
<b>8200 - Voluntary Pre-K - Other</b>	0.00	7,680,656.10
<b>Total 8200 - Voluntary Pre-K</b>	8,342,831.03	7,699,488.45
<b>8300 - Local Match Expense</b>	78,731.69	92,983.35
<b>Total 8000 - Pass Through Payments</b>	9,675,870.30	16,458,034.30
<b>8400 - Performance Funding</b>		
<b>8410 - Performance Funding Pass Throug</b>		
8123 - 97PMC-MMCI Training	1,073.83	
8125 - 97PFA-Project Management	81,121.67	
8127 - PFPFR - ELPFPP Tier 1	6,281.00	
8128 - PFPHN - Tier 1 in high needs	55,306.36	
8131 - 97PFT - Technical Assistance	165.60	
<b>Total 8410 - Performance Funding Pass Throug</b>	143,948.46	
<b>Total 8400 - Performance Funding</b>	143,948.46	
<b>Total Expense</b>	16,736,740.05	16,882,671.75
<b>Net Ordinary Income</b>	321,807.94	0.00
<b>Net Income</b>	<b>321,807.94</b>	<b>0.00</b>

**VI. APPROVAL OF DECEMBER 7, 2016  
BOARD MEETING MINUTES\***

**VII. REVIEW OF DELEGATION OF AUTHORITY  
ITEMS**

**\*ACTION ITEM**

Early Learning Coalition of North Florida, Inc.

**BOARD MEETING**

The World Golf Village and Convention Center

Caddy Shack Restaurant

December 7, 2016

2:00 p.m.

**ATTENDANCE**

**Members Present:**

Myrna Allen  
Renee Williams; Treasurer  
Brian Graham, Vice Chair  
Mala Ramoutar  
Kristi Simpkins  
Mary Ann Holanchock  
Theresa Little  
Teresa Matheny  
Joy Stanton

Vina Delcomyn

**Members Absent:**

Mike Siragusa; *excused*  
James Johns; *excused*  
Amy Lane; *excused*  
Cynthia Kent; *excused*  
Nancy Pearson, Chair; *excused*  
Ron Coleman; *excused*  
Adam Deputy; *excused*  
Angelia Hough; *excused*

**Staff Present:**

Dawn Bell, Chief Executive Officer  
Kim Brumfield, Office Manager  
Tajaro Dixon, Grants and Operations Manager  
Joan Whitson, Early Literacy Coordinator

**Others Present:**

Rich Cassidy, MKA  
Ed Moss, MKA

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**CALL TO ORDER/ROLL CALL**

B, Graham, called the meeting to order at 2:12pm. Roll was taken; quorum was met, with 10 of the 18 board members in attendance.

**PUBLIC COMMENT**

No comments.

**SUCCESS SPOTLIGHT**

Success Spotlight's are provided as a tangible way to hear about the good things/services that are being provided to the community. All spotlights can be found on the Coalition website under the "News" tab called Success Stories.

**REVIEW OF DELEGATION OF AUTHORITY ITEMS**

The Board designates authority to the Coalition's Office Manager to review and approve the Chief Executive Officer's timesheets, leave requests, work related travel expenses, and other routine operational requests. These documents are made available at each regular board meeting for board review. Delegation items were passed around with no discussion or questions on the items reviewed.

## **APPROVAL OF SEPTEMBER 21, 2016 ANNUAL BOARD MEETING MINUTES\***

- 1.** V. Delcomyn motioned to approve the September 21, 2016 Annual Board Meeting Minutes. M. Ramoutar seconded the motion. No discussion-motion passed unanimously

## **REVIEW AND APPROVAL OF THE 2015-16 ELCNF AUDIT\* - HANDOUT**

Ed Moss with Moss Krusick & Associates briefly presented the ELCNF's 2015-16 Audited Financial Statements. The audit was deemed unmodified, with no material weaknesses, and no findings. The Coalition is considered a Low Risk Auditee.

- 2.** V. Delcomyn motioned to approve the 2015-16 ELCNF Audit by Moss Krusick & Associates; J. Stanton seconded the motion. No discussion- motion passed unanimously.

## **STAFF AND COMMITTEE REPORTS 1ST QUARTER PROGRAM UPDATE**

T. Dixon reported on the following in her report:

- Coalition staff completed and submitted **all items due to OEL by October 1, 2016**. These included; the Annual Report, annual inventory report, annual OEL Internal Controls Questionnaire, the Continuation of Operations Plan (COOP), the Subcontractor Monitoring Plan, Budget, and Revenue and Expense reports.
- The Coalition received the **Final report for the OEL Accountability Review** that began on-site June 20, 2016. This was a full-scale biannual review on all aspects of Coalition operations that included; School Readiness and VPK eligibility and payment validation, data accuracy, educational service delivery, coalition governance, operations and program management, and child care resource and referral. From this review, there were seven findings. The Coalition and ECS immediately submitted corrective actions that were approved and included in the final report. The findings were:
  - (1) The Coalition's drug-free workplace policy did not have (a) a statement that "prohibits unlawful manufacturing and dispensing of a controlled substance", nor (b) the words, "in writing" in the clause regarding notification within five days of a drug-related criminal conviction. The corrective actions were to update the policy.
  - (2) Three Coalition employees' background screening *dates* were not before each particular year's OEL policy deadline. (This policy has changed every year.) Also, the Coalition's policy did not go into the depth of detail regarding credentials (education, licensing, etc.) that OEL preferred. The corrective actions were to submit a process for the timing of background screenings, and to update the policy.

(3) ECS's child developmental screenings policy had annual screenings being done "within 45 days of the child's birthday", but needed to be "in the month of the child's birthday". Corrective actions were policy update and staff training.

(4) and (5) One school readiness child file had an error regarding family income (tips were not included) that crossed two criteria areas, therefore making two 'findings'. The corrective action was ECS staff making the corrections immediately.

(6) The Coalition's subcontractor monitoring tool did not have the criteria "Do written eligibility determination policies align with rules and statute?" Although a review of updated policies are done with each monitoring and noted in the Coalition's report, OEL stated it had to be on the tool. The corrective action was to add it to the tool.

(7) ECS staff did not correctly enter information regarding two Gold Seal Accreditations into EFS (the state's database). The corrective action was ECS staff making the corrections immediately.

- Coalition staff completed the **Annual Anti-Fraud review** of the Anti-Fraud Plan and all related policies/practices.
- Coalition and ECS staff completed another **OEL SR Plan policy project** on time, and are awaiting feedback from OEL reviewers. The policy project was for Procurement and Disbursement policy updates due to the Federal Uniform Guidance (OMB 200). All coalitions were allowed an extension (to update their policies) until December 2016.

#### *Programmatic:*

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#### *ECS On-Site Monitoring:*

○ The 2015/2016 Fourth Quarter Monitoring was performed July 25 – August 5, 2016. This monitoring included all OEL required "eligibility" criteria, SR Plan section "Single Point of Entry", and the year-end Fiscal Overview. From this monitoring there were two compliance issues (costs billed to wrong grant year and unallowable expenses) and nine training issues. All issues were minor in nature and extremely low rates of occurrence. All monitoring issues were resolved completely (errors fixed and staff training given) by the final report.

○ The 2016/2017 First Quarter Monitoring was performed October 24 – November 4, 2016. This review is currently in the Draft report stage. The Final report summary will be given on the next quarterly program report. It is to be noted that this monitoring was the first to include reviewing cases with the new CCDF (Child Care Development Fund – Federal funder) school readiness eligibility changes that were in effect as of July 1, 2016. Initial indications are that ECS staff are transitioning exceptionally well with these new regulations.

*ALL full reports are available upon request.*

## **1<sup>ST</sup> QUARTER EARLY LITERACY REPORT**

J. Whitson reported on the following items:

### **Highlights:**

**Toddler Sensory Day:** September 13<sup>th</sup> Main Library in St. Augustine. Joined the Kiwanis Club of St. Augustine to put on a special program for Toddlers and their parents exploring the five senses through sensory related activities. The Kiwanis club gave each child attending a free book and Brooks Rehab conducted developmental screenings.

**Literacy Outreach: Summer Story times:** During the summer months 5 special Curious George themed story time programs were held at different centers in Putnam and St. Johns County. The program featured Curious George, story time featured his books and craft activities.

**Ferst Foundation Book Program:** In July we became a partner with Ferst Foundation to provide **free** books for our school readiness children in Nassau County. Each child will receive one free book a month in the mail along with a parent educational newsletter until they are 5 years old or no longer receive our services. The cost is \$36 per year per child.

**Book of the Month:** This is a program the Episcopal Children's Services education specialists use in their targeted centers for the coming year. Each month they focus their instruction with the provider using two books, one geared for infants and toddlers and the other for the 4 year old child. They give these two books each month to that provider to help build up their libraries. The ELC purchased the books for this program. In addition to this program the ELC will help the targeted centers by providing them with a special story time event where the children are given free books and the teacher receives a bag of books and materials to duplicate the program.

**Volunteer Reading Conference:** September 28<sup>th</sup>, Marywood Retreat Center in St. Johns. This conference was specifically for all ELC Reading Pal volunteers. There were speakers and stations set up with different themes relating to improving their reading time. The topics included incorporating music and movement into your story time, using puppets, using crafts and extension activities, felt board storytelling and more. 45 volunteers attended.

**Volunteer Reading Pals:** Three new volunteer orientation meetings were held in Clay, St. Johns and Putnam Counties. 24 new readers were trained and placed in child care centers to read weekly. Currently there are 69 readers reading at 45 different centers. New books and materials were purchased in August to add to the current lending libraries at our three ELC office sites. New volunteer orientation binders and training power point were created over the summer due to the work of outreach assistant Sandi Dunnivant. Sandi is adding much expertise to this program from her many years as a media specialist.

**Executive Administrative Committee:**

Draft minutes of the November 2, 2016 Exec Admin Committee Meeting were provided as an informational item. The following are the items that were up for ratification on the Exec Admin Committee

**Consent Agenda:**

1. Ratify Approval of August 3<sup>rd</sup> Exec/Admin Committee Meeting Minutes\*
2. Ratify Approval of Financials as of September 30, 2016\*
3. Ratify Approval of ECS School Readiness Plan Amendment #6\*
4. Ratify Approval of ECS 2016/2017 Contract Amendment #0002-16\*
5. Ratify Approval of the **SECOND** 2016/2017 OEL/ELC University of Florida/Lastinger Center Pay for Performance Contract effective 08/24/16 – 07/31/17 (#SR972)\*
6. Ratify Approval of the **SECOND** 2016/2017 ELC/ECS University of Florida/Lastinger Center Pay for Performance Contract effective 08/24/16 – 07/31/17 (#SR972)\*
7. Ratify Approval of the Early Learning Coalition of North Florida Variance to Rule Request regarding VPK Assessment (Florida Administrative Code 6M-8.620)\*
8. Ratify Approval of the Management Decision Recommendation for ECS Audit 2015/2016\*
9. Ratify Approval of the ELCNF 2016-2017 Budget Proposal – Revision #2\*

3. V. Delcomyn motioned for ratification of items 1- 9 on the Exec Admin Committee Consent agenda. K. Simpkins seconded the motion. T. Matheny recused herself from the vote, see attached memo of voting conflict. No Discussion, motion passed.

**NEW/UNFINISHED BUSINESS**

T. Dixon asked the board to move item C- Approval of the 2015 School Readiness Plan Amendment #8 to the last item under new and unfinished business.

**APPROVAL OF THE NEFEC LEASE CONTINUATION\***

Staff requests board approval to continue the NEFEC lease agreement of rental of office space in Palatka, FL. The current lease ends January 31, 2017, and the new lease will start Feb. 1, 2017 and conclude January 31, 2018.

The space currently houses our Grants and Operations Manager, Tajaro Dixon, our Putnam County Reading Pals resource room, and one office is used for Coalition storage. The total for all three rooms is \$400.00 per month and includes electric.

4. R. Williams motioned the approval of the NEFEC Lease Continuation, V. Delcomyn, seconded the motion. No discussion- motion passed unanimously.

### **APPROVAL AND REVIEW OF FINANCIALS AS OF OCTOBER 31, 2016\***

The first quarter monitoring of ECS was completed and they have until November 21<sup>st</sup> to respond. Our internal Auditors began their preliminary fieldwork and received the revenue confirmation from OEL on Saturday, November 19<sup>th</sup> so our Audit should be presented at the December 7, 2016 Board Meeting. October 2016 Financial Statements have been used for this report as these are the most recently reconciled reports.

5. V. Delcomyn motioned the approval of the financials as of October 31, 2016, M., Holonchok seconded the motion. No discussion- motion passed unanimously.

### **APPROVAL OF THE 2015 SCHOOL READINESS PLAN AMENDMENT #8\* - **MOVED TO LAST ITEM****

### **APPROVAL OF FAITH BASED CHILD CARE PROVIDER, THERESA LITTLE\***

Theresa was born and raised in Jacksonville, she is married and has 2 sons. Theresa has been in childcare for 20 years, and was initially hired to be the director at Christ the King Child Care and has grown now to be the Early Learning Coordinator for the Diocese of St. Augustine. In her present role, she manage sites in Clay, Duval and St. Johns County. Theresa presently also sits on the board at the Early Learning Coalition of Duval and serve on the Executive committee

6. V. Delcomyn motioned the approval of Faith Based Child Care Provider, Theresa Little. J. Stanton seconded the motion. No discussion- motion passed unanimously,

### **APPROVAL OF SECRETARY APPOINTMENT, JOY STANTON\***

Our current Secretary Mark Miner has taken a full time position with the Army National Guard and will no longer be able to serve as a private sector board member.

#### **Per our By-Laws Section 5.1.3:**

If an office is vacated prior to the completion of a one year term, a member in good standing may be appointed by the Chair and approved by the members to fill the vacancy until the term ends

Board chair Nancy Pearson has appointed Joy Stanton, private sector member with Blue Cross Blue Shield to take the secretary position until the term ends.



7. R. Williams motioned for the approval of the ELC's secretary appointment, Joy Stanton; V. Delcomyn seconded the motion. No discussion- motion passed unanimously.

## **REVIEW OF BOARD MEMBERSHIP**

K. Brumfield reviewed the members who have resigned and/or gone into an advocate role since the last meeting. Our total board membership is at 18 members.

## **APPROVAL OF ACCOUNTING AND FINANCIAL POLICIES AND PROCEDURES REVISIONS\* – HANDOUT**

### Revisions:

The Following policies were revised after OEL review of SR Plan Elements Purchasing and Disbursement Policies:

F102, F103, F202, F203.1, F301, F304, F305, F306, F308, F309, F701, F702, F705, F801, and F802.

And in addition:

F106 – Policy on Suspected Misconduct, added language from the 2016/2017 Internal Controls Questionnaire regarding fraud and added reference to the Coalition's Anti-Fraud Plan.

### **Special Note Regarding Policy #F305, Accounts Payable Management**

*The section, "Use of Purchase Orders" will have a separate effective date of July 1, 2017. There will be a 'phase-in' timeline between December 7, 2016 – June 30, 2017, that will be a joint project between OEL and Coalitions. The anticipated date of full implementation is July 1, 2017.*

### Explanation:

Converting to a purchase order system will lessen the administrative burden of additional contract requirements for small purchases. And OEL will be assisting Coalitions in the transition process between now and July 1, 2017. Having this policy in place before December 26, 2016 will keep the Coalition in compliance with the deadline for implementing the Uniform Guidance.

8. J. Stanton motioned for the approval of the Accounting and Financial Policies and Procedures Revisions, V. Delcomyn seconded the motion. No discussion- motion passed unanimously.

## **APPROVAL OF REVISIONS TO THE COALITION'S CONTRACT MANAGEMENT AND MONITORING POLICIES AND PROCEDURES\*- HANDOUT**

### **Revisions:**

The Following policies were revised after OEL review of SR Plan Elements – Purchasing and Disbursement Policies:

CM101, CM301, CM302, and CM401.

And in addition:

CM703 – Implementation of On-Site Contract Monitoring, added a requirement from the 2015/2016 Internal Controls Questionnaire.

- 9.** Theresa Little motioned for the approval of the Revisions to the Coalition's Contract Management and Monitoring Policies and Procedures, K. Simpkins seconded the motion. No discussion- motion passed unanimously.

## **APPROVAL OF REVISIONS TO THE COALITION'S OPERATIONAL POLICIES AND PROCEDURES\*- HANDOUT**

### **Revision:**

The Following policies were revised after OEL review of SR Plan Elements – Purchasing and Disbursement Policies: OP203.

- 10.** R. Williams motioned for the approval of the Revisions to the Coalition's Operational policies and Procedures, J. Stanton seconded the motion. No discussion- motion passed unanimously.

## **APPROVAL OF REVISIONS TO THE COALITION'S PROCUREMENT OF COMMODITIES AND/OR CONTRACTUAL SERVICES POLICIES AND PROCEDURES MANUAL\*- HANDOUT**

### **Revisions:**

The Following policies were revised after OEL review of SR Plan Elements – Purchasing and Disbursement Policies:

PR101, PR401, PR402, PR601, PR602 (Added), and PR901.

And in addition:

PR401, What to Consider When Procuring Any Item with Grant Funding,

- Added the board minute disclosure requirements for a 'related party' contract over \$25,000.
- Added [Florida Department of Management Services website](#) link that helps identify vendors/contractors that are banned from doing business with federal/state agencies.

PR701, Award Protest Procedures, added Rule 60A Florida Administrative Code (F.A.C.).

- 11.** R. Williams motioned for the approval of the Revisions to the Coalition's Procurement of Commodities and/or Contractual services policies and Procedures manual, M. Holonchock seconded the motion. No discussion-motion passed unanimously.

#### **APPROVAL OF ECS PROCURMENT AND DISBURSEMENT'S POLICIES\*- HANDOUT**

ECS requires the practice of ethical, responsible, and reasonable procedures related to purchasing, agreements and contracts and related forms of commitment. The policies in this section describe the principles and procedures that all staff shall adhere to in the completion of their designate responsibilities.

- 12.** M. Allen motioned for the approval of ECS Procurement and Disbursement Policies, V. Delcomyn seconded the motion. No Discussion- motion passed unanimously.

#### **APPROVAL OF THE 2015 SCHOOL READINESS PLAN AMENDMENT #8\* (MOVED FROM ITEM C)**

Revisions:

- Attach I. I. PSP SRAD01 IT Policy 111816  
This is an updated IT policy for ECS following their 2016/2017 First Quarter Contract Monitoring by the Coalition. Items needed updating regarding password criteria and the OEL Program Guidance Manual reference.
- Attach II. H. ELC Provider Payment Rate Schedule eff 010117  
Together with the Financial Impact Cost of Care, Cost of Rate Change, and Summary documents, the Coalition will be raising Child Care Provider payment rates for infant and toddler care for all of the counties except St. Johns.

- 13.** K. Simpkins motioned the approval of the 2015 School Readiness Plan Amendment #8, Theresa Little seconded the motion. T. Matheny abstained from voting, documentation attached. No discussion- motion passed unanimously.

#### **BOARD ABSENTEEISM LOG**

No Comments.

#### **BOARD COMMENTS**

D. Bell took this time to thank our board for their service and recognized all of their hard work during the year.

#### **NEXT MEETINGS**

The next scheduled meetings are as follows:

- Wednesday, February 1, 2017 , 10:30 a.m. – Exec/Admin Committee Conference Call Meeting
- Wednesday, March 15, 2017 10:30 a.m. –Board Meeting World Golf Village Convention Center

#### **ADJOURNMENT\***

- 14.** R. Williams motioned for adjournment at 3:18 p.m.  
M. Allen seconded the motion. No discussion – motion passed unanimously.

**HANDOUTS:** 1. Revised Tentative Agenda 12 07 16; 2. Moss Krusick 2015-16 Audit 3. 2015 SR Plan amendment #8 AIS; 4. Accounting and Financial Policies; 5. Contract Management and monitoring policies; 6. Operational Policies; 7. Procurement of Commodities and/or Contractual Services Policies; 8. ECS's Procurement and Disbursement Policies.

**Minutes Submitted By: Kim Brumfield, Office Manager**

## **VIII. STAFF AND COMMITTEE REPORTS**

### **A. 2<sup>ND</sup> QUARTER PROGRAM UPDATE**

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## MEMORANDUM

**To:** All Board Members  
**From:** Tajaro Dixon, Grants and Operations Manager  
**Date:** March 7, 2017  
**Subject:** 2016/2017 Second Quarter Program Update and Quality Assurance Activities

### *Coalition Activities:*

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- The Coalition received the **Final report for the HCT/OEL Fiscal Monitoring** that began on-site January 9, 2017. This was an annual review on many aspects of Coalition operations that included; policies and procedures, internal controls, board practices, personnel practices, cash management and revenue recognition, general ledger and disbursement data, purchasing and contracting, and subrecipient monitoring. From this review, there was one finding regarding travel, and it was basically a GL code/data entry error. The Coalition submitted corrective actions immediately. For this review, Patty Larkin is being trained and processing the 'closing' of the review/report. This will complete her training for the entire cycle of the annual OEL Fiscal monitoring process.
- The second part of **OEL monthly invoice processing/cross-training** was completed February 14 and 15, with Patty Larkin training Tajaro Dixon. All processes were documented. The third part of training will be scheduled soon to test the process document for final edits.
- The **OEL SR Plan policy project** (Coalition and ECS policies approved at the 12/07/16 board meeting) were approved by OEL before the 12/26/16 deadline. The policy project was for Procurement and Disbursement policy updates due to the Federal Uniform Guidance (OMB 200). Following OEL's approval, ECS and the Coalition reviewed, researched, and interpreted (with OEL assistance at times) all policy revisions – with staff – for proper implementation.

### *Programmatic:*

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#### *ECS (Episcopal Children's Services) On-Site Monitoring:*

- The 2016/2017 First Quarter Monitoring was performed October 24 – November 4, 2016. This monitoring included all OEL required "eligibility" criteria, the Annual Data and Data Security Systems Review, the Annual OEL Attendance/Reimbursement Staff Questionnaires, OEL Scorecard: Staff

Development, Pay for Performance and Early Learning Florida Quality Contracts, and the Fiscal Non-Direct Costs review. From this monitoring there were nine compliance issues (eight programmatic, one fiscally-related). All issues were minor in nature and low rates of occurrence. All monitoring issues were resolved completely (errors corrected and staff training given) by the final report.

- The 2016/2017 Second Quarter Monitoring was performed January 23 – February 3, 2017. This monitoring included all OEL required “eligibility” criteria, Contract Certifications/Assurances, a re-design project of the monthly ECS Deliverables Report, and the Fiscal Non-Direct Costs review. From this monitoring there were eight compliance issues (five programmatic, three fiscally-related). All of the issues were minor in nature and low rates of occurrence. All eight monitoring issues were resolved completely (errors corrected and staff training given) by the final report.

*ALL full reports are available upon request.*

## **VIII. STAFF AND COMMITTEE REPORTS**

### **B. 2<sup>ND</sup> EARLY LITERACY REPORT**



## **Early Literacy Outreach Manager Report Second Quarter Report 2016-2017**

### **Highlights:**

**Ancient City Kids Day** – Held at St. Francis Field in St. Augustine on Saturday, October 22<sup>nd</sup> hosted 4,000 attendees. The ELC partnered with the Kiwanis Club of St. Augustine providing several interactive activities for attendees.

**Teacher of the Year:** Marie Klinger from Memorial Lutheran Chapel School in St. Augustine, was selected and surprised on December 19<sup>th</sup> as the 2016 pre-school teacher of the year. Kaplan Early Learning Co. was this year's sponsor providing the winner with a \$500 cash prize, plaque and other prizes.

### **Literacy Outreach:**

**ELC Days at Sykes Farms and Amazing Grace Crop Maze** – Three special field trips were held in October 2016 at Sykes Farms and Amazing Grace, the children enjoyed fall agricultural themed activities which included a corn maze, hay ride, visiting farm animals up close and much more. Each child received a FREE copy of the book "Spookley the Square Pumpkin" and the teachers received a bag full of a variety of FALL themed books. ELC volunteers provided an extra special FALL craft as well adding to the festivities. 29 Providers came and brought 510 children.

**Read for the Record** – This is an annual reading event was held on October 26<sup>th</sup>, hosted by Jump Start and the Pearson Foundation. The purpose is to break the world record of reading the same book on the same day to the most children. The ELC then provided a FREE copy of the book and activity packet to all participating centers. This year's book was "The Bear Ate your Sandwich" by Julia Sarcone Roach. 82 centers participated with a total of 5,432 children read to.

**ELC Fall Book Bag Distribution** – In November 400 book bags were delivered to 3 and 4 year olds in 12 centers across Nassau, Baker, Putnam and St. Johns counties. A large bag of books was given to each center to fill their libraries. Each visit included story time with special guest Curious George or Pete the Cat.

**Volunteer Reading Pals:** Currently there are 70 volunteer readers in 46 different centers across Putnam, St. Johns and Clay County. Quarterly meetings were held in all three counties in December featuring a special speaker for on-going training. Clay county saw the biggest increase in volunteers with 22 centers now participating in the program, due to the efforts of outreach assistant Sandi Dunnavant. Sandi oversees the volunteer reading pals program and provides outreach programs to Clay, Nassau, Bradford and Baker Counties.

## **VIII. STAFF AND COMMITTEE REPORTS**

### **C. EXECUTIVE ADMINISTRATIVE COMMITTEE**

DRAFT OF FEBRUARY 1, 2017

EXEC/ADMIN MEETING MINUTES

INFORMATIONAL

**EXECUTIVE ADMINISTRATIVE COMMITTEE**

Conference Call Meeting  
February 1, 2017  
10:30a.m.

**ATTENDANCE**

**Committee Members Present:**

Nancy Pearson, Chair  
Renee Williams, Treasurer  
Joy Stanton, Secretary  
Mike Siragusa  
Myrna Allen  
Teresa Matheny, ECS  
Vina Delcomyn

**Committee Members Absent:**

Brian Graham, Vice Chair; Excused  
Commissioner James Johns; Excused

**Others Present:**

**Coalition Staff Present:**

Dawn Bell, Chief Executive Officer  
Kim Brumfield, Office Manager  
Tajaro Dixon, Grants and Operations Manager  
Patty Larkin, Finance Director

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**CALL TO ORDER/ROLL CALL**

The meeting was called to order at 10:30 a.m. by N. Pearson and roll was called; quorum was present with 7 of 9 committee members in attendance.

**PUBLIC COMMENT**

No Comments.

**REVIEW OF CREDIT CARD STATEMENTS**

Employee Credit card statements were presented to the committee for the review of the months of October and November and December 2016. (Amex and Visa cards issued to D. Bell, K. Brumfield)

There were no comments or questions.

**APPROVAL OF NOVEMBER 2, 2016 EXEC ADMIN MEETING MINUTES \***

1. R. Williams motioned to approve the November 2, 2016 Exec Admin Meeting Minutes. M. Allen seconded the motion. No discussion – motion passed unanimously.

## **APPROVAL OF FINANCIALS AS OF NOVEMBER 2, 2016\***

The following reports were included in the packet for review of Financials ending Nov. 30, 2016:

- Finance Manager Report
- Balance Sheet
- Profit & Loss Budget vs. Actual
- Profit & Loss YTD Comparison

2. M. Siragusa motioned to approve Financials as of Nov. 30, 2016. J. Stanton seconded the motion. No discussion- motion passed unanimously.

## **REVIEW AND APPROVAL OF 2016 IRS 990\***

Per policy the Board must review and approve the IRS 990.

3. J. Stanton motioned to approve the 2016 IRS 990. T. Matheny seconded the motion. No discussion- motion passed unanimously.

## **REVIEW AND APPROVAL OF REVISIONS TO THE COALITION'S PERSONNEL POLICIES AND PROCEDURES MANUAL\***

### Revisions:

HR204 – Employment Reference/Criminal History Checks, added new DCF requirement for anyone who resided out of state in preceding five years, and the instructions e-mail reference/document.

HR305 – Sick Leave Benefits, increased the number of days of personal leave an employee can use (from sick leave) each fiscal year. Full-time employees changed from 6 to 10 days and must maintain 80 hours of sick leave. Part-time employees changed from 3 to 5 days and must maintain 40 hours of sick leave.

Due to the fact that many staff do not use their sick leave, increasing this benefit gives staff the ability and flexibility to pull from this for last minute leave needs.

4. M. Siragusa motioned to approve the revisions to the coalition's personnel policies and procedures manual. R. Williams seconded the motion- No Discussion-motion passed unanimously.

**Executive/Admin Committee  
February 3, 2016**

## **REVIEW OF BOARD MEMBERSHIP**

K. Brumfield mentioned term dates for current members and Governor Approval statuses

## **COMMITTEE ABSENTEEISM LOG**

Informational; no comments.

## **COMMITTEE COMMENT**

Dawn took this time to brag about how P. Larkin worked very hard on the OEL/HCT audit that just happened in January. She did an outstanding job.

## **NEXT MEETINGS**

- **Board Meeting–**  
March 15, 2017; 10:30 a.m. Renaissance Resort at World Golf Village Convention center
- **Exec/Admin –** May 3, 2017; 10:30 a.m. Conference Call

## **ADJOURNMENT\***

5. R. Williams motioned to approve adjournment .J. Stanton seconded the motion. 11:08 am No discussion- motion passed unanimously.

**Minutes submitted by, Kim Brumfield, Office Manager**

## **VIII. STAFF AND COMMITTEE REPORTS**

### **C. EXECUTIVE ADMINISTRATIVE COMMITTEE**

#### **CONSENT AGENDA:**

- 1. RATIFY APPROVAL OF NOVEMBER 2, 2016  
EXEC/ADMIN COMMITTEE MEETING MINUTES\***
- 2. RATIFY APPROVAL OF FINANCIALS AS OF  
NOVEMBER 2016\***
- 3. RATIFY APPROVAL OF 2016 IRS 990\***
- 4. RATIFY APPROVAL OF REEVISIONS TO THE  
COALITIONS PERSONNEL POLICIES AND  
PROCEDURES MANUAL\***

**\*ACTION ITEM**

Early Learning Coalition of North Florida, Inc.

**EXECUTIVE ADMINISTRATIVE COMMITTEE**

Conference Call Meeting  
November 2, 2016  
10:30a.m.

**ATTENDANCE**

**Committee Members Present:**

Brian Graham, Vice Chair  
Mike Siragusa  
Renee Williams, Treasurer  
Janet Dixon  
Myrna Allen  
Joy Stanton  
Nancy Pearson, Board Chair  
Teresa Matheny, ECS

**Committee Members Absent:**

Mark Miner, Secretary- EXCUSED  
Vina Delcomyn- EXCUSED

**Others Present:**

**Coalition Staff Present:**

Dawn Bell, Chief Executive Officer  
Kim Brumfield, Office Manager  
Tajaro Dixon, Grants and Operations Manager  
Patty Larkin, Finance Director

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**CALL TO ORDER/ROLL CALL**

The meeting was called to order at 10:33 a.m. by K. Brumfield and roll was called; quorum was present with 8 of 10 committee members in attendance.

**PUBLIC COMMENT**

No Comments.

**REVIEW OF CREDIT CARD STATEMENTS**

Employee Credit card statements were presented to the committee for the review of the months of July August and September 2016. (Amex and Visa cards issued to D. Bell, K. Brumfield)  
There were no comments or questions.

**APPROVAL OF AUGUST 3, 2016 EXEC ADMIN MEETING MINUTES \***

1. M. Siragusa motioned to approve the August 3, 2016 Exec Admin Meeting Minutes. J. Johns seconded the motion. No discussion – motion passed unanimously.

## **APPROVAL OF FINANCIALS AS OF SEPTEMBER 30, 2016\***

The following reports were included in the packet for review of Financials ending Sept. 30, 2016:

- Finance Manager Report
- Balance Sheet
- Profit & Loss Budget vs. Actual
- Profit & Loss YTD Comparison

Dawn took the opportunity to explain why some of our numbers were skewed: VPK admin is always up the first quarter. SR children served was not correct on the FM report, T. Matheny confirmed that the correct number of children was 3,336.

2. M. Siragusa motioned to approve Financials as of Sept. 30, 2016. J. Stanton seconded the motion. No Do discussion- motion passed unanimously.

## **APPROVAL OF THE 2015 SCHOOL READINESS PLAN AMENDMENT #6\***

### Revisions:

- Attach II F Supplemental Sliding Fee Scale – RETROACTIVE effective date of July 1, 2016  
This is a new scale that is used in certain eligibility billing groups when the family's income exceeds 200% of Federal Poverty Level (FPL). In those cases, we must assess a parent fee that does not exceed 85% of the State Median Income (SMI).

3. R. Williams motioned to approve approval of the 2015 School Readiness Plan Amendment #6. J. Johns seconded the motion. No discussion-motion passed unanimously

## **APPROVAL OF ECS 2016-17 CONTRACT AMENDMENT #0002-16\***

### Revisions:

- A. Items #1, 2, and 3 were to update the School Readiness budgeted amounts per the September 30, 2016 Notice of Award (NOA). This NOA added \$508,857 to the School Readiness budget.
- B. Items #2 and 3 were to update the budgeted amounts for the University of Florida/Lastinger Center for Learning – Pay for Performance 2<sup>nd</sup> contract amount and total.



4. M. Siragusa motioned to approve the ECS 2016/17 Contract Amendment #0002-16. M. Allen seconded the motion. No discussion- motion passed unanimously. T. Matheny recused herself from voting, documentation attached.

**APPROVAL OF ELCNF BUDGET REVISION #2\***

The Coalition received a Notice of Award dated September 30, 2016 for the School Readiness Services, and a revised budget for the Voluntary Pre-Kindergarten Services. The Coalition's Administrative Budget and the contract with ECS has been amended to utilize the amounts specified in the Notice of Awards received by the Office of Early Learning.

5. J. Johns motioned to approve the ELCNF Budget Revision #2. J. Stanton seconded the motion. No discussion, motion passed unanimously. T. Matheny recused herself from voting, documentation attached.

**REVIEW AND APPROVAL OF MANAGEMENT DECISION RECOMMENDATION OF ECS's 2015-16 AUDIT\***

To approve management decision to consider the ECS annual audit properly reviewed and therefore resolved.

6. M. Siragusa motioned to approve Management Decision recommendation of ECS's 2015-16 audit. J. Johns seconded the motion. No discussion- motion passed unanimously. T. Matheny recused herself from voting, documentation attached.

**APPROVAL OF THE SECOND 2016/17 OEL/ELC UNIVERSITY OF FLORIDA/LASTINGER CENTER PAY FOR PERFORMANCE CONTRACT EFFECTIVE 8.24.16-7.31.17 (SR972)\***

7. M. Siragusa motioned to approve the SECOND 16/17 OEL/ELC University of Florida /Lastinger Center for Performance Contract Effective 8/24/16 – 7/31/17. R. Williams seconded the motion. Motion passed unanimously.

Discussion about how centers are picked, or how they apply for the program. T. Matheny explained in detail.

**APPROVAL OF THE SECOND 2016/17 ELC/ECS UNIVERSITY OF  
FLORIDA/LASTINGER CENTER PAY FOR PERFORMANCE CONTRACT EFFECTIVE  
8.24.16-7.31.17 (SR972)\***

8. M. Allen motioned to approve the SECOND 16/17 ELC/ECS University of Florida /Lastinger Center for Performance Contract Effective 8/24/16 – 7/31/17. B. Graham seconded the motion. No discussion- motion passed unanimously. T. Matheny recused herself from voting, documentation attached.

**COMMITTEE ABSENTEEISM LOG- Informational**  
Informational; no comments.

**REVIEW OF BOARD MEMBERSHIP**

DBell informed the committee that, Mark Miner, committee secretary has accepted a full time position with the National Guard as a pilot and we are checking with OEL if he can stay on the board.

**APPROVAL OF THE VARIANCE TO RULE REQUEST REGARDING VPK  
ASSESSMENT (FLORIDA ADMINISTRATIVE CODE 6M-8.620\*- HANDOUT**

OEL encountered issues related to the procurement of a new contract for printing and shipping VPK assessment materials. As a result, some VPK providers did not receive their materials in time to administer and submit Assessment Period One (AP1) at no fault of their own.

OEL is requesting each ELC file a variance to rule request so the these providers will not be subject to noncompliance consequences for missing the AP1 administration and submission deadlines established in Rule 6M-8.620, Florida Administrative Code.

Because the timelines are established in rule, a petition for a variance is the most appropriate way to allow providers to be able to obtain the assessments, administer them, and submit the results in light of the delay in obtaining the materials.

9. J. Johns motioned to approve the variance to rule request regarding VPK assessment (Florida Administrative code 6M-8.20. M. Siragusa seconded the motion. No discussion- motion passed unanimously

## **COMMITTEE COMMENT**

No comment

## **NEXT MEETING**

December 7, 2016 2:00 p.m. –Board Meeting/Volunteer Appreciation event at World Golf Village Caddy Shack Restaurant

February 1, 2017 10:30 a.m. – Executive Administrative Committee Meeting- Conference Call

## **ADJOURNMENT\***

10. J. Johns motioned to approve adjournment. M. Siragusa seconded the motion. 11:03 am No discussion- motion passed unanimously.

**Minutes submitted by, Kim Brumfield, Office Manager November 3, 2016**

**Handout:** 1.Tentative Revised Agenda 2. Approval of the variance to rule request regarding VPK assessment (Florida Administrative Code 6M-8.620.

**V. Approval of Financials as of  
November 2016\***

**\*ACTION ITEM**

# FINANCE MANAGERS REPORT

Fiscal Year 2016-2017

## November 2016 Financial Information

### Financial Statements

OEL performed their annual monitoring the week of January 9, 2016. The exit interview was held on Thursday, January 12, 2017. November 2016 Financial Statements have been used for this report as these are the most recently reconciled reports.

### ***School Readiness Grant Requirements and other significant data:***

Administrative Costs must be below 5% of the grant expenditure

- Costs are currently 5.02 %

Direct costs for child care services (slots) must be above 78% of the grant expenditure

- Expenditures are currently 79.73 %
- Average children served per month through October 2016 is 3,356.

Total Grant Expenditure on Direct Services (slots, without advance) - \$ 4,562,163.

Total Grant Expenditure for Administration & Indirect Services - \$ 529,722.

Percentage of Grant year: 41 %

Percentage of Grant expended for the year: 36.58 %

### ***Voluntary Pre-K Grant Requirements and other significant data:***

Administrative Monitoring and Eligibility Costs must be below 4% of the grant expenditure

- Costs are currently 3.83 %

Total Grant Expenditure on Direct Services - \$5,078,545

Total Grant Expenditure on Administration & Indirect Services-\$ 194,552

Percentage of Grant year: 41 %

Percentage of Grant expended for the year (without advance): 47.71 %

Average Children Served per Month through October 2016 is 3,044.

### *Summary*

SR – School Readiness

- The coalition is .02 % above the maximum threshold for administrative services.
- The coalition is 1.73 % above the minimum threshold for direct services.

VPK – Coalition Pre-K:

- The coalition is .17 % below the maximum threshold for administrative services.

**Early Learning Coalition of North Florida**  
**Balance Sheet**  
As of November 30, 2016

11:23 AM  
01/17/2017  
Accrual Basis  
Nov 30, 16

**ASSETS**

**Current Assets**

**Checking/Savings**

1000 · Cash - Ameris	231,961.95
1024 · Cash - Ameris (Repurchase)	1,783,000.00
1026 · Money Market	26,203.11

**Total Checking/Savings** 2,041,165.06

**Accounts Receivable**

11000 · Accounts Receivable	1,880.28
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**Total Accounts Receivable** 1,880.28

**Other Current Assets**

1050 · Petty Cash	200.00
1120 · Other Receivables	
1125 · Other Receivables 12-13	0.43
1126 · Other Receivables 13-14	-4,904.44
1127 · 1127 Other Receivables 14-15	66,084.00
1128 · Other Receivables 15-16	-65,999.00
1129 · Other Receivables 16-17	2,479,446.26

**Total 1120 · Other Receivables** 2,474,627.25

1190 · Prepaid Expense	7,348.87
------------------------	----------

**Total Other Current Assets** 2,482,176.12

**Total Current Assets** 4,525,221.46

**Fixed Assets**

1300 · Equipment	8,548.66
1599 · Accumulated Depreciation	-8,549.29

**Total Fixed Assets** -0.63

**TOTAL ASSETS** **4,525,220.83**

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Accounts Payable**

2000 · Accounts Payable	6,603.27
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**Total Accounts Payable** 6,603.27

**Other Current Liabilities**

2010 · A/P-Other	
2016 A/P Other - 2014-2015	0.12
2014 · A/P Other - 2012-2013	1,280.50
2015 · A/P Other - 2013-2014	41,974.69
2016 · A/P Other - 2015-2016	-449,506.02
2017 · A/P Other - 2016-2017	2,452,249.40

**Total 2010 · A/P-Other** 2,045,998.69

2040 · Interest Due to State	-2,950.84
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	<b>Nov 30, 16</b>
2055 · A/P - Accrued Salaries	2,484.72
2056 · Accrued Vacation/Sick Leave	15,929.55
2100 · Payroll Liabilities	
2101 · SS/MC Liability	767.23
21011 · SUTA Liabilities	-496.46
2102 · W/H Liability	-611.72
2103 · 401K Liability	-1,836.46
2104 · Health Insurance Liability	10,567.05
2105 · Aflac - Deduction	
2105-1 · Aflac Post-Tax	328.50
2105-2 · Aflac Pre-Tax	296.46
Total 2105 · Aflac - Deduction	624.96
2106 · Dental Insurance Liability	-2,350.18
2107 · Vision Insurance Liability	1,010.17
2109 · United Way Deduction	208.00
Total 2100 · Payroll Liabilities	7,882.59
2110 · Advances	
2111 · Advance - School Readiness	1,200,000.00
2112 · Advance - VPK	1,054,002.70
Total 2110 · Advances	2,254,002.70
2140 · Due to CCR - SR	21,647.73
Total Other Current Liabilities	4,344,995.14
Total Current Liabilities	4,351,598.41
Total Liabilities	4,351,598.41
Equity	
3000 · Opening Bal Equity	163,615.79
3900 · Retained Earnings	-330,931.72
Net Income	340,938.35
Total Equity	173,622.42
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>4,525,220.83</b>

**Early Learning Coalition of North Florida**  
**Profit & Loss**  
 July through November 2016

11:21 AM  
 01/17/2017  
 Accrual Basis  
 Jul - Nov 16

Ordinary Income/Expense

Income

4000 · Contracts Grants Financial Asst	
4010 · Local Matching Revenues	
4015 · Local Match - St Johns Co BCC	38,587.64
4016 · Local Match - United Way of SJC	11,875.00
Total 4010 · Local Matching Revenues	50,462.64
4050 · Gifts, Donations and Pledges	4,886.50
4120 · School Readiness	
4121 · School Readiness Revenue	5,683,187.17
Total 4120 · School Readiness	5,683,187.17
4130 · Voluntary Pre-Kindergarten	
4131 · VPK Revenue	6,226,418.20
Total 4130 · Voluntary Pre-Kindergarten	6,226,418.20
4140 · Performance Funding	118,350.04
Total 4000 · Contracts Grants Financial Asst	12,083,304.55
4100 · Investment Earnings	
4101 · Investment Earnings	578.81
Total 4100 · Investment Earnings	578.81
4141 · ELFL - University of Florida	10,300.00
Total Income	12,094,183.36
Gross Profit	12,094,183.36

Expense

5000 · ER Provided Salaries/Benefits	
5001 · Salaries, Benefits and Staffing	
5130 · Employee Benefits	
5135 · Health Insurance - HSA Accts	6,699.84
Total 5130 · Employee Benefits	6,699.84
5001 · Salaries, Benefits and Staffing - Other	150,651.41
Total 5001 · Salaries, Benefits and Staffing	157,351.25
5005 · Payroll Taxes	11,421.89
5007 · Benefits-Reemployment	0.00
5010 · Health Insurance	23,679.81
5020 · Retirement	5,250.91
5030 · Life, disability, other benefit	643.75
5999 · Allocation of Shared Costs	0.00
Total 5000 · ER Provided Salaries/Benefits	198,347.61
5100 · Staff Development	
5101 · Staff Development	9,522.87
Total 5100 · Staff Development	9,522.87
6000 · Professional Services	
6002 · Auditng	2,750.00



	<b>Jul - Nov 16</b>
6005 · Information Technology	528.95
6025 · Printing & Reproduction	1,145.00
6035 · Other	1,983.65
<b>Total 6000 · Professional Services</b>	<b>6,407.60</b>
<b>6500 · Direct Services - Child Care</b>	
6501 · Direct Services - Child Care	
8122 · 97COO - CCDF Eligible	0.00
<b>Total 6501 · Direct Services - Child Care</b>	<b>0.00</b>
6502 · 97POO - Working Poor	2,763,731.58
6503 · 97ROO - At Risk of Abuse	1,130,446.75
6504 · 97GOO - Working TANF	9,211.09
6505 · 97GNW - Non-Working TANF	346,596.70
6506 · 97GSD - Gold Seal Rate Differ	221,076.52
6507 · 97PPO - Purchasing Pool	16,399.02
6508 · 97RSP - TANF Resp	0.00
6509 · 97GTA - TANF Applicants	0.00
6511 · 97CSD -Economically Disadvanta	30,272.80
6512 · 97CSO - Priority #2, 5, 8 & 9	9,143.80
6513 · 97CSQ - Child Only Priority	35,284.71
<b>Total 6500 · Direct Services - Child Care</b>	<b>4,562,162.97</b>
<b>7000 · Occupancy</b>	
7001 · Office Sites - Occupancy	14,839.94
<b>Total 7000 · Occupancy</b>	<b>14,839.94</b>
<b>7050 · Postage, Freight and Delivery</b>	
7051 · Postage, Freight and Delivery	591.93
<b>Total 7050 · Postage, Freight and Delivery</b>	<b>591.93</b>
<b>7100 · Rentals</b>	
7101 · Rentals - Office Equipment	1,468.19
<b>Total 7100 · Rentals</b>	<b>1,468.19</b>
<b>7150 · Supplies</b>	
7151 · Office Supplies & Expense Items	3,311.37
<b>Total 7150 · Supplies</b>	<b>3,311.37</b>
<b>7200 · Communications</b>	
7201 · Communications	4,323.58
<b>Total 7200 · Communications</b>	<b>4,323.58</b>
<b>7250 · Insurance</b>	
7251 · D & O	1,135.82
7260 · General Liability	1,514.75
7265 · Workers Compensation	466.87
<b>Total 7250 · Insurance</b>	<b>3,117.44</b>
<b>7400 · Quality</b>	
7401 · Quality & Classroom Supplies	3,714.94
7405 · Training Materials, Space	647.42
7410 · Consumer Education-Outreach Mat	19,531.59
<b>Total 7400 · Quality</b>	<b>23,893.95</b>

	<b>Jul - Nov 16</b>
<b>7500 - Travel</b>	
7501 - Travel - In State	433.99
7505 - Travel - Out of Town	355.15
7510 - Travel - Local	3,685.24
<b>Total 7500 - Travel</b>	<b>4,474.38</b>
<b>7600 - Other Expenses</b>	
7601 - Bank Fees	253.72
7610 - Web Service	6,156.01
7615 - Other employee expenditures	170.00
7620 - Dues and Subscriptions	6,897.70
7635 - Misc/Other Current Charges	1,537.75
<b>Total 7600 - Other Expenses</b>	<b>15,015.18</b>
<b>8000 - Pass Through Payments</b>	
<b>8100 - School Readiness</b>	
<b>8110 - Non-Direct</b>	
8111 - 97BBA - Administration	151,313.85
81111 - 97FIR- Administration	4,588.47
8112 - 97BBD - Non-Direct Services	84,146.43
8113 - 97BDE - Eligibility Determ	247,326.89
8114 - 97QOO - Quality Services	145,307.61
81141 - 97QAS - SR Assessment	26,069.94
81142 - 97QTA - Provider Assistance	69.54
81143 - 97QPD - Prof Development	1,770.00
81144 - 97QCS - Child Screening	9,667.85
81145 - 97QST -Early Learning Standards	207.80
81146 - 97QPT - Parental Training	274.67
81148 - 97QCR - Early Learning	0.00
81149 - 97QVP - Quality Improvement	33.18
8115 - 97ICS - SR Child Screening	7,613.60
81151 - 97 IAS - Assessment - Inf/Todd	35,013.15
81152 - 97ICR - Curriculum Inf/Toddler	0.00
8116 - 97QI4 - Resource & Referral	89,314.49
8117 - 97QIN - Inclusion	35,297.74
8118 - 97INT - Infants & Toddlers	36,239.11
8119 - 97SYS - Child Care Info Systems	0.00
<b>Total 8110 - Non-Direct</b>	<b>874,254.32</b>
8135 - ELFL - University of Florida	10,300.00
<b>Total 8100 - School Readiness</b>	<b>884,554.32</b>
<b>8200 - Voluntary Pre-K</b>	
<b>8210 - Non-Direct</b>	
8211 - VPADM - VPK Admin	102,444.39
8212 - VPENR - Enrollment	55,638.96
8213 - VPMON	13,840.43
8214 - VPSYS - Statewide Info Systems	0.00
<b>Total 8210 - Non-Direct</b>	<b>171,923.78</b>

	<b>Jul - Nov 16</b>
<b>8220 - Direct</b>	
8221 - VPPRP - Prepay	601,932.05
8222 - VPPRS - VPK Slots	5,055,592.35
8224 - VPKSD - School Dist Minimum	22,952.28
<b>Total 8220 - Direct</b>	<b>5,680,476.68</b>
<b>Total 8200 - Voluntary Pre-K</b>	<b>5,852,400.46</b>
<b>8300 - Local Match Expense</b>	<b>50,463.18</b>
<b>Total 8000 - Pass Through Payments</b>	<b>6,787,417.96</b>
<b>8400 - Performance Funding</b>	
<b>8410 - Performance Funding Pass Throug</b>	
8123 - 97PMC-MMCI Training	0.00
8124 - 97PAV-Advance	0.00
8125 - 97PFA-Project Management	80,780.72
8126 - PFPCL - PFP Bonus	0.00
8127 - PFPFR - ELPFPP Tier 1	3,855.50
8128 - PFPHN - Tier 1 in high needs	33,713.82
8131 - 97PFT - Technical Assistance	0.00
<b>Total 8410 - Performance Funding Pass Throug</b>	<b>118,350.04</b>
<b>Total 8400 - Performance Funding</b>	<b>118,350.04</b>
<b>Total Expense</b>	<b>11,753,245.01</b>
<b>Net Ordinary Income</b>	<b>340,938.35</b>
<b>Net Income</b>	<b>340,938.35</b>

**Early Learning Coalition of North Florida**  
**Profit & Loss Budget vs. Actual**  
 July through November 2016

11:18 AM  
 01/17/2017  
 Accrual Basis

	<b>Jul - Nov 16</b>	<b>Budget</b>
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
<b>4000 - Contracts Grants Financial Asst</b>		
<b>4010 - Local Matching Revenues</b>		
4015 - Local Match - St Johns Co BCC	38,587.64	56,000.00
4016 - Local Match - United Way of SJC	11,875.00	10,416.69
<b>Total 4010 - Local Matching Revenues</b>	<b>50,462.64</b>	<b>66,416.69</b>
<b>4050 - Gifts, Donations and Pledges</b>	4,886.50	
<b>4120 - School Readiness</b>		
4121 - School Readiness Revenue	5,683,187.17	6,473,529.19
<b>Total 4120 - School Readiness</b>	<b>5,683,187.17</b>	<b>6,473,529.19</b>
<b>4130 - Voluntary Pre-Kindergarten</b>		
4131 - VPK Revenue	6,226,418.20	5,505,349.56
4133 - VPK Outreach & Awareness	0.00	13,451.69
<b>Total 4130 - Voluntary Pre-Kindergarten</b>	<b>6,226,418.20</b>	<b>5,518,801.25</b>
<b>4140 - Performance Funding</b>	118,350.04	
<b>Total 4000 - Contracts Grants Financial Asst</b>	<b>12,083,304.55</b>	<b>12,058,747.13</b>
<b>4100 - Investment Earnings</b>		
4101 - Investment Earnings	578.81	
<b>Total 4100 - Investment Earnings</b>	<b>578.81</b>	
<b>4141 - ELFL - University of Florida</b>	10,300.00	
<b>Total Income</b>	<b>12,094,183.36</b>	<b>12,058,747.13</b>
<b>Gross Profit</b>	<b>12,094,183.36</b>	<b>12,058,747.13</b>
<b>Expense</b>		
<b>5000 - ER Provided Salaries/Benefits</b>		
<b>5001 - Salaries, Benefits and Staffing</b>		
<b>5130 - Employee Benefits</b>		
5135 - Health Insurance - HSA Accts	6,699.84	8,375.00
<b>Total 5130 - Employee Benefits</b>	<b>6,699.84</b>	<b>8,375.00</b>
5001 - Salaries, Benefits and Staffing - Other	150,651.41	147,291.69
<b>Total 5001 - Salaries, Benefits and Staffing</b>	<b>157,351.25</b>	<b>155,666.69</b>
<b>5005 - Payroll Taxes</b>	11,421.89	11,958.31
<b>5007 - Benefits-Reemployment</b>	0.00	41.69
<b>5010 - Health Insurance</b>	23,679.81	27,500.00
<b>5020 - Retirement</b>	5,250.91	7,500.00
<b>5030 - Life, disability, other benefit</b>	643.75	625.00
<b>Total 5000 - ER Provided Salaries/Benefits</b>	<b>198,347.61</b>	<b>203,291.69</b>
<b>5100 - Staff Development</b>		
5101 - Staff Development	9,522.87	4,041.69
5105 - Tuition Reimbursement	0.00	500.00
<b>Total 5100 - Staff Development</b>	<b>9,522.87</b>	<b>4,541.69</b>

	<b>Jul - Nov 16</b>	<b>Budget</b>
<b>6000 - Professional Services</b>		
6001 - Accounting	0.00	1,458.31
6002 - Auditng	2,750.00	7,500.00
6005 - Information Technology	528.95	
6010 - Legal	0.00	83.31
6025 - Printing & Reproduction	1,145.00	833.32
6030 - Repairs and Maintenance	0.00	312.50
6035 - Other	1,983.65	
<b>Total 6000 - Professional Services</b>	<b>6,407.60</b>	<b>10,187.44</b>
<b>6500 - Direct Services - Child Care</b>		
6502 - 97POO - Working Poor	2,763,731.58	
6503 - 97ROO - At Risk of Abuse	1,130,446.75	
6504 - 97GOO - Working TANF	9,211.09	
6505 - 97GNW - Non-Working TANF	346,596.70	
6506 - 97GSD - Gold Seal Rate Differ	221,076.52	
6507 - 97PPO - Purchasing Pool	16,399.02	
6511 - 97CSD -Economically Disadvanta	30,272.80	
6512 - 97CSO - Priority #2, 5, 8 & 9	9,143.80	
6513 - 97CSQ - Child Only Priority	35,284.71	
<b>Total 6500 - Direct Services - Child Care</b>	<b>4,562,162.97</b>	
<b>7000 - Occupancy</b>		
7001 - Office Sites - Occupancy	14,839.94	16,250.00
<b>Total 7000 - Occupancy</b>	<b>14,839.94</b>	<b>16,250.00</b>
<b>7050 - Postage, Freight and Delivery</b>		
7051 - Postage, Freight and Delivery	591.93	625.00
<b>Total 7050 - Postage, Freight and Delivery</b>	<b>591.93</b>	<b>625.00</b>
<b>7100 - Rentals</b>		
7101 - Rentals - Office Equipment	1,468.19	1,875.00
<b>Total 7100 - Rentals</b>	<b>1,468.19</b>	<b>1,875.00</b>
<b>7150 - Supplies</b>		
7151 - Office Supplies & Expense Items	3,311.37	3,125.00
<b>Total 7150 - Supplies</b>	<b>3,311.37</b>	<b>3,125.00</b>
<b>7200 - Communications</b>		
7201 - Communications	4,323.58	5,000.00
<b>Total 7200 - Communications</b>	<b>4,323.58</b>	<b>5,000.00</b>
<b>7250 - Insurance</b>		
7251 - D & O	1,135.82	1,145.81
7260 - General Liability	1,514.75	1,458.31
7265 - Workers Compensation	466.87	500.00
<b>Total 7250 - Insurance</b>	<b>3,117.44</b>	<b>3,104.12</b>
<b>7300 - Tangible Personal Property</b>		
7301 - Equipment >\$1,000	0.00	1,250.00
7302 - Equipment <\$1,000	0.00	1,041.69
<b>Total 7300 - Tangible Personal Property</b>	<b>0.00</b>	<b>2,291.69</b>

	<b>Jul - Nov 16</b>	<b>Budget</b>
<b>7400 - Qualtiy</b>		
7401 - Quality & Classroom Supplies	3,714.94	22,916.69
7405 - Training Materials, Space	647.42	
7410 - Consumer Education-Outreach Mat	19,531.59	
<b>Total 7400 - Qualtiy</b>	<b>23,893.95</b>	<b>22,916.69</b>
<b>7500 - Travel</b>		
7501 - Travel - In State	433.99	1,041.69
7505 - Travel - Out of Town	355.15	2,708.31
7510 - Travel - Local	3,685.24	5,000.00
<b>Total 7500 - Travel</b>	<b>4,474.38</b>	<b>8,750.00</b>
<b>7600 - Other Expenses</b>		
7601 - Bank Fees	253.72	416.69
7605 - Application Software/Licenses	0.00	625.00
7610 - Web Service	6,156.01	10,416.69
7615 - Other employee expenditures	170.00	1,979.19
7620 - Dues and Subscriptions	6,897.70	5,000.00
7625 - Taxes, Licenses and Fees	0.00	208.31
7635 - Misc/Other Current Charges	1,537.75	3,125.00
<b>Total 7600 - Other Expenses</b>	<b>15,015.18</b>	<b>21,770.88</b>
<b>8000 - Pass Through Payments</b>		
<b>8100 - School Readiness</b>		
<b>8110 - Non-Direct</b>		
8111 - 97BBA - Administration	151,313.85	
81111 - 97FIR- Administration	4,588.47	
8112 - 97BBD - Non-Direct Services	84,146.43	
8113 - 97BDE - Eligibility Determ	247,326.89	
8114 - 97QOO - Quality Services	145,307.61	
81141 - 97QAS - SR Assessment	26,069.94	
81142 - 97QTA - Provider Assistance	69.54	
81143 - 97QPD - Prof Development	1,770.00	
81144 - 97QCS - Child Screening	9,667.85	
81145 - 97QST -Early Learning Standards	207.80	
81146 - 97QPT - Parental Training	274.67	
81149 - 97QVP - Quality Improvement	33.18	
8115 - 97ICS - SR Child Screening	7,613.60	
81151 - 97 IAS - Assessment - Inf/Todd	35,013.15	
8116 - 97QI4 - Resource & Referral	89,314.49	
8117 - 97QIN - Inclusion	35,297.74	
8118 - 97INT - Infants & Toddlers	36,239.11	
<b>Total 8110 - Non-Direct</b>	<b>874,254.32</b>	
8135 - ELFL - University of Florida	10,300.00	
8100 - School Readiness - Other	0.00	6,473,529.19
<b>Total 8100 - School Readiness</b>	<b>884,554.32</b>	<b>6,473,529.19</b>
<b>8200 - Voluntary Pre-K</b>		

	<b>Jul - Nov 16</b>	<b>Budget</b>
<b>8210 - Non-Direct</b>		
8211 - VPADM - VPK Admin	102,444.39	
8212 - VPENR - Enrollment	55,638.96	
8213 - VPMON	13,840.43	
<b>Total 8210 - Non-Direct</b>	<b>171,923.78</b>	
<b>8220 - Direct</b>		
8221 - VPPRP - Prepay	601,932.05	
8222 - VPPRS - VPK Slots	5,055,592.35	
8224 - VPKSD - School Dist Minimum	22,952.28	
<b>Total 8220 - Direct</b>	<b>5,680,476.68</b>	
<b>8230 - VPK Other Grants</b>		
8232 - VPLTR-VPK O & A	0.00	13,451.69
<b>Total 8230 - VPK Other Grants</b>	<b>0.00</b>	<b>13,451.69</b>
<b>8200 - Voluntary Pre-K - Other</b>	<b>0.00</b>	<b>5,505,349.56</b>
<b>Total 8200 - Voluntary Pre-K</b>	<b>5,852,400.46</b>	<b>5,518,801.25</b>
<b>8300 - Local Match Expense</b>	<b>50,463.18</b>	<b>66,416.69</b>
<b>Total 8000 - Pass Through Payments</b>	<b>6,787,417.96</b>	<b>12,058,747.13</b>
<b>8400 - Performance Funding</b>		
<b>8410 - Performance Funding Pass Throug</b>		
8125 - 97PFA-Project Management	80,780.72	
8127 - PFPPR - ELPFPP Tier 1	3,855.50	
8128 - PFPHN - Tier 1 in high needs	33,713.82	
<b>Total 8410 - Performance Funding Pass Throug</b>	<b>118,350.04</b>	
<b>Total 8400 - Performance Funding</b>	<b>118,350.04</b>	
<b>Total Expense</b>	<b>11,753,245.01</b>	<b>12,362,476.33</b>
<b>Net Ordinary Income</b>	<b>340,938.35</b>	<b>-303,729.20</b>
<b>Net Income</b>	<b>340,938.35</b>	<b>-303,729.20</b>

## **VI. Review and Approval of 2016 IRS 990\***

**\*ACTION ITEM**



## ACTION ITEM SUMMARY

<b>DESCRIPTION</b>	Approval of ELC Form 990: Return of Organization Exempt From Income Tax 2016.
<b>Reason for Recommended Action</b>	<p>To approve the 990 form completed by Moss, Krusick and Associates for taxable year ended 6/30/2016.</p> <p><b><u>If this is not done, the following would occur:</u></b></p> <ul style="list-style-type: none"><li>• The Coalition would not be in compliance with State requirements and Schedule O of Form 990.</li></ul>
<b>How the Action will be accomplished</b>	Coalition audited financials were approved at the 12/07/2016 Board meeting.

Form

**990**Department of the Treasury  
Internal Revenue Service**Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

- ▶ Do not enter social security numbers on this form as it may be made public.  
▶ Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2015****Open to Public Inspection****A** For the 2015 calendar year, or tax year beginning **07/01/15**, and ending **06/30/16****B** Check if applicable:

- ☐ Address change  
☐ Name change  
☐ Initial return  
☐ Final return/terminated  
☐ Amended return  
☐ Application pending

**C** Name of organization**EARLY LEARNING COALITION OF NORTH  
FLORIDA, INC.**

Doing business as

Number and street (or P.O. box if mail is not delivered to street address)

**2450 OLD MOULTRIE ROAD RM/STE 103**

Room/suite

City or town, state or province, country, and ZIP or foreign postal code

**ST AUGUSTINE****FL 32086****F** Name and address of principal officer:**DAWN BELL****D** Employer identification number**59-3691819****E** Telephone number**904-342-2267****G** Gross receipts \$ **27,575,209****H(a)** Is this a group return for subordinates? ☐ Yes ☒ No**H(b)** Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. (see instructions)

**I** Tax-exempt status:☒ 501(c)(3)☐ 501(c)

( ) (insert no.)

☐ 4947(a)(1) or☐ 527**J** Website: **WWW.ELCNORTHFLORIDA.ORG****H(c)** Group exemption number ▶**K** Form of organization:☒ Corporation☐ Trust☐ Association☐ Other ▶**L** Year of formation: **2000****M** State of legal domicile: **FL****Part I Summary**

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <b>SEE SCHEDULE O</b>		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	19
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	19
	5 Total number of individuals employed in calendar year 2015 (Part V, line 2a)	5	7
	6 Total number of volunteers (estimate if necessary)	6	200
Revenue	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
	b Net unrelated business taxable income from Form 990-T, line 34	7b	0
	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	27,258,235	27,560,181
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	0	0
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	1,735	1,556
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	11,189	13,472
	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	27,271,159	27,575,209
	14 Benefits paid to or for members (Part IX, column (A), line 4)	26,580,931	27,228,787
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	0	0
Expenses	16a Professional fundraising fees (Part IX, column (A), line 11e)	447,152	453,452
	b Total fundraising expenses (Part IX, column (D), line 25) ▶	0	0
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	201,340	189,905
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	27,229,423	27,872,144
	19 Revenue less expenses. Subtract line 18 from line 12	41,736	-296,935
	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
Net Assets or Fund Balances	21 Total liabilities (Part X, line 26)	2,224,717	1,569,868
	22 Net assets or fund balances. Subtract line 21 from line 20	2,095,098	1,737,184
		129,619	-167,316

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer <b>Dawn Bell</b>		Date
	<b>DAWN BELL</b> Type or print name and title		<b>CEO</b> <b>1-17-17</b>
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date
	<b>W. ED MOSS JR.</b>	<b>Ed Moss</b>	<b>01/03/17</b>
	Firm's name ▶ <b>MOSS, KRUSICK &amp; ASSOCIATES, LLC</b>	Firm's EIN ▶ <b>59-3017072</b>	Check <input type="checkbox"/> if PTIN self-employed <b>P00531414</b>
	Firm's address ▶ <b>501 S NEW YORK AVE STE 100 WINTER PARK, FL 32789-4241</b>	Phone no. <b>407-644-5811</b>	

May the IRS discuss this return with the preparer shown above? (see instructions)

☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

DAA

Form **990** (2015)

**Part III** Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☒

1 Briefly describe the organization's mission:

**SEE SCHEDULE O**2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: ) (Expenses \$ **14,444,312** including grants of \$ **14,195,059** ) (Revenue \$ )

THE ORGANIZATION ESTABLISHED THE SCHOOL READINESS PROGRAM TO TARGET THE AT-RISK BIRTH TO KINDERGARTEN POPULATION TO STREAMLINE THE SERVICE DELIVERY SYSTEM FOR ALL PUBLICLY FUNDED EARLY EDUCATION AND CHILD CARE. LEADERSHIP IS PROVIDED TO THE COMMUNITIES OF BRADFORD, CLAY, NASSAU, PUTNAM & ST. JOHNS COUNTIES IN PREPARING CHILDREN FOR SCHOOL BY ENHANCING EARLY LEARNING PROGRAMS THROUGH A SEAMLESS DELIVERY SYSTEM WITH A FOCUS ON NURTURING CHILDREN, FAMILIES, AND PROVIDERS WITH THE OVERALL GOAL OF MAKING A POSITIVE DIFFERENCE. THE COALITION SERVED 3,394 CHILDREN THROUGHOUT THE YEAR IN BAKER COUNTY, 3,454 CHILDREN THROUGHOUT THE YEAR IN BRADFORD COUNTY, 11,522 CHILDREN IN CLAY COUNTY, 2,704 CHILDREN IN NASSAU COUNTY, 13,332 CHILDREN IN PUTNAM COUNTY AND 10,385 CHILDREN IN ST. JOHNS COUNTY.

4b (Code: ) (Expenses \$ **12,861,444** including grants of \$ **12,861,444** ) (Revenue \$ )

VOLUNTARY PRE-KINDERGARTEN (VPK) PROGRAMS WERE IMPLEMENTED BY THE ORGANIZATION IN AUGUST 2005. THE FLORIDA VPK EDUCATION STANDARDS WERE FORMALLY ADOPTED BY THE STATE BOARD OF EDUCATION IN MARCH 2005. THIS EARLY LEARNING GUIDE DESCRIBES WHAT 4-YEAR OLD CHILDREN SHOULD KNOW AND BE ABLE TO DO BY THE END OF THEIR PRE KINDERGARTEN YEAR AND IS DESIGNED TO GUIDE INSTRUCTORS IN DEVELOPING AND IMPLEMENTING APPROPRIATE EARLY LEARNING ENVIRONMENTS. THE COALITION SERVED 2,923 CHILDREN THROUGHOUT THE YEAR IN BAKER COUNTY, 2,099 CHILDREN IN BRADFORD COUNTY, 17,997 CHILDREN IN CLAY COUNTY, 7,091 CHILDREN IN NASSAU COUNTY, 4,532 CHILDREN IN PUTNAM COUNTY AND 22,864 CHILDREN IN ST. JOHNS COUNTY.

4c (Code: ) (Expenses \$ **172,284** including grants of \$ **172,284** ) (Revenue \$ )**LOCAL GOVERNMENT MATCH**

4d Other program services (Describe in Schedule O.)

(Expenses \$ including grants of \$ ) (Revenue \$ )

4e Total program service expenses **27,478,040**

**Part IV Checklist of Required Schedules**

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	<b>X</b>	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	<b>X</b>	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I		<b>X</b>
4 <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II		<b>X</b>
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III		<b>X</b>
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I		<b>X</b>
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II		<b>X</b>
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III		<b>X</b>
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV		<b>X</b>
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V		<b>X</b>
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	<b>X</b>	
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII		<b>X</b>
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII		<b>X</b>
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX		<b>X</b>
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	<b>X</b>	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	<b>X</b>	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	<b>X</b>	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional		<b>X</b>
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E		<b>X</b>
14a Did the organization maintain an office, employees, or agents outside of the United States?		<b>X</b>
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV		<b>X</b>
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV		<b>X</b>
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV		<b>X</b>
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)		<b>X</b>
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II		<b>X</b>
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III		<b>X</b>

**Part IV Checklist of Required Schedules (continued)**

	Yes	No
<b>20a</b> Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H		<b>X</b>
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
<b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II		<b>X</b>
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	<b>X</b>	
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J		<b>X</b>
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a		<b>X</b>
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I		<b>X</b>
<b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I		<b>X</b>
<b>26</b> Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If "Yes," complete Schedule L, Part II		<b>X</b>
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III		<b>X</b>
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
<b>a</b> A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV		<b>X</b>
<b>b</b> A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV		<b>X</b>
<b>c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV		<b>X</b>
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M		<b>X</b>
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M		<b>X</b>
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I		<b>X</b>
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II		<b>X</b>
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I		<b>X</b>
<b>34</b> Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, or IV, and Part V, line 1		<b>X</b>
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)?		<b>X</b>
<b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2		
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2		<b>X</b>
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI		<b>X</b>
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O.	<b>X</b>	

**Part V** Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

		Yes	No
<b>1a</b> Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	<b>1a</b> 196		
<b>b</b> Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	<b>1b</b>		
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	<b>1c</b>	X	
<b>2a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	<b>2a</b> 7		
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	<b>2b</b>		X
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year?	<b>3a</b>		X
<b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O	<b>3b</b>		
<b>4a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	<b>4a</b>		X
<b>b</b> If "Yes," enter the name of the foreign country: See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
<b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	<b>5a</b>		X
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5b</b>		X
<b>c</b> If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	<b>5c</b>		
<b>6a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	<b>6a</b>		X
<b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	<b>6b</b>		
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>			
<b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	<b>7a</b>		X
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided?	<b>7b</b>		
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	<b>7c</b>		X
<b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year	<b>7d</b>		
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	<b>7e</b>		X
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	<b>7f</b>		X
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	<b>7g</b>		X
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	<b>7h</b>		X
<b>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	<b>8</b>		
<b>9 Sponsoring organizations maintaining donor advised funds.</b>			
<b>a</b> Did the sponsoring organization make any taxable distributions under section 4966?	<b>9a</b>		
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	<b>9b</b>		
<b>10 Section 501(c)(7) organizations.</b> Enter:			
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12	<b>10a</b>		
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	<b>10b</b>		
<b>11 Section 501(c)(12) organizations.</b> Enter:			
<b>a</b> Gross income from members or shareholders	<b>11a</b>		
<b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	<b>11b</b>		
<b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12a</b>		
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>		
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>			
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state? <b>Note.</b> See the instructions for additional information the organization must report on Schedule O.	<b>13a</b>		
<b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	<b>13b</b>		
<b>c</b> Enter the amount of reserves on hand	<b>13c</b>		
<b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year?	<b>14a</b>		X
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	<b>14b</b>		

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI ☒

**Section A. Governing Body and Management**

		Yes	No
<b>1a</b>	Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.	1a	19
<b>b</b>	Enter the number of voting members included in line 1a, above, who are independent	1b	19
<b>2</b>	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	X
<b>3</b>	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?	3	X
<b>4</b>	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4	X
<b>5</b>	Did the organization become aware during the year of a significant diversion of the organization's assets?	5	X
<b>6</b>	Did the organization have members or stockholders?	6	X
<b>7a</b>	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	X
<b>b</b>	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	X
<b>8</b>	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
<b>a</b>	The governing body?	8a	X
<b>b</b>	Each committee with authority to act on behalf of the governing body?	8b	X
<b>9</b>	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9	X

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
<b>10a</b>	Did the organization have local chapters, branches, or affiliates?	10a	X
<b>b</b>	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
<b>11a</b>	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	X
<b>b</b>	Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
<b>12a</b>	Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	X
<b>b</b>	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X
<b>c</b>	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c	X
<b>13</b>	Did the organization have a written whistleblower policy?	13	X
<b>14</b>	Did the organization have a written document retention and destruction policy?	14	X
<b>15</b>	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
<b>a</b>	The organization's CEO, Executive Director, or top management official	15a	X
<b>b</b>	Other officers or key employees of the organization	15b	X
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
<b>16a</b>	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	X
<b>b</b>	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

**Section C. Disclosure**

**17** List the states with which a copy of this Form 990 is required to be filed **FL**

**18** Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
☐ Own website ☒ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

**19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

**20** State the name, address, and telephone number of the person who possesses the organization's books and records: ▶

**RHONDA MAYNARD**  
**ST. AUGUSTINE**

**2450 OLD MOULTRIE ROAD STE 103**

**FL 32086**

**904-342-2267**

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**Check if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former** directors or trustees that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) NANCY PEARSON	1.00									
CHAIR	0.00	X		X				0	0	0
(2) RON COLEMAN	1.00									
VICE CHAIR	0.00	X		X				0	0	0
(3) CYNTHIA KENT	1.00									
MEMBER	0.00	X						0	0	0
(4) BRIAN H GRAHAM	1.00									
MEMBER	0.00	X						0	0	0
(5) VINA DELCOMYM	1.00									
MEMBER	0.00	X						0	0	0
(6) KRISTI SIMPKINS	1.00									
MEMBER	0.00	X						0	0	0
(7) AMY LANE	1.00									
MEMBER	0.00	X						0	0	0
(8) MARY ANN HOLANCHOCK	1.00									
MEMBER	0.00	X						0	0	0
(9) JAMES K. JOHNS	1.00									
MEMBER	0.00	X						0	0	0
(10) ADAM DEPUTY	1.00									
MEMBER	0.00	X						0	0	0
(11) MARK MINER	1.00									
MEMBER	0.00	X						0	0	0



**Part VII** Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(12) <b>MICHAEL SIRAGUSA</b>	1.00									
MEMBER	0.00	X						0	0	0
(13) <b>JOY STANTON</b>	1.00									
MEMBER	0.00	X						0	0	0
(14) <b>RENEE WILLIAMS</b>	1.00									
MEMBER	0.00	X						0	0	0
(15) <b>DR. MYRNA ALLEN</b>	1.00									
MEMBER	0.00	X						0	0	0
(16) <b>JANET DIXON</b>	1.00									
MEMBER	0.00	X						0	0	0
(17) <b>APRIL MASTERS</b>	1.00									
MEMBER	0.00	X						0	0	0
(18) <b>CONNIE STOPHEL</b>	1.00									
MEMBER	0.00	X						0	0	0
(19) <b>MALA RAMOUTAR</b>	1.00									
MEMBER	0.00	X						0	0	0
<b>1b Sub-total</b>										
<b>c Total from continuation sheets to Part VII, Section A</b>								94,043		
<b>d Total (add lines 1b and 1c)</b>								94,043		

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **0**

- 3** Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person

	Yes	No
3		X
4		X
5		X

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **0**

**Part VII** Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(20) DAWN BELL	40.00									
CEO	0.00			X				94,043	0	0
(21) PATRICIA LARKIN	40.00									
FINANCE MANAGER	0.00			X				0	0	0
<b>1b Sub-total</b>								94,043		
<b>c Total from continuation sheets to Part VII, Section A</b>										
<b>d Total (add lines 1b and 1c)</b>										

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization

**3** Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual

**4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual

**5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person

	Yes	No
3		
4		
5		

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization

**Part VIII** Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1a</b> Federated campaigns	<b>1a</b>				
	<b>b</b> Membership dues	<b>1b</b>				
	<b>c</b> Fundraising events	<b>1c</b>				
	<b>d</b> Related organizations	<b>1d</b>				
	<b>e</b> Government grants (contributions)	<b>1e</b> 27,512,431				
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b> 47,750				
	<b>g</b> Noncash contributions included in lines 1a-1f: \$					
<b>h Total.</b> Add lines 1a-1f			27,560,181			
<b>Program Service Revenue</b>	<b>2a</b>	Busn. Code				
	<b>b</b>					
	<b>c</b>					
	<b>d</b>					
	<b>e</b>					
	<b>f</b> All other program service revenue					
	<b>g Total.</b> Add lines 2a-2f					
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts)		1,556			1,556
	<b>4</b> Income from investment of tax-exempt bond proceeds					
	<b>5</b> Royalties					
	<b>6a</b> Gross rents	(i) Real (ii) Personal				
	<b>b</b> Less: rental exps.					
	<b>c</b> Rental inc. or (loss)					
	<b>d</b> Net rental income or (loss)					
	<b>7a</b> Gross amount from sales of assets other than inventory	(i) Securities (ii) Other				
	<b>b</b> Less: cost or other basis & sales exps.					
	<b>c</b> Gain or (loss)					
	<b>d</b> Net gain or (loss)					
	<b>8a</b> Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	a				
	<b>b</b> Less: direct expenses	b				
	<b>c</b> Net income or (loss) from fundraising events					
	<b>9a</b> Gross income from gaming activities. See Part IV, line 19	a				
	<b>b</b> Less: direct expenses	b				
	<b>c</b> Net income or (loss) from gaming activities					
<b>10a</b> Gross sales of inventory, less returns and allowances	a					
<b>b</b> Less: cost of goods sold	b					
<b>c</b> Net income or (loss) from sales of inventory						
<b>Miscellaneous Revenue</b>						
<b>11a</b> CONFERENCE FEES	Busn. Code	7,434	7,434			
<b>b</b> OTHER INCOME		6,038	6,038			
<b>c</b>						
<b>d</b> All other revenue						
<b>e Total.</b> Add lines 11a-11d		13,472				
<b>12 Total revenue.</b> See instructions.		27,575,209	13,472	0	1,556	

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22	27,228,787	27,228,787		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	94,043	22,570	71,473	
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	226,093	54,263	171,830	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	107,491	25,797	81,694	
10 Payroll taxes	25,825	6,198	19,627	
11 Fees for services (non-employees):				
a Management				
b Legal				
c Accounting	15,000	15,000		
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)				
12 Advertising and promotion				
13 Office expenses	6,304	4,755	1,549	
14 Information technology				
15 Royalties				
16 Occupancy				
17 Travel	7,001	3,910	3,091	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	11,982	3,572	8,410	
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	666	666		
23 Insurance	6,799	2,027	4,772	
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a <b>SHARED COSTS</b>	140,278	108,620	31,658	
b <b>MEMBERSHIP</b>	1,875	1,875		
c				
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	27,872,144	27,478,040	394,104	0
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

**Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash—non-interest bearing	<b>802,921</b>	<b>1</b>	<b>56,756</b>
	<b>2</b> Savings and temporary cash investments		<b>2</b>	
	<b>3</b> Pledges and grants receivable, net		<b>3</b>	
	<b>4</b> Accounts receivable, net	<b>1,418,138</b>	<b>4</b>	<b>1,507,964</b>
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		<b>6</b>	
	<b>7</b> Notes and loans receivable, net		<b>7</b>	
	<b>8</b> Inventories for sale or use		<b>8</b>	
	<b>9</b> Prepaid expenses and deferred charges	<b>2,992</b>	<b>9</b>	<b>5,148</b>
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	<b>10a</b> <b>8,549</b>		
	<b>b</b> Less: accumulated depreciation	<b>10b</b> <b>8,549</b>	<b>666</b>	<b>10c</b>
	<b>11</b> Investments—publicly traded securities		<b>11</b>	
	<b>12</b> Investments—other securities. See Part IV, line 11		<b>12</b>	
	<b>13</b> Investments—program-related. See Part IV, line 11		<b>13</b>	
	<b>14</b> Intangible assets		<b>14</b>	
	<b>15</b> Other assets. See Part IV, line 11		<b>15</b>	
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	<b>2,224,717</b>	<b>16</b>	<b>1,569,868</b>	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses	<b>222,446</b>	<b>17</b>	<b>47,815</b>
	<b>18</b> Grants payable		<b>18</b>	
	<b>19</b> Deferred revenue		<b>19</b>	
	<b>20</b> Tax-exempt bond liabilities		<b>20</b>	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D		<b>21</b>	
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties		<b>23</b>	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties		<b>24</b>	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	<b>1,872,652</b>	<b>25</b>	<b>1,689,369</b>
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25	<b>2,095,098</b>	<b>26</b>	<b>1,737,184</b>
	<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117 (ASC 958), check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>		
<b>27</b> Unrestricted net assets		<b>129,619</b>	<b>27</b>	<b>-167,316</b>
<b>28</b> Temporarily restricted net assets			<b>28</b>	
<b>29</b> Permanently restricted net assets			<b>29</b>	
<b>Organizations that do not follow SFAS 117 (ASC 958), check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>				
<b>30</b> Capital stock or trust principal, or current funds			<b>30</b>	
<b>31</b> Paid-in or capital surplus, or land, building, or equipment fund			<b>31</b>	
<b>32</b> Retained earnings, endowment, accumulated income, or other funds			<b>32</b>	
<b>33</b> <b>Total net assets or fund balances</b>	<b>129,619</b>	<b>33</b>	<b>-167,316</b>	
<b>34</b> <b>Total liabilities and net assets/fund balances</b>	<b>2,224,717</b>	<b>34</b>	<b>1,569,868</b>	

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response or note to any line in this Part XI ☐

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	<b>27,575,209</b>
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	<b>27,872,144</b>
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	<b>-296,935</b>
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	<b>4</b>	<b>129,619</b>
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain in Schedule O)	<b>9</b>	
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	<b>10</b>	<b>-167,316</b>

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response or note to any line in this Part XII ☐

- 1** Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other \_\_\_\_\_  
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant?  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:  
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant?  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:  
☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- c** If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?  
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.

	Yes	No
<b>2a</b>		<b>X</b>
<b>2b</b>	<b>X</b>	
<b>2c</b>	<b>X</b>	
<b>3a</b>	<b>X</b>	
<b>3b</b>	<b>X</b>	

**SCHEDULE A**  
**(Form 990 or 990-EZ)****Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

OMB No. 1545-0047

**2015**Open to Public  
InspectionDepartment of the Treasury  
Internal Revenue Service▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

Name of the organization

**EARLY LEARNING COALITION OF NORTH  
FLORIDA, INC.**

Employer identification number

**59-3691819****Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 11, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: .....
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 10 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 11 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 11a through 11d that describes the type of supporting organization and complete lines 11e, 11f, and 11g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations .....
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–9 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
<b>Total</b>						

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2011	(b) 2012	(c) 2013	(d) 2014	(e) 2015	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	12,754,467	12,656,619	26,819,565	27,258,235	27,560,181	107,049,067
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>4</b> <b>Total.</b> Add lines 1 through 3	12,754,467	12,656,619	26,819,565	27,258,235	27,560,181	107,049,067
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
<b>6</b> <b>Public support.</b> Subtract line 5 from line 4.						107,049,067

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2011	(b) 2012	(c) 2013	(d) 2014	(e) 2015	(f) Total
<b>7</b> Amounts from line 4	12,754,467	12,656,619	26,819,565	27,258,235	27,560,181	107,049,067
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	58	55		1,735	1,556	3,404
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)				11,189	13,472	24,661
<b>11</b> <b>Total support.</b> Add lines 7 through 10						107,077,132
<b>12</b> Gross receipts from related activities, etc. (see instructions)					12	13,472
<b>13</b> <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> ► <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2015 (line 6, column (f) divided by line 11, column (f))	<b>14</b>	99.97%
<b>15</b> Public support percentage from 2014 Schedule A, Part II, line 14	<b>15</b>	99.99%
<b>16a</b> <b>33 1/3% support test—2015.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization ► <input checked="" type="checkbox"/>		
<b>b</b> <b>33 1/3% support test—2014.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization ► <input type="checkbox"/>		
<b>17a</b> <b>10%-facts-and-circumstances test—2015.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ► <input type="checkbox"/>		
<b>b</b> <b>10%-facts-and-circumstances test—2014.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ► <input type="checkbox"/>		
<b>18</b> <b>Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ► <input type="checkbox"/>		



**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II.  
If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2011	(b) 2012	(c) 2013	(d) 2014	(e) 2015	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6</b> <b>Total.</b> Add lines 1 through 5						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
<b>c</b> Add lines 7a and 7b						
<b>8</b> <b>Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2011	(b) 2012	(c) 2013	(d) 2014	(e) 2015	(f) Total
<b>9</b> Amounts from line 6						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b> Add lines 10a and 10b						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
<b>13</b> <b>Total support.</b> (Add lines 9, 10c, 11, and 12.)						
<b>14</b> <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2015 (line 8, column (f) divided by line 13, column (f))	<b>15</b>	%
<b>16</b> Public support percentage from 2014 Schedule A, Part III, line 15	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2015 (line 10c, column (f) divided by line 13, column (f))	<b>17</b>	%
<b>18</b> Investment income percentage from 2014 Schedule A, Part III, line 17	<b>18</b>	%
<b>19a</b> <b>33 1/3% support tests—2015.</b> If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization <input type="checkbox"/>		
<b>b</b> <b>33 1/3% support tests—2014.</b> If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization <input type="checkbox"/>		
<b>20</b> <b>Private foundation.</b> If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions <input type="checkbox"/>		

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 11 on Part I. If you checked 11a of Part I, complete Sections A and B. If you checked 11b of Part I, complete Sections A and C. If you checked 11c of Part I, complete Sections A, D, and E. If you checked 11d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in <b>Part VI</b> how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in <b>Part VI</b> how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.		
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in <b>Part VI</b> when and how the organization made the determination.		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in <b>Part VI</b> what controls the organization put in place to ensure such use.		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes," and if you checked 11a or 11b in Part I, answer (b) and (c) below.		
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in <b>Part VI</b> how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in <b>Part VI</b> what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in <b>Part VI</b> , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).		
<b>b</b> <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c</b> <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in <b>Part VI</b> .		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in <b>Part VI</b> .		
<b>b</b> Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in <b>Part VI</b> .		
<b>c</b> Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in <b>Part VI</b> .		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer 10b below.		
<b>b</b> Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)		

**Part IV Supporting Organizations (continued)**

- 11** Has the organization accepted a gift or contribution from any of the following persons?
- a** A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?
- b** A family member of a person described in (a) above?
- c** A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in **Part VI**.

	Yes	No
<b>11a</b>		
<b>11b</b>		
<b>11c</b>		

**Section B. Type I Supporting Organizations**

- 1** Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in **Part VI** how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.
- 2** Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in **Part VI** how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.

	Yes	No
<b>1</b>		
<b>2</b>		

**Section C. Type II Supporting Organizations**

- 1** Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in **Part VI** how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).

	Yes	No
<b>1</b>		

**Section D. All Type III Supporting Organizations**

- 1** Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?
- 2** Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in **Part VI** how the organization maintained a close and continuous working relationship with the supported organization(s).
- 3** By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in **Part VI** the role the organization's supported organizations played in this regard.

	Yes	No
<b>1</b>		
<b>2</b>		
<b>3</b>		

**Section E. Type III Functionally-Integrated Supporting Organizations**

- 1** Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions):
- a** ☐ The organization satisfied the Activities Test. Complete **line 2** below.
- b** ☐ The organization is the parent of each of its supported organizations. Complete **line 3** below.
- c** ☐ The organization supported a governmental entity. Describe in **Part VI** how you supported a governmental entity (see instructions).

**2 Activities Test. Answer (a) and (b) below.**

- a** Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in **Part VI** identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.
- b** Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in **Part VI** the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.
- 3 Parent of Supported Organizations. Answer (a) and (b) below.**
- a** Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in **Part VI**.
- b** Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in **Part VI** the role played by the organization in this regard.

	Yes	No
<b>2a</b>		
<b>2b</b>		
<b>3a</b>		
<b>3b</b>		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970. See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6 and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions).		

**Part V** Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year	
<b>1</b>	Amounts paid to supported organizations to accomplish exempt purposes		
<b>2</b>	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity		
<b>3</b>	Administrative expenses paid to accomplish exempt purposes of supported organizations		
<b>4</b>	Amounts paid to acquire exempt-use assets		
<b>5</b>	Qualified set-aside amounts (prior IRS approval required)		
<b>6</b>	Other distributions (describe in Part VI). See instructions.		
<b>7</b>	<b>Total annual distributions.</b> Add lines 1 through 6.		
<b>8</b>	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.		
<b>9</b>	Distributable amount for 2015 from Section C, line 6		
<b>10</b>	Line 8 amount divided by Line 9 amount		

Section E - Distribution Allocations (see instructions)		(i) Excess Distributions	(ii) Underdistributions Pre-2015	(iii) Distributable Amount for 2015
<b>1</b>	Distributable amount for 2015 from Section C, line 6			
<b>2</b>	Underdistributions, if any, for years prior to 2015 (reasonable cause required-see instructions)			
<b>3</b>	Excess distributions carryover, if any, to 2015:			
<b>a</b>				
<b>b</b>				
<b>c</b>				
<b>d</b>	From 2013 .....			
<b>e</b>	From 2014 .....			
<b>f</b>	<b>Total</b> of lines 3a through e			
<b>g</b>	Applied to underdistributions of prior years			
<b>h</b>	Applied to 2015 distributable amount			
<b>i</b>	Carryover from 2010 not applied (see instructions)			
<b>j</b>	Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
<b>4</b>	Distributions for 2015 from Section D, line 7: \$			
<b>a</b>	Applied to underdistributions of prior years			
<b>b</b>	Applied to 2015 distributable amount			
<b>c</b>	Remainder. Subtract lines 4a and 4b from 4.			
<b>5</b>	Remaining underdistributions for years prior to 2015, if any. Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions).			
<b>6</b>	Remaining underdistributions for 2015. Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions).			
<b>7</b>	<b>Excess distributions carryover to 2016.</b> Add lines 3j and 4c.			
<b>8</b>	Breakdown of line 7:			
<b>a</b>				
<b>b</b>				
<b>c</b>	Excess from 2013 .....			
<b>d</b>	Excess from 2014 .....			
<b>e</b>	Excess from 2015 .....			

**Part VI** **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

**PART II, LINE 10 - OTHER INCOME DETAIL**

**OTHER INCOME** \$ **24,661**

**Schedule B**(Form 990, 990-EZ,  
or 990-PF)Department of the Treasury  
Internal Revenue Service**Schedule of Contributors**

OMB No. 1545-0047

**2015**

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.

▶ Information about Schedule B (Form 990, 990-EZ, or 990-PF) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

Name of the organization

**EARLY LEARNING COALITION OF NORTH  
FLORIDA, INC.**

Employer identification number

**59-3691819**

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)( **3** ) (enter number) organization☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation☐ 501(c)(3) taxable private foundationCheck if your organization is covered by the **General Rule** or a **Special Rule**.**Note.** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.**General Rule**

- ☐
- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

- ☒ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33<sup>1</sup>/<sub>3</sub> % support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000 or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions exclusively for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an exclusively religious, charitable, etc., purpose. Do not complete any of the parts unless the **General Rule** applies to this organization because it received nonexclusively religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ .....

**Caution.** An organization that is not covered by the General Rule and/or the Special Rules does not file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it does not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization

EARLY LEARNING COALITION OF NORTH

Employer identification number

59-3691819

**Part I** Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	FLORIDA STATE DEPARTMENT OF EDUCATION 107 EAST MADISON STREET TALLAHASSEE FL 32399	\$ 27,512,431	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)



**SCHEDULE D  
(Form 990)**Department of the Treasury  
Internal Revenue Service**Supplemental Financial Statements**

► Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.  
► Attach to Form 990.

► Information about Schedule D (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2015**Open to Public  
Inspection

Name of the organization

**EARLY LEARNING COALITION OF NORTH  
FLORIDA, INC.**

Employer identification number

**59-3691819****Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		<input type="checkbox"/> Yes <input type="checkbox"/> No

**Part II Conservation Easements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

<input type="checkbox"/> Preservation of land for public use (e.g., recreation or education)	<input type="checkbox"/> Preservation of a historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> Preservation of open space	

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ►

4 Number of states where property subject to conservation easement is located ►

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ►

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ► \$

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1	► \$
(ii) Assets included in Form 990, Part X	► \$

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1	► \$
b Assets included in Form 990, Part X	► \$

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)**

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a ☐ Public exhibition  
 b ☐ Scholarly research  
 c ☐ Preservation for future generations  
 d ☐ Loan or exchange programs  
 e ☐ Other .....

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

**Part IV Escrow and Custodial Arrangements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

**Part V Endowment Funds.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment ☐ %  
 b Permanent endowment ☐ %  
 c Temporarily restricted endowment ☐ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) unrelated organizations .....  
 (ii) related organizations .....

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? ☐

	Yes	No
3a(i)	<input type="checkbox"/>	<input type="checkbox"/>
3a(ii)	<input type="checkbox"/>	<input type="checkbox"/>
3b	<input type="checkbox"/>	<input type="checkbox"/>

4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment		8,549	8,549	
e Other				

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) ☐

**Part VII Investments—Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) ►		

**Part VIII Investments—Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 13.) ►		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ►	

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value	
(1) Federal income taxes		
(2) DUE TO RELATED PARTIES	1,689,369	
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ►		1,689,369

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☒

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	27,575,209
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	27,575,209
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	27,575,209

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	27,872,144
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	27,872,144
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	27,872,144

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

**PART X - FIN 48 FOOTNOTE****FORM 990, PART V, LINE 2B**

THE ORGANIZATION HAS AN EMPLOYEE LEASING WITH A PROFESSIONAL EMPLOYER

ORGANIZATION IN ACCORDANCE WITH IRS INSTRUCTIONS. THE COMPENSATION PAID TO

THE LEASING COMPANY HAS BEEN TREATED LIKE COMPENSATION PAID TO A MANAGEMENT

COMPANY FOR PURPOSES OF 990 COMPENSATION REPORTING. HOWEVER, SINCE THE

ORGANIZATION LEASES ITS EMPLOYEES IT IS NOT RESPONSIBLE FOR FILING ANY

FEDERAL EMPLOYMENT TAX RETURNS.

**Part XIII** **Supplemental Information (continued)**

Supplemental information area with horizontal lines for text entry.

Information about Schedule I (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

Name of the organization  
**EARLY LEARNING COALITION OF NORTH  
FLORIDA, INC.**

Employer identification number  
**59-3691819**

**Part I** General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☐ Yes ☒ No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.		(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
1	(1)								
	(2)								
	(3)								
	(4)								
	(5)								
	(6)								
	(7)								
	(8)								
	(9)								

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table

3 Enter total number of other organizations listed in the line 1 table

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

### Part III

**Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
1 VPK GRANTS & ALLOCATIONS		12,861,444			
2 SCHOOL READINESS GRANTS		14,195,059			
3 LOCAL MATCH		172,284			
4					
5					
6					
7					
Part IV Supplemental Information. Provide the information required in Part I, line 2, Part III, column (b), and any other additional information.					

**SCHEDULE O**  
**(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service

Name of the organization

**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2015****Open to Public  
Inspection**

Employer identification number

**EARLY LEARNING COALITION OF NORTH  
FLORIDA, INC.****59-3691819****FORM 990 - ORGANIZATION'S MISSION**

THE ORGANIZATION'S MISSION IS TO SERVE PARENTS, CAREGIVERS  
AND EDUCATORS OF CHILDREN AGES BIRTH TO PRE-KINDERGARTEN BY  
MANAGING AND EVALUATING EARLY CHILD CARE AND EARLY  
CHILDHOOD EDUCATION PROGRAMS THROUGH A QUALITY SCHOOL  
READINESS DELIVERY SYSTEMS IN BAKER, BRADFORD, CLAY, NASSAU, PUTNAM & ST.  
JOHNS COUNTIES.

**FORM 990, PART VI, LINE 11B - ORGANIZATION'S PROCESS TO REVIEW FORM 990**

THE 990 IS PRESENTED TO THE BOARD OF DIRECTORS FOR REVIEW AND APPROVAL.

**FORM 990, PART VI, LINE 12C - ENFORCEMENT OF CONFLICTS POLICY**

THE EARLY LEARNING COALITION OF NORTH FLORIDA REQUIRES BOARD AND  
STAFF TO REGULARLY DISCLOSE, ON A SIGNED FORM, POTENTIAL CONFLICTS OF  
INTEREST. THESE FORMS ARE COLLECTED AND KEPT BY ELC STAFF, AND CONFLICTS  
OF INTEREST, WHEN THEY OCCUR, ARE ACTED UPON APPROPRIATELY BY THE BOARD  
PRESIDENT AND ELC CEO. ELC NORTH FLORIDA PROVIDES SERVICES TO THE COUNTIES  
OF BAKER, BRADFORD, CLAY, NASSAU, PUTNAM AND ST. JOHNS.

**FORM 990, PART VI, LINE 15A - COMPENSATION PROCESS FOR TOP OFFICIAL**

THE CEO IS REVIEWED ANNUALLY BY THE BOARD OF DIRECTORS. THE  
PROCESS INCLUDES USE OF A STANDARD EVALUATION FORM, AND SALARY INCREASES  
ARE PRESET, DEPENDING ON THE EVALUATION SCORING. OTHER STAFF MEMBERS ARE  
SIMILARLY EVALUATED BY THE CEO. IN ADDITION, ALL EVALUEES  
ARE REQUIRED TO PROVIDE A SELF ASSESSMENT ON THE OFFICIAL EVALUATION FORM,



Name of the organization

Employer identification number

EARLY LEARNING COALITION OF NORTH

59-3691819

AND ALSO TO WRITE AN EMPLOYEE PLAN FOR THE UPCOMING YEAR FOR GROWTH AREAS

AND NEW CHALLENGES. COMPENSATION IS THEN APPROVED BY THE COMPENSATION

COMMITTEE.

FORM 990, PART VI, LINE 19 - GOVERNING DOCUMENTS DISCLOSURE EXPLANATION

GOVERNING DOCUMENTS ARE MADE AVAILABLE UPON REQUEST.

## **VII. Revisions to the Coalition's Personnel Policies and Procedures Manual\***

**\*ACTION ITEM**

## ACTION ITEM SUMMARY

<b>DESCRIPTION</b>	Revisions to the Coalition's Personnel Policies and Procedures Manual
<b>Reason for Recommended Action</b>	<p><u>Revisions:</u></p> <p>HR204 – <u>Employment Reference/Criminal History Checks</u>, added new DCF requirement for anyone who resided out of state in preceding five years, and the instructions e-mail reference/document.</p> <p>HR305 – <u>Sick Leave Benefits</u>, increased the number of days of personal leave an employee can use (from sick leave) each fiscal year. Full-time employees changed from 6 to 10 days and must maintain 80 hours of sick leave. Part-time employees changed from 3 to 5 days and must maintain 40 hours of sick leave.</p> <p>Due to the fact that many staff do not use their sick leave, increasing this benefit gives staff the ability and flexibility to pull from this for last minute leave needs.</p> <p><u>If this is not done, the following would occur:</u></p> <ul style="list-style-type: none"> <li>• The Coalition would not have to the most current Personnel Policies, and the Coalition would be out of compliance with OEL.</li> <li>• The Coalition would not be able to improve the employee benefit - personal leave from sick leave.</li> </ul>
<b>How the Action will be accomplished</b>	Approval of the Personnel Policies and Procedures Manual revisions listed above.

# HR204 Employment Reference/Criminal History Checks

Effective Date: 02/19/08

Revision Date: 04/07/10, 02/02/11, 08/03/11, 06/06/12, 08/24/12, 02/12/13, 04/03/13, 11/05/14, 03/16/16, 09/21/16, 02/01/17

The Coalition will conduct reference and criminal history checks on all prospective and current employees, as well as volunteers, as outlined within this policy.

## QUALIFIED ENTITY

A “qualified entity”, as defined in s. 943.0542, F.S., means a business or organization, whether public, private, operated for profit, operated not-for-profit or voluntary, that provides care or care placement services, including a business or organization that licenses or certifies others to provide care or care placement services.

The Coalition is a qualified entity and therefore is registered with the Florida Department of Law Enforcement (FDLE).

The Coalition requires any sub-recipient, contractor, or subcontractor it retains that also meets the definition of qualified entity to likewise register and have all of the employees it assigns to work under agreement screened in a manner consistent with s. 943.0542, F.S.

For monitoring and audit purposes, the Coalition maintains on file verification for all Coalition personnel and any sub-recipient or contractor’s personnel per the guidelines of the OEL Grant Agreement current during the time of background screening processing.

## REFERENCES/CREDENTIALS

The Coalition will verify (for all employees and volunteers) where applicable; clear background screenings, educational and professional credentials, and employment history/references prior to the first day of employment/assignment.

The Coalition will verify the highest level of education claimed (if the position requires), applicable professional licenses claimed (if position requires), and employment history (if position requires) for Coalition staff AND for Qualified Entities that are subrecipients/subcontractors and their staff.

Documentation of these verifications will be maintained by the Coalition.

## CRIMINAL BACKGROUND SCREENING PROCEDURE

1. As applicable, the potential or current employee (or volunteer) must have a criminal background check processed prior to the first day of employment (or volunteer work), and screened in a manner consistent with Section 943.0542, F.S. The Coalition shall arrange for and pay all costs for the background screenings. If appropriate, the applicant and employee must meet criteria for background screening as required for child care personnel in child care licensing regulations.

2. The personnel staff will complete and submit the appropriate paperwork for the criminal background check and other necessary paperwork as required by the Department of Children and Families upon employment and (at a minimum of) every five (5) years thereafter. The following paperwork may be included:

- a. **Affidavit of Good Moral Character** – All candidates must complete this form and have

it notarized before employment. This form is available from the Department of Children and Families (DCF) District Screening Office. Human Resources will stress to the candidate the importance of this requirement and ensure that the candidate clearly understands it.

b. **Local Criminal Records** – The personnel staff will complete the Request for a Local Law Enforcement Check and send it to the sheriff office in Baker, Bradford, Clay, Nassau, Putnam, and/or St. Johns counties.

c. **Employment History/Reference Checks** – Conducted by the personnel staff, these checks should cover a two-year period preceding employment in the screened position and should exclude periods of unemployment. The potential applicant and current employee may be subject to additional background reviews depending upon their job specifics.

d. **State and Federal Criminal Records** – The Coalition’s personnel staff will instruct the candidate (or employee) to complete a “Live Scan” of their fingerprints with a vendor approved by the Coalition, to be sent to the FDLE (Florida Department of Law Enforcement) and the FBI (Federal Bureau of Investigation) for clearances. Effective July 1, 2012 all new employees will be screened, unless they have a current DCF clearance under five (5) years old and have had no break in service (or break in service under 90 days). Also effective July 1, 2012 all current employees will be re-screened (prior to the five-year anniversary date of the last screening).

e. **States other than Florida, if Resided in the Preceding Five Years** – If new or rescreening staff have lived out of the state of Florida at any time during the preceding five years, the DCF instructions will be followed, per DCF e-mail 10/10/16, “Updates to Background Screening Process”. This document is available on the Coalition’s share drive folders, “Policies and Procedures”, then “Referenced Documents-Regulations”.

**NOTE:** The full background screening may not be necessary for candidates transferring from another employer where he/she was screened, or for candidates who have had their fingerprints taken and processed by a Florida public school board provided that in either case there has not been more than a 90-day break in service.

### 3. **Volunteers and Board Members**

Any volunteer who will have contact with children 10 hours per month or MORE is required to have a Level II screening. Volunteers may only be approved for assignments once the background checks have been received and are clear. Volunteers still in service after five (5) years will be re-screened.

All potential and current volunteers (including board members) who will have contact with children on an intermittent basis (LESS than 10 hours per month) are NOT required to be background screened as long as a person who meets the Level II background screening requirements (as set forth in s. 435.04, F.S) has the volunteer in his or her line of sight during any interaction with children (per 2012/2013 Grants Agreement section (45)(a) and e-mail correspondence from Kathy Summers, OEL Business Analyst dated 02/27/13 with OEL Memorandum dated November 19, 2012 “Background Screening Follow-Up Guidance”).

#### **Reading Pals**

**Although not required**, the Coalition may process Level I screenings for volunteers of its “Reading Pals” program. The Coalition also ensures that the volunteers do not meet or exceed 10 hours per month contact with children. Reading Pal volunteers complete the Coalition’s Volunteer Application and Affidavit of Good Moral Character. Upon completion, the Coalition personnel staff submits a request to the local county Sheriff’s Office (of the volunteer’s place of residence) for a local criminal background check. Also, the Coalition personnel staff performs a database search on the Dru Sjodin National Sex Offender Public Website ([www.nsopw.gov/Core/Portal.aspx](http://www.nsopw.gov/Core/Portal.aspx)), and the FDLE sexual offender/predator

search website.

4. The personnel staff will track receipt of the local and FDLE criminal history checks results. When the results are received, the personnel staff will input the records into the applicant's/employee's personnel file and will track and monitor the 5-year re-screening dates.

5. **If the local law check or FDLE transaction listing on the applicant/employee are returned with any charges**, the C.E.O. will review the charge(s). Additional information, such as disposition, should be requested from the applicant/employee and reviewed regarding the charge(s). The applicant/employee should be advised both by telephone and in writing of the needed documentation, and should be given a deadline to submit the paperwork. If it is a current employee, and the employee needs any time off to obtain documentation, the C.E.O. will notify the supervisor of the needed time. (The nature of the need for time off, including charges should be kept confidential and not shared with the Supervisor.)

6. Where applicable, the C.E.O. or designee will determine if the applicant/employee is disqualified from employment based on Section 435.03 and 435.04, Florida Statutes. Assistance should be requested from DCF to make this determination. If the applicant/employee has committed an offense listed on the Good Moral Character Affidavit/Attestation, they may be considered disqualified for hire and may be terminated or placed in a position for which background screening is not required. Exemptions from such disqualification may be taken into consideration on a case-by-case basis.

7. **If the applicant/employee is disqualified due to his/her criminal background check results**, the C.E.O. or designee will follow appropriate procedures for notifying the applicant/employee in compliance with Department of Children & Families. A copy of the notification letter must also be sent to DCF along with the transaction listing and any associated court documents received.

If the applicant/employee is disqualified due to federal (FBI) results, DCF will notify the Coalition. The Coalition must then immediately remove the employee from his/her assignment.

8. The personnel staff will maintain the Affidavit/Attestation of Good Moral Character, results of local, FDLE and federal (FBI) criminal history information and other related correspondence, and the employment history checks in the applicant's/employee's personnel file. This file will be kept in a secured area to ensure confidentiality.

9. **Each Coalition employee, subcontractor employee, or volunteer for either organization, is required to notify the Coalition immediately or the next business day of being arrested for any criminal offense.** The Coalition will review the alleged offense, determine if the offense is one that would exclude the employee (or volunteer) under either the level I or level II background screenings (whichever is applicable), and if so remove the employee (or volunteer) from their assignment/position. The employee (or volunteer) may not return to their work until cleared of all charges.

## **SUBRECIPIENT/SUBCONTRACTOR COMPLIANCE**

1. Any subrecipient, contractor or subcontractor who does not meet the definition of "Qualified Entity" but who will perform duties under contract with the Coalition and who is permitted access to a child care location while children are present, or who will have access to confidential information about the children in care or their family shall comply with all of the above.

2. Any contractor or subcontractor who does not meet the definition of "Qualified Entity" and who will perform duties under this contract but will have absolutely no interaction with nor be present around a child in care nor will they have access to any confidential information about either a child in care or his family is not required to submit its employees to a background screening.

# HR305 Sick Leave Benefits

Effective Date: 02/19/08

Revision Date: 02/04/09, 06/17/15, 02/01/17

## SICK LEAVE

In addition to the annual leave benefit, the Coalition offers paid sick leave benefits for its regular full-time employees and regular part-time employees as set forth in this policy. Temporary employees are not entitled to paid sick leave benefits.

Only absences due to the following circumstances may be charged to sick leave:

- A. Personal illness or medical appointments
- B. Illness of the employee's immediate family, as defined in the Bereavement Policy, with approval from the employee's immediate supervisor and/or the C.E.O.
- C. Personal reasons [no more than ~~six days (48 sick leave hours)~~ 10 days (80 sick leave hours) for regular full-time employees, and no more than ~~three days (24 sick leave hours)~~ five days (40 sick leave hours) for regular part-time employees, per fiscal year]. To be eligible to use sick leave for personal reasons, the employee must be able to maintain a minimum balance of 80 hours (for regular full-time employees) or 40 hours (for regular part-time employees). If by using the personal leave the minimum balance would not be maintained, then the employee is not eligible.

For newly-hired (Introductory Period) employees, sick leave begins to accrue on an employee's start date. However, a newly-hired employee is not entitled to use leave until after the completion of the introductory period. Sick leave taken during the introductory period will be classified as leave without pay.

The following chart specifies the sick leave allowances for each of the regular classifications.

<b>Regular Employee Sick Leave Hours Earned Per Pay Period</b>	
Full-time Employee	4.00 hrs
Part-time Employee	2.00 hrs

The leave year (for accrual/rollover purposes) for all regular employees is the fiscal year beginning July 1 and ending on the last day of the last pay period for each fiscal year. Sick leave is earned on a bi-weekly basis beginning on the first day of employment. Employees do not earn sick leave for overtime hours worked or while on a leave of absence which extends beyond one pay period. Paid sick leave is carried over automatically from one fiscal year to the next, to a maximum of 480 hours (60 days) for regular full-time employees, and to a maximum of 240 hours (30 days) for regular part-time employees.

Employees do not receive compensation for unused sick leave when they separate from employment.

Before sick leave is paid, the supervisor and/or the C.E.O. may, at his/her discretion, require a written statement from a physician, which certifies the employee's medical or physical inability to work if the absence was three working days or more.

## **IX. NEW/UNFINISHED BUSINESS**

### **A. APPROVAL OF ECS 2016/17 CONTRACT AMENDMENT #0003-16\***

**\*ACTION ITEM**



## ACTION ITEM SUMMARY

<b>DESCRIPTION</b>	Episcopal Children's Services 2016/2017 Contract Amendment #0003-16:
<b>Reason for Recommended Action</b>	<p><u>Revisions:</u></p> <ul style="list-style-type: none"> <li>A. Items #1 and 4 are to delete these clauses, as these regulations are no longer an OEL Grant Agreement requirement.</li> <li>B. Items #2, 3, and 6 were to update the School Readiness budgeted amounts per the January 25, 2017 Notice of Award (NOA). This NOA added \$730 to the School Readiness budget (in restitution payments received). Also, the ELC's DUNS number (Data Universal Numbering System) was added from the NOA.</li> <li>C. Item #5 is to update the ECS Contract attachments to the new School Readiness Provider Reimbursement Rates that were ELC board approved 12/07/16 and OEL approved 01/27/17. (As the reimbursements are not processed until after the close of the month, the providers were reimbursed for the month of January 2017 with these rates effective 01/01/17.)</li> </ul> <p><b><u>If this is not done, the following would occur:</u></b></p> <ul style="list-style-type: none"> <li>A. ECS's contract would have out-of-date regulation requirements.</li> <li>B. ECS's contract would not have the correct budgeted amounts for the School Readiness program.</li> <li>C. ECS's contract would not have the most current School Readiness Provider Reimbursement rates.</li> </ul>
<b>How the Action will be accomplished</b>	Approval of ECS 2016/2017 amendment #0003-16, and party signatures.

**Amendment 0003-16 to Primary Services Contract  
Episcopal Children's Services**

THIS AMENDMENT, entered into between the Early Learning Coalition of North Florida, Inc. hereinafter referred to as the Coalition, and Episcopal Children's Services, hereinafter referred to as the Contractor, amends the 2016-17 primary services contract as follows:

Item #	Page #	Headings and Text
1	5	<b>2. Federal Requirements</b>
		<del>s) Equal Treatment for Faith-Based Organizations (45 CFR Part 87, 29 CFR Part 2, Subpart D, 7 CFR Part 16).</del> The contractor agrees to ensure equal treatment for faith-based organizations, by adhering to the following requirements: (a) Prohibit any State or local government receiving funds under any Department program, or any intermediate organization with the same duties as a governmental entity, from discriminating for or against an organization on the basis of the organization's religious character or affiliation. (b) Prohibit religious organizations from engaging in inherently religious activities, such as worship, religious instruction, or proselytization, as part of the programs or services funded with direct financial assistance. (c) Prohibit an organization that participates in programs funded by direct financial assistance from the Department, in providing services, from discriminating against a program beneficiary or prospective program beneficiary on the basis of religion or religious belief. (d) Any restrictions on the use of grant funds shall apply equally to religious and non-religious organizations.
2	8	<b>C. <u>RESOURCE MANAGEMENT</u> (SR)</b>
		<p>Pursuant to the Request for Proposal and the Contractor's signed response, and the fact that this contract is <b>upon a cost-reimbursement method of payment</b>, the CONTRACTOR shall be fiscally responsible pursuant to the following:</p> <p><b>1. BUDGET SURPLUS/DEFICIT:</b> The Contractor shall serve no fewer than <b>3,800</b> children with the <b>slot dollars</b> provided under this contract, unless the available School Readiness grant funding would not financially provide for all <b>3,800 slots</b>. Regardless of the total amount of funding for slots, the Coalition (through its Sub-Contractors) will ensure that no less than <b>78%</b> of School Readiness grant funds will be used for slot funding (excluding CCEP which is subject to a minimum expenditure of 81% on direct services). The slot funding will be expended within 1.5% under and 0% over the contracted budget amount, with the understanding that the goal is to use 0.75% under. The CONTRACTOR further agrees that reimbursements under this contract shall be up to, and are capped at the total budgeted amount of funding for direct childcare <b>slot funding</b> which is <del>\$12,244,193</del> <b>\$12,244,762</b> to include all childcare cost centers, Gold Seal payments (if applicable), and CCEP (if applicable), and</p>

		<p>"Contracted Slots" (if applicable). This funding is inclusive of the annual OEL School Readiness Grant Award that does not include local match funds, and is <b>based on availability of funds. If county allocations are reduced at the state level, contracts will be amended accordingly. Gold Seal payments are subject to adjustments due to budget constraints.</b> Additionally, the Contractor shall be responsible for actively soliciting and obtaining match funds in the amount of up to an amount equal to 6% for the Economically Disadvantaged (BG 8) funding category for children in School Readiness Programs to be used only for slots, except when a match waiver is available and the contractor has shown a good faith effort to raise the 6% Economically Disadvantaged match.</p>
<b>3</b>	<b>18</b>	<b>VII. Method of Payment (SR)</b>
		<p>This is a cost-reimbursement contract. The Coalition shall pay the contractor for the delivery of service provided in accordance with the terms of this contract for a <b>total dollar amount</b> up to and not to exceed <del>\$14,854,520</del> <b>\$14,855,250</b>. This funding is inclusive of the annual OEL School Readiness Grant Award which does not include local match funds or CCEP, and is <b>based on availability of funds. If county allocations are reduced at the state level, contracts will be amended accordingly.</b> Up to and no more than <del>\$354,445</del> <b>\$354,481</b> (97BBA) may be allocated to administrative expenditures. Local match will be reimbursed based on funding from match raised from local grants up to the amount earned or the amount of the local grants, whichever is less.</p> <p>In addition, the Coalition shall pay the contractor for the delivery of service provided in accordance with the terms and conditions of <b>OEL's Performance Funding Project Contract/OEL Grant Agreement with the Coalition</b> (OEL NOA #PP437) for a <b>total dollar amount</b> up to and not to exceed <b>\$241,107</b>. This funding is <b>exclusive</b> of the annual OEL School Readiness Grant Award funding. Contractor reimbursements will be based on all provisions as set forth in the OEL Performance Funding Project Contract/OEL Grant Agreement.</p> <p>AND, the Coalition shall pay the contractor for the delivery of service provided in accordance with the terms and conditions of <b>OEL's Pay for Performance Contracts</b> [in cooperation with The University of Florida Board of Trustees, a public body corporate of the State of Florida for the benefit of its Lastinger Center for Learning ("University")] <b>with the Coalition</b> for a <b>total dollar amount</b> up to and not to exceed <b>\$58,275</b>.</p>
<b>4</b>	<b>43</b>	<b>Attachment 2, General Provisions to Core Contract</b>
		<p><b>I. Contractor Assurances</b></p> <p><b>S. Lobbying and Religious Activity</b></p> <p>The Contractor shall comply with state and federal law, including, but not limited to, ss. 11.062(1) and 216.347, F.S., 2 CFR part 230 and 45 CFR part 93 (Byrd Anti-Lobbying Amendment Common Rule) which prohibit the ELC from using funds awarded under the agreement for lobbying purposes. Per these regulations, no funds made available under this contract shall be used for 1) lobbying of federal, state, or local legislatures to influence legislation or appropriations; or 2) to raise funds, or to promote, assist, or deter union organizing.</p>

		<del>The employment or training of any participants in sectarian activities is prohibited. Nor shall any participant be employed to carry out the construction, operation, or maintenance of any part of any facility that is or will be used for sectarian instruction or as a place for religious worship.</del>
<b>5</b>	<b>56-61</b>	<b>Attachments 7-A through 7-F Provider Reimbursement Rate Schedules</b>
		(Attached, Pages 4-9, replaces original contract attachment and is incorporated as part of this amendment)
<b>6</b>	<b>63</b>	<b>Attachment 9 School Readiness Budget</b>
		(Attached, Pages 10-11, replaces original contract attachment and is incorporated as part of this amendment)
		<b>END OF AMENDMENTS</b>

## ATTACHMENT 7-A

### PROVIDER REIMBURSEMENT RATE SCHEDULE Baker County

Early Learning Coalition of North Florida - Baker County									
DAILY PAYMENT-RATE SCHEDULE (Effective 01/01/17)									
Full-Time Daily Rates (Completed by COALITION)									
CARE CODE	Description	Licensed or Exempt Providers	Gold Seal Differential	Large Family Child Care Homes	Gold Seal Differential	Family Child Care Homes	Informal Providers	Before or After School	
(INF)	<12 MTH	23.00	4.60	21.80	4.36	21.90	10.95		
(TOD)	12<24 MTH	19.00	3.80	18.60	3.72	18.60	9.30		
(2YR)	24 <36 MTH	16.00	3.20	16.00	3.20	16.00	8.00		
(PR3)	36 <48 MTH	15.60	3.12	14.00	2.80	14.00	7.00		
(PR4)	48 <60 MTH	15.60	3.12	14.00	2.80	14.00	7.00		
(PR5)	60 <72 MTH	15.60	3.12	14.00	2.80	14.00	7.00		
(SCH)	In School	12.60	2.52	12.00	2.40	12.00	6.00	N/A	
Part-Time Daily Rates (Completed by COALITION)									
CARE CODE	Description	Licensed or Exempt Providers	Gold Seal Differential	Large Family Child Care Homes	Gold Seal	Family Child Care Homes	Informal Providers	Before or After School	
(INF)	<12 MTH	15.00	3.00	14.40	2.88	14.40	7.20		
(TOD)	12<24 MTH	14.55	2.91	12.60	2.52	12.60	6.30		
(2YR)	24 <36 MTH	8.00	1.60	8.00	1.60	8.00	4.00		
(PR3)	36 <48 MTH	8.00	1.60	8.00	1.60	8.00	4.00		
(PR4)	48 <60 MTH	8.00	1.60	8.00	1.60	8.00	4.00		
(PR5)	60 <72 MTH	8.00	1.60	8.00	1.60	8.00	4.00		
(SCH)	In School	8.00	1.60	8.00	1.60	8.00	4.00	N/A	
Special Needs Rate (Completed by COALITION)									
CARE CODE	Description	Full Time			Part Time				
(SPCR)	Special Needs	23.00			15.00				

**ATTACHMENT 7-B  
PROVIDER REIMBURSEMENT RATE SCHEDULE  
Bradford County**

Early Learning Coalition of North Florida - Bradford County									
DAILY PAYMENT-RATE SCHEDULE (Effective 01/01/17)									
Full-Time Daily Rates (Completed by COALITION)									
CARE CODE	Description	Licensed or Exempt Providers	Gold Seal Differential	Large Family Child Care Homes	Gold Seal Differential	Family Child Care Homes	Informal Providers	Before or After School	
(INF)	<12 MTH	23.00	4.60	21.90	4.38	21.90	10.95		
(TOD)	12<24 MTH	19.00	3.80	18.60	3.72	18.60	9.30		
(2YR)	24 <36 MTH	16.00	3.20	16.00	3.20	16.00	8.00		
(PR3)	36 <48 MTH	15.60	3.12	14.00	2.80	14.00	7.00		
(PR4)	48 <60 MTH	15.60	3.12	14.00	2.80	14.00	7.00		
(PR5)	60 <72 MTH	15.60	3.12	14.00	2.80	14.00	7.00		
(SCH)	In School	12.00	2.40	12.00	2.40	12.00	6.00	N/A	
Part-Time Daily Rates (Completed by COALITION)									
CARE CODE	Description	Licensed or Exempt Providers	Gold Seal Differential	Large Family Child Care Homes	Gold Seal	Family Child Care Homes	Informal Providers	Before or After School	
(INF)	<12 MTH	15.00	3.00	14.40	2.88	14.40	7.20		
(TOD)	12<24 MTH	14.55	2.91	12.60	2.52	12.60	6.30		
(2YR)	24 <36 MTH	8.00	1.60	8.00	1.60	8.00	4.00		
(PR3)	36 <48 MTH	8.00	1.60	8.00	1.60	8.00	4.00		
(PR4)	48 <60 MTH	8.00	1.60	8.00	1.60	8.00	4.00		
(PR5)	60 <72 MTH	8.00	1.60	8.00	1.60	8.00	4.00		
(SCH)	In School	9.00	1.80	10.00	2.00	10.00	5.00	N/A	
Special Needs Rate (Completed by COALITION)									
CARE CODE	Description	Full Time			Part Time				
(SPCR)	Special Needs	23			15				

**ATTACHMENT 7-C**  
**PROVIDER REIMBURSEMENT RATE SCHEDULE**  
**Clay County**

Early Learning Coalition of North Florida - Clay County									
DAILY PAYMENT-RATE SCHEDULE (Effective 01/01/17)									
Full-Time Daily Rates (Completed by COALITION)									
CARE CODE	Description	Licensed or Exempt Providers	Gold Seal Differential	Large Family Child Care Homes	Gold Seal Differential	Family Child Care Homes	Informal Providers	Before or After School	
(INF)	<12 MTH	23.00	4.60	21.90	4.38	21.90	10.95		
(TOD)	12<24 MTH	19.00	3.80	18.60	3.72	18.60	9.30		
(2YR)	24 <36 MTH	18.60	3.72	16.20	3.24	16.20	8.10		
(PR3)	36 <48 MTH	16.85	3.37	15.90	3.18	15.90	7.95		
(PR4)	48 <60 MTH	16.85	3.37	15.90	3.18	15.90	7.95		
(PR5)	60 <72 MTH	16.85	3.37	15.90	3.18	15.90	7.95		
(SCH)	In School	15.00	3.00	12.00	2.40	12.00	6.00	n/a	
Part-Time Daily Rates (Completed by COALITION)									
CARE CODE	Description	Licensed or Exempt Providers	Gold Seal Differential	Large Family Child Care Homes	Gold Seal	Family Child Care Homes	Informal Providers	Before or After School	
(INF)	<12 MTH	15.00	3.00	14.40	2.88	14.40	7.20		
(TOD)	12<24 MTH	14.55	2.91	12.60	2.52	12.60	6.30		
(2YR)	24 <36 MTH	14.55	2.91	12.60	2.52	12.60	6.30		
(PR3)	36 <48 MTH	12.80	2.56	11.20	2.24	11.20	5.60		
(PR4)	48 <60 MTH	12.80	2.56	11.20	2.24	11.20	5.60		
(PR5)	60 <72 MTH	12.80	2.56	11.20	2.24	11.20	5.60		
(SCH)	In School	10.08	2.02	10.20	2.04	10.20	5.10	N/A	
Special Needs Rate (Completed by COALITION)									
CARE CODE	Description	Full Time			Part Time				
(SPCR)	Special Needs	23.00			15.00				

**ATTACHMENT 7-D**  
**PROVIDER REIMBURSEMENT RATE SCHEDULE**  
**Nassau County**

Early Learning Coalition of North Florida - Nassau County									
DAILY PAYMENT-RATE SCHEDULE (Effective 01/01/17)									
Full-Time Daily Rates (Completed by COALITION)									
CARE CODE	Description	Licensed or Exempt Providers	Gold Seal Differential	Large Family Child Care Homes	Gold Seal Differential	Family Child Care Homes	Informal Providers	Before or After School	
(INF)	<12 MTH	23.00	4.60	21.90	4.38	21.90	10.95		
(TOD)	12<24 MTH	19.00	3.80	17.00	3.40	17.00	8.50		
(2YR)	24 <36 MTH	17.42	3.48	16.00	3.20	16.00	8.00		
(PR3)	36 <48 MTH	16.80	3.36	14.00	2.80	14.00	7.00		
(PR4)	48 <60 MTH	16.80	3.36	14.00	2.80	14.00	7.00		
(PR5)	60 <72 MTH	16.80	3.36	14.00	2.80	14.00	7.00		
(SCH)	In School	13.20	2.64	12.00	2.40	12.00	6.00	n/a	
Part-Time Daily Rates (Completed by COALITION)									
CARE CODE	Description	Licensed or Exempt Providers	Gold Seal Differential	Large Family Child Care Homes	Gold Seal	Family Child Care Homes	Informal Providers	Before or After School	
(INF)	<12 MTH	15.00	3.00	14.40	2.88	14.40	7.20		
(TOD)	12<24 MTH	14.55	2.91	12.60	2.52	12.60	6.30		
(2YR)	24 <36 MTH	12.48	2.50	8.00	1.60	8.00	4.00		
(PR3)	36 <48 MTH	10.85	2.17	8.00	1.60	8.00	4.00		
(PR4)	48 <60 MTH	10.85	2.17	8.00	1.60	8.00	4.00		
(PR5)	60 <72 MTH	10.85	2.17	8.00	1.60	8.00	4.00		
(SCH)	In School	8.00	1.60	8.00	1.60	8.00	4.00	N/A	
Special Needs Rate (Completed by COALITION)									
CARE CODE	Description	Full Time			Part Time				
(SPCR)	Special Needs	23.00			15				



## ATTACHMENT 7-E

### PROVIDER REIMBURSEMENT RATE SCHEDULE Putnam County

Early Learning Coalition of North Florida - Putnam County									
DAILY PAYMENT-RATE SCHEDULE (Effective 01/01/17)									
Full-Time Daily Rates (Completed by COALITION)									
CARE CODE	Description	Licensed or Exempt Providers	Gold Seal Differential	Large Family Child Care Homes	Gold Seal Differential	Family Child Care Homes	Informal Providers	Before or After School	
(INF)	<12 MTH	23.00	4.60	21.90	4.38	21.90	10.95		
(TOD)	12<24 MTH	19.00	3.80	18.60	3.72	18.60	9.30		
(2YR)	24 <36 MTH	15.00	3.00	16.00	3.20	16.00	8.00		
(PR3)	36 <48 MTH	15.00	3.00	15.00	3.00	15.00	7.50		
(PR4)	48 <60 MTH	14.40	2.88	15.00	3.00	15.00	7.50		
(PR5)	60 <72 MTH	14.40	2.88	15.00	3.00	15.00	7.50		
(SCH)	In School	13.00	2.60	13.00	2.60	13.00	6.50	13.00	
Part-Time Daily Rates (Completed by COALITION)									
CARE CODE	Description	Licensed or Exempt Providers	Gold Seal Differential	Large Family Child Care Homes	Gold Seal	Family Child Care Homes	Informal Providers	Before or After School	
(INF)	<12 MTH	15.00	3.00	14.40	2.88	14.40	7.20		
(TOD)	12<24 MTH	14.55	2.91	12.60	2.52	12.60	6.30		
(2YR)	24 <36 MTH	11.25	2.25	12.00	2.40	12.00	6.00		
(PR3)	36 <48 MTH	11.25	2.25	11.25	2.25	11.25	5.63		
(PR4)	48 <60 MTH	10.80	2.16	11.25	2.25	11.25	5.63		
(PR5)	60 <72 MTH	10.80	2.16	11.25	2.25	11.25	5.63		
(SCH)	In School	9.75	1.95	9.75	1.95	9.75	4.88	9.75	
Special Needs Rate (Completed by COALITION)									
CARE CODE	Description	Full Time			Part Time				
(SPCR)	Special Needs	23.00			15.00				

**ATTACHMENT 7-F  
PROVIDER REIMBURSEMENT RATE SCHEDULE  
St. Johns County**

Early Learning Coalition of North Florida - St. Johns County								
DAILY PAYMENT-RATE SCHEDULE (Effective 07/01/15)								
Full-Time Daily Rates (Completed by COALITION)								
CARE CODE	Description	Licensed or Exempt Providers	Gold Seal Differential	Large Family Child Care Homes	Gold Seal Differential	Family Child Care Homes	Informal Providers	Before or After School
(INF)	<12 MTH	27.00	5.40	22.00	4.40	22.00	11.00	
(TOD)	12<24 MTH	22.29	4.46	19.43	3.89	19.43	9.71	
(2YR)	24 <36 MTH	22.29	4.46	19.43	3.89	19.43	9.71	
(PR3)	36 <48 MTH	20.70	4.14	19.20	3.84	19.20	9.60	
(PR4)	48 <60 MTH	20.70	4.14	17.60	3.52	17.60	8.80	
(PR5)	60 <72 MTH	20.70	4.14	17.60	3.52	17.60	8.80	
(SCH)	In School	19.05	3.81	14.40	2.88	14.40	7.20	19.05
Part-Time Daily Rates (Completed by COALITION)								
CARE CODE	Description	Licensed or Exempt Providers	Gold Seal Differential	Large Family Child Care Homes	Gold Seal	Family Child Care Homes	Informal Providers	Before or After School
(INF)	<12 MTH	22.56	4.51	16.50	3.30	16.50	8.25	
(TOD)	12<24 MTH	19.67	3.93	13.60	2.72	13.60	6.80	
(2YR)	24 <36 MTH	19.67	3.93	12.80	2.56	12.80	6.40	
(PR3)	36 <48 MTH	17.25	3.45	12.80	2.56	12.80	6.40	
(PR4)	48 <60 MTH	17.25	3.45	12.00	2.40	12.00	6.00	
(PR5)	60 <72 MTH	17.25	3.45	12.00	2.40	12.00	6.00	
(SCH)	In School	11.60	2.32	10.80	2.16	10.80	5.40	Before & After \$11.00 Before only \$2.60 After \$9.00
Special Needs Rate (Completed by COALITION)								
CARE CODE	Description	Full Time			Part Time			
(SPCR)	Special Needs	19.05			11.60			

**ATTACHMENT 9**  
**SCHOOL READINESS BUDGET**

State of Florida Notice of Award No. SR437	
DUNS # 130220796	
CFDA# / Name	Federal Award #
93.558 / TANF	G1602FLTANF (29.04%)
93.575 / CCDF Discretionary	G1602FLCCDF (39.39%)
93.596 / CCDF Mandatory	G1602FLCCDF (31.47%)
93.667 / SSBG	G1601FLSOSR (0.09%)
	Grand Total 100%

Description		OCA	ECS Dollar Amounts	Coalition Dollar Amounts	TOTALS (NOA Amounts)
General Administration		97BBA, 97FIR, 97LCA	<del>\$354,445</del> <del>\$354,481</del>	\$421,283	<del>\$775,728</del> - \$ <del>775,764</del>
Non-direct Services		97BBD	246,790	0	246,790
Systems		97SYS	0	0	0
Eligibility Determination		97BDE	669,351	0	669,351
Quality	97QOO, 97QHS, 97QCS, 97QST, 97QCR, 97QAS, 97QTA, 97QPD, 97QPT		<del>741,258</del> <del>741,383</del>	260,667	<del>1,001,925</del> <del>1,002,050</del>
Infant & Toddler Services		97INT, 97ICR, 97IAS, 97ICS,	233,411	0	233,411
Inclusion		97QIN	117,308	0	117,308
Resource & Referral		97Q14	247,764	0	247,764
<b>Total Non-Slots</b>		<b>(Non-Direct)</b>	<del>\$2,610,327</del> <del>\$2,610,488</del>	<b>\$681,950</b>	<del>\$3,292,277</del> <del>\$3,292,438</del>
Gold Seal Payments		97GSD	520,000	0	520,000
Slots, to include: *CCEP funding of <b>\$21,960</b> and *Contracted Slots funding of <b>\$269,886</b>			11,724,193	0	11,724,193
<b>Total Slots</b>		<b>(Direct Services)</b>	<del>\$12,244,193</del> <del>\$12,244,762</del>	<b>\$0</b>	<del>\$12,244,193</del> <del>\$12,244,762</del>
<b>Grand Total</b>			<del>\$14,854,520</del> <del>\$14,855,250</del>	<b>\$681,950</b>	<del>\$15,536,470</del> <del>\$15,537,200</del>

### Supplemental Contracts

(Exclusive of OEL School Readiness Grant Award Funding)

<b>Performance Funding Project</b> (OEL NOA #PP437) (CFDA# 93.575 CCDF, Federal Award No. G1602FLCCDF – 100% funding) <u>(DUNS #130220796)</u> <b>Total</b> (total dollar amount up to and not to exceed)	<b>\$241,107</b>
<b>Pay for Performance</b> (through the University of Florida) <b>Contract 1</b> <b>Contract 2</b> <b>Total</b> (total dollar amount up to and not to exceed)	<b>\$27,650</b> <b><u>30,625</u></b> <b>\$58,275</b>

THIS AMENDMENT shall begin on March 22, 2017, or the date, on which the amendment has been signed by both parties, whichever is later.

All provisions in the contract and any attachments thereto in conflict with this amendment shall be and are hereby changed to conform to this amendment.

All provisions not in conflict with this amendment are still in effect and are to be performed at the level specified in the contract.

This amendment is hereby made a part of the contract.

IN WITNESS WHEREOF, the parties hereto have caused this 12 page amendment to be executed by their officials thereunto duly authorized.

**EARLY LEARNING COALITION OF  
NORTH FLORIDA**

**EPISCOPAL CHILDREN'S SERVICES,  
INC.**

**NAME** \_\_\_\_\_

**NAME** \_\_\_\_\_

**TITLE** \_\_\_\_\_

**TITLE** \_\_\_\_\_

**SIGNED** \_\_\_\_\_

**SIGNED** \_\_\_\_\_

**DATE** \_\_\_\_\_

**DATE** \_\_\_\_\_

## **IX. NEW/UNFINISHED BUSINESS**

### **B. APPROVAL OF ELCNF 16/17 BUDGET REVISION #3\***

**\*ACTION ITEM**

## ACTION ITEM SUMMARY

<b>DESCRIPTION</b>	Approval of 2016-2017 ELCNF Budget Revision #3
<b>Reason for Recommended Action</b>	<p>The Coalition received a new School Readiness Notice of Award dated January 26, 2017. This award increased funding by \$730.00 due to restitution payments submitted to the state.</p> <p><b><u>If this is not done, the following would occur:</u></b></p> <ul style="list-style-type: none"><li>• The Coalition budget would not match the 2016/2017 School Readiness fund allocations from the State, and would therefore not be accurate as to the funds available to spend for the fiscal year 2016-2017.</li><li>• The Coalition will be at risk of potential questioned costs due to noncompliance with state statutes.</li></ul>
<b>How the Action will be accomplished</b>	2016-2017 Revised budget will be presented to the Board on March 16, 2016 for approval.

**ELC North Florida**  
**Initial Budget - Fiscal Year 2016-2017**

<b>BUDGET</b>	
Local Match	159,400.00
School Readiness	14,500,000.00
Volunteer Pre-K	12,500,000.00
VPK O&A	32,400.00
Unrestricted	5,500.00
Other Program Revenue	0.00
Interest	0.00
	<u>27,197,300.00</u>
<b>Expenses</b>	
Contract Services	0.00
Health Ins - HSA Accts	20,101.00
Salaries	384,822.00
Reemployment Taxes	200.00
PR Taxes	31,664.00
Health Insurance	68,000.00
Pension	17,500.00
Life, Disability	1,700.00
Staff Development	9,500.00
Tuition Reimbursement	800.00
Accounting	1,500.00
Auditing	14,500.00
Legal	200.00
Printing & Reproduction	4,500.00
Repairs & Maintenance	500.00
Office Sites - Occupancy	35,000.00
Postage, Freight & Delivery	500.00
Rentals - Office Equipment	3,500.00
Office Supplies	6,500.00
Communications	12,000.00
D & O Insurance	2,500.00
General Liability	3,400.00
Workers Compensation	1,100.00
Equipment <\$1,000	1,000.00
Equipment >\$1,000	2,000.00
Travel - In State	2,000.00
Travel - Out of Town	7,500.00
Travel - Local	12,000.00
Bank Fees	1,200.00
Software/Licenses/Support	1,500.00
Web Service	25,000.00
Other employee expenditures	5,500.00
Dues & Subscriptions	15,500.00
Taxes, Licenses and Fees	500.00
Misc. - Other Current Charges	7,500.00
Joan - Quality	60,000.00
Total Expenses	<u>761,187.00</u>
ECS-SR	14,500,000.00
ECS VPK	12,500,000.00
Local Match	159,400.00
VPKOMAI	32,400.00
97BBA	715,187.00
97QOO	0.00
97SYS	0.00
VPK Admin	46,000.00
Total Income	<u>761,187.00</u>
Total Expenses	<u>761,187.00</u>
Surplus (right now)	<u>0.00</u>

**\*\* The Board acknowledges that approval of the annual budget also approves local and overnight travel for both staff and CEO as the CEO deems fitting with coalition business. This budget also gives the CEO the ability to work with board members and their travel as needed for coalition business.**



**ELC North Florida  
Fiscal Year 2016-2017**

	Initial		Revised 9-8-2016		Revised 9-30-2016		Revised 1-26-2017
Local Match	159,400.00	0.00	159,400.00	0.00	159,400.00		\$ 159,400.00
School Readiness	14,500,000.00	527,613.00	15,027,613.00	508,857.00	15,536,470.00	730.00	\$ 15,537,200.00
Volunteer Pre-K	12,500,000.00	204,650.00	12,704,650.00	508,189.00	13,212,839.00		\$ 13,212,839.00
VPK O&A	32,400.00	-116.00	32,284.00	0.00	32,284.00		\$ 32,284.00
Unrestricted	5,500.00	0.00	5,500.00	0.00	5,500.00		\$ 5,500.00
Other Program Revenue	0.00	0.00	0.00	0.00	-		\$ -
Interest	0.00	0.00	0.00	0.00	-		\$ -
	<b>27,197,300.00</b>	<b>732,147.00</b>	<b>27,929,447.00</b>	<b>1,017,046.00</b>	<b>28,946,493.00</b>	<b>730.00</b>	<b>\$ 28,947,223.00</b>
<b>Expenses</b>							
Contract Services	0.00	0.00	0.00	0.00	0.00		\$ -
Health Ins - HSA Accts	20,101.00	-1.00	20,100.00	0.00	20,100.00		\$ 20,100.00
Salaries	384,822.00	-34,322.00	350,500.00	3,000.00	353,500.00		\$ 353,500.00
Reemployment Taxes	200.00	-100.00	100.00	0.00	100.00		\$ 100.00
PR Taxes	31,664.00	-3,464.00	28,200.00	500.00	28,700.00		\$ 28,700.00
Health Insurance	68,000.00	-2,000.00	66,000.00	0.00	66,000.00		\$ 66,000.00
Pension	17,500.00	500.00	18,000.00	0.00	18,000.00		\$ 18,000.00
Life, Disability	1,700.00	-200.00	1,500.00	0.00	1,500.00		\$ 1,500.00
Staff Development	9,500.00	-300.00	9,200.00	0.00	9,200.00	4,500.00	\$ 13,700.00
Tuition Reimbursement	800.00	400.00	1,200.00	0.00	1,200.00		\$ 1,200.00
Accounting	1,500.00	2,000.00	3,500.00	0.00	3,500.00		\$ 3,500.00
Auditing	14,500.00	3,500.00	18,000.00	0.00	18,000.00	(4,500.00)	\$ 13,500.00
Legal	200.00	0.00	200.00	0.00	200.00		\$ 200.00
Printing & Reproduction	4,500.00	-4,000.00	500.00	1,500.00	2,000.00		\$ 2,000.00
Repairs & Maintenance	500.00	250.00	750.00	0.00	750.00		\$ 750.00
Office Sites - Occupancy	35,000.00	4,000.00	39,000.00	0.00	39,000.00		\$ 39,000.00
Postage, Freight & Delivery	500.00	1,000.00	1,500.00	0.00	1,500.00		\$ 1,500.00
Rentals - Office Equipment	3,500.00	1,000.00	4,500.00	0.00	4,500.00		\$ 4,500.00
Office Supplies	6,500.00	1,000.00	7,500.00	0.00	7,500.00		\$ 7,500.00
Communications	12,000.00	0.00	12,000.00	0.00	12,000.00		\$ 12,000.00
D & O Insurance	2,500.00	250.00	2,750.00	0.00	2,750.00		\$ 2,750.00
General Liability	3,400.00	100.00	3,500.00	0.00	3,500.00		\$ 3,500.00
Workers Compensation	1,100.00	100.00	1,200.00	0.00	1,200.00		\$ 1,200.00
Equipment <\$1,000	1,000.00	2,000.00	3,000.00	0.00	3,000.00		\$ 3,000.00
Equipment >\$1,000	2,000.00	500.00	2,500.00	0.00	2,500.00		\$ 2,500.00
Travel - In State	2,000.00	0.00	2,000.00	0.00	2,000.00		\$ 2,000.00
Travel - Out of Town	7,500.00	-1,000.00	6,500.00	0.00	6,500.00		\$ 6,500.00
Travel - Local	12,000.00	0.00	12,000.00	0.00	12,000.00		\$ 12,000.00
Bank Fees	1,200.00	-200.00	1,000.00	0.00	1,000.00		\$ 1,000.00
Software/Licenses/Support	1,500.00	0.00	1,500.00	0.00	1,500.00		\$ 1,500.00
Web Service	25,000.00	0.00	25,000.00	0.00	25,000.00		\$ 25,000.00
Other employee expenditures	5,500.00	-750.00	4,750.00	0.00	4,750.00		\$ 4,750.00
Dues & Subscriptions	15,500.00	-3,500.00	12,000.00	0.00	12,000.00		\$ 12,000.00
Taxes, Licenses and Fees	500.00	0.00	500.00	0.00	500.00		\$ 500.00
Misc. - Other Current Charges	7,500.00	0.00	7,500.00	0.00	7,500.00		\$ 7,500.00
Joan - Quality	60,000.00	-10,000.00	50,000.00	5,000.00	55,000.00		\$ 55,000.00
Total Expenses	<b>761,187.00</b>	<b>-43,237.00</b>	<b>717,950.00</b>	<b>10,000.00</b>	<b>727,950.00</b>	<b>-</b>	<b>\$ 727,950.00</b>
ECS-SR	14,500,000.00	-86,474.00	15,027,613.00	508,857.00	15,536,470.00	730.00	\$ 15,537,200.00
ECS VPK	12,500,000.00	204,650.00	12,704,650.00	508,189.00	13,212,839.00		\$ 13,212,839.00
Local Match	159,400.00	0.00	159,400.00	0.00	159,400.00		\$ 159,400.00
VPKOMA	32,400.00	-116.00	32,284.00	0.00	32,284.00		\$ 32,284.00
97BBA	715,187.00	-303,904.00	411,283.00	10,000.00	421,283.00		\$ 421,283.00
97QOO	0.00	260,667.00	260,667.00	0.00	260,667.00		\$ 260,667.00
97SYS	0.00	0.00	0.00	0.00	-		\$ -
VPK Admin	46,000.00	0.00	46,000.00	0.00	46,000.00	-	\$ 46,000.00
Total Income	<b>761,187.00</b>	<b>-43,237.00</b>	<b>717,950.00</b>	<b>10,000.00</b>	<b>727,950.00</b>	<b>-</b>	<b>\$ 727,950.00</b>
<b>Total Expenses</b>	<b>761,187.00</b>	<b>-43,237.00</b>	<b>717,950.00</b>	<b>10,000.00</b>	<b>727,950.00</b>	<b>-</b>	<b>\$ 727,950.00</b>
Surplus (right now)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-</b>	<b>\$ 0.00</b>

**\*\* The Board acknowledges that approval of the annual budget also approves local and overnight travel for both staff and CEO as the CEO deems fitting with coalition business. This budget also gives the CEO the ability to work with board members and their travel as needed for coalition business.**

**Board Meeting December 7, 2016**

## **IX. NEW/UNFINISHED BUSINESS**

### **C. APPROVAL OF ELCNF DRAFT BUDGET FOR 2017/2018\***

**\*ACTION ITEM**

## ACTION ITEM SUMMARY

<b>DESCRIPTION</b>	Approval of Draft Budget for 2017/2018
<b>Reason for Recommended Action</b>	<p>To have a working budget until the funding totals are received from OEL by way of Notice of Award in the beginning of the 2017-2018 fiscal year.</p> <p><b><u>If this is not done, the following would occur:</u></b></p> <ul style="list-style-type: none"><li>• If not approved: The Coalition would not be working under a budget for the portion of the year prior to receipt of the Notice of Award funds.</li><li>• The Coalition would not be in compliance with policy requiring Board approval.</li></ul>
<b>How the Action will be accomplished</b>	2017/2018 draft budget to be approved at Board meeting to be held March 22, 2017.

**ELC North Florida**  
**Preliminary Budget - Fiscal Year 2017-2018**

	<b>BUDGET</b>
Local Match	159,400.00
School Readiness	15,537,200.00
Volunteer Pre-K	13,212,839.00
VPK O&A	32,284.00
Unrestricted	
Other Program Revenue	0.00
Interest	0.00
	<u>28,941,723.00</u>
<u>Expenses</u>	
Contract Services	0.00
Health Ins - HSA Accts	20,100.00
Salaries	400,000.00
Reemployment Taxes	100.00
PR Taxes	41,267.00
Health Insurance	70,000.00
Pension	20,000.00
Life, Disability	1,700.00
Staff Development	18,000.00
Tuition Reimbursement	1,200.00
Accounting	1,500.00
Auditing	13,500.00
Informaion Technology	200.00
Legal	200.00
Printing & Reproduction	1,718.00
Repairs & Maintenance	200.00
Office Sites - Occupancy	35,000.00
Postage, Freight & Delivery	1,500.00
Rentals - Office Equipment	16,589.00
Office Supplies	8,500.00
Communications	15,000.00
D & O Insurance	2,558.00
General Liability	3,704.00
Workers Compensation	1,006.00
Equipment <\$1,000	2,500.00
Equipment >\$1,000	3,000.00
Travel - In State	2,000.00
Travel - Out of Town	6,500.00
Travel - Local	15,547.00
Bank Fees	500.00
Software/Licenses/Support	1,500.00
Web Service	28,000.00
Other employee expenditures	7,500.00
Dues & Subscriptions	9,000.00
Taxes, Licenses and Fees	200.00
Misc. - Other Current Charges	7,500.00
Joan - Quality	60,000.00
Total Expenses	<u><b>817,289.00</b></u>
ECS-SR	15,537,200.00
ECS VPK	13,212,839.00
Local Match	159,400.00
VPKOMAI	32,284.00

97BBA	765,289.00
97QOO	
97SYS	0.00
VPK Admin	52,000.00
Total Income	817,289.00
Total Expenses	817,289.00
Surplus (right now)	0.00

**\*\* The Board acknowledges that approval of the annual budget also approves local and overnight travel for the CEO as the CEO deems fitting with coalition business. This budget also gives the CEO the ability to travel for coalition members and their travel as needed for coalition business.**

**Board Meeting March 22, 2017**

## **IX. NEW/UNFINISHED BUSINESS**

### **D. APPROVAL OF REVISIONS TO THE COALITION'S INFORMATION AND TECHNOLOGY SYSTEMS AND SECURITY POLICIES AND PROCEDURES MANUAL\***

**\*ACTION ITEM**

## ACTION ITEM SUMMARY

<b>DESCRIPTION</b>	Revisions to the Coalition’s Information Technology Systems and Security Policies and Procedures Manual
<b>Reason for Recommended Action</b>	<p><u>Revisions:</u></p> <p>IT101 – <u>General Scope</u>, added “phishing” definition (recommendation from WWIT – the Coalition’s IT vendor – annual review)</p> <p>IT201 – <u>Use of Coalition IT Property</u>, added “Coalition Ownership – Other IT Categories” section (recommendation from WipFli Conference)</p> <p>IT303 – <u>Access and Security</u>,</p> <ul style="list-style-type: none"> <li>• revised wording in “Mobile Computing Devices” section to be more in line with the language used in the OEL Grant Agreement.</li> <li>• added language for “remote wiping” of Coalition-owned devices.</li> <li>• Added “Portable Storage Media or Peripheral Device Security” section from the 16/17 OEL Grant Agreement (crosswalk page 6).</li> </ul> <p>IT601 – <u>Use of On-line Services and E-mails</u>, added line to be aware of phishing e-mails (recommendation from WWIT – Coalition IT vendor – annual review).</p> <p><u>If this is not done, the following would occur:</u></p> <ul style="list-style-type: none"> <li>• The Coalition’s IT Policy (and School Readiness Plan IT Policy Attachment) would not be updated and compliant with OEL requirements.</li> </ul>
<b>How the Action will be accomplished</b>	Approval of the revisions listed above.

# IT101 General Scope

Effective Date: 10/01/08

Revision Date: 02/03/10, 04/08/15, 03/16/16, 03/22/17

## Purpose and Scope

The purpose of this policy is to identify guidelines for the use of the Coalition technologies and communications systems. This policy establishes a minimum standard that must be upheld and enforced by users of the Coalition's technologies and communications systems. Sub-recipients of the Coalition must have an equivalent level of security and policy and procedure standards.

Computer and electronic communications resources include, but are not limited to, host computers, file servers, stand alone computers, laptops, PDAs, printers, fax machines, phones, online services, email systems, bulletin board systems, and all software that is owned, licensed or operated by the Coalition.

The policies and guidelines apply to all Coalition systems, whether on-site and connected directly to the Coalition network, or on- or off-site and connected to the Coalition network by the telephone system or other means. The policies and guidelines cover these systems no matter who is the owner or the method of connection to the network. Employees and registered users are responsible for their own actions, as well as for the actions of any person who they permit to access a Coalition system.

## **Referenced Legislation and Guidance**

For the Coalition's I.T. policies and procedures, these citations apply and more information can be found in the annual OEL Grant Award Agreement:

- Computer-related Crimes, Chapter 815, F.S
- 2 CFR 200.335, *Methods for collection, transmission and storage of information*
- OEL IT Security Manual (*Program Guidance 300.01*)
- OEL Program Guidance 101.02, *Records Confidentiality*
- OEL IT Security Policy 5.05
- OEL IT Security Policy 5.05.02, *IT Security/Risk Mitigation Services*
- OEL Grant Agreement

*(Note: Please find these referenced documents/regulations in the "Referenced Documents-Regulations" folder in the "Policies and Procedures" folder located in the Coalition "Company Share" drive. Contact the Coalition Grants and Operations Manager should there be any difficulty in finding a document or regulation.)*

All Coalition IT vendors and Sub Recipients/Sub Contractors must comply with all security requirements within this policy and as referenced in OEL's IT Security Policy 5.05.02, *IT Security/Risk Mitigation Services*.

## Definitions

For purposes of this policy the following definitions shall apply:



**Botnets:** are networks of computers infected by malware (computer virus, key loggers and other malicious software) and controlled remotely by criminals, usually for financial gain or to launch attacks on websites or networks. If your computer is infected with botnet malware, it communicates and receives instructions about what it's supposed to do from "command and control" computers located anywhere around the globe. What your computer does depends on what the cybercriminals are trying to accomplish. Many botnets are designed to harvest data, such as passwords, social security numbers, credit card numbers, addresses, telephone numbers, and other personal information. The data is then used for nefarious purposes, such as identity theft, credit card fraud, spamming (sending junk e-mail), website attacks, and malware distribution.

**Breach of Security:** unauthorized access of data containing personal information. Good faith access of personal information by an employee or agent of the Contractor does not constitute a breach of security, provided that the information is not used for a purpose unrelated to the contract or subject to further unauthorized use.

**Confidential (Records):** Refers to entire record systems, specific records or individually identifiable data that by law are not subject to public disclosure under Article I, Section 24 of the Florida Constitution and Chapter 119, Florida Statutes (F.S.) When applicable, confidentiality covers all documents, papers, computer files, letters and all other notations of records or data that are designed by law as confidential. Further, the term confidential also covers the verbal conveyance of data or information that is confidential. These confidential records may include but not be limited to, social security numbers, parent and child information, payments, childcare providers, household demographics and resource and referrals, which are private and confidential and may not be disclosed to others.

**Electronic Communications:** shall mean and include the use of information systems in the communicating or posting of information or material by way of electronic mail, bulletin boards, World Wide Web (internet), or other such electronic tools.

**Electronic Mail ("e-mail"):** an office communications tool whereby electronic messages are prepared, sent and retrieved on personal computers.

**Encryption:** the process of transforming information (referred to as plaintext) using an algorithm (called cipher) to make it unreadable to anyone except those possessing special knowledge, usually referred to as a key.

**Firewall:** a device or set of devices configured to permit, deny, encrypt, decrypt, or proxy all (in and out) computer traffic between different security domains based upon a set of rules and other criteria.

**Firmware:** the combination of a hardware device and computer instructions and data that reside as read-only software on that device.

**Hot Fixes:** a single, cumulative package that includes one or more files that are used to address a problem in a product and are cumulative at the binary and file level. A hot fix addresses a specific customer situation and may not be distributed outside the customer's organization.

**Information Systems:** shall mean and include software, Electronic Communications, computers, Networks, servers and other similar devices that are administered by the Coalition and for which the Coalition is responsible.

**Internet:** a global system interconnecting computers and computer networks. The Computers and networks are owned separately by a host of organizations, government agencies, and companies. The Internet is the present "information super highway."

**Malware:** software designed to infiltrate or damage a computer system without the owner's informed consent.

**Networks:** shall mean and include video, voice and data networks, routers and storage devices.

**On-line Service** (i.e., the Internet, World Wide Web, AOL, etc): is defined as a communications tool whereby business information, reference material and messages are sent and retrieved electronically on personal computers.

**PC's:** an abbreviation for "personal computers."

**Password:** a string of characters which serves as authentication of a person's identity, which may be used to grant, or deny, access to private or shared data.

**Personally Identifiable Information (PII):** PII means information that can be used to distinguish or trace an individual's identity, either alone or when combined with other personal or identifying information that is linked or linkable to a specific individual. Some information that is considered to be PII is available in public sources such as telephone books, Web sites, and university listings. This type of information is considered Public PII and includes for example, first and last name, address, work telephone number, and general educational credentials.

**Phishing:** Phishing is a form of social engineering where the attacker attempts to trick people into revealing private information by sending spoofed e-mails that appear to be from reputable companies. Phishing e-mails provide a link to a seemingly authentic page where you can login and reveal your username, password and other personal identifying information. Online scammers can then use this information to access your accounts, gather additional private information about you, and make purchases or apply for credit in your name. A favorite phishing tactic among cybercriminals is to spoof the display name of an email. If a fraudster wanted to spoof a name of someone in your company, they would create a fake email domain "my-company.com" and then use someone from the company name in the name field.

**Protected Personally Identifiable Information (Protected PII or PPPII):** Protected PII means an individual's first name or first initial and last name in combination with any one or more of types of information, including, but not limited to, social security number, passport number, credit card numbers, clearances, bank numbers, biometrics, date and place of birth, mother's maiden name, criminal medical and financial record and education transcripts. This definition does not include PII that is required by law to be disclosed. [2 CFR Part 200.82]

**Server:** a computer program that provides services to other computer programs in the same, or another, computer. A computer running a server program is frequently referred to as a server, though it may also be running other client (and server) programs.

**Security Incident:** in information operations, an assessed event of attempted or successful entry, unauthorized entry, or an information attack on an automated information system. It includes unauthorized probing and browsing; disruption or denial of service; altered or destroyed input, processing, storage, or output of information; or changes to information system hardware, firmware, or software characteristics with or without the users' knowledge, instruction, or intent. However, random attempts at access shall not be considered a security incident.

**Spam:** abuse of electronic messaging systems (including most broadcast media, digital delivery systems) to send unsolicited bulk messages indiscriminately.

**User:** refers to employees (whether full-time, part-time or limited-term), independent contractors, consultants, and any other user having authorized access to, and using any of, the Coalition's computers or electronic communications resources.

**Spyware:** a type of malware that is installed on computers and collects information about users without their knowledge.

**Vendor:** someone who exchanges goods or services for money.

**Virus:** a program that attaches itself to an executable file or vulnerable application and delivers a payload that ranges from annoying to extremely destructive. A file virus executes when an infected file is accessed. A macro virus infects the executable code embedded in Microsoft Office programs that allows user to generate macros.

**Website:** a location on the World Wide Web, accessed by typing its address (URL) into a Web browser. A Web site always includes a home page and may contain additional documents or pages.

**Worm:** a program that makes copies of itself elsewhere in a computing system. These copies may be created on the same computer or may be sent over networks to other computers. The first use of the term described a program that copied itself benignly around a network, using otherwise-unused resources on networked machines to perform distributed computation. Some worms are security threats, using networks to spread themselves against the wishes of the system owners and disrupting networks by overloading them. A worm is similar to a virus in that it makes copies of itself, but different in that it need not attach to particular files or sectors at all.

# **IT201 Use of Coalition IT Property**

**Effective Date:** 10/01/08

**Revision Date:** 08/24/12, 12/04/13, 04/08/15, 03/16/16, 03/22/17

## **Acceptable Use of Coalition Property**

Use of the Coalition's computers and electronic communications technologies is for program and business activities of the Coalition. These resources shall be used in an honest, ethical, and legal manner that conforms to applicable license agreements, contracts, and policies regarding their intended use.

The Coalition's Information Systems are to be used predominately for Coalition related business. However, limited personal use may be permitted so long as it conforms to this policy and does not interfere with business operations or an employee's performance of duties.

UNDER ALL CIRCUMSTANCES, PERSONAL USE BY EMPLOYEES MUST COMPLY WITH THE GUIDELINES PROVIDED IN THIS POLICY AND SHALL NOT CONFLICT WITH AN EMPLOYEE'S PERFORMANCE OF DUTIES AND RESPONSIBILITIES FOR THE COALITION. Personal use may be denied when such use requires an inordinate amount of information systems resources (e.g. storage capacity, bandwidth, etc.). All internet software downloads must be granted permission by the Office Manager.

Although incidental and occasional personal use of the Coalition's communications systems are permitted, users automatically waive any rights to privacy.

## **Waiver Of Privacy**

The Coalition has the right, but not the duty, to monitor any and all aspects of its information system, including, but not limited to, monitoring employees use of the internet, reviewing material downloaded or uploaded by employees, and reviewing e-mail sent and received by employees. Employees waive any right to privacy in anything they create, store, send, or receive on the Coalition's information systems.

In addition, the information, ideas, concepts and knowledge described, documented or contained in the Coalition's electronic systems are the intellectual property of the Coalition. The copying or use of the Coalition's intellectual property for personal use or benefit during or after employment (or period of contract) with the Coalition is prohibited unless approved in advance by the C.E.O.

All hardware (laptops, computers, monitors, mice, keyboards, PDAs, printers, telephones, fax machines, etc.) issued by the Coalition is the property of the Coalition and should be treated as such. Users may not physically alter or attempt repairs on any hardware at any time. Users must report any problems with hardware to the Office Manager.

## **Use of Computer Workstations and Software**

Computer workstations (PCs) are the property of the Coalition and not the personal property of the individual employee. The following shall apply to PC and software use:

## **Virus Scanners**

The Coalition complies with requirements for antivirus programs described in OEL's IT Security Policy. The Coalition maintains current anti-virus controls on its computer systems. This includes servers, laptops, and desktop computers. The system will automatically download and distribute virus signature updates to the server, desktop computers, and laptops. The anti-virus software is monitored by the Office Manager and the Coalition's I.T. vendor. File system scans of all systems are conducted automatically. The Coalition's antivirus software protects data, scanned documents, e-mails and attachments, and internet sites before use. In addition, the Coalition utilizes antivirus programs that scan portable media devices such as flash drives, CD's, and other storage devices before use. Documentation is maintained to verify the purchase and installation of antivirus software by either the Coalition Office Manager or the Coalition I.T. Vendor.

Any computer used for remote access to the Coalition's and/or OEL's network/databases must have an ICSA (International Computer Security Association) approved antivirus software loaded and updated on a regular basis. This includes any laptop or workstation used by an employee working from home. Employees are prohibited from accessing these networks or databases from home if their personal computing devices do not meet these anti-virus software requirements.

Users are prohibited from unloading, disabling, or altering the configuration of the anti-virus software. Users are not allowed to bypass the virus scanners when logging onto a PC.

Users are also required to report any suspicious activity on their computers to the Office Manager. This activity included, but is not limited to: cursor or mouse moving on its own, uncharacteristically slow performance, or a change in behavior of the system, etc. If a virus is found, the user should immediately call the I.T. support staff so they can inform the user of what steps to follow. If the user should have to leave a message on voice mail, turn the computer off and wait for their response. Do not continue to use the PC if a virus has been found.

## **Download/Installation of Software**

The installation of new software without the prior approval of Office Manager is prohibited. If an employee desires to install any new programs, permission should first be obtained from the Office Manager. Software should not be downloaded from the internet, and should never download files from an unknown or suspicious source. This is a common mechanism for the introduction of computer viruses. If internet-based software is needed, the Office Manager should be contacted to perform the download.

## **Unauthorized Software**

No software other than authorized software is to be loaded onto the PC. The Coalition does not condone the illegal duplication of software. The law protects the exclusive rights of the copyright holder and does not give users the right to copy software unless the manufacturer does not provide a backup copy. Unauthorized duplication of software is a federal crime.

## **Copyrights and License Agreements**

It is the Coalition's policy to comply with all laws regarding intellectual property. The Coalition and its employees are legally bound to comply with the Federal Copyright Act (Title 17 of the U. S. Code) and all proprietary software license agreements. Noncompliance can expose the Coalition and the responsible employee(s) to civil and/or criminal penalties. This policy applies to all software that is owned by the Coalition or licensed to the Coalition.

## **Coalition Ownership – Other IT Categories**

The Early Learning Coalition will own and/or have rights to the following types of information technology that was initiated for the sole use and discretion of the Coalition. These types of IT items may include, but are not limited to:

- Cell phone numbers
- Web addresses
- Twitter handles
- Face Book pages
- Blogs
- Other social media
- Includes login ID and passwords (as well as security challenge questions and answers)
- Cloud storage locations (server, drop box, google docs, etc.)
- Equipment issued
- External, off-line storage devices

Once a Coalition employee, acting on behalf of the Coalition has initiated/registered/acquired/purchased any of the above items, it becomes the legal property of the Coalition.

## **Removal of Data Prior to Equipment Disposal**

The Coalition (or its I.T. vendor) will ensure that removal of data, especially sensitive client or operational data, is removed prior to disposing of all technological devices. This includes such items as servers, computer hard drives, laptops, digital copiers, and flash drives. The Coalition will utilize a vendor who will run “file-shredding” software on all electronic media, including computer hard drives, prior to disposing of computer equipment. This software should perform low-level formatting or use a “wipe” utility. The software must overwrite all areas of the computer’s hard drive in a manner that makes it impossible for subsequent users to retrieve any of the data on the hard drive. When this is done, the vendor will provide documentation of the actual cleansing activity (and that it has been completed before disposal) with the next monthly billing invoice.

In addition, a safe guard has been added to the inventory report. A column was added to document the date and person responsible for ensuring equipment/devices were properly ‘cleansed’ of all entity data by the I.T. Vendor/and of Coalition personnel.

# IT303 Access and Security

Effective Date: 10/01/08

Revision Date: 02/04/09, 02/03/10, 02/02/11, 02/01/12, 08/24/12, 03/16/16, 03/22/17

## Referenced Legislation and Guidance

OEL Grant award Exhibit I, Section F, *Breach of Security/Confidentiality*

*(Note: Please find these referenced documents/regulations in the “Referenced Documents-Regulations” folder in the “Policies and Procedures” folder located in the Coalition “Company Share” drive. Contact the Coalition Grants and Operations Manager should there be any difficulty in finding a document or regulation.)*

## Access Controls

The confidentiality and integrity of data stored on agency computer systems must be protected by access controls (both on-site and remotely) to ensure that only authorized employees have access. The Coalition maintains compliance with all OEL IT Security policies and procedures. Access shall be restricted to only those capabilities that are appropriate to each employee’s job duties. All staff (and sub-recipient/subcontractor staff) with access to ELC data systems complete OEL’s data security agreement upon hire and/or position (responsibility) transfer and annually thereafter.

Employees assume all responsibility for their access to the Coalition’s Information Systems. Passwords or access codes must not be shared with others. Any individual password to access the Information Systems belongs to the Coalition and information regarding usage of the Coalition’s Information Systems is accessible at all times by management for any business purpose. Unauthorized access to Information Systems is prohibited. No one should use the ID or password of another; nor should anyone provide his or her ID or password to another, except in cases necessary to facilitate computer maintenance and repairs and then only to authorized Coalition Information Technology staff, management, or contracted vendor of I.T. services. When any user terminates his or her relationship with the Coalition, passwords are changed immediately and his or her access and use of the Coalition’s Information Systems is prohibited.

## Physical Security and Access

The Coalition’s server is provided by the Coalition’s IT vendor and is housed in a secured datacenter. The datacenter has an emergency lighting device within reach, or an emergency lighting system. In addition, the datacenter has a gas based fire extinguishing system. The Coalition, through its IT vendor, uses a cloud-based server.

All critical computer equipment is stored in secure locations and access is restricted to only those individuals who require such access for the performance of their job responsibilities.

Access to network and Windows servers is privileged to the Coalition’s I.T. staff and/or I.T. vendor who require this level of access based on their function and training levels.

The Coalition’s staff have controls and processes in place to physically safeguard the entity’s operating systems. The Coalition currently complies with requirements described in OEL IT Security Policy 5.05.02.17, *Physical and Environmental Security*.

A list of such controls for computer equipment include, but are not limited to:

- Heating/cooling standards
- Smoke detectors
- Fire suppression
- Uninterruptible power supplies
- Locks/access
- Alarms
- Cameras
- Instructions for visitors

### **Password Security**

No passwords will be allowed that block entry to the PC or to specific applications or files without prior approval from the employee's Supervisor. Users are responsible for safeguarding their login passwords. Passwords may not be shared, printed, or stored online. Users should not leave their computers unattended without logging off. If a user suspects that the secrecy of their password has been compromised they should report this to the Office Manager immediately and initiate a password change request.

For all passwords the Coalition follows the OEL IT Policy 5.05.02.32, which requires ten minimum protocols for creating passwords:

1. Passwords should contain at least eight (8) characters and contain a combination of letters, numbers, and special characters.
2. Passwords cannot be reused for at least six (6) changes.
3. Never assign a login account a password that is the same string as the Employee ID or that contains the Employee ID (e.g., "bob123" is not an appropriate password for employee "bob").
4. Never set any password equal to the null string (i.e., a blank password), which is equivalent to no password at all.
5. Passwords should not be a dictionary word in any language.
6. Passwords should not contain any proper noun or the name of any person, pet, child, or fictional character.
7. Passwords will not contain any associate serial number, Social Security Number, birth date, telephone number, or any information that could be readily guessed about the creator of the password.
8. Passwords should not contain any simple pattern of letters or numbers, such as "xyz123."
9. Passwords should not share more than three (3) sequential characters in common with a previous password (i.e., do not simply increment the number on the same password, such as fido1, fido2, etc.).
10. Use a password that is easy to remember (e.g., a phrase, line from a song, or nonsense words) and that you can type quickly.

Although OEL policy allows for 90 day use of passwords, and allow to reuse passwords after six changes, the Coalition passwords are changed every 60 days and unique passwords are required at each change. The IT vendor ensures that password updates are set up to be generated on demand every 60 days, and that the new password meets the password criteria.



Other OEL policy protocols for passwords require guidelines for the storage and visibility of passwords and certain instructions on how to setup and assign passwords (for example, avoid using the “remember password” feature on web sites and other applications).

After five attempts to access a system with incorrect passwords, that system will be subjected to a lockout time of 10 minutes. This lock feature is set to mitigate brute-force based attacks.

In addition to password security, all Coalition p.c.’s are protected by installed 10 minute time out screen savers, requiring the user’s password to reenter their pc’s.

### **Database Security**

The Coalition complies with requirements for restrictions on access to sensitive or confidential data described in OEL’s IT Policy and Program Guidance 101.02, *Records Confidentiality*. This includes identifying and safeguarding confidential records, Personally identifiable information (PII), and Protected personally identifiable information (PPII). *(Please refer to “Definition” section of this policy for more information on these items, as defined by OEL Program Guidance 101.02, Records Confidentiality). (Also refer to the Coalition’s Confidentiality policy #OP201.)*

*Database Access* is granted to users via the application level only. Changes at the database level are permitted by the database administrator only. Application controls are used to ensure proper access to information within applications based on the responsibility of the staff member. Log files are maintained for changes to all databases.

*Mobile Computing Devices* are strictly controlled by the Early Learning Coalition. This policy applies to all Coalition-owned mobile devices including, but not limited to laptops, smart phones, tablets and external hard drives/flash drives. Such devices are limited in use and are only serving in the capacity of an access agent to the primary ~~network~~ server. In the event of the loss or theft of a laptop, no information would be present on the device. In addition, the Coalition utilizes media storage devices that are password protected and scanned for viruses before each use. ~~The Coalition prohibits the use of mobile computing devices (flash drives, thumb drives, laptops, email transmissions, etc.) that are unencrypted or lack activated password protections shall not contain confidential data unless the device is fully encrypted and password protected.~~ In the event of a loss or theft of a smart phone, tablet or other mobile device, the Office Manager will ensure the Coalition’s IT Vendor performs a “remote wipe” of the device clearing it of any Coalition information.

### **Portable Storage Media or Peripheral Device Security**

The Coalition, including its employees, subcontractors, agents, or any other individuals to whom the Coalition exposes confidential information obtained under this agreement, shall not store, or allow to be stored, any confidential information on any portable storage media (e.g., laptops, thumb drives, hard drives, etc.) or peripheral device with the capacity to hold information without encryption software installed on the devices meeting the standards prescribed in the National Institute of Standards and Technology Special Publication 800-111 [<http://nvlpubs.nist.gov/nistpubs/Legacy/SP/nistspecialpublication800-111.pdf>].

*Remote Access* is provided to all Coalition staff. Encryption is used on both the data sent from and to their workstation. Log records are maintained on all workstations and firewall logs are monitored for unusual activity. The Coalition prohibits the use of personal devices to download or store sensitive or confidential data.

*Access to the Coalition's Internal Network* is restricted by a hardware firewall. The firewall performs multiple network and security functions such as antivirus, antispyware, firewall, intrusion prevention, and device and application control for complete workstation protection. The network is further protected from spam and viruses by a third party filtering system. In addition, the Coalition is protected against e-mail information loss and business disruption during planned or unplanned outages by access to a web-based e-mail console. During an outage, all inbound and outbound e-mail continues to be filtered to protect the Coalition from threats.

### **Security and Problem Management**

The Coalition's IT vendor records all reports of problems, security incidents, and Coalition requests for services, to ensure that these events are responded to and/or resolved within the required four hour response time. In addition, the IT vendor must have the capability to install/perform an automated e-mail alert system, with the firewall, to report any unauthorized or malicious activity.

The Coalition is also required to document and provide the following details for any/each incident, and report to OEL:

- (i) The nature of the unauthorized use or disclosure
- (ii) The confidential information used or disclosed
- (iii) Who made the unauthorized use or received the unauthorized disclosure
- (iv) What the Coalition has done or shall do to mitigate any harmful impact of the unauthorized use or disclosure and
- (v) What corrective action the Coalition has taken or shall take to prevent similar future unauthorized use or disclosure incidents.

### **Breach of Security of Security Incident**

Coalition staff are required to report any breach/security incidents. The Coalition is also required to report to OEL in writing within 24 hours after the Coalition learns of the security incident or breach. (For more information see OEL Grant award Exhibit I, Section F, *Breach of Security/Confidentiality*.)

# **IT601 Use of On-line Services and E-mails**

**Effective Date:** 10/01/08

**Revision Date:** 02/04/09, 02/02/11, 08/24/12, 03/22/17

## **Use of On-line Services (Internet, World Wide Web, AOL, etc)**

On-line Services' sites can and do monitor access and usage and can in some cases, identify individuals accessing their services. Thus, Coalition employees should be mindful that accessing a particular bulletin board or Web site leaves company-identifiable electronic "tracks", even if the employee merely reviews or downloads the material and does not post any message.

Employees should also be aware that the Coalition reserves the right to routinely monitor without prior notice, on-line services access and usage to ensure that the system is being used for Coalition purposes according to this policy and to ensure that the Coalition's policies prohibiting harassment and inappropriate behavior are being followed. Therefore, employees should access sites that are necessary for Coalition business. Inappropriate use may subject an employee to disciplinary action up to and including termination of employment.

## **Use of Electronic Mail and On-line Services**

The e-mail and internet system is intended to be used to promote the effective performance of the Coalition's business. While it may be acceptable to send or receive personal messages of a limited number and frequency, personal use of the e-mail system must be kept within the bounds of efficiency and good judgment and under no circumstances should interfere with an employee's performance of job duties or violate Coalition policies regarding appropriate workplace behavior.

Employees should exercise care in the use of e-mail and in the handling of e-mail attachments, and be aware of phishing e-mails. (See definition of phishing e-mails in policy #IT101, definitions section.) If an e-mail is from someone you do not know, or if you were not expecting an attachment, do not open it and do not forward it. Delete it. These type e-mails are known as spam, chain, or other junk e-mail. The user should contact the Office Manager for assistance if there are questions as to the validity of the message and attachment.

## **Confidentiality**

All newly-hired employees must read the Coalition's Confidentiality policy (#OP201) and procedures and sign the Coalition's Employee Confidentiality Agreement form during orientation. All e-mail/internet records are considered Coalition records and should be transmitted only to individuals who have a business need to receive them. This applies to both company proprietary information or confidential material protected by the attorney-client privilege.

In some cases, sensitive information should not be sent via e-mail such as social security numbers, non-abbreviated names of clients and/or children, information that could be considered personal in nature (such as medical or financial information), etc. This type of information should be transmitted through a more secure source, such as the OEL "VPN Portal SharePoint" website, or other forms of communication.

## **Public Disclosure**

Additionally (as Coalition records) e-mail/internet records are subject to disclosure to law enforcement or government officials or to other third parties through subpoena or other process. Consequently, employees

should always ensure that the business information contained in e-mail or internet messages is accurate, appropriate and lawful. E-mail/internet messages by employees may not necessarily reflect the view of the Coalition, its officers, directors or management. Abuse of the e-mail/internet systems through unacceptable personal use, or use in violation of law or Coalition policies, may result in disciplinary action, up to and including termination of employment.

The Coalition reserves the right to disclose employee e-mail messages or internet records to law enforcement or government officials or to other third parties, without notification to or permission from the employees sending or receiving the messages. As a condition of initial and continued employment, all employees consent to Coalition review and disclosure of e-mail messages and internet records. In addition, e-mail messages for which the computer system has a record will be stored and retained in accordance with the Coalition's records management/retention policy.

### **Appropriate Use**

Employees should be mindful that when they browse the internet, post information on websites, or send e-mail containing the Coalition's domain address, they are representing the Coalition—not merely themselves—in a public medium. Under no circumstances should an employee's use of the internet compromise the legitimate business interests of the Coalition or give rise to illegality.

Foul, offensive, defamatory, pornographic or other inappropriate communication is strictly prohibited. Further, the Coalition prohibits website posting or e-mail messages containing offensive material, remarks based on sex, race, ethnicity, national origin, disability, marital status, age, off-color remarks or jokes, or disparaging statements about any employee, supervisor, board member, community partner, or person associated with the Coalition in any way. Employees may not use the internet to access, view or download inappropriate materials, including but not limited to harassing or offensive materials, or materials that disparage or demean persons on the above-described bases. Employees who send out abrasive, harassing, or discriminatory e-mail messages or who visit inappropriate sites are subject to disciplinary action, up to and including termination of employment.

## **IX. NEW/UNFINISHED BUSINESS**

### **E. APPROVAL OF THE ST. JOHNS COUNTY 17/18 FUNDING APPLICATION FOR ELCNF\***

**\*ACTION ITEM**

## ACTION ITEM SUMMARY

<b>DESCRIPTION</b>	Approval of the St. Johns County United Way Application
<b>Reason for Recommended Action</b>	United Way requires that the grant application we are submitting to help meet our matching funds requirement is board approved  If this is not done, the following would occur: <ul style="list-style-type: none"><li>• The Coalition would not have sufficient match for St. Johns County</li></ul>
<b>How the Action will be accomplished</b>	Board approval

## Community Impact

### 2017/18 - Funding Application

#### Early Learning Coalition of North Florida Inc

**Funding Application Status:** In Progress

#### Early Learning Coalition of North Florida Inc - School Readiness Child Care Subsidy

##### Basic Program Information

<b>Program Name</b>	School Readiness Child Care Subsidy
<b>Primary Address</b>	2450 Old Moultrie Rd, Suite 103, St. Augustine, Florida , 32086, U.S.A.
<b>Primary Contact</b>	Dawn Bell, phone: (904) 342-2267, email: dbell@elcnorthflorida.org
<b>Total Amount Requested</b>	25,000.00
<b>2017/18</b>	

<b>Impact Area</b>	Childhood Success
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**Partners agree to inform UW-SJC of any significant change in a funded program including but not limited to the following: change in program location, in program or agency financial position, change in program director, change in major program components/service delivery mechanisms, etc.**

Yes

##### Program Narratives

###### **Please provide a detailed description of this program,**

The School Readiness (SR) program assists low income parents with the cost of quality child care. Our target populations are low income parents who are unable to afford the child care they need in order to work or go to school. The lack of affordable care puts these parents at risk of unemployment and unable to attend classes that would increase their ability to obtain high wage jobs. Although we do various forms of public outreach, our biggest source of referrals comes from child care providers that are participating in the SR and by parents currently receiving services.

Our intake office is on the bus line and is centrally located at 5 Clark St. in St. Augustine. We accept appointments and have walk-in hours daily so that parents may come in at a time most convenient to them. Our hours are from 8:00 to 5:00 Monday through Friday but we will make special arrangements for parents if necessary.

In the SR program families are found eligible by meeting with our contractor, Episcopal Children's Services and presenting proof of income, residency, etc. Preschool children are given priority over school age children but both can be served as funding permits. Parents are given other resources at this time to help fully address the family's needs. Payment is made directly to providers to ensure funds are used as intended. Parents are assigned a parent fee which does not exceed 10% of the family's income. This fee is collected by the child care provider.

###### **How will your program create opportunities for a better life for all?**

With child care assistance, low income parents are able to afford child care which allows them to work or go to school. Their children are able to attend quality child care programs where they are able to gain the knowledge to be ready for success in school. Investments in quality childcare can provide better, more

equitable long-term outcomes for children of divergent economic backgrounds according to the Center for American Progress. Children can attend child care programs with children from all economic levels since parents can choose any legally operating, contracted program. Without SR a single mother earning 100 to 199% of the Federal Poverty Level spends over 33% of her income on childcare. SR reduces this to 10% on average.

**Identify the target population**

Low income working parents and their children with incomes below 150% of the Federal Poverty Level at entry into the program and up to 200% thereafter.

**Utilize local, state and/or national data to state the need. Why is this needed in our community? (Not all are required.)**

<b>Local</b>	St. Johns County parents receiving SR are continuously employed for one year or more 75% of the time while parents waiting for services are continuous
<b>State/Regional</b>	According to Child Care Aware, the cost of care for an infant in Florida is \$8,694 while the cost of public college tuition for one year is \$6,351
<b>National</b>	The Committee for Economic Evelopment finds that high-quality early childhood programs contirbute to stronger families & greater economic development

**What will happen if we DON'T have this program? What are the effects (short- and long-term) on our community?**

If we do not have School Readiness in our community, it will have an immediate impact on lower income families' ability to work and go to school. Likely they will be forced to leave the workforce and depend on public assistance. It will also impact their children's preparedness for kindergarten and school success. In the long run it will mean that these families will have less of a chance to get out of poverty and their children will have even a lessor chance of success in school and will likely repeat the cycle of poverty with their own future families. The Center for American Progress sites a study that found about one in four families lost or quit their jobs while on the waitlist for SR. This is consistent with our own surveys.

**Describe your collaboration efforts specific to this program.**

**With whom do you collaborate?**

The ELC collaborates formally and informally with most of the non-profits in St. Johns County. The following is a list of agencies that we work with on a regular basis:

- St. Johns County School District
- CareerSource
- The Homeless Coalition
- Betty Griffin House
- Family Integrity
- Healthy Start
- Florida Diagnostic and Research System (FDLRS)
- United Way 211
- Department of Children and Families
- Catholic Charities
- Salvation Army Food Bank
- Florida Kid Care



## **How?**

We collaborate by referring families to the School District so that they may access the School Districts early learning programs such as VPK and Head Start when appropriate. We also accept referral to provide school readiness services from CareerSource, DCF, Family Integrity, Home Again St. Johns, the Betty Griffin House and Healthy Start. Additionally we screen children for developmental delays and should one be suspected we refer the child to FDLRS for further testing with the parent's permission.

## **Why?**

We collaborate with other agencies for many specific reasons but generally our collaborations occur so that we can serve those who need our services most and give our clients as much assistance as possible. Collaborations help us use our resources wisely and efficiently and therefore increase the impact we have in the community as a whole.

For example when we accept referrals from CareerSource, they are for parents that are applying for or receiving cash assistance while they complete job training or search. Without childcare both of those things are impossible. Home Again St. Johns may give us a referral to provide child care for a family experiencing homelessness. They need child care to find and keep employment also but the children of the homeless have a special need to be in a safe, nurturing environment during the day. This is also true of the referrals that we accept from Betty Griffin House that serves women who are victims of domestic violence.

DCF refers families to us for childcare when there is or when it is suspected that abuse or neglect may have occurred in the home. Access to child care for these families may help reduce the stress in the household and also provides the children with a safe haven during the day as well as another set of eyes to be sure the children are no longer suffering from any abuse.

Family Integrity refers foster children to us for SR services. By providing child care services, foster families are able to work and this encourages more families to become foster families since they will not have to give up their jobs to do so.

We may refer a child with special needs to the School District's Title 1 programs or Head Start which will have the resources needed to be the most help to the child. If it is clear that the family itself needs more than child care to be successful, Head Start may be the best program for them since in addition to early childhood education, Head Start helps families make and reach goals and provides other family supports.

Our partnership with FDLRS ensures that children who may have learning delays are screened and tested early so that interventions can be successful even prior to the child beginning formal education in many cases. This helps ensure a child's success in school.

When we refer families to the Salvation Army or others for emergency food assistance or help with utility bill or other services, we are helping these families care for their children and weather the temporary crisis that can set lower income families back even further. Sometimes just knowing how to get this help will keep a family from becoming homeless or losing their job.

Overall, our collaboration with other agencies means that the families we serve are the families that most need the assistance and that we serve those families as fully as possible making sure they have access to as many services as are available and needed. It is in this way that we create the largest possible impact in the community and change lives to the fullest extent possible.

## **Further, how do you avoid duplication of services?**

The ELC is the only entity that offers child care subsidies to lower income parents. There is a small Head

Start (HS) program in St. Johns County but it is only for 6 hours per day and if a child receives HS, they would not receive SR.

## **Best Practices**

### **Describe your program's best practice. How do you know that efforts and services of your program are appropriate?**

We have many best practices such as being located in an area accessible by public transportation, accepting referrals from certain agencies when allowed by statute, and working with other agencies to ensure our families' needs are met. Another area of best practice that allows us to know that our program works is that we do regular survey's of our parents to find out their employment or school status and how having child care has impacted their ability to work or go to school. Although this is only a sample of the parents we serve, it is a statistically valid sample size and indicates that parents with School Readiness services have far better employment outcomes due to having these services than those families that are still waiting for services.

### **What are the greatest challenges you face in meeting your mission (other than funding issues)?**

Our greatest challenge in keeping our parent's employed and their children ready for school success is the instability of the lives of many of our economically challenged parents due to their poverty. For example a broken car that the parent cannot afford to repair can lead to a loss of their job. This year the Child Care Development Block Grant Reauthorization bill went into effect and parents now have 90 days to find a new job before losing child care but this does not alleviate all of the impact of something that may be a minor inconvenience to the middle class but is a crisis to the economically challenged. That is why it is so important to work with agencies like United Way to try to meet the whole need of the family.

## Early Learning Coalition of North Florida Inc - School Readiness Child Care Subsidy

### Goals and Priorities

**Goals and Priorities:** Increase access to quality preschool programs

### Inputs / Resources

**What We Invest: Input / Resource:**

We invest \$25,000 in United Way Match + \$108,000 St. Johns County Health & Human Services grant to draw down \$2,084,000 in State and Federal funds.

**What We Invest: Input / Resource:**

2.5 Family Services Specialists in St. Johns County trained in eligibility and experts in early childhood and family resources.

### Activities

**What We Do: Activity:**

Family Service Specialists enroll eligible parents in the School Readiness program and enroll their children in contracted childcare programs.

### Outputs

**What We Do: Output:**

Children of economically disadvantaged families will be enrolled in high quality, legally operating, contracted child care programs.

	2016 Actual	2017 Projected	2018 Proposed
Number of Participants	600	600	600

### Program Outcome / Impact

**What Changes We Expect: Program Outcome / Impact:**

Parents will be able to maintain employment since they will have stable childcare arrangements for their children. Children will be prepared for school success because they were able to attend high quality early learning programs.

### Success Metrics

**75% of parents receiving School Readiness services will maintain employment or school enrollment for 12 months or more.**

	2016 Actual	2017 Projected	2018 Proposed
Number of Clients Served	435	400	400
Number of Clients Achieving Goal	357	300	300
Percent Achieving	82.07	75	75

<b>The percentage of children meeting or exceeding goals for literacy will be 75% or higher based on sample of children using TSG child assessment.</b>	Number of Clients Served	590	600	600
	Number of Clients Achieving Goal	474	450	450
	Percent Achieving	80.34	75	75

## Community Outcome / Impact

### What Changes We Expect: Community Outcome / Impact:

We expect that School Readiness will create a stronger community because children will be ready for school success and their parents will be able to maintain employment giving them the opportunity to create a successful future for their children.

Success Metrics		2016 Actual	2017 Projected	2018 Proposed
<b>Over 30% of school readiness parents will report making \$100 to \$200 or more per month since receiving services based on a sample of parents surveyed.</b>	Number of Clients Served	435	435	435
	Number of Clients Achieving Goal	140	131	131
	Percent Achieving	32.18	30.11	30.11
<b>At least 90% of children will enter kindergarten ready for success based on the kindergarten readiness screener.* * The kindergarten readiness screener is given to all incoming kindergarteners so this rate is not just for School Readiness (SR). Still this is an indicator that SR is effective since the children in SR are duly enrolled in VPK when they turn 4 in almost all cases.</b>	Number of Clients Served	590	600	600
	Number of Clients Achieving Goal	567	540	540
	Percent Achieving	96.10	90	90

# Early Learning Coalition of North Florida Inc - School Readiness Child Care Subsidy

## Program Success

### Outcome Success

#### How Much Can We Do?

We can provide School Readiness services to an average of 800 children per month. Between 575 to 625 of those children will qualify because their parents are economically disadvantaged even though they are working or going to school at least 20 hours per week. The remaining children will be foster children or others served by DCF.

#### How Well Can We Do It?

We have succeeded in our goal to provide child care to the largest number of children possible and to provide these children the chance to begin school ready for a lifetime of success. At the same time parents have the opportunity to work and create a stable home environment so that their children can thrive.

#### How Is Anyone Better Off?

Yes, all parents that we serve are very low income so they all benefit immensely by receiving our services. Their children are better prepared for school success and the parents are able to work knowing that they have dependable, safe, high quality care for their children. Our community is also better off since these families are less reliant on other services and because their children will have more opportunity to succeed and contribute to the overall welfare of our community.

### Outcome Success Story

**Agency Contact for Success Story:** Teresa Matheny

**Phone Number for Success Story:** (904) 726-1500 x247

**Geographic community represented by the success story:** St. Augustine

#### Restate the outcome the story links to:

Increase access to quality preschool programs.

#### Success Story:

A parent that has asked us to not use her actual name and that we will call Kara is a single parent of 3 children and works at a local drugstore. When she first contacted us, Kara was driving from St Augustine to Palm Coast and even to Orlando in order to have someone to watch her children while she worked. In July, 2016, the parent was approved for Emergency Funding but was still struggling financially and afraid of losing her home. In Sept 2016 the parent received a notice that her name had come up on the wait list to enroll in School Readiness. This was a huge relief and help for her because School Readiness gives the parent services for a year as long as they are working, while Emergency Funding is only a short term solution.

However, around this same time Kara received an eviction notice from her landlord and her and her children were forced to move into a hotel room. Still through all of this the parent was able to continue

working because she had safe, affordable childcare for her children.

Kara came into the office recently to report that she has received a raise and is currently in a 6 week course program that her employer is paying for. Once she has completed/passed the program she will receive another raise! Kara told us that they are no longer living in a hotel room and that she has found a new place to live and is doing so much better. Kara has shared with us that she has no family support and has expressed how very thankful she is for all the compassion, help and support she has been shown every time she comes into the office. Through all of her struggles she has always remained positive and kept her goals for her family in the forefront. Her determination along with help from United Way, the ELC and ECS has enabled her to achieve a better life for her and her children.

**Permission to Use Publicly**

**United Way-SJC is granted permission to use the information provided on this form publicly.** Yes

**Does your organization have a photo release for the person(s) identified in the success story?** No

# Early Learning Coalition of North Florida Inc - School Readiness Child Care Subsidy

## Program Budget

### Revenue

	Prior Year Actual	Current Year Projected	Next Year Proposed
UW Grant - Funding	25,000.00	25,000.00	25,000.00
Gov. Funding - County	38,740.00	38,740.00	38,740.00
Gov. Funding State	3,864,967.38	4,058,215.00	4,261,126.00
Contributions / Donations	1,932.84	675.00	675.00
Other Income	0.00	0.00	0.00
Total	3,930,640.22	4,122,630.00	4,325,541.00

### Expense

	Prior Year Actual	Current Year Projected	Next Year Proposed
Salaries	83,235.27	95,445.00	100,217.00
Employee Benefits	24,523.20	28,512.00	30,186.00
Payroll Taxes	6,220.62	8,100.00	8,505.00
Professional Fees and Contracts	2,773.46	3,024.00	3,172.00
Occupancy	11,776.44	12,960.00	13,608.00
Specific Assistance for Individuals	3,782,556.99	3,942,823.00	4,136,499.00
Supplies/Equipment	4,754.78	7,938.00	8,335.00
Membership Dues / Support to Affiliate Org.	2,773.46	3,240.00	3,402.00
Program Expenses	12,026.00	20,588.00	21,617.00
Other Expenses	0.00	0.00	0.00
Total	3,930,640.22	4,122,630.00	4,325,541.00

	Prior Year Actual	Current Year Projected	Next Year Proposed
Surplus or (Deficit)	0.00	0.00	0.00

**Early Learning Coalition of North Florida Inc - School Readiness Child Care Subsidy  
Budget Narratives**

**Narrative questions pertaining to the program budget**

**We agree that United Way**    Yes  
**funds will be used solely**  
**to support the proposed**  
**program?**



## Community Impact

### 2017/18 - Funding Application

Early Learning Coalition of North Florida Inc

Funding Application Status: In Progress

Early Learning Coalition of North Florida Inc

Counterterrorism Compliance

#### COUNTERTERRORISM COMPLIANCE

**Organization Name:** Early Learning Coalition of North Florida Inc

**This Organization is not on any federal terrorism “watch lists,” including the list in Executive Order 13224, the master list of specially designated nationals and blocked persons maintained by the Treasury Department, and the list of Foreign Terrorist Organizations maintained by the State Department.**

Comply

**This Organization does not, will not and has not knowingly provided or collected funds or provided material support or resources with the intention that such funds or material support or resources be used to carry out acts of terrorism.**

Comply

**This Organization does not, will not and has not knowingly provided financial, technical, in-kind or other material support or resources\* to any individual or entity that is a terrorist or terrorist organization, or that supports or funds terrorism.**

Comply

**This Organization does not, will not and has not knowingly provided financial or material support or resources to any entity that has knowingly concealed the source of funds used to carry out terrorism or to support Foreign Terrorist Organizations.**

Comply

**This Organization does not regrant to organizations, individuals, programs and/or projects outside of the United States of America with out compliance with IRS guidelines.**

Comply

**This Organization takes reasonable, affirmative steps to ensure that any funds or resources distributed or processed do not fund terrorism or terrorist organizations.**

Comply

**This Organization takes reasonable steps to certify against fraud with respect to the provision of financial, technical, in-kind or other material support or resources to terrorists and terrorist organizations.**

Comply

**I certify on behalf of the  
Organization listed above  
that the foregoing is true.**

Yes

## Early Learning Coalition of North Florida Inc

### Basic Agency Information

<b>Agency Name</b>	Early Learning Coalition of North Florida Inc
<b>Mailing Address</b>	2450 Old Moultrie Rd Ste 103, St Augustine, Florida, 32086, U.S.A.
<b>Phone</b>	(904) 342-2267
<b>Chief Professional Officer</b>	Dawn Bell, phone: (904) 342-2267, email: dbell@elcnorthflorida.org
<b>Application Contact</b>	Dawn Bell, phone: (904) 342-2267, email: dbell@elcnorthflorida.org

### Partnership Support

**Did your Agency conduct an annual United Way-SJC workplace campaign in 2016-17?** Yes

**If yes, what was the percentage of participation?** 100.00

**Can you describe how the campaign was implemented? Special events, promotions or activities?**

We held a staff meeting with a special pizza lunch where we spoke about the importance of United Way to this agency and to the community we serve.

**Were Board members and volunteers included in this year's campaign?** Yes

**Certified Agencies are encouraged to include the United Way-SJC logo and messaging whenever possible such as in newsletters, letterhead, brochures, reports, websites and e-letters. Did your agency do so in 2016-17.**

Yes

**If yes, please list examples:**

We include the St. Johns United Way logo and messaging whenever possible such as in newsletters, letterhead, brochures, reports, websites and e-letters.

**Will your Agency refrain from fundraising activities between September 1 and November 1, 2017? This includes mass mailings and special event functions?**

Yes

**If no, please describe the event or effort and why?**

## Early Learning Coalition of North Florida Inc

### 2017 Site Visit and Conference

#### Site Visit Information

**Address for site visit** 35 Grant St., St. Augustine, Florida, 32084, U.S.A.

**Will tour leave site?** No

**If yes, to what destination?**

Site visit will be at Grandma's Daycare.

#### Staff/Board Members who will participate in the Visit and Conference?

Dawn Bell, CEO

Teresa Matheny, Episcopal Children's Services

Bryan Graham, Board Member

Amy Lane, Board Member

Joy Stanton, Board Member

**1st Priority Preferred Time Slot** April 11: 9:00am-12:30pm (AM Block)

**2nd Priority Preferred Time Slot** April 13: 9:00am-12:30pm (AM Block)

**3rd Priority Preferred Time Slot** April 19: 9:00am-12:30pm (AM Block)

#### Schedule Confirmation

**The Confirmed Scheduled Time Slot for your Agency is:**

# Early Learning Coalition of North Florida Inc

## Agency Budget

### Revenue

	Prior Year Actual	Current Year Projected	Next Year Proposed
UW Grant - Funding	25,000.00	25,000.00	25,000.00
Gov. Funding - County	147,283.51	134,400.00	134,400.00
Gov. Funding State	27,601,321.14	28,782,323.00	29,582,323.00
Contributions / Donations	15,647.10	2,500.00	2,500.00
Special Events	7,434.00	7,500.00	7,500.00
Investment Income	1,548.00		
Other Income	0.00	0.00	0.00
Total	27,798,233.75	28,951,723.00	29,751,723.00

### Expense

	Prior Year Actual	Current Year Projected	Next Year Proposed
Salaries	320,135.66	353,500.00	400,000.00
Employee Benefits	94,320.00	105,600.00	111,800.00
Payroll Taxes	23,825.48	30,000.00	42,373.00
Professional Fees and Contracts	10,667.16	11,200.00	11,750.00
Occupancy	45,294.31	48,000.00	51,000.00
Specific Assistance for Individuals	27,228,783.78	28,285,773.00	29,010,011.00
Supplies/Equipment	18,287.63	29,400.00	30,789.00
Membership Dues / Support to Affiliate Org.	10,667.16	12,000.00	12,000.00
Program Expenses	46,252.57	76,250.00	82,000.00
Other Expenses	0.00	0.00	0.00
Total	27,798,233.75	28,951,723.00	29,751,723.00

	Prior Year Actual	Current Year Projected	Next Year Proposed
Surplus or (Deficit)	0.00	0.00	0.00

## Early Learning Coalition of North Florida Inc

### Agency Budget Narratives

#### Agency Budget Narratives

Please select your agency's budget fiscal year: July to June

Does your agency send any money such as membership dues to your national headquarters? No

And if so how much? 0.00

What benefits do you receive for your support?

Were there any significant findings in your most recent audit? No

If yes, how were they addressed?

## **IX. NEW/UNFINISHED BUSINESS**

### **F. REVIEW OF BOARD MEMBERSHIP**

## **INFORMATIONAL**

# **BOARD MEMBERSHIP SUMMARY** As of October 7, 2016

Position	Name	Term Start Date	Term End Date
<b>BAKER</b>			
<b>Total Private Sector</b>	<b>0</b>		
<b>BRADFORD</b>			
County Health Department Director or Designee	Cynthia Kent	September 2013	September 2017
<b>Total Private Sector</b>	<b>0</b>		
<b>CLAY</b>			
Governor Appointee <b>Private Sector</b>	Ron Coleman	November 22, 2013	April 30, 2016
Governor Appointee <b>Private Sector</b>	*Brian H. Graham, <i>Vice Chair</i>	May 14, 2015	April 30, 2019
<b>Private Sector</b>	*Vina Delcomym	July 2011	July 2019
<b>Total Private Sector</b>	<b>3</b>		
<b>NASSAU</b>			
District Superintendent of Schools or Designee	Kristi Simpkins	December 2013	December 2017
<b>Total Private Sector</b>	<b>0</b>		
<b>PUTNAM</b>			
Representative of Programs for Children with Disabilities under the Federal Individuals with Disabilities Education Act	Amy Lane	December 2013	December 2017
<b>Total Private Sector</b>	<b>0</b>		
<b>ST. JOHNS</b>			
Member Appointed by Bd. of County Commissioners or the Governing Board of a Municipality	James K. Johns	June 2015	June 2019
Head Start Director	*Mary Ann Holanchock	July 2013	July 2017
Governor Appointee <b>Private Sector CHAIR</b>	Nancy Pearson, <i>Chair</i>	November 22, 2013	April 30, 2017
<b>Private Sector</b>	*Adam Deputy	December 2014	December 2018
<b>Private Sector</b>	*Mike Siragusa	June 2013	June 2017
<b>Total Private Sector</b>	<b>3</b>		
<b>MULTI COUNTIES</b>			
DCF Regional Administrator or Designee	Mala Ramoutar	November 2014	November 2018
Regional Workforce Board Executive Director or Designee	Renee Williams, <i>Treasurer</i> (Baker, Clay, Nassau, Putnam, St. Johns)	September 2014	September 2018
President of a Florida College System or Designee	Dr. Myrna Allen (Clay, Putnam, St. Johns)	September 2014	September 2018

Early Learning Coalition of North Florida, Inc.



Representative of Private For-Profit Child Care Providers	Angelia Hough (Putnam, St. Johns)	June 15, 2016	June 15, 2020
Representative of Faith Based Child Care Providers	Theresa Little (Putnam, St. Johns)	December 7, 2016	December 7, 2020
Central Agency Administrator	Teresa Matheny (All Counties)	September 21, 2016	NA
<b>Private Sector</b>			
<b>Private Sector</b>	Joy Stanton (St. Johns)	March 16, 2016	March 16, 2020
<b>Total Private Sector</b>	<b>1</b>		
<b>Combined Total Private Sector (Must comprise MORE THAN 1/3 of total Board Membership):</b>	<b>7</b>		
<b>TOTAL MEMBERSHIP</b>	<b>18</b>		

*\* Second 4 year term*

- **Ron Coleman**- Governor appointee for the private sector has filed paperwork with the Governor's office for approval of a second term.
- **Nancy Pearson**- Governor appointee for the private sector has filed her paperwork with the Governor's office for approval of a second term. Nancy's current term is over April 2017.
- **Upcoming Term Dates:** Mike Siragusa June 2017 / Mary Ann Holonchock July 2017 / Amy Lane December 2017 / Kristi Simpkins December 2017 / Cynthia Kent September 2017
- **Mandatory Seats:** Currently all mandatory seats are filled.
- **Combined Total Private Sector (Must be comprised of MORE THAN 1/3 of total Board Membership):** 1/3 of 18 = 38%. We currently have 7 private sector members.
- **Total Membership:** 15 to 30 members. We currently have 18 board members.

## **X. BOARD ABSENTEEISM LOG**

### **INFORMATIONAL**

BOARD  
MEMBER ABSENTEEISM LOG

**By-Laws**

3.2.7. Unexcused absences from two (2) consecutive meetings within a twelve month period by a representative or appointed member is equivalent to resignation from the Coalition.

3.2.8. Mandated members with three (3) consecutive unexcused absences from meetings or six (6) unexcused absences from meetings within a twelve month period without due cause may be notified by the Chair that their membership is not in good standing.

**X = Attended**

	MEMBER NAME	No Meeting Jan. 2016	No Meeting Feb. 2016	3/16/2016	No Meeting April. 2016	No Meeting May. 2016	6/15/2016	No Meeting Jul-16	No Meeting Aug-16	9/21/2016	No Meeting Oct-16	No Meeting Nov-17	12/7/2016
1	Allen, M.			EXCUSED			X			X			X
2	Coleman, R.			X			EXCUSED			X			EXCUSED
3	Delcomyn, V.			X			X			X			X
4	Deputy, A.			EXCUSED			X			X			EXCUSED
5	Graham, B.			X			X			EXCUSED			X
6	Hough, A.						Not a member yet			X			EXCUSED
7	Holanchock, M.			EXCUSED			X			X			X
8	Kent, C.			X			X			X			EXCUSED
9	Lane, A.			X			EXCUSED			X			EXCUSED
10	Masters, A.			EXCUSED			X			X			NO LONGER A MEMBER
11	Pearson, N.			X			X			X			EXCUSED
12	Ramoutar, M.			X			X			X			X
13	Simpkins, K.			EXCUSED			X			EXCUSED			X
14	Sirgusa, M.			X			X			X			EXCUSED
15	Matheny, T									X			X
16	Williams, R.			X			X			X			X
17	Johns, J.			X			EXCUSED			X			EXCUSED
18	Stanton, J.					Not a member yet	X		Not a member yet	X		Not a member yet	X

## **XI. BOARD COMMENT**

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## **XII. NEXT MEETINGS**

- WEDNESDAY, MAY 3<sup>RD</sup>, 2017- 10:30 A.M. –  
EXEC/ADMIN COMMITTEE CONFERENCE CALL
  - WEDNESDAY, JUNE 21<sup>ST</sup>, 2017, 10:30 A.M. –  
BOARD MEETING AT WORLD GOLF VILLAGE  
RENAISSANCE RESORT CONVENTION CENTER
- 

## **XIII. ADJOURNMENT\***

**\*ACTION ITEM**