



BOARD MEETING

March 11, 2020; 10:30 a.m.
Renaissance World Golf Village and Convention Center
Legends 1 Meeting Room

TENTATIVE AGENDA

****Action Item***

- I. Call to Order/Roll Call**
- II. Public Comment**
- III. Review of Delegation of Authority Items**
- IV. Approval of December 4, 2019 Board Meeting Minutes***
- V. Review and Approval of 2018-2019 Audit***
Presented by Moss, Krusick and Associates- **HANDOUT**
- VI. Staff and Committee Reports**
 - A. CEO Report-Verbal
 - B. Finance Manager's Report
 - C. 2nd Quarter Program Update
 - D. 2nd Quarter Early Literacy Report
- VII. New/Unfinished Business**
 - A. Approval of 2017-19 School Readiness Plan Amendment #25*
 - B. Approval of 2020-2021 United Way Funding Application for School Readiness Child Care Subsidy*
 - C. Approval of the **Preschool Development Grant (PDG) Birth-Five Plan EXTENSION** for Implementation of Child Assessment Best Practices.*
 - D. Approval of Revisions to the Coalition's Information Technology Systems and Security Policies and Procedures Manual*
 - E. Approval of our 2020-2021 COOP (Continuity of Operations Plan)*
 - F. Approval of the Member Appointed by Board of County Commissioners or the Governing Municipality: James K. Johns*
 - G. Approval of Private Sector Board Member Joy Stanton's Second Term*
 - H. Review and Discussion of Proposed Amendment to the 2019-20 Grant Agreement between OEL and the Early Learning Coalition of North Florida- **HANDOUT**
- VIII. Review of Board Membership – *Informational***
- IX. Board Absenteeism Log- *Informational***
- X. Board Comment**



XI. Next Meetings

- Wednesday, May 6, 2020 10:30 a.m. – Exec/Admin Committee Conference Call Meeting
- Wednesday, June 10, 2020 10:30 a.m. – Board Meeting

XII. Adjournment*

I. Call to Order/Roll Call

II. Public Comment

III. Review of Delegation of Authority Items

**IV. Approval of December 4, 2019
Board Meeting Minutes***

***ACTION ITEM**

BOARD MEETING

The World Golf Village and Convention Center
Caddy Shack Restaurant
December 4, 2019
2:00 p.m.

ATTENDANCE

Members Present:

Dr. Myrna Allen, *Treasurer*
Ronald Coleman
Kyle Gammon
Mary Garcia
Michelle Jonihakis
Theresa Little
Teresa Matheny
Brian McElhone
Kristi Simpkins
Aubrie Simpson-Gotham, *Secretary*
Joy Stanton, *Vice Chair*
Patricia Tauch
Renee Williams

Staff Present:

Dawn Bell, Chief Executive Officer
Christopher Spell, Financial Manager
Rhonda Cody, Office Manager
Tajaro Dixon, Grants and Operations Manager
Joan Whitson, Early Literacy Outreach Manager

Members Absent:

Brian Graham, *excused*
Marsha Hill, *excused*
Nancy Pearson, Chair, *excused*
Charles Puckett, *excused*
Michael Siragusa, *excused*
Commissioner Jeb Smith, *excused*

Others Present:

Tracy Roberts, Brighton Day Academy
Donald Sutton, Crowned Hart Preschools

CALL TO ORDER/ROLL CALL

J. Stanton called the meeting to order at 2:07pm. Roll Call was taken by R. Cody; quorum was met with 13 of the 19 board members in attendance.

PUBLIC COMMENT

No comments.

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 11, 2019 ANNUAL BOARD MEETING MINUTES*

1. T. Matheny motioned to approve the September 11, 2019 Annual Board Meeting Minutes. R. Coleman seconded the motion. No discussion-motion passed unanimously.

STAFF AND COMMITTEE REPORTS

A. CEO Report-Verbal

D. Bell advised the board that Erin Smeltzer is the new AELC Director replacing Saralyn Glass who is moving back to Jacksonville. She advised that there are no additional updates on the new MOD that was rolled out in July 2018 other than it has continued to have performance issues from reporting to timeouts to compromised data. She further advised that she would keep the Board updated on any changes including legislative updates. Dawn took a moment to introduce Donald Sutton, owner of Crowned Harts Preschools including Brighton Day Academy and Tracy Roberts, Director of Brighton Day Academy. Mr. Sutton expressed his deepest appreciation for all the Coalition does to support the Providers and especially the parents and children attending his schools—without it, they could not provide the quality of care and education to the children that is necessary for them to be successful.

B. FINANCE MANAGER’S REPORT

C. Spell presented the following report:

Desk Reviews and Audits

The fieldwork for our external audit has been completed. All seemed to go smoothly and I am not expecting any audit entries. Though at this point we are not sure if the reconciliation of the EFS program will cause any adjustments.

As expected we did receive the OEL request for desk review items on Oct 5. Those have been copied and sent to OEL. We are waiting on their response.

Revenue and Expense Report (see attachment) **HANDOUT (In the Board Packet)**

Attached is a final copy of the FY18-19 financial statements from our system. I do not expect any major changes on the audited financial statements .

Also attached is the Q1 financial statement for FY 2019-20-**HANDOUT (In the Board Packet)**. There is a slight loss due to the funds from the Clay Foundation Grant being spent in Q1. This grant runs from Oct 1–Sep 30. Though we did recognize the revenue in FY 2018-19.

Budget Revision 2019-20

A 3rd revision to the 2019-20 Budget is attached-**HANDOUT (In the Board Packet)**. The change is due to grant revisions that have been incorporated into the budget. Those changes are highlighted and do not result in a change in the anticipated Net Surplus or Net Loss.

Targets and Restrictions

The coalition is currently in alignment with the grant required targets and restrictions.

C. 1ST QUARTER PROGRAM UPDATE

T. Dixon presented the following report:

Coalition Activities:

- The ELC staff completed the 2019/2020 Internal Controls Questionnaire (ICQ). In addition, ECS completes this same ICQ each year and their responses are reviewed by ELC staff for any needed follow-up and/or approval.
- The ELC staff met the October 1 OEL deadline for all the annual items such as the annual report, inventory, COOP (Continuation of Operations Plan), Sub-recipient monitoring plan, Fiscal prior year Revenue and Expense report and current year Budget.
- In July, all staff completed their annual review of Anti-Fraud plan, policies and practices.
- Annual archiving processes have begun.
- Our ELC has again requested a waiver from OEL for sub-recipient monitoring sampling size requirements this year due to the continued issues with the “EFS MOD” database conversion. We are awaiting their reply.

Episcopal Children’s Services (ECS) On-Site Monitoring:

The 2019/2020 First Quarter Monitoring is scheduled for November 8 – November 22, 2019. This monitoring will include all OEL required “eligibility” criteria for School Readiness children, VPK children, and VPK Providers. In addition, there will be a review of personnel files and background screenings.

As we continue to have technical issues with OEL’s new database (“EFS “MOD”), School Readiness files are still being reviewed using the strategies and work-around scenarios that ECS and the Coalition staff create, adjust, and document for OEL.

(Due to a change in the monitoring schedule cycle for this year, there is not an update to provide as of this date - as this monitoring has not yet occurred.)

The 2019/2020 Second Quarter Monitoring is scheduled for February 18 – March 2, 2020.

ALL full reports are available upon request.

D. 1ST QUARTER EARLY LEARNING LITERACY REPORT

J. Whitson presented the following report:

Highlights:

Kiwanis Florida State Convention: August 15-17th at the Omni Hotel in Orlando. I represented both the Kiwanis Club of St. Augustine and the ELCNF by attending and presenting a workshop about our highly successful Character Breakfast event.

Literacy Outreach:

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 then give the 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 during the year by providing them with one of our themed literacy programs.

Baby Bags: In August, volunteers assembled book bags filled with 4-5 board books and a read aloud guide for parents. The bags were given to each ECS county office to hand out to families with children ages 0-2.

Volunteer Reading Pals: Over the summer, much work was done improving and organizing our volunteer lending libraries. The goal is for all three of our libraries to have a digital catalog that readers can access on line. They can search for any book by author, theme and will be able to see a picture of the book and description.

ELCNF Reading Conference: September 25th at the Marywood Retreat Center in St. Johns. This is an annual event where all of our reading volunteers come together for a day filled with special speakers and interactive classes all with the goal of improving their reading. This year the conference was also made available to teachers to obtain CEU's. Sixteen teachers took advantage of this. The topics included: incorporating dramatic play, adding music and movement, rhymers are readers, using themes and picking more diverse books. Forty-five volunteers were in attendance.

Themed Literacy Programs: During the summer, we launched a new Ocean themed literacy program. Seven programs were put on three different counties. The program focuses on teaching children facts about ocean life through an interactive story and activity time. Children get to paint seashells, make their own ocean in a bottle, create sand necklaces and sea life visors. Each child received a free copy of a National Geographic Kids Ocean Creatures book and the teachers received a resource bag filled with books and materials to further teach this theme.

E. EXECUTIVE ADMINISTRATIVE COMMITTEE, November 6, 2019-Cancelled

NEW/UNFINISHED BUSINESS

SUMMARY OF D. BELL ANNUAL EVALUATION-HANDOUT

- The evaluation was conducted on September 11, 2019 with Nancy Pearson, Theresa Little, Renee Williams, Brian Graham and Joy Stanton serving as evaluators.
- Of the total 18 evaluations mailed/handed to the board members, 13 members completed the evaluation and five board members did not return the evaluation.

- Out of a 1 to 5 rating scale, 1 = Unsatisfactory and 5 = Outstanding; Dawn's Overall Rating Score was 4.60 which earned a final rating of "Outstanding".
- Dawn's next evaluation period ends September 1, 2020.
- If any Board Member would like to see a copy of the final compiled evaluation results, please contact Rhonda Cody.

APPROVAL OF NEFEC LEASE 2020-2021*

Staff requests board approval to continue the NEFEC lease agreement of rental of office space in Palatka, FL. The current lease ends January 31, 2020, and the new lease will start Feb. 1, 2020 and conclude January 31, 2021, with the option of automatic renewal for 12 months, starting Feb. 1 2021 and concluding on Jan. 31, 2022 at the monthly rental rate of \$400.

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.

2. R. Coleman motioned to approve the NEFEC Lease for 2020-21 with the option of automatic renewal for 12 months. T. Matheny seconded the motion. M. Hill recused herself from the vote, memorandum of voting conflict is attached in the Board Packet. No discussion, motion passed unanimously.

APPROVAL OF EPISCOPAL CHILDREN'S SERVICES 2019/2020 CONTRACT AMENDMENT 0002-19*

Requested Revisions for Approval:

- A. Items #1, 2, and 4 were to update the School Readiness budgeted amounts per the September 13, 2019 Notice of Award.
- B. Items #2 and 4 were to update the Program Assessment and Preschool Development Grant Services (P.D.G.) budgeted amounts per the September 30, 2019 Notice of Award.
- C. Item #2, under "Additional School Readiness-Related Programs and Funding" was to:
 - Remove the one "Early Learning Florida" contract that has expired.
 - Add the new "Early Learning Florida" contract for 19/20.
 - Update the "School Readiness Program Assessment" project section.
 - Update the "Preschool Development Grant Services" project section.
- D. Item #3 was to correct language regarding Travel classifications and required prior approvals.
- E. Note: In both Attachment 9's, the yellow-highlighted revision in the far right, last column for "Total Non-Slots (Non-Direct)" is a CORRECTION. The wrong amount was entered here for Contract Amendment #0001-19, so this is only a correction.

3. A. Simpson-Gotham motioned the approval of Episcopal Children's Services 2019/20 Contract Amendment 0002-19. R. Williams seconded the motion. T. Matheny recused herself from the vote, memorandum of voting conflict is attached in the Board Packet. No discussion, motion passed unanimously.

RETRO ACTIVE APPROVAL OF (EFFECTIVE 09/01/019) OF ELC OF NORTH FLORIDA AND THE UNIVERSITY OF FLORIDA/LASTINGER CENTER EARLY LEARNING FLORIDA CONTRACT EFFECTIVE 09/01/19-08/31/20*

This Contract for Services is made and entered into by and between 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) and the ELC of North Florida.

THIS CONTRACT is to support the implementation of Early Learning Florida courses (e.g., online only, online with Community of Practice (CoP) Facilitation, and online with Technical Assistance (TA) Coaching) that aligns with quality improvement goals/initiatives, for the Coalition's Child Care Providers.

The total contract is **not to exceed \$12,000.**

4. T. Little motioned the retro active approval of the ELC of North Florida and the University of Florida/Lastinger Center Early Learning Florida Contract effective 09/01/19-08/31/20. K. Simpkins seconded the motion. No discussion- motion passed unanimously.

RETRO ACTIVE APPROVAL OF (EFFECTIVE 09/01/19) OF ELC OF NORTH FLORIDA-UNIVERSITY OF FLORIDA/LASTINGER CENTER AND EPISOPAL CHILDREN'S SERVICES EARLY LEARNING FLORIDA CONTRACT EFFECTIVE 09/01/19-08/31/20*

(This Contract and dollar amount was also added to ECS's 2019/2020 primary contract with amendment #2.)

THIS CONTRACT is to support the implementation of Early Learning Florida courses (e.g., online only, online with Community of Practice (CoP) Facilitation, and online with Technical Assistance (TA) Coaching) that aligns with quality improvement goals/initiatives, for the Coalition's Child Care Providers.

The total contract is **not to exceed \$12,000.**

5. R. Coleman motioned the retro active approval of the ELC of North Florida-University of Florida/Lastinger Center and Episcopal Children's Services Early Learning Florida Contract effective 09/01/19-08/31/20. M. Garcia seconded the motion. T. Matheny recused herself from the vote, memorandum of voting conflict is attached in the Board Packet. No discussion- motion passed unanimously.

APPROVAL OF 2019-21 SCHOOL READINESS PLAN AMENDMENT #24 (PART 1- ATTACHMENT II C COMBINED ELIGIBILITY POLICIES)*

Updated Attachment II C Combined Eligibility Policies Rev 091919. The edits are on pages 27, 31, 43-44, and 51-52 ONLY from the entire SR Plan Attachment. We have condensed the document for board review to show only these pages (instead of the entire policy of 58 pages).

- To change the term "CCEP (Child Care Executive Partnership)" to "SR Match Funding" to align with current grant language.

- To add procedures for verifying the frequency of client employment bonuses or overtime (recommendations from OEL following our last Accountability review).

6. M. Garcia motioned to approve the 2019-21 School Readiness Plan Amendment #24 (Part 1-Attachment IIC Combined Eligibility Policies. T. Matheny seconded the motion. No further discussion- motion passed unanimously.

APPROVAL OF 2019-21 SCHOOL READINESS PLAN AMENDMENT #24 (PART 2- ATTACHMENT II I PROVIDER PAYMENT RATES*

Revisions to the SR Plan Attachment II I Provider Payment Rates, to give all providers in the Coalition's six counties an across-the-board increase of 10% (except for one part time rate in Bradford county, as that would put it at above the 75th percentile of the market rate).

7. A. Simpson-Gotham motioned to approve the 2019-21 School Readiness Plan Amendment #24 (Part 2-Attachment II I Provider Payment Rates. M. Jonihakis seconded the motion. T. Matheny, B. McElhone and P. Tauch recused themselves from the vote, memorandums of voting conflict is attached in the Board Packet No further discussion-motion passed unanimously.

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

Revisions:

HR313 – Emergency Closings

- Replaced the third paragraph with language that more closely aligns to Federal and State regulations and practices.
 - Removed the fourth paragraph regarding employees working while officially closed.
8. T. Little motioned to approve the revisions to the Coalition's Personnel Policies and Procedures Manual. K. Gammon seconded the motion. No further discussion-motion passed unanimously.

APPROVAL OF THE MANAGEMENT DECISION RECOMMENDATION FOR ECS AUDIT 2018/2019*

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

9. M. Jonihakis motioned to approve the Management Decision recommendation for ECS Audit 2018/2019. M. Garcia seconded the motion. T. Matheny recused herself from the vote, memorandum of voting conflict is attached in the Board Packet. No further discussion-motion passed unanimously.

APPROVAL OF ELCNF 2018-2019 ANNUAL REPORT*

To approve the ELCNF 2018-2019 Annual Report in accordance with OEL Policy. The Annual Report was included in the Board Packet as well as a Handout.

- 10.** M. Garcia motioned to approve the ELCNF 2018-2019 Annual Report. K. Simpkins seconded the motion. No further discussion-motion passed unanimously.

APPROVAL OF THE THIRD PRELIMINARY BUDGET FOR 2019/2020*-HANDOUT

This is the third revised draft of the Preliminary budget following the receipt of the funding totals from OEL by way of Notice of Award in the beginning of the 2019-2020 fiscal year.

- 11.** K. Gammon motioned to approve the third preliminary budget for 2019/2020. R. Coleman seconded the motion. No further discussion-motion passed unanimously.

REVIEW OF BOARD MEMBERSHIP-INFORMATIONAL

R. Cody provided a report to the Board that reviewed the members who have resigned and/or gone into an advocate role since the last meeting. Our total board membership is now at 19 members with the addition of Kyle Gammon, Private Sector. There were no comments by the Board.

BOARD ABSENTEEISM LOG

No Comments.

BOARD COMMENTS

No Comments.

NEXT MEETINGS

The next scheduled meetings are as follows:

- Wednesday, February 5, 2020, 10:30 a.m. – Exec/Admin Committee Conference Call Meeting
- Wednesday, March 11, 2020, 10:30 a.m. –Board Meeting World Golf Village Convention Center

ADJOURNMENT*

- 12.** R. Williams motioned for adjournment at 2:50 p.m.
A. Simpson-Gotham seconded the motion. No discussion – motion passed unanimously.

HANDOUTS: 1. Revised Tentative Agenda 12.04.19; 2. Conflict of Interest Questionnaire; 3. Summary of D. Bell Annual Evaluation 4. Approval of the third Preliminary Budget for 2019/2020.

Minutes Submitted By: Rhonda Cody, Office Manager

V. Review and Approval of 2018-2019 Audit*

**Presented by Moss Krusick and Associates-
HANDOUT**

***ACTION ITEM**

VI. Staff and Committee Reports

A. CEO Report-VERBAL

VI. Staff and Committee Reports

B. Finance Manager's Report

Early Learning Coalition of North Florida

Finance Manager's Report

Board Meeting

March 11, 2020

Desk Reviews and Audits

The Oct 5 Desk Review was completed without adjustments from OEL. We have received a new Desk Review for Jul 2019 through Dec 2019 time period. We are currently working on our responses due to OEL on March 15.

Q2 Financial Statements (see attachment)

Attached is the Q2 financial statements for FY 2019-20. There is a slight loss due to the funds from the Clay Foundation Grant being spent in Q1. This grant runs from Oct 1 – Sep 30. Though we did recognize the revenue in FY 2018-19. We received new grant funds from Clay Foundation in Jan 2020 that are not reflected on the Q2 Financial Statements.

Targets and Restrictions

The coalition is currently in alignment with the grant required targets and restrictions.

Susan Pettijohn and Chris Spell

Early Learning Coalition of North Florida

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Statement of Revenue and Expense As of Dec 31, 2019

	2019-2020 Annual Budget	2019-2020 Q1 Budget	Q2 2019-20 YTD Actual	Over (Under)
2018-19 Notice of Awards				
School Readiness (SR)	\$ 18,278,285	\$ 9,139,143	\$ 8,392,542	\$ (746,601)
OAMI	23,485	11,742.00	8,277	(3,465)
PDG Services	132,424	66,212.00	61,861	(4,351)
Voluntary PreKindergarten (VPK)	14,878,087	7,439,044.00	7,943,951	504,907
Total Notice of Award	\$ 33,312,281	\$ 16,656,141	\$ 16,406,631	\$ (249,510)
Subrecipient Expense				
School Readiness (SR)	17,298,637	\$ 8,649,319	7,966,131	(683,188)
OAMI	23,485	11,742.50	8,277	(3,466)
PDG Services	132,424	66,212.00	61,861	(4,351)
Voluntary PreKindergarten (VPK)	14,820,864	7,410,432.00	7,930,819	520,387
Total Subrecipient Expense	\$ 32,275,410	\$ 16,137,705	\$ 15,967,088	\$ (170,617)
Grant Funds Available to ELC of North FL	\$ 1,036,871	\$ 518,436	\$ 439,543	\$ (78,893)
Other Donations and Revenue				
Interest Income	\$ 530	\$ 500	\$ 500	\$ -
Clay Electric Foundation	5,000	0	0	0
Kiwanis	1,000	0	0	0
Reinhold	750	0	0	0
Quality Teacher's Conference	6,500	0	0	0
Miscellaneous Donations	2,000	1,000	3,254	2,254
Total Revenues	\$ 1,052,651	\$ 519,936	\$ 443,297	\$ (76,639)
ELC of North Florida Estimated Expense				
Salaries	\$ 592,000	\$ 296,000	\$ 229,183	\$ (66,817)
PR Taxes	47,576	23,788	17,342	(6,446)
Health Insurance & HSA Contributions	112,000	56,000	62,068	6,068
Pension	27,000	13,500	8,826	(4,674)
Life, Disability, and WC	9,500	4,750	6,591	1,841
Staff Development	8,000	4,000	2,600	(1,400)
Contract Services	3,000	1,500	0	(1,500)
Auditing	15,000	7,500	6,500	(1,000)
Legal	500	250	0	(250)
Printing & Reproduction	2,000	1,000	20	(980)
Repairs & Maintenance	1,075	538	224	(314)
Office Sites - Occupancy	47,000	23,500	21,418	(2,082)
Postage, Freight & Delivery	1,795	898	1,694	797
Rentals - Office Equipment	5,000	2,500	1,964	(536)
Office Supplies	9,500	4,750	4,691	(59)
Communications	14,700	7,350	6,855	(495)
D & O Insurance	2,800	2,800	2,277	(523)
General Liability	3,900	3,900	4,336	436
Equipment <\$1,000	3,500	1,750	1,295	(455)
Equipment >\$1,000	2,000	1,000	0	(1,000)
Travel - In State	3,000	1,500	1,788	288
Travel - Out of State	6,000	3,000	0	(3,000)
Travel - Local	6,500	3,250	2,602	(648)
Bank Fees	600	300	0	(300)
Software/Licenses/Support	11,500	5,750	3,530	(2,220)
Web Service	24,000	12,000	8,313	(3,687)
Other employee expenditures	1,000	500	10	(490)
ADP Fees	6,700	3,350	3,478	128
Dues & Subscriptions	12,000	6,000	9,563	3,563
Taxes, Licenses and Fees	450	225	75	(150)
Misc. - Other Current Charges	3,055	1,528	1,666	139
Quality Program	70,000	35,000	37,389	2,389
Total ELC North Florida Estimated Expense	1,052,651	529,676	446,298	(83,378)
Surplus or (Loss)	0	(9,740)	(3,001)	6,739

Early Learning Coalition of North Florida

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Balance Sheet

As of December 31, 2019

ASSETS

Cash, Operating	\$	2,262,163
Cash, Money Market		31,671
Petty Cash		200
OEL Receivable		2,605,439
Deposits		850
Prepaid Expense		13,003
Equipment		8,549
Less: Accumulated Depreciation		<u>(8,549)</u>

TOTAL ASSETS \$ 4,913,326

LIABILITIES

Episcopal Children's Services Payable	2,635,017
OEL Advance	2,457,735
Interest due to OEL	3,160
Accrued Payroll	0
Accrued Vacation	19,188
Accrued Employee Benefits	<u>786</u>

TOTAL LIABILITIES \$ 5,115,886

Net Assets at 6/30/2018	(228,974)
Net change at 6/30/2019	29,415
Net change at 12/31/2019	<u>(3,001)</u>

Total Liabilities and Net Assets \$ 4,913,326

VI. Staff and Committee Reports

C. 2nd Quarter Program Update



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St. Augustine, FL 32086
904-342-2267
www.elcnorthflorida.org

MEMORANDUM

To: All Board Members
From: Tajaro Dixon, Grants and Operations Manager
Date: February 10, 2020
Subject: 2019/2020 Second Quarter Program Update and Quality Assurance Activities

Coalition Activities:

- The Coalition/Episcopal Children's Services 2018/2019 Contract closed-out on schedule and with no issues.
- The Coalition and Episcopal Children's Services had its semi-annual "Open Discussions Lunch" in October, which continues to improve open communications and quality of services.
- Coalition staff completed the annual review of all administrative policies for any needed updates. The IT (Information Technology) Policies and Procedures were the only set requiring revisions. (The Accounting and Financial policies were updated September 2019.) The IT revisions are in today's board packet for approval.
- OEL (Office of Early Learning) released their School Readiness/VPK Monitoring Guides, and VPK Monitoring Tools for the first time in two years. The Coalition has updated our tools from those that were available. The School Readiness Monitoring Tools have not been released as of today's date.
- EFS MOD* 'fixes' have now made it possible to better monitor School Readiness slot utilization (enrollment), and Episcopal Children's Services has re-initiated that report for this year.

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

The 2019/2020 First Quarter Monitoring was performed November 8 – November 22, 2019. This monitoring included all OEL required "eligibility" criteria for School Readiness children, VPK children, and VPK Providers. In addition, the personnel files, background screenings, and Information Technology Systems were review. This was the first monitoring that the Coalition could review ACTUAL attendance instead of ESTIMATED attendance, AND reviewed a full size sample since the onset of "EFS MOD"*. (The fiscal reviews will take place during the 2nd and 4th quarter monitoring.) From this monitoring there were five compliance issues, all in the SR child eligibility review. All but one were corrected during ECS's pre-monitoring file review and corrective actions were immediately put into place at that time. Considering the tumultuous year of 18/19, ECS is to be highly commended for this very small error rate.

The 2019/2020 Second Quarter Monitoring is scheduled for February 18 – March 2, 2020.

*"EFS MOD" is the name the Office of Early Learning/State of Florida has given its new database.

ALL full reports are available upon request.



A United Way Agency Funded by the State of Florida



VI. Staff and Committee Reports

D. 2nd Quarter Early Literacy Report

**Early Literacy Outreach Report
Second Quarter 2019-2020
Completed by Joan Whitson**

Highlights:

Ancient City Kids Day: Saturday, October 26th at St. Francis Field in S.A. The ELC partnered with the Kiwanis Club of S.A. to host an activity table at this yearly family event. We provided several craft activities and gave out free books. Two thousand people attended this event.

Literacy Outreach:

ELC Days at Amazing Grace Crop Maze in Lake Asbury: Wednesday's October 9th and 16th. The ELCNF hosted two field trip days for area providers to come out and enjoy a morning of fun at the Crop Maze. The activities included a hay ride, petting farm, a walk through the crop maze, hopping on the big trampoline corn popper, a story time featuring the book Spookley the Square Pumpkin and craft time provided by ELC volunteers. Each child received a FREE Spookley book and each classroom teacher received a bag of FALL books. Over five hundred children were in attendance.

Read for the Record 2020: November 7th 2019 - The ELC provided a Free copy of this years book "Thank You Omu" along with an activity packet to all of our providers. We encouraged all of our providers to participate by reading this book to their children in an effort to break the world record of reading the same book to the most kids on the same day. We had 75 providers participate for a total of 5,540 children read to. In St. Johns County, the ELC partnered with the United Way who provided 18 reading volunteers to be special "Read for the Record guests" in 12 St. Augustine preschools.

Themed Outreach Programs: During the second quarter, the outreach teams put on the following programs: Three Ocean themed programs, five Dance/Movement, two Dinosaur and five Mother Goose programs. Over 275 children were reached in 12 preschools. Each child received a FREE book relating to the theme and each teacher received a large resource bag with books and materials relating to the theme.

Teacher of the Year: The 2019 Teacher of the Year was selected and surprised with a prize patrol on December 20th. This year's winner was Teresa Forbes and she is a VPK teacher at Brighton Day Academy in St. Augustine. She was also honored at our annual Early Educators Conference in January and given a \$500 cash prize from Kaplan Early Learning Co.

ELCNF Volunteers: During December, special holiday volunteer/party meetings were held to honor the ELC's many wonderful literacy outreach volunteers. Currently, there are 54 reading volunteers who read weekly in local preschools and there are another 40 volunteers who just assist with special themed programs and other events.

VII. New/Unfinished Business

A. Approval of 2017-19 School Readiness Plan Amendment #25*

***Action Item**

ACTION ITEM SUMMARY

DESCRIPTION	Approval of 2017-19 School Readiness Plan Amendment #25
Reason for Recommended Action	<p>The following two School Readiness Plan Attachments were revised:</p> <ul style="list-style-type: none">• Attach I.D. ELCNF Bylaws 031120 (Typing edits and revisions for new Provider Representatives nominating/board approval process) <p><u>If this is not done, the following would occur:</u></p> <ul style="list-style-type: none">• The Coalition’s School Readiness Plan would not be properly updated/in compliance with OEL.
How the Action will be accomplished	Board Approval, then OEL Approval.

BYLAWS

Adopted: 03/20/2013
Effective: 07/01/2013
Revised: 09/16/2015, 03/11/2020

ARTICLE 1 NAME, AUTHORITY AND LOCATION

Section 1.1. NAME

The name of the organization shall be the Early Learning Coalition of North Florida Inc., comprised of Baker, Bradford, Clay, Nassau, Putnam and St. Johns Counties, hereinafter referred to as the Coalition.

Section 1.2. AUTHORITY

The Coalition is authorized by the School Readiness Program and the Voluntary Prekindergarten Education Program of the Florida Statutes, or any applicable state Law revising these chapters.

Section 1.3. LOCATION

The main administrative office shall be located at 2450 Old Moultrie Rd., Ste. 103, St. Augustine, FL, 32086, in St. Johns County. The Coalition may have other offices as the members may determine or as the affairs of the organization may require.

ARTICLE II PURPOSE AND RESPONSIBILITIES

Section 2.1. PURPOSE

The purpose of the Coalition shall be to carry out the duties and responsibilities invested and entrusted to the Coalition pursuant to the provisions of School Readiness Program and Voluntary Prekindergarten Education Program and subsequent amendments. The Coalition recognizes the primacy of parents as their children's first teachers and the importance of children entering the education system ready to learn, and seeks to assist parents by providing opportunities for the at-risk birth-to-kindergarten population to enhance their chances for education success by participating in quality school readiness programs that can better prepare them for school.

Section 2.2. RESPONSIBILITIES

In carrying out the intent of the School Readiness Program, and Voluntary Prekindergarten Education Program, the Coalition shall develop a plan for implementing Early Learning Programs to meet legislative requirements and

performance standards and outcome measures established by the agency(ies) under relevant statutes.

- 2.2.1. The Coalition's service delivery plan may have county specific objectives, priorities, rates and fees based on the specific needs of each population. The Board will approve any and all plan recommendations through the plan development and amendment process, and included in primary services contracts. Coalition or contracted staff may submit recommendations for plan revisions as needed to the Board of Directors.
- 2.2.2. The plan shall be reviewed and revised as necessary, but at least biennially.
- 2.2.3. Prohibited activities: Notwithstanding any other provision of these Bylaws or the Articles of Incorporation, this corporation and its members shall not conduct or carry on any activities not permitted to be conducted or carried on by any organization that shall be exempt under Section 501(c)(3) of the Internal Revenue Code and its Regulations, now existing or hereafter amended or as referenced in Florida Statute.
- 2.2.4. These bylaws and the Coalition's Articles of Incorporation are part of the Coalition Plan and any amendments to them constitute an amendment to the Plan.

Section 2.3. BOARD MEMBERS

Role: Board members acting as a group, set policies and goals for the Chief Executive Officer to implement and achieve. Board members do not take actions as individuals, they must act as a team; members who take actions without approval of the full board seriously damage the organization

Function: All corporate powers shall be exercised by or under the authority of, and the business and affairs for the Corporation and shall be managed under the direction of the Board of Directors who may also be referred to as the "Coalition", "Coalition Board" or "Board Members".

- 2.3.1. Board members must ensure their organization has adequate finances and that the funds are responsibly spent. Board members are "trustees" of the organization's funding. This may be accomplished by ensuring the money was spent effectively to deliver the school readiness and voluntary prekindergarten programs and services that have been authorized through routine financial and performance audits.
- 2.3.2. Board members must participate actively in making decisions and supporting the Coalition and its Chief Executive Officer. A Board's role is to collectively provide the direction to the Chief Executive Officer in which they want the Chief Executive Officer to take the organization. Board members make decisions that affect the organization as a whole.
- 2.3.3. Management of individual employees is delegated to the Chief Executive Officer
- 2.3.4. Board Members, acting as a full board, select and evaluate the Chief Executive Officer.

ARTICLE III MEMBERSHIP

Section 3.1. BOARD MEMBERSHIP

The Coalition will follow the requirements of the current version of Florida Statute regarding Early Learning Coalition Membership.

Section 3.2. MEMBERSHIP TERMS:

The Executive/ Administrative Committee will oversee membership to assure that the membership is geographically representative of each county served by the coalition.

- 3.2.1.** The Chair, who is appointed by the Governor of Florida, may server two four year terms.
- 3.2.2.** Provider Representatives: Private For-Profit Child Care Provider Representatives which include Child Care Center and Family Child Care Home providers may serve one four-year term. The provider representative seat will be nominated for the full service area of Baker, Bradford, Clay, Nassau, Putnam and St. Johns Counties. The Coalition will rotate each term from private for-profit child care provider to private for-profit family child care home provider. When the seat becomes vacant, it will be advertised to either the private-for-profit or child care home provider audience depending on the rotation. The faith based child care provider representative may serve one four year term. The faith based child care provider seat will be rotated each term from county to county.
- 3.2.3.** Private Sector and mandated members may serve two terms; terms will be staggered and must be a uniform length not to exceed four years. These mandated representative will be rotated to allow representation from each county when all counties are not represented by virtue of the area served by the mandated member. A mandated member from an entity that serves all counties that is the only person who can fill that board seat, would not be subject to “the one year break in service” requirement.
- 3.2.4.** Ex officio members will be nominated for membership and elected in the same manner as other required members. Length of terms for ex officio members will be the same as other required members and can serve a maximum of two four-year terms.
- 3.2.5.** Private sector and mandated members may be nominated to serve additional terms after a one year break in service.
- 3.2.6.** Any representative member may be removed by two-thirds (2/3) vote of a quorum of the members whenever, in their judgment, the best interests of the organization would be served. Notice of removal shall be given in writing to the member by the chair prior to the next Coalition meeting.
- 3.2.7.** Unexcused absences from two (2) consecutive meeting 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 ~~(30)~~ (3) consecutive unexcused absences from

Meeting or six (6) unexcused absences from meeting within a twelve month period without due cause may be notified by the Chair that their membership is not in good standing.

3.2.9. Any member may resign by giving notice to the Chair. Acceptance of such resignation shall not be necessary to become effective.

3.1.10. Members will not receive any compensation for their services.

Section 3.3. MEMBERSHIP DUTIES

Serving on the Coalition requires a commitment of time including attending regular Coalition meetings, committee involvement, reading and becoming educated about many aspects of early childhood development, school readiness and voluntary prekindergarten.

3.3.1. All Board Members are subject to the ethics provisions outlined in Part III of Chapter 12 of the Florida Statutes, General Provisions; Code of Ethics for Public Officers and Employees. Specifically, s. 112.313, s. 112.3135, and s. 112.3143, as well as additional directives established by Statute or Rule and are required to sign a statement agreeing to comply.

ARTICLE IV MANAGEMENT

Section 4.1. POWER AND DUTIES

Powers, management, and control of the Coalition, and all of its affairs, shall be vested in members as outlined in the “Early Learning Act” or its legislative successor. The Board Members, upon appropriate resolution, may delegate certain responsibilities to its Chief Executive Officer.

Section 4.2. VOTING

Fifty one (51) percent of the board member serving at the time of a meeting shall constitute a quorum for the transaction of business. The act of a majority of the members present at a meeting at which a quorum is present shall be the act of the board members.

4.2.1. At any duly noticed meeting of the Coalition, Fifty one (51) percent of the members present shall constitute a quorum for the purpose of conducting business. If less than a majority of the members are present at said meeting, a majority of the members present may adjourn the meeting without further notice.

4.2.2. No member of the Coalition may appoint a designee to act in his or her place. A member may send a representative to Coalition meetings, but that representative will have no voting privileges.

4.2.3. Conflict of interest may occur when an item is presented for a vote that will directly affect the member, their employer, another organization they are involved with, a member of their family, or in which they have a direct financial interest. Members shall disclose the conflict, abstain from discussion or voting on the matter, and fill our required Memorandum of Voting Conflict for Board Members

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form to be filed with meetings minutes. Additionally, Board member are required to sign and comply with a Conflict of Interest and Ethics Compliance Statement.

Section 4.3. MEETINGS

Regular meetings shall be held at a time and place to be decided by the members.

Regular meeting of the board shall be held with appropriate public notice.

Written notice of the time and place of all meetings of the board or committees shall be given either by personal delivery, regular mail, e-mail, or facsimile transmission at least five (5) days before the meeting. Notice of all meetings shall be made public and all meetings are open to the public.

- 4.3.1.** The annual meeting of the Coalition will be held each year on the first quarter after the end of the fiscal year.
- 4.3.2.** Special meeting of the Coalition members may be called by or at the request of the Chair or by quorum of members. The administration for the Coalition will located a place within the counties or in a central location.
- 4.3.3.** The agenda and order of business at all Coalition meeting shall be developed by the Chief Executive Officer in conjunction with the Chair of the Board or Committee Chair.
- 4.3.4.** Minutes of all Coalition meetings shall be kept pursuant to Florida Statute 286.011, Government in the Sunshine. These minutes shall be provided to members at least five (5) days prior to the next scheduled meeting. These minutes shall be a summarization of the meeting containing documentation of all formal motions made by the Coalition or Committee.
- 4.3.5.** Notice of all Coalition meeting will be made pursuant to Florida Statute 286.001. Notice of all Coalition meetings shall be provided in a manner, including electronically, designed to provide reasonable and actual notice to members or other interested parties or as otherwise required by law.
- 4.3.6.** Members serve on the board as outlined in Florida Statute. Member may participate in formal board and committee discussions and may make motions and cast votes on action items.
- 4.3.7.** Members shall notify the Chief Executive Officer or designee in advance of meetings, if possible when they cannot attend.
- 4.3.8.** Members shall read the rules for Meeting in the Sunshine and abide by their mandates and attend a formal new member orientation.
- 4.3.9.** Members of the Coalition or a committee of the Coalition may participate in a meeting of such board or such committee by means of a conference telephone or similar telecommunications technology allowing for public access by means of which persons participating in the meeting may communicate and my hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.

Section 4.4. PARLIAMENTARY AUTHORITY:

Robert's Rules of Order, Newly Revised, may govern the Coalition in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Coalition may adopt. However, the

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failure to strictly comply with the provisions of Robert's Rules of Order shall not affect the validity of any action taken by the Coalition provided said action is taken by the Coalition in conformity with these bylaws unless it can be affirmatively demonstrated that the failure to follow Robert's Rules of Order directly resulted in a lack of understanding of the action being proposed or other injustice has occurred.

ARTICLE V OFFICERS

Section 5.1. ELECTION OF OFFICERS:

The officers of the Coalition shall consist of the Chair, Vice Chair, Treasurer, and the Secretary. The Governor of Florida will appoint the Chair of the Coalition, who is a private sector member, as well as two additional private sector board members. A member in good standing shall be eligible for nomination and election to any office of this Coalition, other than the Chair. The following applies to all offices, except for Chair.

- 5.1.1.** The Board shall convene in the first quarter of the fiscal year for their annual meeting at which time they will determine eligible candidates for office and to prepare an official slate of nominees. Any person so nominated shall give their consent to nomination and election as an officer.
- 5.1.2.** Elected officers shall be voted on at the annual meeting, and installed at the next regularly scheduled meeting and shall serve for a term of one year or until a successor is duly qualified and elected. Officers may serve in the same position for a maximum of two consecutive years.
- 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.

Section 5.2. OFFICERS OF THE COALITION:

- 5.2.1. The Chair** shall preside at all meetings of the Coalition and perform the duties which are the will of the full Board. The Chair shall appoint Chairs of all Committees, except for the Executive/ Administrative Committee Chair in which the Board Chair serves as Chair.
- 5.2.2. The Vice Chair** shall perform the duties of the Chair when the Chair is absent and have such other responsibilities as may be designated by the chair.
- 5.2.3. The Treasurer**, in cooperation with the relevant Coalition staff, ensures accurate accounting of monies received and expended for the use of the Coalition and will make a monthly report at the Coalition Board Meetings.
- 5.2.4. The Secretary** shall with administrative staff to ensure that notice required by these bylaws is given, keep records of all proceedings of the Coalition in cooperation with the staff, keep record of attendance, and report correspondence to the Coalition at each meeting. Correspondence shall be conducted relative to the nomination of required membership and any other business as called upon by the Chair. The Secretary shall perform the duties of the Chair when the Chair and

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Vice Chair are absent and have such other responsibilities as may be designated by the Chair.

ARTICLE VI COMMITTEES

Section 6.1. COMMITTEES AND COMMITTEE MEMBERSHIP:

Ad hoc committees may be established by the Coalition Chair as deemed necessary for a specific purpose or task.

Standing Committees of the Coalition shall include: An Executive/Administrative Committee. The Chair of this standing committee may designate ad-hoc committees to perform a specific task or function. Committee Chair's shall be appointed by the Chair of the Coalition, except for the Chair of the Executive/Administrative Committee, who will be the Chair of the Board.

- 6.1.1. Executive/Administrative Committee:** The Coalition will establish a standing committee, the Executive/Administrative Committee. This committee shall have and exercise the authority of the Coalition between scheduled meeting of the Board and when a decision must be made before the next scheduled Board meeting. This committee has the full empowerment of the Coalition to make decisions on behalf of the Board as long as quorum is present. Actions of the Executive/Administrative Committee shall be ratified by the Board at the first meeting following the action. The committee will be comprised of the chair of the board, who shall be the committee chair, the Vice-Chair, the treasurer, the secretary, and at least four additional members. The chair of this committee or by the majority of the committee, may convene Ad hoc committees for a specific purpose or task.

The Committee is charged with the oversight of budget development, accurate tracking of expenditures, monitoring and accountability of the funds, and will ensure adequate financial controls in coordination with appropriate staff. This committee will also lead the board in regularly reviewing and updating the board committee structure, the board committee statement of its roles and areas of responsibility, what is expected of individual board members as well as recruitment and retention of board members and other activities outlined in the board governance policy. The committee will also regularly review the board's practices regarding member participation, conflict of interest, confidentiality, and suggest improvement where needed.

Section 6.2. COMMITTEE MEMBERSHIP

- 6.2.1.** The Chair of each committee shall be appointed by the Chair of the Coalition, except for the Chair of the Executive/Administrative Committee.

- 6.2.2.** Each Coalition committee shall consist of the committee Chair and other Coalition members. Each committee shall consist of the committee chair and at least four additional members of the Coalition.
- 6.2.3.** Meeting minutes shall be provided to members at least five (5) days prior to the next regularly scheduled meeting.
- 6.2.4.** Notice of all committee meetings will be made pursuant to Florida Statute 286.011.

ARTICLE VII

BOOKS AND RECORDS

Section 7.1. RECORDKEEPING:

Correct and complete books and records of the proceedings of the Coalition, its committees, and its financial accounts will be kept and maintained at the principal office of the Coalition. All records and information shall be considered public record for purposes of Chapter 119, F.S. and shall be subject to inspection by any member of the Coalition, the public, or any agency(ies) under relevant statutes at any reasonable time.

Section 7.2. MEMBERSHIP LIST:

The organization shall keep an accurate record of the names and addresses of the members.

ARTICLE VIII

FINANCIAL MANAGEMENT

Section 8.1. FISCAL YEAR:

The fiscal year of the organization shall begin on July 1st and end on June 30th.

8.1.1. An audit of the books and records of the organization shall be conducted annually.

8.1.2. The audit report shall be presented to the members within thirty (30) days of its completion.

Section 8.2. MAINTENANCE OF BUDGETS

An overall budget will be prepared and maintained. Expenses will be charged proportionately to each county. All match and county specific fundraising generated will remain with the county from which it comes.

Section 8.3. ADMINISTRATIVE STAFF

The Chief Executive Officer reports to the Coalition's Board of Directors. All other staff report to the Chief Executive Officer or the Office Manager in the absence of the Chief Executive Officer.

BYLAWS IX

Section 9.1. IMPLEMENTATION AND INTERPRETATION:

These Bylaws shall become effective immediately upon adoption. The Coalition's interpretation of the Bylaws shall be considered the correct interpretation when reached by majority vote.

Section 9.2. AMENDMENTS:

These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by a two-thirds majority of the members at any regular meeting or at any called meeting of the members, if at least five (5) days written notice is given of an intention to alter, amend, or repeal these Bylaws at such meeting.

Signature of Authorized Representative

Date

Print Name of Authorized Representative

Title of Authorized Representative

VII. New/Unfinished Business

B. Approval of 2020-2021 United Way Funding Application for School Readiness Child Care Subsidy*

***Action Item**

ACTION ITEM SUMMARY

DESCRIPTION	Approval of 2020-2021 United Way Funding Application for School Readiness Child Care Subsidy
Reason for Recommended Action	<p>The Coalition is requesting approval of the 2020-21 United Way Funding application for the School Readiness childcare subsidy in St. John's County, in the amount of \$25,000.</p> <p>Should the Board not approve this application, the Coalition would be without matching funds to provide School Readiness child care subsidies to working families in St. John's County.</p>
How the Action will be accomplished	Approval of the 2020-21 United Way Funding Application for School Readiness Child Care Subsidy.

Community Impact

2020/21 - Funding Application

Funding Application Status: Submitted

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

Basic Program Information

Program Name	School Readiness Child Care Subsidy
Primary Address	2450 Old Moultrie Rd, Suite 103, St. Augustine, Florida , 32086, U.S.A.
Primary Contact	Dawn Bell, phone: (904) 342-2267, email: dbell@elcnorthflorida.org

Amount Requested

2020/21 - Putnam County

Amount Requested	25,000.00
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2020/21 - St. Johns County

Total Amount Requested	25,000.00
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2020/21

Impact Area	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 but requires 6% matching funds. 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. Our largest 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 or they may complete the application online. We are open from 8:00 to 5:00 Monday through Friday but can make other arrangements if the parent needs them.

In the SR program families are found eligible through our contractor, Episcopal Children's Services by providing proof of income, residency, etc. Preschool children are given priority over school age children but we serve both 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?

School Readiness creates opportunities for a better life for the entire community but is especially critical because of the impacts to both the child and the family. Each child benefits as early education creates long-lasting academic and social benefits that extend into adulthood. Families can improve their economic well-being as the full costs of quality childcare are out of reach for low-income working parents leaving lower income parents the unenviable choice of whether to pay for child care and keep working or pay the rent and remain housed. The choice is truly that stark because without subsidy a single mother working full time but earning 200% or less of the Federal Poverty Level spends at least 33% of her income on child care. With School Readiness that is reduced to 10% on average. This allows parents to provide stable homes and supportive environments for their children, reducing homelessness and food insecurity.

While the benefits to each child and family are significant, the impact extends well beyond the immediate recipients of services, as benefits accrue to:

- The school system as the significant achievement gaps created by poverty can be reduced, or even eliminated with early childhood education
- The economic health of the community, as early education creates economic value

Early education makes economic sense.

Notably, the Federal Reserve Bank of Minneapolis, received national attention for their 2003 publication "Early Childhood Development: Economic Development with a High Public Return", Rolnick and Grunewald, 2003. Their research identified that quality early education offers a 12 percent return on investment, even accounting for inflation, which exceeds the stock market.

The economic argument is further bolstered by the more recently "Preschool and Prosperity" by Timothy Bartik published in 2014, which showcased the sizable benefits to state and local economies, with a \$2 to \$3 return for every dollar invested. His analysis notes that investment in early education has similar benefits to well-designed business incentives to fuel economic growth.

To maximize effectiveness, Early Learning Coalition of North Florida implements these services using a two-generation approach that addresses the needs of the parents concurrently with addressing the needs of the children leading to a stronger community.

Identify the target population

Our target population is low income working parents and their children. These families have incomes at or below 150% of the Federal Poverty Level at entry into the program and up to 200% thereafter. These are the same families identified in the ALICE report for St. Johns County which shows that a ALICE family of 4 with one infant and one preschool child would pay \$1,052 a month for child care while that family's monthly income if living at the poverty may only be \$2,020.

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

Local	Parents receiving School Readiness are 4 times more likely to be employed than those on our waiting list.
State/Regional	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.
National	The Committee for Economic Development finds that high-quality early childhood programs contribute 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?

Without the required 6% matching funds, we do not have School Readiness child care subsidies available for working families. If School Readiness is not available in St. Johns County for low income working parents it would have an immediate impact on those families as they would likely no longer be able to work and instead would have to rely on public assistance sinking further into poverty. Over time, their children would fair worse in school due to the impact of being denied a high quality early education program coupled with the effects of living in extreme poverty. In the long run this will increase the chances that the child, when an adult will 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 their jobs while waiting for child care subsidy. This is consistent with the results from our own survey.

Ascend at the Aspen Institute, a national hub for ideas and collaboration for vulnerable children and families, identifies how the two-generation approach moves beyond traditional parent engagement into the overall educational and economic well-being of the entire family. This approach amplifies the economic value of early childhood education because a relatively small increase in household income creates a lasting positive impact for children, with their research identifying that a \$3,000 difference in parent's income when a child is young is associated with a 17% increase in the child's future earnings. The reverse is also true so by not funding this program is to sacrifice this benefit.

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 of St. Johns

Betty Griffin House

Family Integrity

Healthy Start

Florida Diagnostic and Research System (FDLRS)

United Way 211

Department of Children and Families (DCF)

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 referrals to provide school readiness services from CareerSource, DCF, Family Integrity, the Homeless Coalition of St. Johns, the Betty Griffin House and Healthy Start. Additionally, we screen children for developmental delays and if a delay is suspected we refer the child to FDLRS for further testing with the parent's permission. Additionally we make referrals to Betty Griffin House, the Homeless Coalition, Family Integrity, DCF and others offering additional services that our parents need.

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 increases 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. The Homeless Coalition 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 a temporary crisis that can set lower income families back even further. Sometimes just knowing how to get this help will prevent 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 improve lives and outcomes 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 that serves 3 and 4 year old children exclusively. 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 are proud to offer best practices in many areas of the School Readiness program. We are especially happy that parents can submit applications for services completely online now saving them from needing to come into the office if that is most convenient for them. Of course we are still happy to see any parent in person and parents are able to make an appointment either by calling us or online through our appointment scheduling software. If parents prefer, they can drop in to our office and we will see them as scheduling permits. Our office is located on the bus line to aid parents that may not have a car.

We give each parent 1 full year of eligibility at each determination to provide stability and continuity of care. Even if a parent loses their job, they have a full 90 days to find a new one before they would lose their School Readiness benefit. This stability in services gives families the maximum opportunity to succeed and allows children to remain in a high quality program despite small changes in the family's status.

Each child enrolled unless their parent chooses to not participate, receives an Ages and Stages Questionnaire (ASQ). The ASQ is a researched based, widely recognized screening tool to identify any potential developmental delays. If there is reason to believe a delay may exist, the parent receives a referral to Florida Diagnostic & Learning Resources System (FDLRS) for additional testing and intervention. Early detection and intervention are critical for optimal outcomes for children, but too often children miss this opportunity. Child screening using the ASQ addresses this and gives children the opportunity to start school ready for success.

Additionally the ELC through our partner ECS collects a sample of the results from the Teaching Strategies Gold (TSF) child assessment to determine how many children are performing at the level expected for their age. This assessment is not required, but when it is used it offers teachers the opportunity to individualize instruction. The ELC supports the use of TSG by paying 3% additional to programs using the tool and that have teachers that have tested reliable in its use.

We survey our parents quarterly so the we know our program is working for them. We ask about job stability, income increases or decreases and how having child care subsidy has impacted them. Through this statistically significant sample we can be assured that parents participating in the SR program are better off and that they are remaining employed and seeing increases in their income over time overall than the parents who are still waiting for services.

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

Many of our parents have multiple challenges in their lives. We are able to assist them with the high cost of child care so that they can work and build stable lives, but even still they are vulnerable to other challenges. For example, they may not be able to afford the high cost of housing in St. Johns County or they find themselves in an abusive relationship and need to move to protect themselves and their children. Without resources, these circumstances can lead to job loss and homelessness. That is why it is important to make sure our parents know that while we can't provide all the resources they may need ourselves, we can refer them to those that can help.

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 from a St. Johns County Health and Human Services grant to draw down \$2,084,000 in St. 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 programs as well as family resources.

Activities

What We Do: Activity:

Family Services 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.

	2019 Actual	2020 Projected	2021 Proposed
Number of Participants	651	670	650

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

	2019 Actual	2020 Projected	2021 Proposed
75% of parents receiving School Readiness services will maintain employment or school enrollment for 12 months or more.			
Number of Clients Served	441	420	420
Number of Clients Achieving Goal	384	315	315
Percent Achieving	87.07	75	75

100% of children whose parents opt-in will have a developmental screening using Ages and Stages Questionnaire at enrollment and annually thereafter, giving them the opportunity for intervention when appropriate prior to the start of kindergarten.	Number of Clients Served	651	670	650
	Number of Clients Achieving Goal	651	670	650
	Percent Achieving	100	100	100

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

		2019 Actual	2020 Projected	2021 Proposed
Over 35% of school readiness parents will report making more per month since receiving services based on a sample of parents surveyed.	Number of Clients Served	441	420	420
	Number of Clients Achieving Goal	175	139	147
	Percent Achieving	39.68	33.10	35
The percentage of children meeting or exceeding goals for literacy will be 75% or higher based on a sample of children using the TSG child assessment.	Number of Clients Served	651	670	650
	Number of Clients Achieving Goal	546	506	488
	Percent Achieving	83.87	75.52	75.08

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 820 children per month. Between 575 to 6675 of those children at any given time 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:

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 learning programs.

Success Story:

A grandparent came into our offices 2 and 1/2 years ago. She had just taken in her great-grandson as her granddaughter had temporarily lost custody due to problems with drug addiction. The grandmother still worked and needed childcare. Without it she would not be able to take in her great grandson as much as she wanted to help.

Luckily, thanks to the United Way of St. Johns County and our other funders, we were able to offer this grandmother childcare. Just recently though, the grandmother came back in to tell us she no longer needed our services. Her great grandson has started school and besides that, it is likely that the child will be reunited with his mother after a court date next month.

The grandmother went on to say that without help with her child care costs she never would have been able to care for him. She truly appreciates the help and is so thankful it. When we asked if she would need non-school day and holiday care until the mother regained custody, she said that she thinks she will be able to manage and she would much rather someone else that needs child care like she did, have the opportunity to receive help.

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 - City	0.00	0.00	0.00
Gov. Funding - County	88,587.00	133,712.00	100,000.00
Gov. Funding - Federal	0.00	0.00	0.00
Gov. Funding State	4,753,111.00	4,035,155.00	4,100,000.00
Foundation and Corporate Support	0.00	0.00	0.00
Contributions / Donations	2,000.00	1,500.00	3,500.00
Special Events	1,588.00	6,550.00	6,500.00
Membership Dues Received	0.00	0.00	0.00
Investment Income	0.00	0.00	0.00
Other United Ways	0.00	0.00	0.00
Other Income	0.00	0.00	0.00
Total	4,870,286.00	4,201,917.00	4,235,000.00

Expense

	Prior Year Actual	Current Year Projected	Next Year Proposed
Salaries	103,791.00	147,250.00	155,000.00
Employee Benefits	29,003.00	35,340.00	39,000.00
Payroll Taxes	7,927.00	10,308.00	12,400.00
Professional Fees and Contracts	12,064.00	23,250.00	24,000.00
Occupancy	9,772.00	14,229.00	15,000.00
Specific Assistance for Individuals	4,684,853.00	3,931,065.00	3,946,225.00
Supplies/Equipment	3,271.00	11,005.00	11,000.00
Membership Dues / Support to Affiliate Org.	1,989.00	3,875.00	3,875.00
Program Expenses	14,581.00	25,595.00	26,000.00
Other Expenses	3,035.00	0.00	2,500.00
Other	3,035.00	0.00	2,500.00
Total	4,870,286.00	4,201,917.00	4,235,000.00

	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?**

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

Results Reporting

Global Result

Global Results Statement: Help children achieve their potential.

Output: Total number of volunteers

	2019 Actual	2020 Projected	2021 Proposed
Number Served	100	100	100

Output: # of policies promoted, enacted or modified to promote childhood success

	2019 Actual	2020 Projected	2021 Proposed
Number Served		0	0

Output:

of families, caregivers served that are provided with information, resources, tools, trainings, and/or teaching skills

	2019 Actual	2020 Projected	2021 Proposed
Number Served	10,337	11,000	11,000

Indicator: % of children (0-5) served who achieve developmental milestones

Measurement

	2019 Actual	2020 Projected	2021 Proposed
Number Served	651	670	650
Number Achieving Goal	489	502	488
Percent Achieving	75.12	74.93	75.08

Indicator: % of children (K-3) served reading at grade level

Measurement

	2019 Actual	2020 Projected	2021 Proposed
Number Served		0	0

	2019 Actual	2020 Projected	2021 Proposed
Number Achieving Goal		0	0
Percent Achieving	0.00	0.00	0.00

Coalition / ROMA	Rate Plans (Priority 1)			Data Fix - Phase 1 (Priority 1)			Data Fix - Phase 2			Data Fix - Phase 3		
	Rate Plan Verification	Follow Up Needed?	In Staging	In Production		In Staging	Sent to ELC	Status	Follow Up Needed?	Verified by ELC	Specified Payment Period	In Production
				Sent to ELC	Follow Up Needed?							
ELC of Alachua County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of the Big Bend Region	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Broward County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Collier County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Duval County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Escambia County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Flagler and Volusia	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Franklin County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Hardee County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Hendry County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Hernando's Heartland	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Hillsborough County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Indian River County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Lake County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Marion County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020	1/17/2020
ELC of Miami-Dade County	Yes	Yes	1/17/2020									

Community Impact

2020/21 - Funding Application

Funding Application Status: Submitted

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 Yes
Organization listed above
that the foregoing is true.**

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 - City	0.00	0.00	0.00
Gov. Funding - County	88,587.00	133,712.00	100,000.00
Gov. Funding - Federal	0.00	0.00	0.00
Gov. Funding State	4,753,111.00	4,035,155.00	4,100,000.00
Foundation and Corporate Support	0.00	0.00	0.00
Contributions / Donations	2,000.00	1,500.00	3,500.00
Special Events	1,588.00	6,550.00	6,500.00
Membership Dues Received	0.00	0.00	0.00
Investment Income	0.00	0.00	0.00
Other United Ways	0.00	0.00	0.00
Other Income	0.00	0.00	0.00
Total	4,870,286.00	4,201,917.00	4,235,000.00

Expense

	Prior Year Actual	Current Year Projected	Next Year Proposed
Salaries	103,791.00	147,250.00	155,000.00
Employee Benefits	29,003.00	35,340.00	39,000.00
Payroll Taxes	7,927.00	10,308.00	12,400.00
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Program Expenses	14,581.00	25,595.00	26,000.00
Other Expenses	3,035.00	0.00	2,500.00
Other	3,035.00	0.00	2,500.00
Total	4,870,286.00	4,201,917.00	4,235,000.00

	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?

What benefits do you receive for your support?

N/A

Were there any significant findings in your most recent audit? No

If yes, how were they addressed?

Early Learning Coalition of North Florida Inc

Basic Agency Information

Agency Name	Early Learning Coalition of North Florida Inc
Mailing Address	2450 Old Moultrie Rd Ste 103, St Augustine, FL, 32086, U.S.A.
Phone	(904) 342-2267
Chief Professional Officer	Dawn Bell, phone: (904) 342-2267, email: dbell@elcnorthflorida.org
Application Contact	Teresa J Matheny, phone: (904) 521-6803, email: tmatheny@ecs4kids.org

VII. New/Unfinished Business

C. Approval of the Preschool Development Grant (PDG) Birth-Five Plan **EXTENSION for Implementation of Child Assessment Best Practices***

***Action Item**

ACTION ITEM SUMMARY

DESCRIPTION	Board Approval of the Preschool Development Grant (PDG) Birth-Five Plan EXTENSION for Implementation of Child Assessment Best Practices.
Reason for Recommended Action	<p>The Office of Early Learning (OEL) requires the Early Learning Coalition of North Florida Board to approve the Preschool Development Grant Birth-Five Plan. Once approved by our committee and OEL, the updated “PDG” Grant Plan will go immediately into effect and will be EXTENDED TO JUNE 30, 2020.</p> <p>Other changes were made to adjust the budget to match the grant award and allowances, as well as to add or clarify various information.</p> <p>This updated plan has been submitted to OEL for review; and, OEL is aware that it would be in today’s ELC Board Meeting packet for approval.</p> <p><u>If this is not done, the following would occur:</u></p> <ul style="list-style-type: none">• The Coalition would not receive the corrected grant funding to support child assessment implementation in the counties we support, nor have the extended deadline to reach the “PDG” Plan’s goals.
How the Action will be accomplished	Board Approval of the Preschool Development Grant Birth-Five Plan EXTENTION for Implementation of Child Assessment Best Practices



As a part of the Preschool Development Grant Birth-Five, the Office of Early Learning has allocated \$3.2 million for local grants to early learning coalitions to support child assessment implementation. This funding will be allocated based on each coalition's proportionate share of School Readiness enrollments, providers, practitioners, and estimated classrooms, each weighted at 25%.

Prior to expenditure of PDG funds, coalitions must complete and submit a PDG Plan for Implementation of Child Assessment Best Practices to OEL for review and approval. Best practices for supporting child assessment implementation are outlined in **OEL Program Guidance 420.02 Attachment C – School Readiness Child Assessment Guide**. To the extent possible, each coalition's plan for supporting child assessment implementation should align to these best practices.

Please complete the below application and submit to the Office of Early Learning no later than close of business July 31, 2019. Upon receipt, OEL will review and either approve or disapprove the coalition's submitted plan within 10 business days.

I. Contact Information

<i>Early Learning Coalition:</i>	ELC of North Florida
<i>Name of Person Completing Application:</i>	Amanda Griffis
<i>Email:</i>	agriffis@ecs4kids.org
<i>Phone:</i>	904-726-1500 x 255

II. Current Landscape

<i>Number of Providers Impacted:</i>	15
<i>Number of Teachers Impacted:</i>	105
<i>Number of Classrooms Impacted:</i>	105
<i>Estimated Number of Children Impacted:</i>	300



III. Coalition's Plan to Support Child Assessment Best Practices

1. Please describe your coalition's methodology for establishing a baseline for child assessment implementation, as well as goals/targets for child assessment implementation as a result of your PDG plan.

Baseline: Providers 2 providers were qualified and chose to participate Child Assessments for the PFP 2018-2019.

Goal: To increase the number of providers who are eligible to implement Child Assessments from 2 to 15 by ~~December 31, 2019~~ June 30, 2020.

Targets:

By 8/1/2019, enroll at least 15 providers to agree to become trained and reliable in the OEL child assessment of their choice.

Providers will be chosen from a list of those who volunteer to participate by 8/1. Providers selected will be the 15 volunteer sites with the highest SR enrollment at the time of application.

At least 15 providers and their staff will begin reliability training by ~~09/01/2019~~ 2/01/2020. The ELC will provide these providers with tablets, subscriptions to their chosen assessment tool and a set of preschool and a set of infant toddler curriculum that corresponds to the assessment tool (for instance, TSG providers will receive Creative Curriculum)

At least 12 of the 15 providers will have at least 75% of the original staff listed on staff list (who are still employed with the center at the end of the grant) rated reliable in their chosen child assessment by ~~12/01/2019~~ 5/31/20.

Providers and their staff that have become reliable in their assessment tool will receive a stipend by ~~12/31/2019~~ 6/30/20.



2. Please describe your coalition's plan for supporting child assessment implementation:

Plan for support:

Provide Child Assessment Training for staff employees at least 15 School Readiness centers as well as at least one coalition staff member who will then be able to provide TA.

Provide stipends for each participant that successfully achieves inter-rater reliability.

Purchase tablets for each classroom for participating providers to ensure teachers have access to the technology needed to enter child assessment data on-line.

Purchase child records needed from chosen Child Assessment tools in order for providers to access additional TA, Training, and assess children this year to practice for implementation in 2020/2021.

Purchase classroom materials for participating providers that will assist in allowing teachers to create hands on learning opportunities for children and individualize lessons plans according to the child assessment tool.


Curriculum will be purchased each participating provider who is not already implementing a curriculum that correlates with the chosen Child Assessment tool. This will allow providers to implement curriculum and child assessments concurrently. (Support: Authentic, curriculum embedded assessments, which occur within typical classroom activities, have several advantages: teachers' instructional practices can be improved, opportunities to individualize instruction can be increased, and state and agency standards can be met through curriculum–assessment links (Grisham-Brown, Hallam, & Brookshire, 2006).

Sustainability Plan: These plans of support will be funded through quality dollars, as funding allows, once PDG funds are no longer available.



3. Please describe how your coalition plans to measure progress toward meeting the goals of your PDG plan as stated above :

Coalition through their primary service provider, ECS, will track how many providers and teachers are:

1. Providers will sign an agreement to participate in program. Agreements will be tracked to be sure at least 15 providers have been recruited.
2. Providers will report to ECS by 9/5/19, how many of their teachers have began participating in training by 9/1/19.
3. Providers will turn in reliability certificates for staff by ~~12/01/19~~ 5/31/20. 



4. Please describe how your coalition's PDG plan aligns to child assessment best practices as outlined in OEL Program Guidance 420.02 Attachment C – School Readiness Child Assessment Guide:

- Support providers/instructors to take courses in child assessment (observation courses and assessment courses);
- Support training to provide job embedded strategies for effective observation and assessments:

ELC through ECS will provide training and technical assistance through the assessment subscriptions and curriculum in chosen Child Assessment Tools as well as through Education Specialists trained in the chosen assessment to provide technical assistance as needed.

- The ELC will provide technical training and equipment to help providers with observations and data input (tablets, laptops, video cameras) by providing tablets for each provider.

ELC will provide tablets to providers participating in this initiative.

- Provide stipends for teachers that achieve Inter-rater Reliability by certain deadlines, as well as funding incentives for providers that meet assessment period requirements regularly and with fidelity.

ELC will provide stipends for teachers that achieve Inter-rater Reliability.



5. Please provide a detailed budget and budget narrative for anticipated expenditures related to your coalition's PDG plan for supporting child assessment:

Allocation: \$115,526.00

\$21,000.00 tablets
~~\$15,750~~ \$16,950.00 Stipends
 \$3,300.00 Child Profiles
 \$60,000.00 Curriculum
~~\$15,476~~ \$14,276.00 Education Specialist Salary
\$16,000 Classroom Materials
~~\$115,526~~ \$131,526 Total

The budget above is using the following estimates:

Android tablets (compatible with the online assessments) with modems (to support providers who need to add a data plan) are estimated at \$200 per tablet. We plan on providing 1 tablets for each classroom, birth through pre-k of the 15 participating providers (one for small FCCHs as applicable).
 \$200 X 105 tablets = \$21,000

Assorted Math, Science and STEM materials for participating providers. - \$16,000

\$150 stipend for each participant that achieves inter-rater reliability; expecting each of the ~~105~~ 113 practitioners receiving training.
 \$150 X ~~105~~ 113 practitioners = ~~\$15,750~~ \$16,950.00

Child profiles to assist teachers in accessing the tools in order to practice assessing after their training. Budget includes 300 child profiles, one for each of the estimated School Readiness children to be assessed at an estimated cost of \$11 per profile.
 \$11 X 300 Profiles = \$3,300

Each of the Child Assessment tools also align with early education curriculum. Full and concurrent implementation of both the curriculum and the corresponding assessment will be beneficial to teachers to assist them in providing a whole-system approach. Average cost of 1 PreK and 1 Infant/Toddler curriculum is approximately \$4000 per provider (budgeting for each of the 15 providers).
 \$4,000 X 15 = \$60,000

Education staff time in becoming trained in the approved assessment (at least one staff reliable in each assessment tool), providing one on one technical assistance as needed at an average cost of ~~\$24.76~~ \$25.00 per hour including a 25% fringe rate for an estimated ~~625~~ 571 hours total

~~\$24.76~~ \$25.00 X ~~625~~ 571 Hours = ~~\$15,476~~ \$14,276.00

VII. New/Unfinished Business

D. Approval of Revisions to the Coalition's Information Technology Systems and Security Policies and Procedures Manual*

***Action Item**

ACTION ITEM SUMMARY

DESCRIPTION	Revisions to the Coalition’s Information Technology Systems and Security Policies and Procedures Manual (following annual review)
Reason for Recommended Action	<p><u>Revisions:</u></p> <p>IT101 – <u>General Scope</u>,</p> <ul style="list-style-type: none"> Added definitions for “smishing” and “vishing” that was featured in a security training video for staff. <p>IT201 – <u>Use of Coalition IT Property</u>,</p> <ul style="list-style-type: none"> Three phrasing/grammatical corrections. <p>IT301 – <u>IT Vendor Management/System Performance Monitoring</u>,</p> <ul style="list-style-type: none"> Added “IT” to the beginning of this policy and each header to differentiate between IT employees from Coalition employees. Added the term “IT” or “IT vendor” before the words ‘contract/contractor’ and in a few other places for clarification. A few phrasing/grammatical corrections. Added ‘policy review’ to the IT vendor’s annual requirements. <p>IT302 – <u>User Management</u>,</p> <ul style="list-style-type: none"> Added “Coalition” before ‘employees’ to differentiate between coalition and IT vendor employees. Updated the name of the state’s database system to “Single Statewide Information System (SSIS)”. Updated the name of “OEL’s Memorandum of Understanding and Data Security Agreement”. <p>IT304 – <u>Change Management</u>,</p> <ul style="list-style-type: none"> Added “Coalition” before ‘employees/employment’ to differentiate between coalition and IT vendor employees. Updated the name of the state’s database system to “Single Statewide Information System (SSIS)”. One phrasing/grammatical correction. <p>IT501 – <u>Systems and Policies Review</u>,</p> <ul style="list-style-type: none"> Added “IT vendor” to the annual review of policies. <p>IT601 – <u>Use of Online Services and Emails</u>,</p> <ul style="list-style-type: none"> Added that employees should exercise care/be aware of “smishing and vishing practices”, and referred back to the definitions in policy #IT101. Added “secured” in front of ‘communication’. <p>IT701 – <u>Misuse of Computers and IT Systems</u>,</p> <ul style="list-style-type: none"> Changed ‘personnel staff’ to ‘Office Manager’. One phrasing/grammatical correction. <p><u>Throughout IT Policy:</u> Verified and corrected/updated several hyphenated words and terms. <i>(A separate list is part of the review records and is available upon request.)</i></p> <p><u>If this is not done, the following would occur:</u></p> <ul style="list-style-type: none"> The Coalition’s IT Policy (and School Readiness Plan IT Policy Attachment I. I.) would not be updated and compliant with OEL requirements.
How the Action will be accomplished	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, 06/12/19, 03/11/20

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. Subrecipients of the Coalition must have an equivalent level of security and policy and procedure standard.

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 onsite and connected directly to the Coalition network, or onsite or offsite 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 IT 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 Subrecipients/Subcontractors 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 email), website attacks, and malware distribution.

Breach: as defined in Chapter 282.0041, F.S., "Breach" means a confirmed event that compromises the confidentiality, integrity, or availability of information or data.

Breach of Security: as defined in Chapter 501.171, F.S., "Breach of Security" means unauthorized access of data containing personal information. Good faith access of personal information by an employee or agent of the ELC does not constitute a breach of security, provided that the information is not used for a purpose unrelated to the agreement 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 ("email"): 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.

Online 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, websites, 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: a form of social engineering where the attacker attempts to trick people into revealing private information by sending spoofed emails that appear to be from reputable companies. Phishing emails 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 PPII): 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, financial records, 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: as defined in Chapter 282.0041 F.S., “Security Incident” means a violation or imminent threat of violation, whether such violation is accidental or deliberate, of information technology security policies, acceptable use policies, or standard security practices. An imminent threat of violation refers to a situation in which the state agency has a factual basis for believing that a specific incident is about to occur.

Smishing: a combination of the terms “SMS” and “phishing”. It is similar to phishing, but refers to fraudulent messages sent over SMS (text messaging) rather than email. The goal of smishing is to capture personal or business information. In order to do this, "smishers" send out mass text messages designed to capture the recipients' attention, while others may provide a fake incentive. If you click on a link in the text message, you will be directed to a fraudulent website that will ask you to enter your personal or business information.

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

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

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.

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 a user to generate macros.

Vishing: Vishing (voice or VoIP phishing) is an electronic fraud tactic in which individuals are tricked into revealing critical financial or personal information to unauthorized entities. Vishing works like phishing but does not always occur over the Internet and is carried out using voice technology. A vishing attack can be conducted by voice email, VoIP (voice over IP), or landline or cellular telephone.

Website: a location on the World Wide Web, accessed by typing its address (URL) into a web browser. A website 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, 03/11/20

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 emails 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 antivirus 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 antivirus software is monitored by the Office Manager and the Coalition's IT vendor. File system scans of all systems are conducted automatically. The Coalition's antivirus software protects data, scanned documents, emails 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 IT 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 antivirus software requirements.

Users are prohibited from unloading, disabling, or altering the configuration of the antivirus 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~~ includes, 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 IT 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 employees 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, offline 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 IT 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 IT Vendor ~~and of~~ and/or Coalition personnel.

IT301 **IT Vendor Management/System Performance Monitoring**

Effective Date: 10/01/08

Revision Date: 02/04/09, 02/03/10, 02/01/12, 04/03/13, 12/04/13, 04/08/15, 03/16/16, 06/12/19, 03/11/20

IT Vendor Responsibilities

As the Coalition outsources IT services, the management of those services are to be regulated and reviewed on a constant basis. The IT vendor is responsible for monitoring adequacy of system hardware, performance and capacity-related issues, routine maintenance of systems, ensuring systems are adequately protected, ensuring systems are updated and backed up daily, making recommendations, and assisting the Coalition when needed. The IT vendor is also responsible for establishing new hire user accounts, resetting user accounts, and deleting user accounts when requested from the Coalition.

At a minimum, the IT vendor must implement and maintain the Coalition's network by monitoring and updating the following items:

1. Upgrade firmware on firewalls
2. Monitor firewall logs
3. Report unauthorized access attempts to proper authorities
4. Maintain network connectivity
5. Apply software patches and security hot fixes to all servers and PC's
6. Test all software/hardware after installation of updates
7. Configure network access for PC's
8. Maintain databases
9. Update antivirus/anti-malware software
10. Monitor antivirus threats
11. Manage spam filtering services
12. Manage secure offsite backup of crucial files and databases
13. Set up network printers/scanners/copiers
14. Troubleshoot computer/network/printer related errors
15. Remove malware from PC's
16. Replace and/or upgrade equipment as needed
17. Move IT related equipment during workspace/office transfers
18. Configure software to interface with industry-specific databases
19. Design and plan upgrades to network and software packages
20. Implement new technologies to better office productivity
21. Provide secure remote access
22. Maintain business continuity/disaster recovery plans and test
23. Perform monthly backup and recovery testing and provide evidence of this with each monthly billing invoice
24. Ensure removal of data, especially sensitive client or operational data, prior to disposing of all technological devices, and provide evidence of this with the next monthly billing invoice each time this is done. This includes such items as servers, computer hard drives, laptops, digital copiers, and flash drives.
25. Monitor adequacy of system hardware, performance and capacity-related issues.

IT Vendor Employee Assignment Approval

At the time of the IT vendor contract approval, or change in staff during the course of a contract, the Coalition will supply the Contractor with the “Contract Employee Request and Approval Form” to ensure all applicable screenings are processed. The IT vendor Contractor will have to submit the completed form with the cleared level II background screening documents, job descriptions, resume/work history, educational credentials and licenses required.

Once the Coalition has reviewed all documents, the Office Manager will approve, sign, date, and send back to the Contractor allowing the staff person to work on the Coalition’s contract. If they are not approved, the Coalition’s Office Manager will sign THAT portion of the form and follow up with the Contractor regarding that decision.

IT Vendor Capabilities and Performance

When selecting a new IT vendor, or monitoring IT vendor performance, the IT vendor must have the capability to perform remote technical assistance, remotely, with a response time of no more than four hours, to a after receiving the request for assistance. The IT vendor must also have the capability to password protect and block access as needed.

The IT vendor is required to conduct monthly monitoring of all Coalition IT systems and make necessary updates, install applicable releases, and make needed changes to the system. Annually the IT vendor performs a needs assessment and policy review, then and makes recommendations to the Coalition.

Upon annual contract renewal, the Coalition reviews its satisfaction with the vendor’s performance and activities as it pertains to the vendor’s service level agreement.

IT302 User Management

Effective Date: 10/01/08

Revision Date: 02/04/09, 04/08/15, 03/11/20

New Coalition Employees

Upon hire, all Coalition employees are given the Coalition's current IT policy for receipt and review. The employee documents understanding of the policy and their responsibility to secure Coalition IT assets by signing an IT Systems and Security Policies and Procedures Receipt and Acknowledgement Form. In addition, those employees who, as part of their job duties, will have access to the states's Enhanced Field System (EFS), the Statewide Reporting System (SRS), and/or the Simplified Point of Entry/Unified Waiting List (SPE/UWL) Single Statewide Information System (SSIS) will review and sign the "OEL's Memorandum of Understanding and Data Security Agreement" (data access and security form) prior to obtaining access and training, and annually thereafter. For auditing purposes, the Coalition maintains documentation of the actual antivirus/data security training materials and staff completion of the trainings.

Florida Computer Crimes Act

As the Coalition, through multiple funding sources, has access to sensitive computerized data, all employees are required to understand and comply with the Florida Computer Crimes Act, Chapter 815, Florida Statutes. The minimum security requirements are: passwords are not to be disclosed and information is not to be obtained for the individual or another person's personal use. Security violations may result in disciplinary action.

Confidentiality

All information about individuals, clients or community members served by the Coalition is confidential. No information may be shared with any person outside the Coalition without the prior written approval of the individual, family, or the Coalition. See Coalition Confidentiality Policy #OP201.

IT304 Change Management

Effective Date: 10/01/08

Revision Date: 02/04/09, 03/16/16, 03/11/20

Coalition Employee Changes

When ~~an~~ a Coalition employee is hired, terminated, or changes job descriptions/roles, the access settings to the Coalition's IT system must be modified. The procedure for these changes are as follows:

1. The Coalition Office Manager initiates the change request (new account, modified access, or terminated account), by email to the IT vendor.
2. The IT vendor makes the modification on the Coalition IT system.
3. The IT vendor then emails the Office Manager verification of request completion. The verification email is then filed with the Office Manager's IT files, secured in a filing cabinet.

Periodic user system access level review is performed by the C.E.O., or designee, with the assistance of the IT vendor. In addition, the IT vendor performs access reviews monthly, either onsite or remotely. Any needed changes such as access levels or access blockage are made immediately.

The Coalition's IT Vendor has procedures in place to address and document the tasks that activate access to Coalition systems for incoming staff and to deactivate/remove access to Coalition systems for outgoing employees. These include:

- Documentation for managing access criteria for information resources.
- Audit trails to provide accountability for all accesses to confidential and exempt information and software.
- Audit trails for all changes to automated security or access. Examples include removal of access privileges, computer accounts and authentication tokens.

Termination of Coalition Employment

Should ~~an~~ a Coalition employee resign or be terminated, all files on the PC become the property of the Coalition. Copying of such files for personal use is prohibited. In addition, the employee's user accounts are removed or inactivated from ~~EFS/Statewide Reporting System (SRS)~~ Single Statewide Information System (SSIS), and/or the Coalition network immediately.

Procedures for unfriendly termination(s) include prompt removal of system access initiated by the Coalition's Office Manager (or C.E.O.), and completed by the Coalition's IT Vendor.

Part of the Coalition's Office Manager's employee termination tasks is the processing of any (and all) returned office information resources (property, data, etc.).

IT501 Systems and Policies Review

Effective Date: 10/01/08

Revision Date: 02/04/09, 06/26/14, 03/11/20

Annual Review

Annually the Coalition's C.E.O. reviews the IT vendor's needs assessment and recommendations, has the IT vendor and staff review the IT policy, and approves necessary updates to both the IT system and IT policies and procedures.

As the Coalition's Board approves any policy changes, all employees are provided the most current version on the ELC share drive. Once the revisions are processed, the Grants and Operations Manager sends an email alert to all employees that the updated policies are available on the ELC share drive. Employees are aware of this process, as outlined in the IT Systems and Security Policies and Procedures Receipt and Acknowledgement Form.

System Updates and Maintenance

The Coalition performs system updates and maintenance through the Coalition's IT vendor. Scheduled updates and maintenance are performed monthly, and on an "as needed" basis.

All update and maintenance records are kept by the IT vendor and are available upon request.

IT601 Use of Online Services and Emails

Effective Date: 10/01/08

Revision Date: 02/04/09, 02/02/11, 08/24/12, 03/22/17, 01/24/18, 06/12/19, **03/11/20**

Use of Online Services (Internet, World Wide Web, AOL, etc.)

Online 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 website 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, online 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 Online Services

The email 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 email 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 email and in the handling of email attachments, and be aware of phishing emails **and smishing and vishing practices**. (See **definition of phishing emails explanations to these terms** in policy #IT101, definitions section.) If an email 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 emails are known as spam, chain, or other junk email. 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 email/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 email 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 **secured** communication.

Public Disclosure

Additionally (as Coalition records) email/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 email or internet messages is accurate,

appropriate and lawful. Email/internet messages by employees may not necessarily reflect the view of the Coalition, its officers, directors or management. Abuse of the email/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 email 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 email messages and internet records. In addition, email messages for which the computer system has a record will be stored and retained in accordance with the Coalition's records management/retention policy **#F705**. Full system backup images are retained by the Coalition for a period of seven days; however, there is not an automated archive solution for files or emails, and it is up to the Coalition staff to preserve records according to the Coalition's retention policy and state public records/record retention requirements. All staff should remember –

- The definition of public records includes any/all documents in any/all formats when such communications are made in connection with or relate to the Coalition's business operations.
 - Includes communications (such as texts, emails and voice messages) made on personal cell phones, smart phones, tablets and other mobile devices
 - Includes Facebook or other social media transmissions

Coalition files/records/data items should not be deleted by staff unless/until the record retention period for such files has expired. For more detailed instructions (on what data files can be deleted and when), please contact the Coalition's Records Custodian.

Appropriate Use

Employees should be mindful that when they browse the internet, post information on websites, or send email 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 email 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 email messages or who visit inappropriate sites are subject to disciplinary action up to and including termination of employment.

IT701 Misuse of Computers and IT Systems

Effective Date: 10/01/08

Revision Date: 01/24/18, 03/11/20

Misuse Use of Computers and Electronic Information Systems

Misuse of Coalition electronic information systems is prohibited. Although most users strive for acceptable and responsible use of the systems and resources, inexperienced users may unwittingly engage in behaviors that violate the principles and guidelines of responsible and acceptable use. To that end, this section outlines some of the more common forms of violations that occur. These examples should not be interpreted as an exhaustive list of violations. Questions regarding the appropriateness of specific behaviors should be directed to the ~~personnel staff~~ Office Manager.

Misuse or violations include but are not limited to the following:

1. Viewing, listening, or engaging in any communication that is objectionable, discriminatory, defamatory, pornographic, obscene, racist, and sexist or that evidences religious bias, or is otherwise of a derogatory nature toward any specific person, or toward any race, nationality, gender, marital status, sexual orientation, religion, disability, physical characteristic, or age group.
2. Browsing, downloading, forwarding and/or printing pornographic, profane, discriminatory, threatening or otherwise offensive material from any source including, but not limited to, the Internet.
3. Engaging in any communication that is in violation of federal, state or local laws, or using information systems for any illegal or unauthorized purpose.
4. Using electronic communications to harass or threaten other employees in such a way as to create an atmosphere, which unreasonably interferes with their work environment. Similarly, using electronic communications to harass or threaten other information recipients in addition to Coalition users.
5. Promoting religious beliefs or tenets.
6. Campaigning for or against any candidate for political office or any ballot proposal or issue.
7. Sending, forwarding, redistributing or replying to "chain letters" or sending chain letters or unauthorized mass mailings or transmitting a crippling number of files across a network.
8. Using unauthorized passwords to gain access to another user's information or communications on the Coalition's systems or elsewhere.
9. Advertising, solicitation or other commercial, nonprogrammatic use.
10. Attempting to modify or remove computer equipment, software, or peripherals without proper authorization.

11. Violating any software license or copyright, including copying or redistributing copyrighted software without the written authorization of the software owner.
12. Knowingly introducing a computer virus into the communications systems or otherwise knowingly causing damage to the systems, such as launching a computer worm, computer virus or other rogue program.
13. Using the systems in a personal manner that interferes with normal business functions in any way, including but not limited to excessive recreational or nonbusiness use, streaming audio from the internet during business hours, stock tickers, internet gaming, installing unauthorized software, etc.
14. Excessive personal use of technologies that preempts any business activity or interferes with the Coalitional productivity.
15. Sending abusive, harassing, obscene, hoax or forged messages, including messages sent under someone else's username.
16. Sending email messages under an assumed name or obscuring the origin of an email message sent or received.
17. Gambling or engaging in any activity or action through the use of electronic information systems that violates Coalition policies and regulations, or federal, state, or local laws.
18. Engaging in any activity that is in violation of the Coalition's Code of Ethics (policy #OP202) and/or policies and procedures, including this policy.

Disciplinary Action for Violations

The Coalition requires all users (employees, consultants, and outsourced vendors conducting business on behalf of the Coalition) to adhere to ~~this~~ all Coalition Information Technology Systems and Security Policies and Procedures. Violations of this policy will result in disciplinary action up to and including termination of employment or cancellation of contracts.

Reporting of Suspected Violations

Suspected violations of these policies should be immediately and confidentially reported to the C.E.O. If the employee does not prefer to discuss it with the C.E.O., the employee may contact any member of the Executive/Administrative Committee.

The Coalition reserves the right to install programs that monitor employee use of the internet and electronic communications systems, and to act on any violations of these policies found through use of such programs. The Coalition further reserves the right to examine any and all electronic communications sent or received by employees via the Coalition's electronic communications systems.

VII. New/Unfinished Business

E. Approval of our 2020-2021 COOP (Continuity of Operations Plan)*

***Action Item**

ACTION ITEM SUMMARY

DESCRIPTION	Approval of our 2020-2021 COOP (Continuity of Operations Plan)
Reason for Recommended Action	<p>The COOP (Continuity of Operations Plan) establishes policy and guidance to ensure the continued execution of the mission-essential functions continue should an emergency threaten or incapacitates operations and require the relocation of selected personnel and functions of the Coalition and/or its subcontractor(s).</p> <p>The COOP is to be revised if needed and submitted to OEL before May 1st of every year. The revisions made to this year's COOP are:</p> <ul style="list-style-type: none">• Changes in names, titles and contact information.• Changes were made to reflect the processes that ECS has in place if they were to activate their COOP.
How the Action will be accomplished	Approval of the 2020-2021 COOP and then it will be submitted to OEL.

CONTINUITY OF OPERATIONS PLAN (COOP)

Early Learning Coalition of North Florida, Inc.



**2450 Old Moultrie Rd., Ste. 103
St. Augustine, FL 32086
Phone: (904) 342-2267**

Warning: This document contains information pertaining to the deployment, mobilization, and tactical operations of the OEL and the Early Learning Coalition in response to emergencies and is exempt from public disclosure under the provisions of section 281.301, Florida Statutes.

Approved: _____, CEO
Name and Title of Signature Authority

Date: _____

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SECTION I: INTRODUCTION

I-1 Purpose

Pursuant to Florida Statutes, Chapter 252.365: *Emergency Coordination Officers; disaster-preparedness plans*, this Continuity of Operations Plan (COOP) establishes policy and guidance to ensure the continued execution of the mission-essential functions for the Florida's Office of Early Learning (OEL) and the local Early Learning Coalitions in the event that an emergency threatens or incapacitates operations, and requiring the relocation of selected personnel and functions of the **Early Learning Coalition of North Florida**, located at **2450 Old Moultrie Rd., Ste. 103, St. Augustine, Florida 32086**. Specifically, this plan is designed to:

- a. Ensure the Early Learning Coalition of North Florida is prepared to respond to emergencies, recover from them, and mitigate their impact.
- b. Ensure the Early Learning Coalition of North Florida is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.

The Early Learning Coalition of North Florida has continuously increased its use of computer supported information processing to support financial and administrative services. Similarly, telecommunication has become a vital tool for accomplishing the Coalition's mission. The dependence on computers and telecommunications poses the risk that even temporary loss of these capabilities could adversely affect or interrupt operational support systems of the Coalition. Three levels of risk have been identified, based on the type of threats, impacts of disruptions, duration of impacts and difficulty of implementing recovery strategies. The Coalition's continuity plan is designed to reduce the risk to an acceptable level by insuring the restoration of critical business functions within 72 hours and all less essential services within one to two weeks. Level III threats constitute risks that should be mitigated only after Level I and II risks are ameliorated to the extent possible. Level I threats are the lowest level of risks, which could be addressed over a period of up to two weeks after disruption, since loss of functions and services impacted could be accommodated without disruption of critical and essential functions.

The plan identifies the critical functions of the Primary Services Provider and the resources required to support them. The plan provides guidelines for ensuring that needed personnel and resources are available for both disaster preparation and response, and that proper steps will be carried out to permit the timely restoration of services.

I-2 Applicability and Scope

Name	Title Organization	Contact #'s	Email Address
Nancy R. Pearson	Board Chair, Early Learning Coalition of North Florida	W: (904) 285-1800 F: (904) 285-3036 H: (904) 285-4482 C: (904) 504-4369	nrpearson@comcast.net
Dawn E. Bell	Chief Executive Officer, Early Learning Coalition of North Florida	W: (904) 342-2267 F: (904) 342-2268 H: (904) 794-5480 C: (904) 377-5248	dbell@elcnorthflorida.org
Susan Pettijohn	Finance Manager, Early Learning Coalition of North Florida	W: (904) 342-2267 F: (904) 342-2268 C: (904) 252-0883	spettijohn@elcnorthflorida.org
Christopher Spell	Finance Manager, Early Learning Coalition of North Florida	W: (904) 342-2267 F: (904) 342-2268 C: (904) 654-8049	cspell@elcnorthflorida.org
Connie Stophel	Chief Executive Officer, Episcopal Children's Services	W: (904) 726-1500 F: (904) 726-1520 H: (904) 751-5577 C: (904) 505-4059	cstophel@ecs4kids.org

SECTION II: CONCEPT OF OPERATIONS

II-1 Objectives

Objectives of this plan are to:

- Ensuring the continuous performance of the local coalition's essential functions/operations during an emergency.
- Provide for the safety and well being of all persons in the facility.
- Ensure prompt and orderly response to emergency situations.
- Minimize financial and business losses; maintain legal and regulatory compliance.
- Protect and minimize losses of property, assets and data.
- Ensure resumption of critical business functions ASAP.
- Establish overall management responsibility, and coordination of recovery.

II-2 Planning Considerations

In accordance with State guidance and emergency management principles, the Early Learning Coalition of North Florida Continuity of Operations Plan will:

- Will be maintained at a high-level of readiness;
- Will be capable of implementation both with and without warning;
- Will be operational no later than 12 hours after activation, if at all possible;

- Will be capable of maintaining sustained operations for up to 30 days;
- Will take maximum advantage of existing state or federal and local government infrastructures; and
- Address protection of equipment and other coalition assets.

II-3 Assumptions

The plan is predicated on the validity of the following assumptions:

- All mission-essential functions provided by other State agencies in support of the local coalition will continue in accordance with their respective continuity of operations plans. This includes, but is not limited to, services provided by OEL.
- It will be determined (taking into consideration staffing and technical resources) if the mission-essential functions of the affected primary facility can feasibly be temporarily transferred to an established unaffected state or community based facility as an alternative to physically relocating staff.
- The situation that causes the disaster is of a magnitude which reasonably allows the Coalition to attempt continuity of functions.
- In a higher magnitude disaster, the restoration of essential services to the community will take precedence over the recovery of this individual organization.
- Personnel have had instruction and practice in emergency response and evacuation.
- Support required from vendors, utilities, communications and other services will be provided within a reasonable time frame.
- Management will exercise prudent judgment in activating the contingency plan.
- Insurance or other funds will be adequate, and repair, replacement, and restoration will be completed within a reasonable time frame.
- The scope of the disaster has not destroyed substantial surrounding infrastructure and resource/service/support providers.

II-4 COOP Execution

- a. Emergencies or potential emergencies may affect the ability of the coalition to perform its mission-essential functions from any or all of its primary facilities. The following are scenarios that could mandate the activation of the local early learning coalition's COOP:
 - The coalition's administrative/fiscal offices are closed to normal business activities as a result of an event or credible threats of an event that would preclude access or use of the facility and the surrounding area.

- The facilities/subcontractor for eligibility, resource and referral and other required services is closed to normal business activities as a result of an event or credible threats of an event that would preclude access or use of the facility and the surrounding area.
 - The city/town/county is closed to normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military attacks.
- b. In an event so severe that normal operations are interrupted, or if such an incident appears imminent and it would be prudent to evacuate the facilities or the city/town/county, as a precaution, the coalition's designated employee, may activate the local coalition's COOP. The designated alternate facility will be activated, if necessary, and at the discretion of the designated employee of the Coalition.
 - c. The Relocation Team (composed of subject matter experts and essential support staff) for the coalition will ensure the mission essential functions of the coalition are maintained and capable of being performed using the designated alternate facility until full operations are re-established at the administrative/fiscal entity and/or subcontractor offices.
 - d. Selected staff from appropriate coalition, county, or other agencies may supplement the coalition's Relocation Team. The Relocation Team will either relocate temporarily to the designated alternate facility, if necessary, or operate remotely from a predetermined secure location serving as an assembly site. The Relocation Team will be responsible for continuing mission essential functions of the coalition within 12 hours and for a period up to 30 days pending regaining access to the administrative/fiscal or the full occupation of the designated alternate facility.
 - e. All staff necessary to perform the mission-essential functions of the coalition will be contacted and advised to report to either the alternate facility, a predetermined secure location, or other location as determined by the coalition's designee. Other staff (non-relocating staff) will be instructed to go to or remain home pending further instructions.
 - f. Incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the COOP will be executed in response to a full-range of disasters and emergencies, to include natural disasters, terrorist threats and incidents, and technological disruptions and failures.
 - g. It is expected that, in most cases, the coalition and/or subcontractor will receive a warning of at least a few hours prior to an incident. Under these circumstances, the process of activation would normally enable the partial, limited, or full activation of the COOP with a complete and orderly alert, notification of all personnel, and activation of the Relocation Team.
 - h. Without warning, the process can become less routine, and potentially more serious and difficult. The ability to execute the COOP following an incident that occurs with little or no warning will depend on the severity of the incident's impact on the administrative/fiscal entity and/or the subcontractor's facilities, and whether the coalition's or subcontractor's personnel are present in the building or in the surrounding area.
1. *To be included under **Attachment 1**, the coalition will need to provide the list of names of staff and/or subcontractor staff that will compose the Relocation Team. The list should also include contact information to include home telephone, cell telephone, etc.*

2. *To be included under **Attachment 2**, the coalition will need to provide no less than two alternate site locations for facilities to insure services continue. Alternative facility locations should include several sites from within the county or adjacent counties from which services could be provided (i.e., adjacent coalitions, county shelters, one stop centers, etc.). Facilities to be used as alternative sites should take into consideration possible damages caused by flooding, wind damage, road access, communications, equipment available, etc.*
3. *Identify below the title of the individual who will be designated by the coalition as the responsible party activation of the local level (i.e., Director, Chair, etc.).*

Dawn E. Bell, CEO,
Early Learning Coalition of North Florida, Inc.
(904) 342-2267 – Work
(904) 377-5248 – Cell
(904) 342-2268 – Fax
dbell@elcnorthflorida.org – email

II-5 Disaster Magnitude Classifications, Levels and Definitions

The following Disaster Magnitude Classification definitions may be used to determine the execution level of the COOP. These levels of disaster are defined as:

- **Minor Disaster:** Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for state or federal assistance, and would not necessarily require activation of the COOP.
 - **Major Disaster:** Any disaster that will likely exceed local capabilities and require a broad range of state and federal assistance. The Federal Emergency Management Agency (FEMA) will be notified and potential federal assistance will be predominantly recovery-oriented.
 - **Catastrophic Disaster:** Any disaster that will require massive state and federal assistance, including immediate military involvement. Federal assistance will involve response as well as recovery needs.
1. *Identify how the coalition will determine whether or not to activate the COOP based upon the above. In addition, the coalition may consider whether or not State and/or County Emergency Operation Centers are involved.*

Level One Disaster: Computers/network(s) will not function

- a. One to three days
- b. Four to seven days
- c. Eight to fourteen days

Level Two Disaster: Building intact but without electricity.

- a. One to three days

- b. Four to seven days
- c. Eight to fourteen days

Level Three Disaster: No power, no communication, building is inaccessible or inoperable

- a. One to three days
- b. Four to seven days
- c. Eight to fourteen days

Current Business Process: Standard operating procedures and functions under non-emergency conditions.

Impact: The ability to deliver service if a threat occurs; which include the degree of failure of business operation and how it will affect clients and staff.

Recovery Strategies: The action to eliminate the event that impacts the agency's ability to continue operations.

Contingency: Planned actions(s) to eliminate or reduce the impact of a risk/threat at or after the time of failure.

Risk or Threat: Event or non-event having a negative impact on or endangering a core business function or a critical system of the organization.

Risk Assessment: An activity performed to identify risk(s) estimate the probability and impact of their occurrence.

Time Horizon to Failure: Date risk/threat will first have impact.

Validation: The process of evaluating a system or a component during or at the end of the development process to determine whether it satisfied the specified requirements.

Mission Critical System: A system supporting a core business process test—the process of exercising a product to identify differences between the expected and actual behavior.

The COOP plan will be activated in the case of a Minor Disaster if it is expected that scheduled operations will be interrupted for longer than 12 hours that would result in delays in services or payment. It will always be activated in the case of a Major or Catastrophic Disaster. State and County Operation Centers will be involved in any Disaster where their services are available and deemed to aid in implementing the COOP, and maintaining or restoring services. An example would be where county emergency transportation services could aid in moving operations.

II-6 Emergency Coordinating Officer

The coalition will designate an Emergency Coordinating Officer. At the local level, this may be done through selecting a staff person of the coalition and/or subcontractor, or can be a member of the Early Learning Coalition. In an emergency, the Emergency Coordinating Officer will work closely with the appropriate County Emergency Operations Center and the State of Florida Emergency Operation Center to provide information and direction to affected staff to provide immediate response capability to protect life and property and to ensure minimal disruption to the continuance of the coalition's mission-essential functions.

- a. *To be included under **Attachment 3**, the coalition will need to designate an Emergency Coordinating Officer and provide all contact information to include name, address, home phone number, cell phone number, e-mail, etc.*

II-7 Executive Leadership Team

The Executive Leadership Team will review the COOP and all attachments annually to identify necessary resources to support COOP activities, to ensure that the plan remains viable and compatible with Florida's Comprehensive Emergency Management Plan and that it is maintained at a high level of readiness. The resources necessary to ensure adequate maintenance and operation of the COOP will be considered in the coalition's planning process.

The Executive Leadership Team consists of key staff with responsibilities linked to the mission-essential functions of the coalition. This team has the responsibility for assessing the situation, activating the COOP, selecting alternate facilities, providing information to and from OEL and other appropriate state and federal entities. This team will ensure that rosters for their respective staff are kept current and that staff members are informed and provided reporting instructions.

1. *To be included under **Attachment 4**, provide the titles of the individuals to be involved in the Executive Leadership Team.*

II-8 Relocation Team

Personnel who are responsible for relocating services under this plan to the selected alternate facility are known collectively as the Relocation Team (**Attachment #1**).

- a. The Relocation Team must be able to continue operations and the performance of mission-essential functions for up to 30 days at an alternate facility. Each alternate facility must be currently equipped with telephones, computers and fax machines. If the coalition does not currently have equipment such as laptops, computers, fax machines, printers, cell phones, and a disaster should occur, OEL may assist the Relocation Team in obtaining these once the disaster/need occurs. The Relocation Team should be able to work from a remote facility to insure childcare services are not disrupted.
- b. Since alternate facility space and support capabilities may be limited, the membership of the Relocation Team is restricted to only those personnel who possess the skills and experience needed for the execution of mission-essential functions.
- c. Coalition personnel who are not designated Relocation Team members may be directed to relocate to other facilities, or may be advised to remain at or return home pending further instructions, as determined by the coalition or Executive Leadership Team. When it is determined to be feasible, associates may be allowed to telecommute from their homes until the affected facility can be reoccupied or another facility is established.
- d. COOP activation should not, in most circumstances, affect the pay and benefits of Relocation Team members or other personnel. Staff that are required to temporarily relocate to another geographical area of the State should be compensated for travel expenses in accordance with Florida Statutes, Chapter 112.061.

1. *Describe your plan to implement the above section. This should include at a minimum, your coalition's ability to maintain fiscal controls and integrity; maintain payroll to staff and subcontractors/child care service providers; maintain childcare referral services and eligibility determinations, etc.*

The plan includes a relocation team of specialized personnel able to carry out the day-to-day functions of the Coalition and its Primary Service Providers.

The plan would be activated when Dawn Bell as the CEO contacts the Emergency Coordinating Officer. The Emergency Coordinating Officer would then contact the Relocation Team members to prepare to relocate operations. Immediately following notification of the Relocation Team, the Director of Family and Provider Services will notify the remaining primary service provider's staff of the activation of the COOP plan by the most expedient method available. At the same time, the Emergency Coordinating Officer will inform the Coalition members and media outlets using the prepared public service announcements. The Emergency Coordinating Officer (ECO) would also give the Relocation Team a time frame to complete the transfer of services. If the disaster is immediate, transition will begin immediately. The ECO will also direct the team based on circumstances to which site operations will be moved choosing the location based on likelihood of the location being affected by the disaster and available resources.

Each alternate location is equipped with computers, fax machines, internet access and telephones.

Fiscal controls would be maintained by the Emergency Coordinating Officer approving all expenses and processed by the Finance Manager. The accounting software is backed-up nightly and is stored at an offsite location. In the event of an emergency relocation, the software will contain current information and could be accessed by the Finance Manager. All checks will be signed by the CEO and any other authorized signor. This will ensure that all transactions are recorded in a continuous general ledger and maintain the integrity of financial data.

The Emergency Coordinating Officer will be available to answer questions and provide guidance as to the Coalition's policy as needed and to report to OEL any needs or concerns.

The Finance Manager will be available to invoice OEL for the Coalition expenses and will maintain Coalition financial data and projections.

Physical copies of financial data, eligibility files, employee files, and provider files will be transported to the relocation site when the nature and timing of the disaster permit. Documentation concerning screenings, assessments, and CCR&R will be transported to the relocation site as time permits. Sufficient storage boxes to move the files will be kept on hand at all times in the event of activation of the COOP.

All members of the Relocation Team will be responsible for bringing their cell phones, printers, and laptops. Additional computers, phones, fax machines etc., are available at the relocation site.

All records, whenever possible, will be kept electronically and backed up to a remote storage device so that in the event that physical records are lost or destroyed in an emergency a record of activities will still exist.

For Service Providers:

Payroll is part of the accounting systems currently in use by the primary providers and there should be no delays in processing payroll. Hourly employees that due to the emergency are not able to submit a time sheet will be paid at their regularly scheduled hours. After the emergency is over and normal operations are resumed, staff will then turn in timesheets covering the emergency period and payroll will be reconciled. The payroll specialist will be included in the relocation team and employees are paid by direct deposit so the staff's ability to receive their pay on regular pay dates will not be affected.

Payments for mileage reimbursement will be made as regularly scheduled. If due to the emergency, employees are not able to submit their mileage or other expenses, payment will be made within 5 business days of resuming normal operations.

Provider payments will be processed by the Provider Services Manager using EFS. EFS is currently backed up nightly and is stored on remotely using a cloud based service.. EFS is currently loaded on several laptops and is available in each of the Work Source locations named in this plan. The Reimbursement Manager currently performs and oversees this function, and she will be aided as needed by the COO who also has experience with this process. A payment transmittal will be prepared by the Reimbursement Manager and given to Controller. The Controller will then process the payments using the accounting software described above.

The Controller will prepare the monthly invoice and any other necessary reports.

Resource and Referral and eligibility determination will be performed by the Family Services Coordinator and aided by other staff normally assigned to the office and the Director of Family and Provider Services, using EFS,SPE/UWL and the EFS Modernization Software. If staff in other counties are not affected by the emergency, normal operations will continue in those counties. Copies of forms, brochures, voucher agreements, etc. used in normal operations will be prepared in advance and taken to the emergency operation site for use there.

The Coalition's CEO will be consulted as to the Coalition policy as needed and to report to OEL any needs or concerns.

Physical copies of financial data, eligibility files, employee files, and provider files will be transported to the relocation site as needed when the nature and timing of the disaster permit it and when electronic copies are not expected to be accessible. When electronic documentation is either not available or not expected to be accessible, documentation concerning screenings, assessments, and CCR&R will be transported to the relocation site as time permits and based on the nature of the emergency.

Additionally, all members of the Relocation Team will be responsible for bringing their cell phones, printers, and laptops. Additional computers, phones fax machines etc. are available at each relocation site.

All records whenever possible will also be kept electronically at all times and backed up to the server so that in the event that physical records are lost or destroyed in an emergency, a record of School Readiness activities will still exist.

The Relocation team includes the following key staff:

<u>Title</u>	<u>Function</u>
Chief Operating Officer	Oversees and Coordinates Service
Family Service Coordinators (4)	Resource and Referral and Eligibility
Director of Family & Provider Services	Eligibility, Provider Payments, Policy, and Billing
Provider Services Manager	Processing Provider Payments, EFS & SPE/UWL Systems Administrator
VPK Manager	Child and Provider Eligibility and Processing Provider Payments
IT Manager	Hardware & Software Management
Controller	Process Provider & Other Payments, Other Essential Accounting Functions
Staff Accountant	Process Payroll
CFO	Oversees Finances
Coalition Administration	Key Coalition Staff
Emergency Coordinating Officer	Authorization of Expenses, Works with Emergency Services and Informs Public of Pertinent Information
Finance Manager	Processes Invoices, Monitors Coalition Expenses, Prepares Utilization Summaries and Disbursements

- 2. Describe under what circumstances the coalition would allow staff to telecommute from their homes until the affected facility can be reoccupied, how the integrity of the system will be maintained (i.e., fiscal duties, administrative duties, etc.), and whether or not backup systems are in place to continue payroll and travel reimbursements.*

All staff whose normal assigned work location is not affected by the disaster or emergency condition will be expected to report to work as scheduled. Any employee whose normally assigned work location is affected and is not part of the relocation team will not be expected to report to work and will receive full pay. Any employee falling into this category that is able to perform their job duties through telecommuting will do so. In the case of hourly employees, they will be paid for their normally scheduled hours. Members of the relocation team whose function does not normally include interaction with the public and has available the necessary technology to telecommute may do so as well.

Payroll is part of the accounting systems currently in use and there should be no delays in processing payroll. Hourly employees that due to the emergency are not able to submit a time sheet will be paid at their regularly scheduled hours. After the emergency is over and normal operations are resumed, staff will then turn in timesheets covering the emergency period and payroll will be reconciled. The payroll specialist will be included in the relocation team and

employees are paid by direct deposit enabling the staff's to receive their pay on regular pay dates during the activation of the COOP.

Payments for mileage reimbursement will be made as regularly scheduled. If due to the emergency, employees are not able to submit their mileage or other expenses, payment will be made within 5 business days of resuming normal operations. Employees not able to submit mileage by fax, e-mail or regular mail will be permitted to call in their mileage and submit their reimbursement form as soon as it is possible or within three working days of resuming normal operations.

II-9 Alternate Relocation Point

- a. The determination of the alternate relocation point should be made at the time of activation by the coalition's Emergency Coordinating Officer in consultation with the Executive Leadership Team of the Coalition, if time permits, and will be based on the incident, threat, risk assessments, and execution timeframe.
 - b. To ensure the adequacy of assigned space and other resources, the Emergency Coordinating Officer should review all alternate facilities during the annual review of the COOP.
 - c. The designated alternate relocation points should be pre-equipped with telephone, fax and computer lines which have electronic access to the coalition's records and statewide school readiness system databases.
 - d. The alternate relocation points have adequate parking capacity to support the Relocation Team. Information on dining and lodging should be provided to the Relocation Team members as soon as possible upon COOP activation.
1. *Attachment 2 provides, at a minimum, two alternate site locations in the event of a disaster/emergency situation. Provide a description of the how alternate site selection determinations were made and the basis for choosing the alternative facilities (i.e., available computer equipment, communications, proximity to client base, physical location).*

Alternate sites were selected because they are currently being used for early learning activities; therefore, all sites have the equipment and staffing to support early learning activities and services in the interim.

2. *Provide the notification process by the Emergency Coordinating Officer to the Relocation Team in the event that an alternate site must be used to temporarily set-up day-to-day operations.*

Most of the Primary Service Provider team is located at the 8443 Baymeadows Rd. Ste. 1 address. If the decision to activate the COOP plan is made during business hours the most expedient manner will normally be by telephone; however, e-mail may be considered.

If the decision to activate the COOP plan is made after hours the most expedient manner for notification will normally be by telephone; e-mail may also be utilized. Notification will begin as soon as the Emergency Coordinating Officer (ECO) receives notice of activation. If a member of the team is not available immediately for notification, notification by an alternate phone or means

will be attempted. If a member of the Relocation Team is unavailable to be informed in a timely manner and the absence of this member affects the Team's ability to relocate, the Emergency Coordinating Officer (ECO) may appoint another staff person with similar job skills to replace the unavailable member.

Primary Services staff is located in the following locations:

Headquarters:

Episcopal Children's Services
8443 Baymeadows Rd., Ste.1
Jacksonville, FL 32256
(904) 726-1500 - phone
(904) 726-1516 - fax

Nassau County:

c/o CareerSource
96042 Lofton Square
Yulee, FL 32097
(904) 491-3638 - phone
(904) 277-7219 - fax

Baker County:

418 South 8th St.
Macclenny, FL 32063
(904) 259-4225 - phone
(904) 259-9169 - fax

Putnam County:

821 State Rd. 19 S.
Palatka, FL 32177
(386) 385-3450- phone
(386) 530-2692 - fax

Bradford County:

1080 North Pine St.
Starke, FL 32091
(904) 964-1543 - phone
(904) 964-5863 - fax

St. Johns County:

5 Clark St.
St. Augustine, FL 32084
(904) 770-2565 - phone
(904) 429-7604 - fax

Clay County:

c/o CareerSource
1845 Town Center Blvd., Ste. 150
Orange Park, FL 32003
(904) 213-3939 - phone
(904) 278-2099 - fax

II-10 Mission-Essential Functions

It is important to establish priorities before an emergency to ensure that the relocated staff can complete the mission-essential functions. All Relocation Team members shall ensure that mission-essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed mission-essential may be deferred until additional personnel and resources become available.

In the event of an emergency, the following *primary functions* are considered mission-essential for OEL:

1. Administration of Early Learning Services at the local-level

- Coordinating responses to all subcontractors and childcare providers regarding activities and services which may be affected
- Insuring contact points are maintained and communication is intact

2. Distribution of Programmatic Funds

To ensure reliable infrastructure support for the coalition, the following *support functions* are also considered to be mission-essential

- Executive Direction
- Information Technology Support & Maintenance
- Finance & Accounting Services
- Communications
- Facilities/Property Management
- Human Resource Management

To ensure adequate reproduction of records and databases, the coalition must maintain off-site records storage. OEL's Information Technology Services Unit has standard daily backup procedures for all critical information systems at the state level; however, local coalitions must maintain back-up systems in case of a disaster/emergency situation.

1. *Provide your Coalition's procedures to insure all data at the local level is updated on a regular basis. Describe who is responsible for the backup of data, how often this is done, and where the information is stored (off-site) to insure its safety.*

For Coalition Administrative Services, a back-up of all systems is stored offsite through an IT Contractor. A laptop is also available in the event of an emergency. For the primary service provider, a back-up of all systems is made nightly. The IT Manager is in charge of the back-ups. The back-ups are preset to occur at the same time every day. Backups are stored daily in a cloud based system.

2. *Provide your coalition's procedures to maintain hard-copy files of participant records and of administrative/fiscal records; where the records are located; and how the records would be secured, if time permits, in the case of a disaster.*

In the event of a disaster where time permits computer hardware will be prepared and moved first. If there is still time before complete evacuation is necessary, the accounting, administrative, provider, eligibility, and program files will be boxed and inventoried and relocated. Hard copies of administrative records are kept at the Coalition Office located at 2450 Old Moultrie Rd., Ste. 103, St. Augustine, FL.

Eligibility files are stored at the CareerSource One Stop Offices. Periodically, normally annually, files from all locations are sent to an offsite storage facility. Participant records are kept for every family receiving services and are kept in the county where the family resides. Files are normally kept by family name except in the case of foster children whose files are kept under the child's name.

3. *If the hard copy of records were destroyed (to include fiscal and programmatic) describe how the coalition would recreate the information and from what sources the data would be re-created.*

Information would be retrieved from the server; the latest two year's of data in-house, the older data is stored at a separate records storage facility. Financial data could be recreated by using the General Ledger. Vendors and others could be contacted and copies of pertinent data requested. Additionally, copies of our annual audits are available from our CPA firm. They may also be able to supply other major components of our hard copy records from their working papers.

Results from programmatic activities are stored on a shared drive on a server. This is backed up nightly and stored offsite in a cloud based system. From this record we could recreate our hard copies of the results of our past work. It may be impossible to recreate the actual screenings and assessments if the physical records were destroyed.

Parent files would have to be recreated by contacting parents and having them supply us with needed information. Their child care provider may be able to aid in this effort as well with such things as birth certificates or copies of signed voucher agreements.

Provider payment files would be recreated by rerunning payment reports from EFS. Copies of rosters will be requested from all providers keeping copies for their own records.

The process of recreating physical records will be time consuming and some documentation may not be able to be recreated. Therefore, where ever possible, it will be Coalition and ECS policy to move these records to an offsite location in the case of a disaster whenever time permits.

Coalition computers are backed-up daily and stored at an off-site location. (This includes fiscal data).

PRE-DISASTER PLAN

Employee notification Procedure

- Identify the type of emergency or threat
- Get a report of the latest update of the emergency or threatening situation
- Contact the Director for a decision on closing of the facility
- Establish a method of notification of closure of facility and when facility may possibly reopen
- Up to date list of Directors name and telephone number

Securing Building Procedure

- Back up all computers
- Secure the windows
- Lock all filing cabinets
- Move computers away from windows and cover with plastic
- Lock doors

Record Retention

- Label vital records
- Back up computer systems
- Photograph facility assets
- Copies of records that must be kept for 7 years

As soon as possible after a disaster inventory will be taken of hardware that needs to be repaired or replaced at the Coalition Office. The CEO and IT Contractor will oversee the repair or replacement of the damaged hardware.

Risk Assessments

Level One Disaster: Computers will not function

a. One to three days

1. Impact: No way to access data to operate accounting system, pay bills, meet deadlines for proper reporting to appropriate state, federal, or agency departments.

b. Four to seven days

1. Impact: No way to access data to operate accounting system, pay bills, meet deadlines for proper reporting to appropriate state, federal, or agency departments.

c. Eight to fourteen days

1. Impact: No way to access data to operate accounting system, pay bills, meet deadlines for proper reporting to appropriate state, federal, or agency departments.

Level two disaster: Building intact but without electricity

a. One to three days

1. Impact: In addition to Level 1 impacts, no way to operate computers, lights, AC/Heat.
2. Recovery Strategy: The Executive Director will notify associates about a temporary interruption in services. Emergency contact cell phone numbers are provided to all to maintain communication.

b. Four to seven days

1. Impact: Same 2A. No way to operate computers, lights, AC/Heat.
2. Recovery Strategy: The Executive Director notifies employees and sub-contractors that we are resuming critical functions including financial obligations and reporting requirements; and essential programs.

c. Eight to fourteen days

1. Impact: Same as Level 2B.
2. Recovery Strategy: Same as Level 2B.

Level three disaster: No power, no communications, building is inaccessible or inoperable

a. One to three days

1. Impact: No way for Coalition to perform its appointed functions at office location.

b. Four to seven days

1. Impact: No way for Coalition to perform its appointed functions at office location.
2. Recovery Strategy: Establish operations at an alternative work site.

c. Eight to fourteen days

1. Impact: No way for Coalition to perform its appointed functions at office location.
2. Recovery Strategy: If at the end of fourteen days, the building is inoperable, management will review the situation and develop extended recovery plan.

A disaster may involve a single facility site or an area-wide emergency situation and may be internal or external. Notify the proper officials and staff as to the extent and type of emergency or disaster. Direction of authorities will be followed when they have taken control of a situation.

Internal disasters are incidents within the facility or in the immediate area, such as fire, explosion, extended power outage, internal water break, etc. External disasters are situations arising from outside the facility, such as hurricanes, hazardous materials spills, tornado, flood waters, etc.

Flooding

The facility is not located in a Flood Zone. Local surface flooding could accompany severe storm conditions. A coastal water storm surge is not a direct danger.

Fire-Explosion Safety

Evacuate occupants when fire is an imminent danger; implement **RACE**.

- R Rescue** – remove anyone in immediate danger to a safe area away from fire.
- A Alarm** – sound the alarm within the office and call the Fire Department (911).
- C Confine** – contain the fire by shutting doors and windows after everyone has been rescued.
- E Evacuate** – Evacuate the building. Extinguish the fire only if you feel certain you can put it out; otherwise leave it for the Fire Department which is usually minutes from arriving.

The first person to discover the danger should alert all occupants that are in danger, activate the fire alarm, call the Fire Department (911). The person in charge will immediately begin evacuation

to the pre-determined site away from the facility, directing all staff to assist as necessary, and ensuring that everyone is out. The Evacuation Assembly Area is the parking lot across the street.

Stay calm. Meet and direct the fire units; let them know if everyone is out or the location of individuals inside. Be available to answer questions.

After the proper authorities have determined that the emergency is over, the facility will be checked for damage to determine if it is safe for occupancy and resumption of activity.

The person in charge will disconnect any electrical equipment and then remove vital records after everyone's safety has been assured.

All personnel must know how and when to call the Fire Department, must familiarize themselves with the exits and activate the evacuation procedures when the fire is discovered.

There are three basic classes of fires:

Class A: Wood, paper, cloth, trash, most plastics, and ordinary combustibles.

Class B: Flammable liquids such as gasoline, oil, grease, alcohol, oil based paint, etc.

Class C: Energized electrical equipment, including wiring, fuse boxes, circuit breakers, Appliances

The extinguisher must match the class of fire being fought. Do not use water, or an extinguisher labeled only for class A fires on a class B or class C fire. Many fire extinguishers are multipurpose A-B-C models.

Extinguisher use: Pull the pin (releasing the lever) – Aim at base of fire from about 8 feet (extinguisher upright) – Squeeze lever – Sweep slowly side to side.

Tornadoes

Tornadoes can occur without warning and may be associated with severe thunderstorms, which are frequent occurrences in some areas. Potential wind damage, structural damage from trees and debris, local flooding and loss of vital services could result. In the event a tornado can be seen or heard or a warning is issued, all persons in the facility should move quickly to an interior pre-designated "safe" area, on the floor near interior walls away from windows and doors, or under heavy furniture. Account for all persons. Use something to protect the head such as a pillow or place hands over head. This same procedure should be followed in the event of an Earthquake.

Hurricanes and Tropical Storms

Know if the facility is located in an evacuation or flood zone. Severe weather watches, warnings and/or evacuation orders are issued by authorities through the local media, and must be closely monitored and heeded. Hurricanes and severe tropical storms with high wind velocity and heavy rainfall can be devastating, but the probability of occurrence at a specific site is low. Area damage, loss of electrical power, access, communication, and other vital services or supplies could result:

- Monitor the radio for situation updates

- Alert staff about approaching storm and stay prepared to implement the emergency plan, and advise their families if appropriate.
- Evacuation, if required, should be completed before arrival of gale force (40mph) winds.
- Check supplies and activities needed to secure the facility.
- If not evacuating, direct all occupants to a safe area away from doors and windows, which must be closed and secured; account for all persons.
- Have emergency flashlights available.
- Keep calm and assure the safety of all occupants.

Severe Temperatures – Power Loss

If severe cold or severe heat is a probability, power outages and/or heat – air conditioning failure during such occurrences could present an emergency situation. Prolonged outage, failure, unsafe or unhealthy conditions could require evacuation.

In the event of prolonged hot or cold weather, utilize heat/air cooling equipment, or close or open doors, windows and window covering as necessary, to maintain a comfortable range; reduce the use of equipment that could contribute to the problem, as much as possible; avoid activities that may cause excess physical exertion; have adequate water available.

Crime – Civil Disturbances

If there are reports or observation of possible criminal activity or unrest in the vicinity, be sure all doors and windows are secured and remain alert. Call 911 for Police/Sheriff if there is an immediate threat such as an attempt to enter or damage the facility, or other crime in progress.

Bomb Threats

Persons likely to receive calls, particularly switchboard operators, should:

1. Remain calm and do not upset or interrupt the caller.
2. Keep the caller on the phone as long as possible.
3. If possible, have a third party listen in on the call – signal another person to notify police emergency (911) and senior staff
4. Record the exact words of the caller and the exact time and date; ask him/her to repeat the message if possible – Note if caller indicates knowledge of the facility.
5. Pay close attention to details; try to determine and log the following:
 - Male/Female
 - Adult/Juvenile – Approximate Age
 - Manner/Attitude
 - Background Noises (music, voices, etc.)

- Accent/Language/Voice/Speech Characteristics
- 6. If possible, ask the caller (without interrupting) – Where is the bomb located? What time is it going to explode?
- 7. Tell the caller that injury or death to innocent people could result.
- 8. Document any demands or instructions and indicate cooperation.
- 9. Immediately notify the Supervisor and the Police Department.
- 10. Cooperate fully with police who should be put in authority upon arrival; facility staff with master keys should be available if requested, along with facility floor plans.
- 11. Evacuate building as in case of fire.

Administrative Services

Administrative Services is responsible for submission of reports to OEL.

Level One Disaster: Computers will not function

Level 1-A (one to three days)

1. **Impact:** Administrative Services will not be able to process data. The Coalition will be unable to process payments to sub-contractors for services rendered and unable to provide OEL with monthly reports.
2. **Recovery Strategy:** Administrative Services will continue processing reports manually, using calculators and copier paper. If the event occurs before the required reports have been processed and it is reasonable to expect that the computers will be functional within a three day period, submission of reports will be delayed until the computers are functional. The reports will then be submitted to OEL.

Level 1-B (four to seven days)

1. **Impact:** Same as level 1-A
2. **Recovery Strategy:** Administrative services will continue processing reports manually, using calculators and copier paper. If the event occurs before required reports have been processed, and it is not reasonable to expect that the computer will be functional within a three day period, submission of the reports will be delayed until the information can be retrieved by back up files.

Level 1-C (eight to fourteen days)

1. **Impact:** Administrative Services will not be able to process data. The Coalition will be unable to process payments to sub-contractors for services rendered and unable to provide OEL with reports.

2. **Recovery Strategy:** Administrative services will continue to process reports manually. Data for OEL reports will be tracked manually. When computers are functional, data tracked manually will be entered into the system and reports compiled to bring data to current status.

Level Two Disaster: Building intact but without electricity

Level 2-A (one to three days)

1. **Impact:** Administrative services will not be able to process data. The Coalition will be unable to process payments to sub-contractors for services rendered, and unable to provide OEL with monthly reports. In addition the Coalition will be unable to communicate with Board members and sub-contractors.
2. **Recovery Strategy:** Coalition staff will retrieve office supplies. The staff will manually keep records. In an effort to conserve power, printers will be used only when absolutely necessary. Calculators powered by batteries will be used for calculating records. The statistical report will be manually processed. The reports that cannot be generated by back-up files will be manually calculated by the appropriate staff person. The assumption is that manually processing these payments will require a lengthier processing period. The staff may be required to work overtime and/or temporary help will be hired.

Level 2-B (four to seven days)

1. **Impact:** Same as level 2-A
2. **Recovery Strategy:** Same as level 2-A

Level 2-C (eight to fourteen days)

1. **Impact:** Same as level 2-A
2. **Recovery Strategy:** Same as level 2-A

Level Three Disaster: No power, no communication, building is inaccessible or inoperable

Level 3-A (one to three days)

1. **Impact:** Administrative Services will not be able to access computers to process data and will be unable to process payments to sub-contractors for services rendered.
2. **Recovery Strategy:** Administrative Services will use same procedures described in Level 2-A, but at an alternative work site (ACHA).

Level 3-B (four to seven days)

1. **Impact:** Same as Level 3-A.
2. **Recovery Strategy:** Same as Level 3-A.

Level 3-C (eight to fourteen days)

1. **Impact:** Same as Level 3-A.
2. **Recovery Strategy:** Same as Level 3-A.

Fiscal Department

Current Business Practices:

- Generate monthly financial statements
- Prepare monthly bank and other reconciliations
- Process bi-weekly payroll
- Pay monthly invoices and cash receipts

Level One Disaster: Computers will not function

Level 1-A (one to three days)

1. **Impact:** No way to access data to operate the accounting system, pay bills or sub-contractors, meet deadlines for proper reporting to appropriate state or federal departments.
2. **Recovery Strategy:** Use manual check register to write only the most needed checks to pay bills

Level 1-B (four to seven days)

1. **Impact:** Same as Level 1-A.
2. **Recovery Strategy:** Use manual check register to write only the most needed checks to pay bills. Use hardcopy back-up to generate reports for state or federal departments

Level 1-C (eight to fourteen days)

1. **Impact:** Same as level 1-A
2. **Recovery Strategy:** Same as level 1-B.

Level Two Disaster: Building intact but without electricity

Level 2-A (one to three days)

1. **Impact:** No way to operate computers, lights, AC/Heat
2. **Recovery Strategy:** Use battery operated lights for lighting. Only operate to satisfy most urgent needs in check and report writing.

Level 2-B (four to seven days)

1. **Impact:** Same as level 2-A.
2. **Recovery Strategy:** Same as level 2-A.

Level 2-C (eight to fourteen days)

1. **Impact:** Same as level 2-A.
2. **Recovery Strategy:** Same as level 2-A.

Level Three Disaster: No power, no communication, building is inaccessible or inoperable

Level 3-A (one to three days)

1. **Impact:** No way for department to perform its appointed functions at offices.
2. **Recovery Strategy:** Establish operations at an alternative work site if possible.

Level 3-B (four to seven days)

1. **Impact:** Same as level 3-A.
2. **Recovery Strategy:** Same as level 3-A.

Level 3-C (eight to fourteen days)

1. **Impact:** Same as level 3-A.
2. **Recovery Strategy:** Same as level 3-A.

II-11 Delineation of Mission-Essential Functions

In the event the capacity of the Coalition is such that it cannot respond to the needs of customers or deliver crucial services, the Coalition's functions will need to revert to alternative providers.

1. *To be included under **Attachment 5**, provide a list of potential alternative service providers that may be considered under such situations. This may include other state departments and/or community based organizations located at the local level which may be able to deliver services, community based organizations, etc.*

II-12 Warning Conditions

- a. With Warning. It is expected that, in most cases, the coalition will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP with a complete and orderly alert, notification, and deployment of the Relocation Team to an assembly site or a pre-identified alternate relocation point.

- b. Without Warning. The ability to execute the COOP following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel that survive. If the deployment of staff to an alternate relocation point is not feasible because of the loss of personnel, temporary leadership of the coalition will be passed to OEL which shall implement the coalition's COOP at the local level.

(1) Non-Duty Hours. Affected staff should be alerted and the Relocation Team activated to support operations for the duration of the emergency.

(2) Duty Hours. If possible, the COOP will be activated immediately to support operations for the duration of the emergency.

- 1. *To be included under **Attachment 6**, provide a list of all employees and their contact information and contact information for subcontractors. If this changes, the attachment must be revised and submitted to OEL.*

II-13 Direction and Control

- a. In the event that the CEO and Chair is incapacitated or unavailable to make decisions regarding this COOP Plan, authorized successors will be specified.

Lines of succession will be maintained by the coalition organizational elements, to ensure continuity of mission-essential functions (See **attachment 7b** for Operating Organizational Chart). As organizational changes occur, the Operating Organizational Chart will be updated and submitted to OEL.

- b. Pursuant to Sections 20.05 (1) (b) and 20.50 (3), Florida Statutes, the coalition must have an official established Memorandum for Delegation of Authority for managers and officers within the local coalition. (See **Attachment 7a**)
- c. The CEO and/or their designee may order activation of the coalition's COOP.
- d. The Emergency Coordinating Officer, which may be the same individual, will be responsible for disseminating COOP guidance and direction during the activation and relocation phases.
- e. When executed, the Emergency Coordinating Officer will notify OEL, the Baker County Emergency Operations Center (904-259-6111), the Bradford County Emergency Operations Center (904-966-6337), The Clay County Emergency Operations Center (904-284-7703), the Nassau County Emergency Operations Center (904-548-4980), the Putnam County Emergency Operations Center (386-329-0379), the St. Johns County Emergency Operations Center (904-824-5550), and the State of Florida Emergency Operations Center (850-413-9969).
- 1. *Provide the list of titles/chain of command of individuals to act in a decision making capacity for the coalition should the Director and/or Chair be unavailable.*

1st Rhonda Cody, Office Manager

2nd Susan Pettijohn, Finance Manager

2. *To be included under **Attachment 7**, provide the coalition's current Organizational Chart and an official memorandum as approved Coalition, for the Delegation of Authority should the Director and/or Chair should be unavailable.*

II-14 Operational Hours

- a. During COOP contingencies, the coalition's individual under the Delegation of Authority will determine the hours of work for the staff.

II-15 Alert and Notification

Procedures must be followed in the execution of the coalition's COOP. The extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel are on duty or off duty, and the extent of damage to the affected facilities and its occupants. This plan is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions. The degree to which this plan is implemented depends on the type and magnitude of the events or threats thereof.

1. *Alert procedures: If the situation allows, warning staff, subcontractors, parents and child care providers will be completed prior to activation of the COOP. Describe your procedures and processes to notify staff, subcontractors, parents and child care providers warning of the activation of the coalition's COOP plan. Your description should address the means by which notification will be made (i.e., fax, e-mail, website, public service announcements, media, etc.), and the estimated time needed to complete this process.*

When the situation allows, staff, subcontractors, parent and childcare providers will be alerted to the activation of the COOP in advance by various means. First, will be a notice on the Coalition and primary service provider web sites that will state the anticipated time the COOP will come into effect and the alternative contact information, including e-mail address, phone number and physical address, along with anticipated hours of operation if they will differ from normal operating hours. This web site update will be completed by the CEO or their designee and should not take more than 30 minutes to complete.

Public service announcements will be faxed to all local media outlets providing the same information under the direction of the Emergency Coordinating Officer and should not take more than 1 hour to complete. (See "canned" news release in **Attachment 8**). All staff will be notified in person or by e-mail if the decision to activate the COOP is made during business hours. Notification will be the responsibility of the Emergency Coordinating Officer. Any staff physically in the office that day will be called by their immediate supervisor and informed of the situation.

A phone tree will be used to call all employees if the COOP is initiated during non-business hours, whereby the Emergency Coordinating Officer will call the COO and Compliance of the primary service providers. This individual will call an assigned list of department heads who will each call the staff reporting directly to them. Each coordinator under a department head will call the staff reporting directly to the coordinator until each staff person has been contacted. This should be completed for all employees that were available by phone in less than two hours.

An attempt to contact the sub-contractor by phone or e-mail will be made prior to COOP activation as time allows. Providers will be notified as detailed in our subcontractor's COOP plan. It will be requested that childcare providers post an announcement to parents concerning the activation of the COOP. Several of these functions can be completed simultaneously so that the total time allotted for notification of all concerned should take no more than 8 hours except when a party is unavailable by phone or e-mail. Additionally, the phone message on central agency or primary services provider phone system will instruct callers to dial the number at the relocation site.

1. *The coalition needs to develop standardized notifications and "canned" news releases which can be easily disseminated to the media and required individuals. To be included under **Attachment 8**, provide all standardized communications and "canned" news releases to be used in case of activation of the coalition's COOP.*

II-16 Telecommunications and Information Systems Support

Telecommunication and information systems maintained at the local level must be assessed to determine any inconsistencies or issues that may arise if the COOP is activated. The coalition must insure that there are backup plans to address disruptions in communications in the event of a disaster.

1. *Provide a description of your current communications system and any backup strategies that will be implemented should your current system fail or is disabled during a disaster.*

Phone lists are routinely updated and sent out to all staff members. The Primary Service Provider's central offices back-up the central phone system programming monthly. The Primary Service Provider's central phone system also consists of an 8 hour battery back-up in the event of power failure. If the Primary Service Provider's phone system should go down, calls will be automatically forwarded to an alternate number so that the public, providers and employees can continue to receive updates concerning services. Redirection of information and communication follow will occur seamlessly through this system. Emergency greetings and instruction may be implemented to the system within seconds by the receptionist or system administrator.

II-17 Security and Access Controls

- a. The coalition **will insure** that the COOP and the administrative/fiscal facilities and subcontractor facilities have posted evacuation route plans in all areas accessed by the public and staff.
 - b. The coalition **will insure** all necessary security and access controls are provided at the alternate facility and that the administrative/fiscal facilities are secured during COOP operations.
 - c. Electronic copies of the COOP should be secured through limited access protocols.
1. *Provide assurances that evacuation routes have been posted in all areas accessed by the public and employees for the administrative/fiscal facilities and subcontractor offices.*

Evacuation routes are posted in the Resource Room of 2450 Old Moultrie Rd., Ste. 103, St. Augustine, FL address. Evacuation routes are also posted in each of our subcontractor's offices.

2. *Describe the coalition's process and/or procedures to insure security of administrative/fiscal facilities to protect property, records, equipment, etc., in the event the COOP is activated.*

The Emergency Coordinating Officer working with the relocation team will ensure that all equipment, records and other property that is endangered by the disaster has been moved off site as conditions permit before closing the office. Each department will maintain a list of equipment and files to be moved in the event of COOP activation. The list will be prioritized in case there is not time to move everything listed. The Emergency Coordinating Officer will assure that office doors are locked and that the outside doors to the building have been secured. Finally, the alarm system will be set. The alarm company and local law enforcement officials will be notified of staff's temporary move to another location. Copies of insurance policies and equipment warranties will be kept in a file labeled COOP Insurance & Warranties and taken to the new location by the Emergency Coordinating Officer.

II-18 Test, Training and Exercise

- a. Test, training and exercise programs must be developed to include the following components:
 - Staff awareness
 - Leadership responsibilities
 - Alert and notification procedures
 - Validation and testing of equipment and communications of selected alternate facilities.
 - b. Exercise programs to test staff awareness and response capabilities should be initiated and performed bi-annually.
1. *Describe how staff and subcontractor staff are trained to administer the COOP at the local level. This may include new employee orientations, group training, etc.*

A group training will be given annually at a meeting with the Executive Leadership and Relocation Team members to familiarize each individual off his or her responsibilities in the event of COOP activation.

Additionally, the training will focus on:

- Staff awareness
 - Leadership responsibilities
 - Alert and notification procedures
2. *Describe how components of the COOP plan are provided to child care providers and parents regarding continuity of child care services, payments, realigning children to various providers dependent upon areas affected by the disaster, contact information, alternate site designation, etc. The reader should be able to clearly understand how*

child care providers and parents will be notified and/or provided information regarding coalition activities should the coalition need to activate their COOP.

*Below are the guidelines that our primary service provider would be charged with handling these activities:

Each June, after the Senior Management Team has reviewed the COOP plan and made any necessary adjustments to the plan, a update to the ECS website will explain how activation of the COOP will effect continuity of child care services, payments, realigning children to various providers dependent upon areas affected by the disaster, contact information, alternate site designations, etc. for parents and providers. All providers will be notified by fax, phone or e-mail of the plan's implementation either prior to or immediately (within 36 hours) after the COOP has been activated based on time constraints. Notice will include contact information. Providers whose counties are affected by the COOP will be asked to inform parents of the change in Episcopal contact information by means of a Parent Letter given to Providers and posted to the ECS website within 24 hours explaining the change in location if it expected that the move will be longer than 4 business days in duration, and will include contact information and information on how to find a new temporary provider if needed.

Parents will be allowed to change providers if needed without a signed form from the previous provider saying that the parent does not owe parent fees or has made satisfactory arrangements to pay the previous provider. Once the emergency situation is over and the original provider is operational signed forms will be required to make the change to the new provider permanent. Parents may change providers during the COOP by calling the Family Service Specialist at the Emergency Operations Center. The Family Service Specialist will help with referrals to providers unaffected by the emergency or disaster. Providers closing due to a disaster that resulted in the activation of the Coalition's COOP plan will be paid for any days that their closure is necessary within the limits of the rules established by The Florida's Office of Early Learning unless the child's parent temporarily moves the child to another center. Federal regulations forbid paying for care to two providers for the same child for the same time frame. How to locate alternate care and transfer providers during the COOP will be discussed in the newsletter.

Payment to providers should continue without interruption; however payments may be slightly delayed due to a shortage of employees processing payments. All efforts will be made to avoid this and in any case payments will be made within 10 days of receiving payment from the OEL in all cases. This will be discussed in the provider newsletter.

SECTION III: PHASE I – ACTIVATION PROCEDURES

III-1 Initial Actions

- a. Based on the situation and circumstance of the event, the coalition will evaluate the capability and capacity levels required to support the current mission-essential functions of the facilities and determine if the situation necessitates relocation of staff and/or other resources. If it is deemed necessary to activate the COOP, the Executive Leadership Team will select an appropriate alternate relocation point.

- b. The coalition's designated employee will initiate the immediate deployment of the Relocation Team to an assembly site or the designated alternate relocation point.
- c. The Emergency Coordinating Officer will notify staff and provide instructions and guidance on operations and the location of the alternate relocation point.
- d. The coalition's designated individual will coordinate the immediate deployment of the coalition to an assembly site or the designated alternate relocation point.
- e. After the initial notification effort is complete, the results, including individuals not contacted, must be reported to the coalition's designee responsible for this activity.
- f. The coalition will notify the facility contact at the designated alternate relocation point to expect the relocation of the administrative/fiscal and/or subcontractor facilities.
- g. The Emergency Coordinating Officer will call OEL, the State of Florida Emergency Operations Center (850-413-9969), and the local County Emergency Office that an emergency relocation of the local coalition and/or the subcontractor is anticipated or is in progress.
- h. All personnel and sections of the coalition should implement normal security procedures for areas being vacated.
- i. The coalition's designated employee should take appropriate measures to ensure security of the administrative/fiscal offices and equipment or records remaining in the building.
- j. The coalition will prepare the alternate relocation point for the continuity of the coalition's mission-essential operations.
- k. The coalition will provide daily updates to OEL's Director and the other interested parties regarding COOP activation and operations.
- l. OEL will notify staff at the state level of the alternate mail service location and the coalition will notify the local mail delivery system of the relocation and provide mail routing instructions as appropriate.
- m. If appropriate, the coalition will prepare a public press release to inform customers of alternate provisions including new work locations, phone numbers, etc.

III-2 Activation Procedures Duty Hours

1. *Describe the above process of notification within your local coalition during normal work hours. Include the titles of individuals (versus individual names as these may change) who will be responsible for notifications throughout the above step-by-step process.*

Upon being notified either by news broadcasts or a call from Coalition staff or the Emergency Coordinating Officer of an event or expected event that could require implementation of the COOP, the Executive Leadership Team or as many members as can be contacted immediately will

meet either in person or by conference call to decide whether or not to implement the COOP; and if so, the location of relocation site based on the threat level at each site and available space. The team will also decide which, if any, of the offices to close. The coalition staff member will then contact the Emergency Coordinating Officer and inform him/her of their recommendations.

2. *Describe how child care providers and parents will be notified of the relocation of the administrative/fiscal offices and/or subcontractor offices, so that services are not disrupted more than is necessary during activation of the COOP.*

If the COOP is to be activated then, when the situation allows, staff, subcontractors, parent and childcare providers will be alerted to the activation of the COOP in advance by various means.

There will be a notice on the Coalition and primary service provider's websites that will state the anticipated time the COOP will go into effect and the alternative contact information, including e-mail address, phone number and physical address, along with anticipated hours of operation if they will differ from normal operating hours. This will be done by the Coalition's staff and the primary service provider's Managers of Information Technology and should take no more than one hour.

Public service announcements will be faxed and e-mailed to all local radio and television stations giving the same information. This should not take more than 1 hour to complete. All Coalition members and staff will be notified by e-mail if the decision to activate the COOP is made during business hours. This can be accomplished in 15 minutes time and will be the responsibility of the Emergency Coordinating Officer.

Providers will be called, faxed or e-mailed as time allows by the primary services provider. This may take up to 8 hours. It will be requested that childcare providers post an announcement to parents concerning the activation of the COOP. Several of these functions can be completed simultaneously so that the total time allotted for notification of all concerned should take no more than 8 hours except when a party is unavailable by phone or e-mail.

Parents will be notified through the Coalition and the primary services provider's websites, public service announcements, notice given by providers and by a mailing from the Primary Service Provider, to be completed with 48 hours of the COOP activation. Additionally, the phone message on the Coalition's and/or the primary services provider's phone systems will instruct callers to dial the number at the relocation site.

3. *Describe how the facilities, property, equipment, participant records, fiscal records, and other pertinent information will be secured at the point of notification of the COOP.*

The Emergency Coordinating Officer working with the relocation team will ensure that all equipment, records, and other property that is endangered by the disaster has been moved off site as conditions permit before closing the office. Each department will maintain a list of equipment and files to be moved in the event of COOP activation. The list will be prioritized in case there is not time to move everything listed. The Emergency Coordinating Officer will assure that office doors are locked and that the outside doors to the building have been secured. The local law enforcement officials will be notified of staff's temporary move to another location. Copies of insurance policies and equipment warranties will be kept in a comprehensive COOP file.

III-3 Activation Procedures Non-Duty Hours

1. *Describe the above process that will occur outside of normal work hours for the coalition.*

This process does not differ from on duty hours. Upon being notified either by news broadcasts or a call from the Coalition Contracted Staff or the Emergency Coordinating Officer of an event or expected event that could require implementation of the COOP, the Executive Leadership Team or all members that can be contacted immediately will meet either in person or by conference call to decide whether or not to implement the COOP; and if so, the location of relocation site based on the threat level at each site and available space. The Executive Leadership Team does not need a quorum to make a decision. Coalition staff members will then contact the Emergency Coordinating Officer and inform him/her of their recommendations.

2. *Describe how child care providers and parents will be notified of the relocation of the administrative/fiscal offices and/or subcontractor offices, so that services are not disrupted more than is necessary during activation of the COOP.*

When the COOP is to be activated and when the situation allows, parent and childcare providers will be alerted to the activation of the COOP in advance by various means.

There will be a notice on the Coalition and the primary service provider's websites that will state the anticipated time the COOP will come into effect and the alternative contact information, including e-mail address, phone number and physical address, along with anticipated hours of operation if they will differ from normal operating hours. This will be done by the coalition's Emergency Coordinating Officer and the primary care providers IT Manager and should take no more than one hour and can be accomplished during non-duty hours as soon as the primary service provider's IT Manager is located.

Public service announcements will be faxed to all local radio and television stations giving the same information. This will be done by the Emergency Coordinating Officer and should not take more than 1 hour to complete and can be completed during non-duty hours.

Providers will be called, faxed or e-mailed as time allows by the primary services provider. This may take up to 8 hours and cannot begin until providers open for business, normally between 6:00 and 7:00 am. It will be requested that childcare providers post an announcement to parents concerning the activation of the COOP. Several of these functions can be completed simultaneously so that the total time allotted for notification of all concerned should take no more than 8 hours except when a party is unavailable by phone or e-mail.

Parents will be notified through the Coalition and the primary services provider's websites, public service announcements, notice given by providers, and by the primary service provider completing a mailing within 48 hours of the COOP activation if the move to an alternate location is expected to last 4 days or longer. Additionally, the phone message on the Coalition's and/or the primary services provider's phone systems will instruct callers to dial the number at the relocation site.

3. *Describe how the facilities, property, equipment, participant records, fiscal records, and other pertinent information will be secured and accessed outside of normal work hours at the point of notification of activation of the COOP.*

The Emergency Coordinating Officer will contact the relocation team on their cell phone or home phone numbers who will be asked to come into work at a designated time depending on conditions. Then working with the relocation team, he/she will ensure that all equipment, records and other

property that is endangered by the disaster has been moved off site as conditions permit before closing the office. Each department will maintain a list of equipment and files to be moved in the event of COOP activation. The list will be prioritized in case there is not time to move everything listed. All employees available will be responsible for clearing equipment and supplies from desktops.

The Emergency Coordinating Officer will assure that office doors are locked and that the outside doors to the building have been secured and building alarm set. The alarm company and local law enforcement officials will be notified of staff's temporary move to another location. Copies of insurance policies and equipment warranties will be kept in a file labeled COOP Insurance & Warranties and taken to the new location by the Emergency Coordinating Officer.

III-4 Transition to Alternate Operations

- a. Following the activation of the COOP and establishment of communication links at an alternate facility, the Emergency Coordinating Officer and/or their designee will order the cessation of operations at their main sites.
- b. The Emergency Coordinating Officer and/or his/her designee will notify OEL and the State of Florida Emergency Operations Center that an emergency relocation of the coalition staff is complete and will provide new contact numbers.
- c. As appropriate, the Emergency Coordinating Officer or his/her designee notifies press, news media, outside customers, vendors and other service providers of the temporary relocation (including any changes to coalition contact information).

1. Provide the titles of the individuals who will be responsible for this activity.

The Emergency Coordinating Officer will be ultimately responsible for insuring that notification is made to the individuals listed above.

The Emergency Coordinating Officer will be aided by primary service provider and management staff.

He/she will be aided by the SVP of Administration and Compliance, the CFO and the Finance Manager as needed. The task of notifying parents will be the responsibility of the primary service provider.

III-5 Site-Support Responsibilities

Following notification that a relocation of the coalition staff has been ordered or is in progress, the facility contact at the alternate relocation point will coordinate with the Emergency Coordinating Officer and/or his/her designee in preparation for the activation of the COOP and to receive the Relocation Team. This includes providing for the protection and movement of records. Staff from OEL's statewide data system may assist with establishing connectivity and maintaining support for the required systems and databases.

- 1. Provide a description of the local coalition's process to establish communications, computer access and transfer of records to the alternate facility. This may include accessing off-site records and/or back-up systems which have stored data available. This should include administrative, fiscal and programmatic records/data.*

Administrative Services will be set up at the alternate site. Computer back-ups will be used on a laptop if the computer system is not available. For the primary school readiness services, laptop computers and the e-mail, will be moved to the relocation site and set up as soon as possible. The latest available back-up will be brought for all systems. If the servers are inoperable, space on servers at other Coalitions or at the software vendor will be obtained. New servers will be obtained as quickly as possible if the servers are permanently damaged.

The coalition staff and IT Manager will work with OEL staff to establish connectivity and maintaining support for the required systems and databases. If it is not possible to obtain the latest back-up from on site, the latest back-up stored off-site will be retrieved as soon as possible and that will be used to restore systems.

SECTION IV: PHASE II - ALTERNATE OPERATIONS

IV-1 Execution of Mission-Essential Functions

Upon COOP activation, the coalition will begin providing support for the following functions:

- a. Monitoring and assessing the situation that required the relocation;
- b. Monitoring the status of personnel and resources;
- c. Planning and preparing for the restoration of operations at the main facilities or other long-term facility.

IV-2 Establishment of Communications

- a. The coalition staff in conjunction with OEL Information Technology staff will ensure all necessary and preplanned communications systems are established, adequate, and functioning properly; and will service and correct any faulty or inadequate communications systems.
- b. The alternate facility should be pre-equipped with computer, telephone and fax lines.
- c. The coalition will ensure continual updates are provided in the form of telephone contacts, press releases and web page updates in order to optimize our communication efforts to both internal and external customers.

IV-3 Relocation Team

- a. Relocation Team Responsibilities: As soon as possible following their arrival at the designated alternate relocation point, the Relocation Team members will begin providing support for the following functions:
 - (1) Coordinating transition of coalition's mission-essential functions to the alternate relocation point.
 - (2) Disseminating administrative and logistics information upon arrival. This information must cover the operational procedures for the next 30 days.

IV-4 Augmentation of Staff and Other Resources

- a. If it becomes evident that the coalition staff cannot ensure the continuous performance of mission-essential functions, the coalition, in coordination with OEL, will determine the additional positions necessary to ensure the continuous performance of mission-essential functions.
- b. The coalition, with assistance from OEL if needed, will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
- c. The coalition in cooperation with OEL will ensure that all resources needed to sustain operations for 30 days are acquired.

IV-5 Amplification of Guidance to All Personnel

- a. The coalition will develop informative memorandum for dissemination to its staff, subcontractors, OEL, and the local community to include child care providers and parents, regarding the duration of alternate operations, pertinent information on child care payments, location(s) for services, payroll, time and attendance, duty assignments, travel authorizations and reimbursements. The coalition will disseminate the information to the appropriate staff.
- b. The coalition has responsibility for consideration of the health and emotional well-being of their staff and families. This includes obtaining information and providing guidance on any medical or special needs of their staff and families.
- 1. *Describe any services offered by the coalition such as an Employee Assistance Program (EAP), or community based relationships which may be accessed if needed.*

The Coalition's health insurance coverage includes a service offered to all employees of the Coalition that offers counseling, health services, financial advice as well as other services. This information is given to all employees annually and at the time of hire. In the case of a disaster contact information and the service available will be re-distributed to all employees.

IV-6 Development of Plans and Schedules for Reconstitution and Termination

- a. The coalition will develop Reconstitution and Termination Plans and Schedules to ensure an orderly transition of all coalition functions, personnel, equipment, and records from the temporary alternate location to a new or restored facility.
- b. The coalition will approve the plans and schedules prior to the cessation of operations, and will submit the plan to OEL in writing, as soon as is feasibly possible.
- c. The coalition will take the lead role in overseeing the Reconstitution and Termination process.

SECTION V: PHASE III - RECONSTITUTION AND TERMINATION

V-1 Overview

Within 24 hours of an emergency relocation, the coalition will initiate operations to salvage, restore, and recover the affected facilities after the approval of the local and federal law enforcement and emergency services, if involved. Reconstitution procedures will commence when it is ascertained that the emergency situation has ended and is unlikely to recur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:

- a. Continue to perform mission essential functions at the alternate relocation point for up to 30 days.
- b. Begin an orderly return to the main facilities affected and reconstitute full operations.
- c. Establish operations in some other facility in the same geographical area.

V-2 Procedures

Upon a decision by the coalition, that the main facility can be reoccupied, or that a different facility will be secured for the coalition:

- a. The coalition will oversee the orderly transition of all functions, personnel, equipment, and records from the alternate relocation point to a new or restored facility.
- b. Prior to relocating back to the main facility or another building, the coalition will ensure appropriate security, safety, and health assessments for suitability.
- c. The staff remaining at the alternate relocation point will transfer mission- essential functions and resume normal operations when the equipment and documents are in place at the new or restored facility.

V-3 After-Action Review and Remedial Action Plan

- a. An After-Action Review (information collection process) will be initiated prior to the cessation of operations at the alternate relocation point. The information to be collected will, at a minimum, include information from any employee working during the COOP activation and a review of the strengths and weaknesses at the conclusion of the operations.
- b. The information is incorporated into a COOP Remedial Action Plan. Recommendations for changes to the COOP and any accompanying documents will be developed and incorporated into the COOP annual review process.

PROFILE
Early Learning Coalition of North Florida, Inc.
2450 Old Moultrie Rd., Ste. 103, St. Augustine, FL 32086

Building Contact for Coalition: Rhonda Cody
Phone: (904) 342-2267

Mission-Essential Functions performed in facility:

- Executive Direction
- Programmatic Funds Distribution
- Information Technology Support/Maintenance
- Communications
- Finance & Accounting Services
- Facilities/Property Management Services
- Program Technical Assistance and Support
- Program oversight and direction for Early Learning Coalitions

Mission-Essential Data Systems and Records:

- Resource and Referral
- Unified Waiting List
- Financial Management Tracking System (EFS)
- Simplified Point of Entry
- Web-EFS
- Customer Information Control System (CICS) Mainframe
- Internet

Alternate Facilities:

1. Early Learning Coalition of North Florida 3620 Peoria Road Orange Park, FL 32065	2. CareerSource Fleming Island Business Park 1845 Town Center Blvd., Ste. 150 Orange Park, FL 32003	3. Episcopal Children's Services Early Learning Center #9 45089 Third Ave. Callahan, FL 32011
4. CareerSource 96042 Lofton Square Yulee, FL 32097	5. Episcopal Children's Services Early Learning 5 Clark St. St. Augustine, FL 32084	6. Early Learning Coalition of North Florida 3841 Reid St. Palatka, FL 32177

Note: Selected Alternate Facilities are fully functional offices with established telephone, computer and fax lines.

Attachment 1

RELOCATION TEAM	
Dawn E. Bell, CEO ELC of North Florida Work Number: 904-342-2267 Home Number: 904-794-5480 Cell Number: 904-377-5248 dbell@elcnorthflorida.org	Rhonda Cody, Office Manager ELC of North Florida Work Number: 904-342-2267 Home Number: N/A Cell Number: 904-612-6624 rcody@elcnorthflorida.org
Susan Pettijohn, Finance Manager ELC of North Florida Work Number: 904-342-2267 Home Number: N/A Cell Number: 904-252-0883 spettijohn@elcnorthflorida.org	Teresa Matheny, Chief of Programs and Administration Episcopal Children's Services Work Number: 904-726-1500 Home Number: N/A Cell Number: 904-521-6803 tmatheny@ecs4kids.org
Brittney Spangler, Director of Family & Provider Services Episcopal Children's Services Work Number: 904-726-1500 Home Number: N/A Cell Number: 904-537-3646 bbridge@ecs4kids.org	Melissa Burrows, Director of Finance Episcopal Children's Services Work Number: 904-726-1500 Home Number: N/A Cell Number: 904-423-9247 mburrows@ecs4kids.org
Alicia Williams Baltzell, Provider Services Manager Episcopal Children's Services Work Number: 904-726-1500 Home Number: 904-647-8787 Cell Number: 904-349-2342 awilliams@ecs4kids.org	Robert Simmons, Director of Information Technology Episcopal Children's Services Work Number: 904-726-1500 Home Number: N/A Cell Number: 904-891-1513 rsimmons@ecs4kids.org
Vacant, CFO Episcopal Children's Services Work # 904-726-1500	Kris Cline, Staff Accountant Episcopal Children's Services Work Number: 904-726-1500 Home Number: 252-571-3738 Cell Number: 252-259-2804 kcline@ecs4kids.org
Shanda Ellis, VPK Manager Work Number: 904-726-1500 Home Number: 904-282-0659 Cell Number: 904-673-6014 sellis@ecs4kids.org	Diana Alvarez, Family Services Coordinator Episcopal Children's Services Work Number: 904-823-2276 Home Number: N/A Cell Number: 904-229-7216 dalvarez@ecs4kids.org
Michelle Goytia, Family Services Coordinator Episcopal Children's Services Work Number: 386-329-4878x2881 Home Number: N/A Cell Number: 904-705-2987 mgoytia@ecs4kids.org	Anita Miller Sackman, Training Director Episcopal Children's Services Work Number: 904-726-1500 ext.207 Home Number: N/A Cell Number: 413-209-0988 or 904-217-8192 amsackman@ecs4kids.org
Terri Williams, Staff Accountant Episcopal Children's Services Work Number: 904-726-1500 Home Number: 904-638-1485 Cell Number: 904-742-4677 twilliams@ecs4kids.org	Shecovia Grimes, Family Services Coordinator Episcopal Children's Services Work Number: 904-726-1500 x2290 Home Number: 904-642-0075 Cell Number: 904-540-9172 sgrimes@ecs4kids.org

Attachment 2

ALTERNATE SITE LOCATIONS

In the case that the Early Learning Coalition of North Florida finds that due to emergency circumstances operations could no longer continue from its present locations at 2450 Old Moultrie Rd., Suite 103, St. Augustine, FL 32086 and/or 3841 Reid St., Palatka, FL 32177, and/or 3601 Peoria Road, Orange Park, FL 32065.

1. ELC of Flagler and Volusia Counties
230 N. Beach St.
Daytona Beach, FL 321
2. Episcopal Children's Services
5 Clark St.
St. Augustine, FL 32284
3. Episcopal Children's Services
8443 Baymeadows Rd., Ste. 1
Jacksonville, FL 32256
4. CareerSource
96042 Lofton Square
Yulee, FL 32097
5. Episcopal Children's Services Early Learning Center #9
45089 Third Ave.
Callahan, FL 32011

Attachment 3

Designated Emergency Coordinating Officers

ELC OF NORTH FLORIDA			
Dawn E. Bell	Chief Executive Officer, Early Learning Coalition of North Florida	W: 904-342-2267 F: 904-342-2268 H: 904-794-5480 C: 904-377-5248	dbell@elcnorthflorida.org
Rhonda Cody	Office Manager, Early Learning Coalition of North Florida	W: 904-342-2267 F: 904-342-2268 C: 904-612-6624	rcody@elcnorthflorida.org

Attachment 4

Executive Leadership Team

Dawn Bell

Chief Executive Officer
Early Learning Coalition of North Florida, Inc.
Work Number: 904-342-2267
dbell@elcnorthflorida.org

Rhonda Cody

Office Manager
Early Learning Coalition of North Florida, Inc.
Work Number: 904-342-2267
rcody@elcnorthflorida.org

Key Primary Service Provider Staff:

Connie Stophel

Chief Executive Officer
Episcopal Children's Services
Work Number: 904-726-1500
cstophel@ecs4kids.org

Vacant, CFO

Episcopal Children's Services
Work Number: 904+726-1500

Teresa Matheny

Chief of Programs and Administration
Episcopal Children's Services
Work Number: 904-726-1500
tmatheny@ecs4kids.org

Attachment 5

POTENTIAL ALTERNATIVE SERVICE PROVIDERS

1. Early Learning Coalition of Volusia Flagler Counties

230 N. Beach St.
Daytona Beach, FL 32114
386-323-2400

2. Florida's Office of Early Learning

250 Marriott Dr.
Tallahassee, FL 32399
850-717-8601

3. Jacksonville Children's Commission

1095 A. Phillip Randolph Ave.
Jacksonville, FL 32202
904-630-3647

4. Early Learning Coalition of Duval County

8301 Cypress Plaza Dr., Suite 201
Jacksonville, FL 32256
904-208-2044

Attachment 6a

STAFF ROSTER – COOP PLAN

****CONFIDENTIAL****



Administrative Office:
2450 Old Moultrie Rd., Ste. 103, St. Augustine, FL 32086
Phone: (904) 342-2267
Fax: (904) 342-2268
Website: www.elcnorthflorida.org

Name	Title	Extension or Phone #	Email address
Dawn Bell	Chief Executive Officer	Admin: 904-342-2267 x204 Cell: 904-377-5248	dbell@elcnorthflorida.org
Cheryl Lynette Clark	Screening Specialist	904-726-1500 x245 Episcopal Children's Services (ECS)	lclark@ecs4kids.org
Rhonda Cody	Office Manager	Admin: 904-342-2267 x 203 Cell: 904-612-6624	rcody@elcnorthflorida.org
Tajaro Dixon	Grants and Operations Manager	Putnam:386-328-6232 Cell: 386-538-0836	tdixon@elcnorthflorida.org
Lacy Doss	Outreach Assistant	Clay: 904-213-3999 Cell: 904-716-6082	ldoss@elcnorthflorida.org
Stephanie LaRoche	Screening Specialist	904-726-1500 x 103 Episcopal Children's Services (ECS)	slaroche@ecs4kids.org
Susan Murphy	Outreach Assistant	Admin: 904-342-2267 Cell: 513-319-5677	smurphy@elcnorthflorida.org
Susan Pettijohn	Finance Manager	Admin: 904-342-2267 x206 Cell: 904-252-0883	spettijohn@elcnorthflorida.org
Christopher Spell	Finance Manager	Cell: 904-654-8049	cspell@elcnorthflorida.org
Joan Whitson	Early Literacy Outreach Manager	Admin: 904-342-2267 x202 Cell: 904-495-3645	jwhitson@elcnorthflorida.org

Attachment 6b

Early Learning Coalition of North Florida, Inc.

BOARD MEMBERSHIP ROSTER

Early Coalition of North Florida								
ELCNF Board December 6, 2017 approved Submitted to TDixon for plan amendment 05/08/18								
Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
1	Private Sector; Chair, appointed by the Governor (Two, 4 yr. terms)	Yes	Nancy Pearson 1000 Sawgrass Village Dr., Ste. 101 Ponte Vedra Bch, FL 32082 904-285-4482 nrpearson@comcast.net	Private Sector; Prudential Network Realty	St. Johns	Nov. 22, 2013	4 Year April 30, 2021	N/A
2	Private sector appointed by the Governor	Yes	Cranford R. Coleman 577 Golden Links Drive Orange Park, FL 32073 (904) 614-7315 rcoleman7315@outlook.com	Private Sector; Baronco Management Consultants, Inc	Clay	Nov. 22, 2013	4 Year April 30, 2016	1
3	Private sector appointed by the Governor	Yes	Brian H. Graham PO Box 9630 Fleming Island, FL 32006 904-376-5288 BrianHGraham@gmail.com BHG@AmericanaAdvisors.com	Private Sector; Dixie Strategies, LLC.	Clay	May 14, 2015	4 Year April 30, 2019	2
4	Department of Children & Family Services circuit administrator or designee	Yes	Charles Puckett Florida Department of Children and Families 210 North Palmetto Ave. Suite 440 Daytona Beach FL 32114 PH: 386-235-0947 Charles.puckett@myflfamilies.com	Florida Department of Children and Families	Northeast Region: Baker, Bradford, Clay, Nassau, Putnam, St. Johns	December 2018	4 Year December 2022	1

<div>ELCNF Board December 6, 2017 approved</div> <div>Submitted to TDixon for plan amendment 05/08/18</div> <div>Early Coalition of North Florida</div>								
Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
5	District superintendent of schools or designee	Yes	Kristi Simpkins 1201 Atlantic Avenue Fernandina Beach, FL 32034 (904) 491-9885 kristi.Simpkins@nassau.k12.fl.us	Nassau County School District / Office of Elementary Education - Director	Nassau	Dec. 4, 2013	4 Year December 2021	2
6	Regional workforce board executive director or designee	Yes	Renee L. Williams CareerSource Northeast Florida District Director, Clay & Putnam 1845 Town Center Blvd., Suite 150, Fleming Island, FL 32003 (904) 213-3888 ext. 2076 Fax (904) 278-5696 www.careersourcenortheastflorida.com	Regional Workforce Board; CareerSource	District 8: Clay, Baker, Nassau, Putnam and St. Johns	Sept. 17, 2014	4 year September 2022	2
7	County health department director or designee	Yes	Mary L. Garcia Administrator Florida Department of Health, Putnam County 2801 Kennedy Street Palatka, FL 32177 (386) 326-3254	County Health Department; Putnam County	Putnam	December 6, 2017	4 Year December 2021	1
8	President of a Florida College System institution or his or her permanent designee	Yes	Dr. Myrna Allen St. Johns River State College Dean of Teacher Education myrnaallen@sjrstate.edu (386) 312-4242	Community College; St. Johns River State College	Clay, Putnam, St. Johns	Sept. 17, 2014	4 Year September 2022	2
9	Member appointed by Board of County Commissioners or the governing board of a municipality	Yes	Jeb Smith 500 San Sebastian View St. Augustine, FL 32084 P: (904) 209-030-2 C: (904) 25-4182 bee2jsmith@sjcfl.us James K. Johns 500 San Sebastian View	Board of County Commissioners or municipal governing board; St. Johns Board of County Commissioners	St. Johns	June 2017 March 2020	4 Year June 2021 March 2024	1

<div>ELCNF Board December 6, 2017 approved</div> <div>Submitted to TDixon for plan amendment 05/08/18</div> <div>Early Coalition of North Florida</div>								
Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
			St. Augustine, FL 32084 P: (904) 209-0301 C: (904) 615-7437 Bcc1jjohns@sjcfl.us					
10	Head Start Director	Yes	Brian McElhone 102 Martin Luther King Ave. St. Augustine, FL 32084 Ph: 904-547-8963 Brian.McElhone@stjohns.k12.fl.us	Head Start; Director, Early Childhood Services and District Assessment Development	St. Johns	July 21, 2017	4 Year July 2021	1
11	Representative of private for-profit child care providers (One, 4 yr. term)	Yes	Patricia Tauch 3050 Moody Avenue Orange Park, FL 32065 Ph: 904-264-9959 Opkinc1960@gmail.com	Private for-profit child care; OPK Inc. dba Orange Park Kindergarten	Clay	January 2019	4 Year, January 2023	1
12	Representative of faith based child care providers (One 4 yr. term and must rotate counties)	Yes	Theresa Little 2468 County Rd. 210 St. Johns, FL 32259 tlittle@ctkcatholic.com	Faith Based Child Care; Diocese of St. Augustine	St. Johns	Dec. 7, 2016	4 Year Dec. 7, 2020	1
13	Representative of program under federal Individuals with Disabilities Education Act	Yes	Marsha Hill Director of Instructional Services, NEFEC 124 Confederate Pt. Rd. Palatka, FL 32177 hillm@nefec.org	Director of Instructional Services for Florida Diagnostic & Learning Resources System for the North East Florida Education Consortium	Putnam	March 1, 2018	4 Year March 2022	1
N/A	Children services council or juvenile welfare board chair or executive director	Yes, if applicable	N/A					

<div>ELCNF Board December 6, 2017 approved</div> <div>Submitted to TDixon for plan amendment 05/08/18</div> <div>Early Coalition of North Florida</div>								
Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
N/A	Child care licensing agency head	Yes, if applicable	N/A					
14	Central agency administrator or designee	Yes, if applicable	Teresa Matheny 8443 Baymeadows Rd., Ste. 1 Jacksonville, FL 32256 904-726-1500 tmatheny@ecs4kids.org	Episcopal Children's Services	Clay, Barker, Bradford, Nassau, Putnam & St. Johns	9/21/2016	4 Year N/A	
15	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Adam Deputy 401 North State Road 49 Palatka, FL 32177 904-325-4446 adam.deputy@td.com Michelle Jonihakis 4600 Touchton Road Building Suite 400 Jacksonville, FL 32246 Ph: 904-565-4188 Michelle.jonihakis@td.com	Private Sector; TD Bank	St. Johns	Dec. 1, 2010 2nd Term appointment Date Dec. 3, 2014 December 2018	4 years December 2018 December 2022	2-1
16	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Vina Delecomyn 4213 County Road 218, Ste. 1 Middleburg, FL 32068 (904) 291-9598 (904) 291-3365 delecomynv@yahoo.com Kyle Gammon 360 Citrus Ridge Drive Ponte Vedra, FL 32080 Ph: 904-461-7104 Cell: 904-316-5175 kyleg@vallencourt.com	Private Sector; Awakenings Association Management Private Sector, Vallencourt Construction	Clay St. Johns	Was part of CNBB/PSJ Merger in July 2013- 2nd term date July 2015 September 2019	4 Years July 2019 September 2023	2 1
17	Private Sector Business	Yes, if needed to meet private sector percentage or	Joy Stanton 120 Topsail Dr. Ponte Vedra, FL 32081 (904)679-3418 (646)596-0178	Private Sector; Blue Cross and Blue Shield of Florida, Inc.	St. Johns	March 16, 2016	4 Years March 16, 2020	1

ELCNF Board December 6, 2017 approved Submitted to TDixon for plan amendment 05/08/18 Early Coalition of North Florida								
Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
		multi-county representation	Joy.Stanton@bcbsfl.com					
18	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Aubrie Simpson-Gotham 981 Oak Arbor Circle St. Augustine, FL 32084 Ph: (904) 813-5809 ASimpson057@alumni.flagler. edu	Private Sector, VIPKID	St. Johns	December 2018	December 2022	1
	Non-Profit Child Care Provider*	Yes						
	DCF Staff***	Yes						

Attachment 6c
Subcontractor – Episcopal Children’s Services
Employee/Contractor Contact List - One-Stop Centers

Employee Names:	Office Phone	Cell #	Home Phone	Supervisor
Michele Goytia	(904) 213-3939 x 2082	(904) 705-2987	N/A	Brittney Spangler
Vickie Hancock	213-3939 x2081	(904) 806-7376	N/A	Michele Goytia/ Diana Alvarez
Courtney Edmond	(904) 213-3939 x 2081	(863) 838-7604	N/A	Michele Goytia
Leatrice Ahmadu	(904) 394-0600	(904) 306-6835	N/A	Michele Goytia
Diana Alvarez	(904) 770-2565 x 104	(904) 229-7216	N/A	Brittney Spangler
Christy Bramley		(704) 618-9801	N/A	Diana Alvarez
Jasmine Wilkerson	(386) 385-3450 x 2881	(386) 546-2132	N/A	Diana Alvarez
Christina Jackson		(386) 983-1629	N/A	Diana Alvarez
Shauna Mayo		(904) 610-4976	N/A	Amanda Griffis
Amelia Morrison		(706) 888-3966	N/A	Michele Goytia
Mary Catherine Quigley	(904) 432-0009 Ext. 2626	(914) 522-5130	N/A	Michele Goytia/ Diana Alvarez
Gleneisha Palmer		(317) 525-4133	N/A	Diana Alvarez
Damaris Ramos		(386) 213-2441	N/A	Diana Alvarez

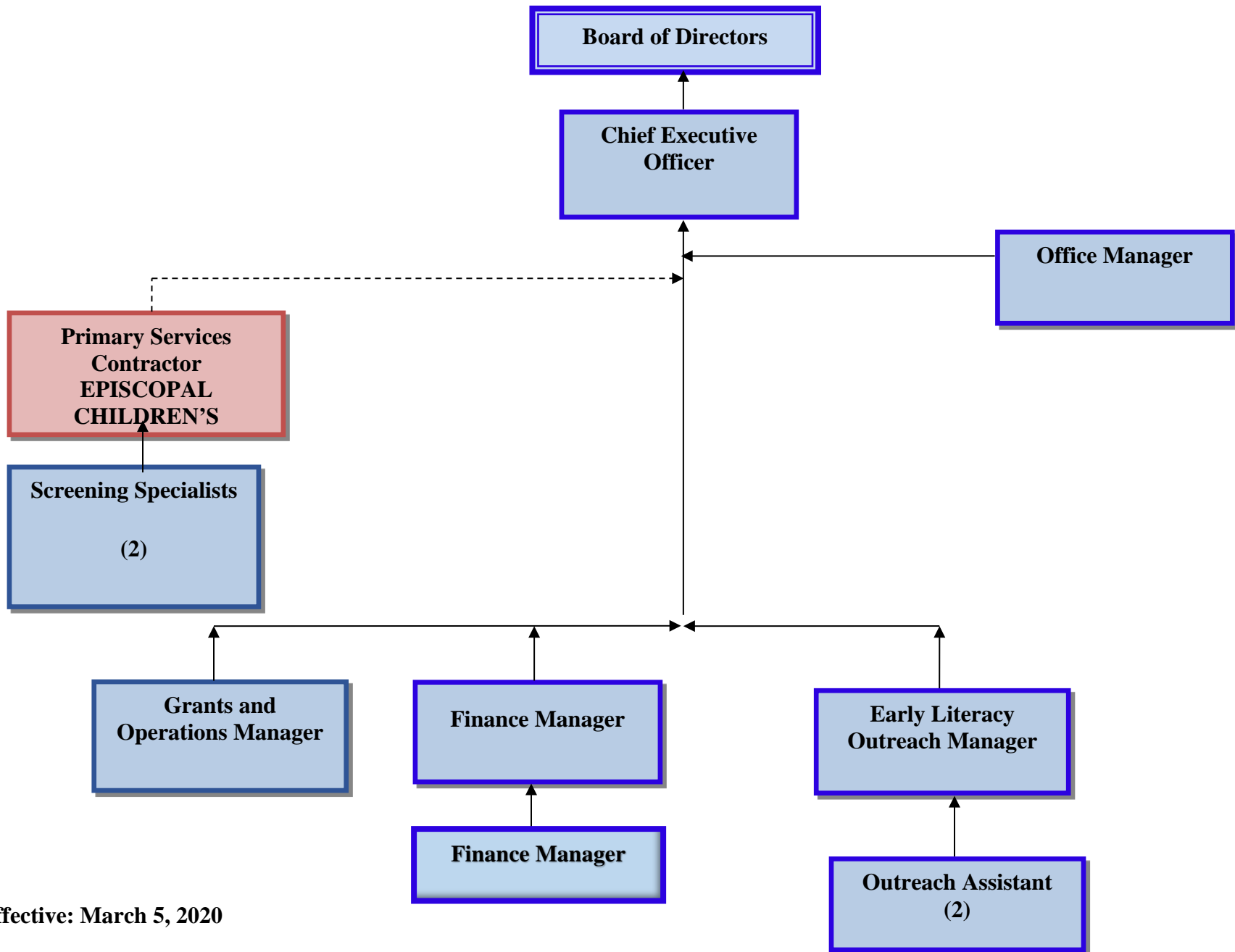
Attachment 7a

MEMORANDUM OF THE EARLY LEARNING COALITION OF NORTH FLORIDA

TO: Florida's Office of Early Learning
FROM: Dawn E. Bell, Chief Executive Officer
DATE: June 26, 2015
SUBJECT: Delegation of Authority

In the event that the CEO of the Early Learning Coalition of North Florida, Dawn E. Bell should be unavailable during the activation of the Continuity of Operations Plan or when activation of the plan is being contemplated, decision making capability for the Early Learning Coalition of North Florida will pass to the Office Manager, Rhonda Cody. In the event that Rhonda Cody is unavailable, decision making capability will pass to the Finance Manager, Susan Pettijohn. If Susan Pettijohn is also unavailable, decision making capability will then pass to Tajaro Dixon, Grants and Operations Manager.

ORGANIZATIONAL CHART



Effective: March 5, 2020

Attachment 8
Parent and Provider Newsletter
Emergency Operations Procedures

Dear Parents and Providers,

Florida has unpredictable hurricane activity from year to year and in some cases child care providers may need to have temporary closings or parents may be unable to take their children to their child care providers. The Early Learning Coalition of North Florida and its service provider, Episcopal Children's Services have also had day long closings due to the weather. Of course a variety of circumstances could result in emergency closures and the activation of our emergency operations plan, known as the COOP plan.

Parents

If a parent needs child care during the emergency and their regular provider has closed, they will be allowed to transfer temporarily until the original child care provider reopens. After that, a parent will be required to have a transfer form completed by the original provider to make the transfer permanent. Episcopal will have Family Service Specialist available to help parents locate emergency care. If your local county office is closed, call the Episcopal main number at 1-800-238-3463 to speak to a Family Service Specialist that can help you.

Providers

In the event that The Early Learning Coalition of North Florida activated their COOP plan due to an area wide emergency, providers forced to close will be paid for the duration of the emergency, not to exceed 10 days total absences for the month in any one month. Child care providers need to mark the attendance roster with the first letter of the storm or otherwise indicate the cause of the closure. In the case of Hurricane Frances for example, rosters would be marked with an "F" for the days closed. If child care were closed due to a security issue, a provider might use an "S" for security. The important thing is that when someone looks at the roster, perhaps a year from now, that it is clear that the absences were due to unusual circumstances.

Providers closing due to conditions not considered an area wide emergency can not be paid for their closures. An example would be if a provider closed due to a water main break affecting only their center. Saint Johns is also prohibited by federal law to pay twice for the same child for the same time period. Therefore, if a parent transfers to another center during the emergency, we can only pay the provider that actually provides the care.

In the event of a COOP plan activation, The Early Learning Coalition of North Florida, and Episcopal Children's Services, will notify providers as soon as possible by phone, fax, or e-mail. At the same time ECS asks that after an emergency or disaster providers let us know whether you are open and when you expect to open. Please call the ECS office closest to you or our main number after an area wide emergency to let us know your status. We will also accept provider damage reports, in order to keep the state informed of the area's needs.

If we have moved to another location during the emergency, we will also ask providers to post a notice to parents in their centers saying that we are now in emergency operations, giving our contact information,. Additionally, our emergency information will be posted on our web site at ecs4kids.org and on our voice mail at 1-800-238-3463. If the relocation and the emergency plan are expected to last for more than a day or two, parents will also be notified of the changes by mail.

We hope this information will make dealing any future emergencies a little easier. If we can be of any further assistance, please feel free to contact your local family services specialist or the Episcopal Children's Services main office at 1-800-238-3463.

Sincerely,
Teresa Matheny
Chief of Programs and Administration

Attachment 8 B

CANNED NEWS RELEASE

Prior to Activation of COOP

The Early Learning Coalition of North Florida and/or Episcopal Children's Services, serving Baker, Bradford, Clay, Nassau, Putnam and St. Johns Counties Early Learning families, are temporarily moving operations as of _____ from _____ to _____ due to the following occurrence: _____. Families or others in _____ County needing services may call _____ to reach the Coalition or Episcopal representative. Families that reside in a county not named may contact their local One Stop Office. More information may be obtained by going to www.elcnorthflorida.org or www.ecs4kids.org. You will be informed when operations return to our regular place of business.

During Activation of COOP

The Early Learning Coalition of North Florida and/or Episcopal Children's Services, serving Baker, Bradford, Clay, Nassau, Putnam and St. Johns Counties, have temporarily moved operations as of _____ to _____ due to _____. Families or others in _____ County(ies) needing services may call _____ to reach a Coalition or Episcopal representative. Families that reside in a county not named may contact their local One Stop Office. More information may be obtained by going to www.elcnorthflorida.org or www.ecs4kids.org. You will be informed when operations return to our regular place of business.

COOP Plan Is Ended

The Early Learning Coalition of North Florida and/or Episcopal Children's Services, serving Baker, Bradford, Clay, Nassau, Putnam and St. Johns Counties have ended emergency operations from _____ and will once again be available to serve families from our regular business offices. Families needing service may call _____ or 904-726-1500. More information may be obtained by going to www.elcnorthflorida.org or www.ecs4kids.org.

VII. New/Unfinished Business

**F. Approval of the Member Appointed by Board of
County Commissioners or the Governing
Municipality: James K. Johns***

***Action Item**

ACTION ITEM SUMMARY

DESCRIPTION	Approval of the Member Appointed by Board of County Commissioners or the Governing Board of a Municipality: James K. Johns
Reason for Recommended Action	<p>James K. Johns has been appointed to fill the vacancy created by the recent change in Commissioner assignments, for a term beginning March 11, 2020 and ending March 11, 2024.</p> <p>James K. Johns ELCNF term would extend from March 2020 – March 2024.</p> <p><u>If this is not done, the following would occur:</u></p> <ul style="list-style-type: none">• The Coalition would continue to be out of compliance by not having a mandated seat filled.
How the Action will be accomplished	Board approval; then OEL will be notified via Plan Amendment/Board Roster submission.



St. Johns County Board of County Commissioners

January 22, 2020

Ms. Dawn E. Bell
Chief Executive Officer
Early Learning Coalition of North Florida
2450 Old Moultrie Road, Ste. 103
Saint Augustine, FL 32086

RE: Appointment of a St. Johns County Board of County Commissioner Representative to the Early Learning Coalition of North Florida


Dear Ms. Bell:

Please be advised that with the recent change in assignments to the St. Johns County Board of County Commissioners, Commissioner James K. Johns has been assigned to serve on the Early Learning Coalition of North Florida. Commissioner Johns may be reached via the below contact information.

James K. Johns
Commissioner, District 1
P: (904) 209-0301
C: (904) 615-7437
E: bcc1jjohns@sjcfl.us

The St. Johns County Board of County Commissioners appreciates the opportunity to support your agency by allowing this appointment. If there are any questions or concerns, I may be reached at (904) 209-0300.

Sincerely,



Jeb S. Smith, Chair
Board of County Commissioners
St. Johns County

/mal

cc: St. Johns County Board of County Commissioners
Hunter S. Conrad, County Administrator



Early Learning Coalition of North Florida, Inc.
2450 Old Moultrie Road, Ste. 103, St. Augustine, FL 32086
PH: (904) 342-2267
FX: (904) 342-2268
www.elcnorthflorida.org

BOARD MEMBERSHIP APPLICATION

NAME: James K. Johns
(Please Print)

ADDRESS: _____
Street City State Zip

MAILING ADDRESS: _____
City State Zip

PHONE: _____ FAX: _____

CELL PHONE: _____

EMAIL: _____

EMPLOYER: St Johns County Board of County Commissioners
ADDRESS: 500 San Sebastian View St Augustine, FL 32084
Street City State Zip

MAILING ADDRESS: (same as above)
City State Zip

PHONE: 904.209.0301 FAX: 904.209.0311

Please indicate where you would prefer Board information to be sent:

Employer Address ☒ *OR* *Personal Address* ☐

COMMENTS: _____

1. Tell us why you would like to serve on the Coalition.
2. What concerns do you have relating to early care and education?
3. What strengths will you bring to the Coalition?
4. Do you or anyone in your immediate family derive an income from a childcare or pre-school program? *NO*
5. Do you serve on any other boards? If so, please list.

FOR PROVIDERS ONLY:

1. Name of the Provider you represent: _____

2. Position: _____

3. Please describe your center and the services provided to Baker, Bradford, Clay, Nassau, Putnam and/or St. Johns Counties.

4. Does your center have a religious affiliation (faith-based provider)?

_____ YES

_____ NO

5. From what source do the majority of your funds come?

_____ Private

_____ Subsidies

_____ Parent fees

_____ Other

VII. New/Unfinished Business

G. Approval of Private Sector Board Member Joy Stanton's Second Term*

***Action Item**

ACTION ITEM SUMMARY

DESCRIPTION	Approval of Private Sector Board Member Joy Stanton's Second Term.
Reason for Recommended Action	<p>Joy Stanton is Assistant General Counsel for Blue Cross and Blue Shield of Florida, Inc. specializing in intellectual property and corporate matters. She has worked at a large national law firm, for the State of New York, for the federal government, and as an adjunct biology professor. Her service record includes working as a director for a non-profit organization and serving as an AmeriCorps*VISTA volunteer creating juvenile justice programs for the State of Alaska.</p> <p>J. Stanton's private sector Second term would be from March 2020 – March 2024.</p> <p><u>If this is not done, the following would occur:</u></p> <ul style="list-style-type: none">• The Coalition would miss the opportunity to have a very dedicated and connected private sector business partner on the board
How the Action will be accomplished	Board approval; then OEL will be notified via Plan Amendment/Board Roster submission.

VII. New/Unfinished Business

H. Review and Discussion of Proposed Amendment to the 2019-20 Grant Agreement between OEL and the Early Learning Coalition of North Florida- HANDOUT

ADDENDUM #1 TO 2019-20 GRANT AGREEMENT
BETWEEN THE OFFICE OF EARLY LEARNING AND THE
EARLY LEARNING COALITION OF NORTH FLORIDA

WHEREAS, the Florida Department of Education, Office of Early Learning, hereinafter referred to as the "Office" or "OEL", and the Early Learning Coalition of North Florida, hereinafter referred to as the "ELC" (each individually a "Party" and collectively the "Parties"), entered into a grant agreement (hereinafter referred to as "Agreement") for the 2019-2020 fiscal year for the Coalition to administer and implement a local comprehensive program of School Readiness (SR) and Voluntary Prekindergarten (VPK) Program; and

WHEREAS, the parties utilize a Single Statewide Information System's Coalition Services Portal to process provider accounts, attendance reporting and payments in the manner directed by Office and for the reconciliation of local SR Program data; and

WHEREAS, Agreement Exhibit 1, Section JJ of the Agreement states "Agreement provision modifications shall only be valid when they are in writing and all parties have duly signed and dated them;" and

WHEREAS, Chapter 2019-115, Line 86 Laws of Florida provides funds for the ELC to administer local SR Programs; and

WHEREAS, the Parties wish to amend the Agreement to incorporate this Addendum as set forth herein;

NOW THEREFORE, the parties agree to the following:

- The ELC acknowledges receipt of the following documents from OEL and understands these disclosures should be used in the entity's year-end closeout and reconciliation tasks.
 - 2018-19 Revenue Confirmation for SR, Child Care Executive Partnership, Voluntary Prekindergarten, Outreach/Awareness and Monitoring Initiative and Performance Funding Program activities.
 - 2018-19 Supplemental Data Form including the ELC's self-reported FY2018-19 results for the temporary SR/VPK OCA codes SRRCN and/or VPRCN.
- The ELC has identified and will pay all SR Provider underpayments for FY2018-19 by June 30, 2020.
- The ELC has completed or will complete provider reconciliation and provide notice to OEL by June 30, 2020. The reconciliation process shall be verified by:
 - X 100-percent of provider payments and records; or
 - ___ A sample of provider payments equating to ___-percent of the ELCs total number of SR providers.
- The ELC will continue to conduct its routine quality assurance activities related to:
 - Eligibility validation
 - Child Attendance Records validation
 - Child Care Providers Payment validation
- The ELC agrees to use the Cherwell Overpayment Tracking Tool for reporting overpayment data.
- The ELC has completed the SR record corrections in EFS Mod or will complete by June 30, 2020 and notify the OEL of their completion. This is dependent upon OEL's successful deployment of data fixes necessary for attendance and payment reconciliation for 2018-19.

Except as expressly provided herein, all other terms and conditions not affected by this Addendum shall remain in full force and effect. If there is conflict between this Addendum and the grant agreement, the terms of this Addendum shall control.

IN WITNESS HEREOF, by signature below, both Parties agree to abide by the terms, conditions, and provisions of the original Agreement document and this Addendum that is hereby effective on the date the last party signs this Addendum.


Office of Early Learning	ELC of: North Florida
SIGNED:	SIGNED:
NAME OF AUTHORIZED REPRESENTATIVE	NAME OF AUTHORIZED REPRESENTATIVE
TITLE OF AUTHORIZED REPRESENTATIVE Executive Director	TITLE OF AUTHORIZED REPRESENTATIVE
DATE:	DATE:
Approved as to form and legal sufficiency, subject only to full and proper execution by the parties.	
SIGNED:	
Printed Name: Maggi O'Sullivan Parker	
Title: General Counsel	
Date:	

February 28, 2020

M E M O R A N D U M

TO: Early Learning Coalition Executive Directors

CC: Early Learning Coalition Finance Directors, EFS Mod Coalition Contacts

FROM: Shan Goff, Executive Director, Office of Early Learning 

SUBJECT: EFS Mod and 2018-19 School Readiness Reconciliation Guidance – 2020-04

The purpose of this document is to provide an update on:

- EFS Mod Risk Assessment by Ernst & Young.
- EFS Mod work.
- Guidance for the reconciliation process, including provider repayments and clarification on application of quality performance incentive (QPI) differential to school-age children.

EFS Mod Risk Assessment

Thank you for your participation in the ThinkTank (with over 30 participants) and Poll Everywhere (with over 65 participants) activities that were conducted during the past few weeks. As you know, this risk assessment and the related activities are a large effort to understand and strategically address EFS Mod issues. Again, your participation and feedback are appreciated.

Data Fix 2

As mentioned previously, Data Fix 2 corrects errors in payment rates, such as the doubling of rates. Moving this Data Fix through to production will greatly assist with the reconciliation process. The EFS Prod Support Team members will continue to work with you to resolve any issues or questions. To date, only 13 have moved to production.

Release 4.2

As mentioned during the ED Call last week, we are working with a team to develop standardized training/materials for the line item adjustment feature. We will keep you posted on our progress.

Release 4.3

This release includes child assessment and registration fee payments features and processes, as well as enhancements to other reimbursement processes. UAT testing is expected to begin in early March. One important note is that the deployment of this release impacts your ability to pay providers for the child assessment differential. Participation in UAT testing for Release 4.3 is again, strongly encouraged.

2018-19 SR Provider Reconciliation Process

Last week, we reinitiated our “coalition calls” on provider reconciliation with the goal of finalizing an amendment to your coalition’s 2019-20 grant agreement (attached). During these calls, we will determine each coalition’s status related to:

SHAN GOFF

EXECUTIVE DIRECTOR, OFFICE OF EARLY LEARNING

250 MARRIOTT DRIVE • TALLAHASSEE, FL 32399 • 850-717-8550 • Toll Free 866-357-3239 • www.FloridaEarlyLearning.com

1. Narrative description of coalition's reconciliation process, including the percent of SR providers to be reviewed and whether an OEL-approved sampling methodology will be utilized.
2. Payments to underpaid providers.
3. Tracking of overpayments in Cherwell and submission of repayments to OEL.
4. 2018-19 EFS Mod Data Fixes and agreed to date for all corrections.

Please note, we have created a 2018-19 SR Reconciliation folder on the [Coalition Zone](#) to store the relevant documentation. In order to finalize your amendment, all the supporting documentation for reconciliation must be uploaded into this folder.

2018-19 Provider Repayments

On February 14th, you were notified via email of the posting of available provider repayment template files – see [EFS Mod Project Guidance and Training Files - 2018-19 Provider Repayments - templates](#).

These include:

- Reconciliation of payments checklist
- Provider repayments calculation report (Excel)
- Repayment Letter templates
 - Overpayment notice sample – below materiality threshold
 - Overpayment notice sample
 - Repayment due to closure
 - Repayment plan
- Provider overpayment plans/delinquent account notices
- First demand letter sample
- Final demand letter sample

Last week, we were notified of HHS' approval of our CCDF Plan amendment for a \$1,500 materiality threshold, per provider per location, for SR providers who were overpaid in 2018-19 due to a state agency error. We are creating a new OCA to track these costs and will provide you with more specific information, including how to submit invoices and supporting documentation.

QPI Differential

Consistent with the provisions of Rule 6M-4.500, F.A.C., the QPI Differential will be applied to each care level and unit of care, including school-age children.

Please let us know if you have any questions.

SGG

Attachments

Updated: 02/27/20 @ 6:18 PM

Updated: 02/27/20 @ 6:18PM									1/6 - 1/13							UAT week of 1/23, Deployment 1/31			UAT in March		In Process					
Coalition / RCMA	Rate Plans (Priority 1)		Data Fix - Phase 1 (Priority 1)					Ready to Run Phase 1	Data Fix - Phase 2							PPAs (Priority 1)			Enrollment Reports (Priority 1)		Release 4.2	Release 4.3	Data Fix - Phase 3			
	Rate Plan Verification	Follow Up Needed?	In Staging	Sent to ELC	Verified by ELC	Follow Up Needed?	In Production		Incorrect Payment Rates							ELC has started PPAs post R4.1.6	Follow Up Needed?	ELC has PPAs prior to R4.1.6	Verified by ELC	Follow Up Needed?	UAT Participation (Y/N)	UAT Participation (Y/N)	Incorrect PPAs			
								In Staging	Sent to ELC	Status	Follow Up Needed?	Verified by ELC	Specified Payment Period	In Production									In Staging	Sent to ELC	Verified by ELC	In Production
ELC of Alachua County	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	Data Fixes Done	Awaiting confirmation			Not Started				In Progress							
ELC of the Big Bend Region	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	No Response	No Response			Not Started				In Progress							
ELC of Brevard	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/21/2020	No Response	No Response			Not Started				In Progress	Complete						
ELC of Broward County	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/21/2020	To Do	Data Fixes Needed			In Progress				Not Started		Y					
ELC of Duval	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	Data Fixes Done	Awaiting confirmation			Unsure				Not Started		Y					
ELC of Emerald Coast	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	Done	Y		2/19/2020	Unsure				Unsure							
ELC of Escambia County	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/21/2020	Done	Y		2/27/2020	Not Started	Lisa			In Progress		Y					
ELC of Flagler and Volusia	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/21/2020	To Do	Has Questions			Sent Tickets	Prod Support			Questions sent	Andrea						
ELC of Florida's Gateway	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	Done	Y		2/27/2020	Not Started		Yes		Not Started							
ELC of Florida's Heartland	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	To Do	Has Questions			Not Started				Not Started							
ELC of Hillsborough County	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/21/2020	To Do	Data Fixes Needed			Not Started	Bob/Marty			In Progress		Y					
ELC of IRMO	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/21/2020	To Do	Data Fixes Needed		February	In Progress		Yes		Sent Tickets	Prod Support	Y					
ELC of Lake County	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	Done	Y		2/27/2020	In Progress	Marty			Complete		Y					
ELC of Manatee County	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	To Do	Has Questions			Not Started				In Progress		Y					
ELC of Marion County	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	To Do	Has Questions			In Progress		No		Not Started							
ELC of Miami-Dade/Monroe	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/21/2020	Done	Y		1/25/2020	Not Started		No		Not Started		Y					
ELC of the Nature Coast	Not Started		Yes	12/5/2019	Not Started		Not Started	No	Done	1/17/2020	Not Started	Not Started	Not Started		Not Started				Not Started							
ELC of North Florida	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/22/2020	Done	Y		1/24/2020	In Progress				In Progress		Y					
ELC of Northwest Florida	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	Done	Y		1/23/2020							Y					
ELC of Orange County	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	Done	Y		2/24/2020	Not Started				Not Started		Y					
ELC of Osceola	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	Done	Y		2/24/2020	Not Started				Not Started							
ELC of Palm Beach County	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/21/2020	To Do	Wants Phone Call			Not Started		No		Not Started		Y					
ELC of Pasco and Hernando	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	In Progress	Data Fixes Needed														
ELC of Pinellas	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/21/2020	In Progress				Not Started				Not Started							
ELC of Polk County	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	Done	Y			Not Started				Sent Tickets	Prod Support	Y					
ELC of Santa Rosa	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	Done	Y		1/22/2020	In Progress				In Progress							
ELC of Sarasota	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	Done	Y		2/2/2020	Not Started				In Progress							
ELC of Seminole County	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	TA Done	Awaiting confirmation			Not Started				Not Started							
ELC of Southwest Florida	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	In Progress				In Progress		No		Not Started		Y					
ELC of St. Lucie	Confirmed		Yes	11/27/2019	Confirmed		Done in PRD	Yes	Done	1/17/2020	Done	Y		2/19/2020	In Progress				In Progress		Y					
RCMA	Confirmed		NA	NA	NA		NA	Yes	0 records	NA	NA	NA	NA	NA	Not Started	NA			In Progress							

VIII. Review of Board Membership

INFORMATIONAL

BOARD MEMBERSHIP SUMMARY
As of March 9, 2020

Position	Name	Term Start Date	Term End Date
BAKER			
Total Private Sector	0		
BRADFORD			
Total Private Sector	0		
CLAY			
Governor Appointee Private Sector	Ron Coleman	November 22, 2013	April 30, 2016
Governor Appointee Private Sector	*Brian H. Graham	May 14, 2015	April 30, 2019
Private Sector			
Total Private Sector	2		
NASSAU			
District Superintendent of Schools or Designee	*Kristi Simpkins	December 2013	December 2021
Total Private Sector	0		
PUTNAM			
Representative of Programs for Children with Disabilities under the Federal Individuals with Disabilities Education Act	Marsha Hill	March 2018	March 2022
County Health Department Director or Designee	Mary Garcia	December 2017	December 2021
ST. JOHNS			
Member Appointed by Bd. of County Commissioners or the Governing Board of a Municipality	Vacant		
Head Start Director	Brian McElhone	July 2017	July 2021
Governor Appointee Private Sector CHAIR	Nancy Pearson, <i>Chair</i>	November 22, 2013	April 30, 2021
Private Sector	Mike Siragusa	September 2018	September 2022
Private Sector	Michelle Jonihakis	December 2018	December 2022
Private Sector	Kyle Gammon	September 2019	September 2023
Total Private Sector	4		
MULTI COUNTIES			
DCF Regional Administrator or Designee	Charles Puckett	December 2018	December 2022
Regional Workforce Board Executive Director or Designee	*Renee Williams (Baker, Clay, Nassau, Putnam, St. Johns)	September 2014	September 2022
President of a Florida College System or Designee	* Dr. Myrna Allen, <i>Treasurer</i>	September 2014	September 2022

	(Clay, Putnam, St. Johns)		
Representative of Private For-Profit Child Care Providers	Patricia Tauch (Clay County)	January 2019	January 2023
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
Private Sector	Aubrie Simpson Gotham (St. Johns)	December 2018	December 2022
Private Sector	Joy Stanton, <i>Vice Chair</i> (St. Johns)	March 16, 2016	March 16, 2020
Total Private Sector	2		
Combined Total Private Sector (<i>Must comprise MORE THAN 1/3 of total Board Membership</i>):	8		
TOTAL MEMBERSHIP	18		

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. I received word that Ron is approved, just waiting on documentation.
- **Nancy Pearson-** Governor appointee for the private sector has filed her paperwork with the Governor's office for approval of a second term and has been approved. Nancy's new term is from August 30, 2018 to April 30, 2021.
- **Mary Garcia-** Voted in December 2017 to December 2021 as County Health Department Director or Designee.
- **Dr. Myrna Allen-** Term date is September 2018; she has served one term and has been reappointed as the Designee by President Joe Pickens of St. Johns River State College to serve a second term. The Board approved Dr. Allen's second term on the September 19, 2018 meeting. Dr. Allen's second term expires September 2022. (President of a Florida College system designee)
- **Renee Williams-** Term date is September 2018; she has served one term and has been reappointed for a second term as the Designee by President Bruce Ferguson of the Regional Workforce Board. The Board approved R. Williams second term on the September 19, 2018 meeting. R. Williams second term expires September 2022. (Regional Workforce Board Executive Director or Designee)
- **Mandatory Seats:** All mandatory seats will be filled with the Approval of James Johns, to the Board of County Commissioners or the Governing Municipality at the March 11, 2020 Board Meeting.

- **Combined Total Private Sector** (*Must be comprised of MORE THAN 1/3 of total Board Membership*): $1/3$ of 18 = 6. We currently have 8 private sector members.
- **Total Membership:** 15 to 30 members. We currently have 18 board members.

IX. Board Absenteeism Log

INFORMATIONAL

BOARD
MBER ABSENTEEISM LOG

By-Laws

3.2.7.

Unexcused

absences from

3.2.8.

Mandated

members with

three (3)

X = Attended

	MEMBER NAME	12/5/2018	No Meeting Jan-19	No Meeting Feb-19	3/13/2019	No Meeting Apr-19	No Meeting May-19	6/12/2019	No Meeting Jul-19	No Meeting Sept-19	9/11/2019	No Meeting Oct-19	No Meeting Nov-19	12/4/2019
1	Allen, M.	X			X			X			X			X
2	Coleman, R.	EXCUSED			X			X			EXCUSED			X
3	Delcomyn, V.	X			X			X			No longer a member			No longer a member
4	Deputy, A.	X			No longer a member			No longer a member			No longer a member			No longer a member
5	Gammon, K.	Not a member			Not a member			Not a member			New Member			X
6	Garcia, M.	X			X			X			X			X
7	Graham, B.	EXCUSED			X			X			X			EXCUSED
8	Hill, M.	X			X			X			X			EXCUSED
9	Jonihakis, M.	New Member			X			X			X			X
10	Little, T.	X			X			X			X			X
11	Matheny, T	X			X			X			X			X
12	McElhone, B.	EXCUSED			X			EXCUSED			EXCUSED			X
13	Pearson, N.	EXCUSED			X			EXCUSED			X			EXCUSED
14	Puckett, C.	New Member			X			X			EXCUSED			EXCUSED
15	Simpkins, K.	EXCUSED			X			EXCUSED			EXCUSED			X
16	Simpson-Gotham, A.	New Member			X			X			X			X
17	Siragusa, M.	EXCUSED			X			X			X			EXCUSED
18	Smith, J.	EXCUSED			X			X			X			EXCUSED
19	Stanton, J.	X			X			X			X			X
20	Tauch, P.	Not a member			New Member			X			X			X
21	Williams, R.	X			X			EXCUSED			X			X

X. Board Comment

XI. Next Meetings

- Wednesday, May 6, 2020 10:30 a.m. –
Exec/Admin Committee Conference Call
Meeting
 - Wednesday, June 10, 2020, 10:30 a.m.-
Board Meeting at
**Renaissance World Golf Village and Convention
Center**
-

XII. Adjournment*

***ACTION ITEM**

Board Members Memorandum of Voting Conflict

INFORMATIONAL

MEMORANDUM OF VOTING CONFLICT FOR BOARD MEMBERS

LAST NAME, FIRST NAME, MIDDLE NAME MATHENY, TERESA, JOAN		
MAILING ADDRESS 8443 BAYMEADOWS RD., JACKSONVILLE, FL	CITY DUVAL	COUNTY
NAME OF BOARD OR COMMITTEE ELC OF DUVAL		DATE ON WHICH THE VOTE OCCURRED 3/11/2020

Per OEL-PG-003-10(6)(b) and F.S. 112.3143(3)(a):

Each voting member shall:

1. Prior to the vote being taken, publicly state the nature and extent of any conflict of interest and abstain from voting or participating when a conflict of interest exists.
2. Abstain from voting.
3. Within 15 days after the vote occurs, complete and file this Memorandum form with the person responsible for recording the minutes of the meeting, who then shall incorporate this Memorandum form in the minutes.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Teresa Matheny, hereby disclose that on 3/11/2020:

(a) A measure came or will come before me which will (check one)

- ☐ inure to my special private gain or loss;
- ☐ inure to the special gain or loss of my business associate, _____;
- ☐ inure to the special gain or loss of my relative, _____;
- ☒ inure to the special gain or loss of Episcopal Children's Services by _____ whom I am retained; or
- ☐ inure to the special gain or loss of _____, which is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before me and the nature of my conflicting interest is the measure as follows:

VII. New/Unfinished Business

- B. Approval of 2020-2021 United Way Funding Application for School Readiness Child Care Subsidy*
- C. Approval of the **Preschool Development Grant (PDG) Birth-Five Plan EXTENSION** for Implementation of Child Assessment Best Practices.*

3/5/2020
Date Filed

Teresa Matheny
Signature

MEMORANDUM OF VOTING CONFLICT FOR BOARD MEMBERS

LAST NAME, FIRST NAME, MIDDLE NAME <u>Little Theresa M</u>		
MAILING ADDRESS <u>3637 Montclair Drive</u>	CITY <u>Jacksonville</u>	COUNTY <u>Duval</u>
NAME OF BOARD OR COMMITTEE <u>Early Learning Coalition of North FL</u>		DATE ON WHICH THE VOTE OCCURRED <u>March 11, 2020</u>

Per OEL-PG-003-10(6)(b) and F.S. 112.3143(3)(a):

Each voting member shall:

1. Prior to the vote being taken, publicly state the nature and extent of any conflict of interest and abstain from voting or participating when a conflict of interest exists.
2. Abstain from voting.
3. Within 15 days after the vote occurs, complete and file this Memorandum form with the person responsible for recording the minutes of the meeting, who then shall incorporate this Memorandum form in the minutes.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Theresa Little, hereby disclose that on March 11, 2020:

(a) A measure came or will come before me which will (check one)

- ☐ inure to my special private gain or loss;
- ☐ inure to the special gain or loss of my business associate, _____;
- ☐ inure to the special gain or loss of my relative, _____;
- ☒ inure to the special gain or loss of Diosece of St. Augustine by St. John's City whom I am retained; or
- ☐ inure to the special gain or loss of _____, which is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before me and the nature of my conflicting interest is the measure as follows:

B Approval of 2020-2021 United Way Funding Application for School Readiness - Child Care.

March 9, 2020
Date Filed

Theresa Little
Signature

MEMORANDUM OF VOTING CONFLICT FOR BOARD MEMBERS

LAST NAME, FIRST NAME, MIDDLE NAME <u>Tauch Patricia</u>		
MAILING ADDRESS <u>3050 Moody Avenue</u>	CITY <u>Orange Park</u>	COUNTY <u>Clay</u>
NAME OF BOARD OR COMMITTEE <u>Early Learning Coalition</u>	DATE ON WHICH THE VOTE OCCURRED <u>March 11, 2020</u>	

Per OEL-PG-003-10(6)(b) and F.S. 112.3143(3)(a):

Each voting member shall:

1. Prior to the vote being taken, publicly state the nature and extent of any conflict of interest and abstain from voting or participating when a conflict of interest exists.
2. Abstain from voting.
3. Within 15 days after the vote occurs, complete and file this Memorandum form with the person responsible for recording the minutes of the meeting, who then shall incorporate this Memorandum form in the minutes.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Patricia Tauch, hereby disclose that on March 11, 2020:

(a) A measure came or will come before me which will (check one)

- ☐ inure to my special private gain or loss;
- ☐ inure to the special gain or loss of my business associate, _____;
- ☒ inure to the special gain or loss of my relative, _____;
- ☒ inure to the special gain or loss of Orange Park Kindergarten by whom I am retained; or
- ☐ inure to the special gain or loss of _____, which is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before me and the nature of my conflicting interest is the measure as follows:

1. Approval of the Preschool Development Grant (PDG) Birth-Five Plan EXTENSION for Implementation of Child Assessment Best Practices.

Date Filed

3/11/2020

Signature

Patricia Tauch

MEMORANDUM OF VOTING CONFLICT FOR BOARD MEMBERS

LAST NAME, FIRST NAME, MIDDLE NAME STANTON, JOY MARIE		
MAILING ADDRESS 157 TIMBERCREEK DRIVE, PONTE VEDRA, FL 32081	CITY	COUNTY
NAME OF BOARD OR COMMITTEE ELC OF NORTH FLORIDA		DATE ON WHICH THE VOTE OCCURRED MARCH 11, 2020

Per OEL-PG-003-10(6)(b) and F.S. 112.3143(3)(a):

Each voting member shall:

1. Prior to the vote being taken, publicly state the nature and extent of any conflict of interest and abstain from voting or participating when a conflict of interest exists.
2. Abstain from voting.
3. Within 15 days after the vote occurs, complete and file this Memorandum form with the person responsible for recording the minutes of the meeting, who then shall incorporate this Memorandum form in the minutes.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Joy M. Stanton, hereby disclose that on March 11, 2020:

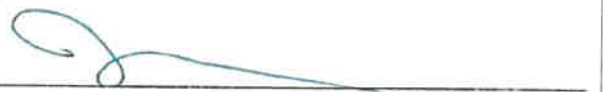
(a) A measure came or will come before me which will (check one)

- ☒ inure to my special private gain or loss;
☐ inure to the special gain or loss of my business associate, _____;
☐ inure to the special gain or loss of my relative, _____;
☐ inure to the special gain or loss of _____ by
whom I am retained; or
☐ inure to the special gain or loss of _____, which
is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before me and the nature of my conflicting interest is the measure as follows:

Renewal of board membership

March 9, 2020
Date Filed


Signature