



EARLY LEARNING COALITION

North Florida

Helping Children. Helping Families.

EXEC/ADMIN COMMITTEE MEETING

March 6, 2024 at 10:30 a.m.

Zoom Meeting

<https://us02web.zoom.us/j/81050905151?pwd=ZnJEajdqZDlNRGoxRlVEY3FicnpwZz09>

Meeting ID: 810 5090 5151

Passcode: 126130

TENTATIVE AGENDA

**Action Item*

- I. Call to Order/Roll Call**
- II. Public Comment**
- III. Review and Approval of 2022-2023 Audit ***
Presented by Moss, Krusick and Associate
- IV. New/Unfinished Business**
 - A. Approval of the Episcopal Children's Services 2023/2024 Contract Amendment # 0003-23***
 - B. Approval of The Revisions to the Coalition's Operational Policies And Procedures**
 - C. Approval of Revisions to the Coalition's Personnel Policies and Procedures Manual***
 - D. Approval of the Coalition's 2024-2025 COOP (Continuity of Operations Plan)***
 - E. Retro-approval of the Early Learning Coalition North Florida Website Upgrade by Creative Types***

IV. Committee Comment

V. Next Meetings:

Board – May 8, 2024 10:30 a.m. Renaissance World Golf Village

Exec/Admin – June 26, 2024 10:30 a.m. Zoom Meeting

VI. Adjournment*

March 6, 2024

To the Board of Directors of
Early Learning Coalition of North Florida, Inc.
St. Augustine, Florida

We have audited the financial statements of Early Learning Coalition of North Florida, Inc. (the "Coalition") for the year ended June 30, 2023, and we will issue our report thereon dated March 6, 2024. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, *Government Auditing Standards* the Uniform Guidance, and State of Florida Chapter 10.650, *Rules of the Auditor General*, and special audit guidance provided by the Florida's Division of Early Learning, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated June 23, 2023. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Coalition are described in Note A to the financial statements. As described in Note A9, the Coalition changed accounting policies related to leases by adopting FASB Accounting Standards Update (ASU) 2016-02, *Leases*, in 2023 using the optional transition method, which applies the provisions of the standard at the effective date without adjusting the prior period. We noted no transactions entered into by the Coalition during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

Management's estimate for the allocation of functional expenses between programs is based upon actual time spent and direct usage in program areas and NPV estimates used in lease calculation. We evaluated the methods, assumptions, and data used to develop the estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole. Material adjustments were made related to the ROU asset and liability from the adoption of ASC 842, *Leases*, however, these adjustments were known by management prior to the start of the audit.

Disagreements with Management

For purposes of this letter, a disagreement with management is a disagreement on a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated March 6, 2024.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Coalition's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Coalition's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

With respect to the supplementary information accompanying the financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with U.S. generally accepted accounting principles, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

This information is intended solely for the use of the Board of Directors and management of Early Learning Coalition of North Florida, Inc. and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

Winter Park, Florida

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2/21/24

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

Financial Statements

Year Ended June 30, 2023

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
Early Learning Coalition of North Florida, Inc.
St. Augustine, Florida

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Early Learning Coalition of North Florida, Inc. (a nonprofit organization) (the "Coalition"), which comprise the statement of financial position as of June 30, 2023, and the related statements of activities and changes in net deficit, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Coalition as of June 30, 2023, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Coalition and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Coalition's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

Auditor’s Responsibilities for the Audit of the Financial Statements (continued)

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In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Coalition’s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Coalition’s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards and state financial assistance, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, State of Florida Chapter 10.650, *Rules of the Auditor General*, and special audit guidance provided by the Division of Early Learning, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards and state financial assistance is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated March 6, 2024, on our consideration of the Coalition’s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Coalition’s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Coalition’s internal control over financial reporting and compliance.

Winter Park, Florida
March 6, 2024

Early Learning Coalition of North Florida, Inc.

STATEMENT OF FINANCIAL POSITION

June 30, 2023

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2/21/24

ASSETS

Cash and cash equivalents	\$ 2,763,049
Prepaid expenses	22,387
Operating lease right-of-use-asset	<u>118,560</u>
Total assets	<u>\$ 2,903,996</u>

LIABILITIES AND NET DEFICIT

Accounts payable	\$ 417,867
Accrued expenses	41,791
Due to sub-recipients	2,508,911
Operating lease liability	<u>119,157</u>
Total liabilities	3,087,726
Net deficit	
Without donor restrictions	<u>(183,730)</u>
Total liabilities and net deficit	<u>\$ 2,903,996</u>

The accompanying notes are an integral part of these financial statements.

STATEMENT OF ACTIVITIES AND CHANGES IN NET DEFICIT

Year ended June 30, 2023

REVENUES

Government grants:	
School Readiness	\$ 18,031,590
Voluntary Pre-Kindergarten	16,646,055
Coronavirus Response and Relief Supplemental	1,678,952
American Rescue Plan Act	46,294,999
Local government match	185,892
Local grants	12,023
	<hr/>
Total revenues	82,849,511
	<hr/>

EXPENSES

Program services:	
School Readiness	17,766,613
Voluntary Pre-Kindergarten	16,602,215
Coronavirus Response and Relief Supplemental	1,678,952
American Rescue Plan Act	46,294,999
Other	19,830
	<hr/>
Total program services	82,362,609
Supporting services:	
Management and general	497,075
	<hr/>
Total expenses	82,859,684
	<hr/>

Change in net deficit	(10,173)
Net deficit, beginning of year	<hr/> (173,557)
Net deficit, end of year	<hr/> <u>\$ (183,730)</u>

The accompanying notes are an integral part of these financial statements.

Early Learning Coalition of North Florida, Inc.

STATEMENT OF FUNCTIONAL EXPENSES

Year ended June 30, 2023

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	Functional Category						Total
	School Readiness	Voluntary Pre-Kindergarten	Coronavirus Response and Relief Supplemental	American Rescue Plan Act	Other	Management and General	
Pass-through payments to sub-recipients	\$ 17,058,948	\$ 16,602,215	\$ 1,678,952	\$ 46,294,999	\$ -	\$ -	\$ 81,635,114
Salaries and benefits	403,533	-	-	-	-	381,452	784,985
Match	186,014	-	-	-	-	-	186,014
Professional fees	19,142	-	-	-	2,500	51,489	73,131
Rent expense	38,428	-	-	-	-	22,981	61,409
Office expenses	21,949	-	-	-	12,604	23,681	58,234
Quality program expense	21,413	-	-	-	3,462	-	24,875
Travel and conferences	10,983	-	-	-	1,182	11,085	23,250
Membership subscriptions	5,773	-	-	-	-	5,967	11,740
Postage and printing	430	-	-	-	82	420	932
Total expenses	<u>\$ 17,766,613</u>	<u>\$ 16,602,215</u>	<u>\$ 1,678,952</u>	<u>\$ 46,294,999</u>	<u>\$ 19,830</u>	<u>\$ 497,075</u>	<u>\$ 82,859,684</u>

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CASH FLOWS

Year ended June 30, 2023

CASH FLOWS FROM OPERATING ACTIVITIES

Change in net deficit	\$ (10,173)
Adjustments to reconcile change in net deficit to net cash provided by operating activities:	
Non-cash rent	597
Change in:	
Prepaid expenses	(6,574)
Accounts payable	(291,733)
Accrued expenses	6,261
Due to sub-recipients	<u>569,428</u>
Net cash provided by operating activities	267,806

CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR2,495,243**CASH AND CASH EQUIVALENTS AT END OF YEAR**\$ 2,763,049**SIGNIFICANT NON-CASH TRANSACTIONS - OPERATING LEASE**

Operating lease right-of-use asset	\$ 123,655
Operating lease liability	<u>(123,655)</u>

The accompanying notes are an integral part of these financial statements.

NOTE A - ORGANIZATION, NATURE OF OPERATIONS, SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1. Organization and nature of operations

Early Learning Coalition of Putnam and St. Johns Counties, Inc. (the "Coalition") was incorporated on October 6, 2000 as a not-for-profit corporation. The Coalition was formed to operate for the advancement of charity and education particularly by implementing a comprehensive program of school readiness services for Florida's at-risk birth-to-kindergarten population.

On July 1, 2005, the Coalition merged with St. Johns County School Readiness Coalition, Inc., and changed its name to Early Learning Coalition of Putnam and St. Johns Counties, Inc.

On July 1, 2013, the Coalition merged with the Early Learning Coalition of Clay, Nassau, Baker and Bradford Counties, Inc., and changed its name to Early Learning Coalition of North Florida, Inc. The Coalition provides funding for child care programs in Putnam, St. Johns, Nassau, Baker, Bradford and Clay Counties, Florida.

2. Basis of accounting and financial statement presentation

The accompanying financial statements and accompanying schedules have been prepared on the accrual basis of accounting. The Coalition reports information regarding its financial position and activities according to two classes of net assets as follows:

Net Assets Without Donor Restrictions

Net assets without donor restrictions are available for use at the discretion of the Board of Directors (the "Board") and/or management for general operating purposes. From time to time the Board designates a portion of these net assets for specific purposes which makes them unavailable for use at management's discretion.

Net Assets With Donor Restrictions

Net assets with donor restrictions consist of assets whose use is limited by donor-imposed restrictions, time and/or purpose restrictions.

The Coalition reports gifts of cash and other assets as revenue with donor restrictions if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, the net assets are reclassified as net assets without donor restriction and reported in the statement of activities as net assets released from restrictions.

Some net assets with donor restrictions may include a stipulation that assets provided be maintained permanently (perpetual in nature) while permitting the Coalition to expend the income generated by the assets in accordance with the provisions of additional donor imposed stipulations or a Board approved spending policy.

3. Revenue recognition

The Coalition follows Accounting Standards Update (ASU) 2014-09, *Revenue from Contracts with Customers* (ASC 606), which outlines a five-step model whereby revenue is recognized as performance obligations within a contract are satisfied, and ASU 2018-08, *Not-for-Profit Entities: Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made* (ASC 958), which clarifies how transactions should be accounted for as contributions (nonreciprocal transactions) or exchange transactions and whether a contribution is conditional.

NOTES TO FINANCIAL STATEMENTS

June 30, 2023

NOTE A - ORGANIZATION, NATURE OF OPERATIONS, SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)3. Revenue recognition (continued)

Revenue from government grants is recorded when earned, which is generally when the allowable costs of the specific grant provisions have been incurred or the performance of services rendered. Such revenue is subject to audit by the grantor and, if the examination results in a deficiency of allowable expenses, the Coalition will be required to refund any deficiencies. Management is of the opinion that all monies recognized as revenue have been earned as of June 30, 2023. These amounts are reflected as revenue without donor restrictions if received and expended in the same year.

Revenue from program fees are recognized when the earnings process is substantially complete and goods have been delivered or services performed. Revenues from program fees are recognized in the year to which they relate. As part of the Voluntary Pre-Kindergarten grants, the Coalition receives advances on revenue which are to be repaid to the state.

4. Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

5. Cost allocation

The costs of providing the various programs and other activities have been summarized on a functional basis in the Statement of Activities and Changes in Net Deficit. Salaries and other expenses which are associated with a specific program are charged directly to that program. Salaries and other program support service expenses which benefit more than one program are allocated to the various programs based on the relative benefit provided.

6. Cash and cash equivalents

For purposes of the statement of cash flows, the Coalition considers all unrestricted, highly liquid investments with an initial maturity of three months or less to be cash equivalents. Financial instruments, which potentially expose the Coalition to concentrations of credit risk, consist principally of cash bank deposits. The Coalition's policy is to place its cash investments with high quality financial institutions insured by the Federal Deposit Insurance Corporation, which provides coverage on balances up to \$250,000 per depositor per institution. At June 30, 2023, the Coalition was fully insured.

7. Income taxes

The Coalition is a not-for-profit corporation and is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. As such, its normal activities do not result in any income tax liability.

NOTES TO FINANCIAL STATEMENTS

June 30, 2023

NOTE A - ORGANIZATION, NATURE OF OPERATIONS, SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

7. Income taxes (continued)

Management has analyzed the Coalition's various federal and state filing positions and believes that its income tax filing positions and deductions are well documented and supported and that no accruals for tax liabilities are necessary. Therefore, no reserves for uncertain income tax positions have been recorded. The Coalition remains subject to examination by the US Internal Revenue Service for the years ended June 30, 2021 through June 30, 2023.

8. Property and equipment

Property and equipment is recorded at historical cost. Property and equipment with a cost in excess of \$5,000 and a useful life of one or more years is capitalized and depreciated using the straight-line method of depreciation over the estimated useful life of 5 years.

Property acquired with governmental funds is considered to be owned by the Coalition while used in the program for which it was purchased or in future authorized programs; however, its disposition as well as the ownership of any proceeds from the sale of assets therefore is subject to applicable regulations.

9. Accounting Pronouncements Implemented

In February 2016, the Financial Accounting Standards Board (FASB) issued ASU 2016-02, *Leases*, that requires lessees to put most leases on their balance sheets and recognize expenses on their income statements in a manner similar to today's capital lease accounting. For lessors, the guidance modifies the classification criteria for accounting for sales-type and direct financing leases. The Coalition adopted the lease standard effective July 1, 2022 using the optional transition method, which applies the provisions of the standard at the effective date without adjusting the prior period.

10. Subsequent events

Management has evaluated the effect subsequent events would have on the financial statements through the date these financial statements were available to be issued on March 6, 2024.

NOTE B - CONCENTRATIONS

1. Economic dependency

The Coalition is financially dependent on grant funding and operates in a heavily regulated environment. The operations of the Coalition are subject to the administrative directives, rules and regulations of federal, state, and local regulatory agencies. Such administrative directives, rules and regulations are subject to change by an act of Congress or an administrative change mandated by the State of Florida. Such change may occur with little notice or inadequate funding to pay for the related cost, including the additional burden, to comply with a change.

NOTES TO FINANCIAL STATEMENTS

June 30, 2023

NOTE B - CONCENTRATIONS (continued)

2. Concentration of credit risk

The activities of the Coalition are conducted in Clay, Nassau, Baker, Bradford, Putnam and St. Johns Counties, Florida and are supported by funding provided by government agencies. Expenditures incurred by the Early Learning Coalition of North Florida, Inc. and the subgrantees associated with the execution of various grants are subject to audit and possible disallowance by the grantor agency. The Coalition would be held responsible for recovery (reimbursement to the grantor agency) of disallowed amounts incurred by the subgrantee if the subgrantee were not able to do so. Management believes that if audited, any adjustment for disallowed expenses would be immaterial in amount.

NOTE C - PROPERTY AND EQUIPMENT

Property and equipment and accumulated depreciation at June 30, 2023 is summarized as follows:

Furnitures and fixtures	\$ 6,498
Less: accumulated depreciation	<u>(6,498)</u>
Property and equipment, net	<u>\$ -</u>

NOTE D - RETIREMENT PLAN

The Coalition established a tax deferred retirement plan effective for all qualifying employees. All regular full time employees are eligible to participate in the plan. The Coalition will contribute up to a 6% match of the employee's salary. The Coalition provided matching contributions of \$25,450 for retirement benefits to the plan for the year ended June 30, 2023. Employees are immediately vested in their contributions and the matching contributions.

NOTE E - LEASE AND COMMITMENTS

As disclosed in Note A, the Coalition adopted FASB ASU 2016-02. The Coalition leases its office space under an operating lease. This lease is the only lease required to be included on the balance sheet under FASB ASU 2016-02. As a result, adopting FASB ASU 2016-02 had no impact to prior year balance sheet information, and because the lease is an operating lease, the adoption of this standard has no impact on the results of operations.

The Coalition has elected to apply the short term lease exception to all leases with a term of one year or less. As of June 30, 2023, the right-of-use (ROU) asset had a balance of \$118,560, as shown in the statement of financial position; the lease liability is included in liabilities (\$119,157). The lease asset and liability were calculated utilizing the risk-free discount rate (4.46%), according to the Coalition's elected policy.

NOTES TO FINANCIAL STATEMENTS

June 30, 2023

NOTE E - LEASE AND COMMITMENTS (continued)

Additional information about the Coalition's lease is as follows:

Lease Costs

Operating lease cost	\$ 61,409
Total lease cost	<u>\$ 61,409</u>

Other information:

Cash paid for amounts included in measuring operating lease liability:

Operating cash flows from operating lease	\$ 60,812
Total cash paid for amounts included in measuring operating lease liability	<u>\$ 60,812</u>

Maturities of operating lease liabilities as of June 30 are as follows:

	2024	\$ 19,107
	2025	19,680
	2026	20,270
	2027	20,879
	2028	21,505
	Thereafter	37,209
	Total lease payments	<u>138,650</u>
	Less: interest	<u>(19,493)</u>
	Present value of lease liability	<u>\$ 119,157</u>

NOTE F - FUNCTIONAL EXPENSES

The financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Therefore, expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include salaries and benefits, professional fees, travel and conferences, rent expense, office expenses, membership subscriptions and postage and printing, which are allocated on the basis of estimates of time and effort.

NOTES TO FINANCIAL STATEMENTS

June 30, 2023

NOTE G - LIQUIDITY AND AVAILABILITY OF RESOURCES

The Coalition's financial assets available within one year of the statement of financial position date for general expenditures are as follows:

Cash and cash equivalents	<u>\$2,763,049</u>
Accounts payable	417,867
Accrued expenses	41,791
Due to sub-recipients	<u>2,508,911</u>
Total financial liabilities available within one year	<u>2,968,569</u>
Total net financial assets available within one year	<u><u>\$ (205,520)</u></u>

As part of the Coalition's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due. The Coalition receives the majority of its funding from federal and state grants passed through DEL which are on a reimbursable basis. Throughout the year, the Coalition receives advances and reimbursements each month to cover incurred expenses. To help manage unanticipated liquidity needs, the Coalition at times receives advances from DEL.

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SUPPLEMENTAL INFORMATION

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

To the Board of Directors of
Early Learning Coalition of North Florida, Inc.
St. Augustine, Florida

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Early Learning Coalition of North Florida, Inc. (a nonprofit organization) (the "Coalition"), which comprise the statement of financial position as of June 30, 2023, and the related statements of activities and changes in net deficit, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated March 6, 2024

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Coalition's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Coalition's internal control. Accordingly, we do not express an opinion on the effectiveness of the Coalition's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements, on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Coalition's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Coalition's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Coalition's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Winter Park, Florida
March 6, 2024

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM AND STATE PROJECT AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE AND STATE OF FLORIDA CHAPTER 10.650, RULES OF THE AUDITOR GENERAL

To the Board of Directors of
Early Learning Coalition of North Florida, Inc.
St. Augustine, Florida

Report on Compliance for Each Major Federal Program and State Project

Opinion on Each Major Federal Program and State Project

We have audited Early Learning Coalition of North Florida, Inc.'s (the "Coalition") compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* and the requirements described in the Department of Financial Services' *State Projects Compliance Supplement*, and special guidance provided by the Division of Early Learning that could have a direct and material effect on each of the Coalition's major federal programs and state projects for the year ended June 30, 2023. The Coalition's major federal programs and state projects are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, the Coalition complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs and state projects for the year ended June 30, 2023.

Basis for Opinion on Each Major Federal Program and State Project

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), and State of Florida Chapter 10.650, *Rules of the Auditor General* (Chapter 10.650), and special audit guidance provided by the Division of Early Learning. Our responsibilities under those standards, the Uniform Guidance, and Chapter 10.650 are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Coalition and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program and state project. Our audit does not provide a legal determination of the Coalition's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the Coalition's federal programs and state projects.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Coalition's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, the Uniform Guidance, and Chapter 10.650, will always detect material noncompliance when it exists.

Early Learning Coalition of North Florida, Inc.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FEDERAL AWARDS AND STATE FINANCIAL ASSISTANCE

DRAFT
2/21/24

June 30, 2023

Auditor's Responsibilities for the Audit of Compliance (continued)

The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Coalition's compliance with the requirements of each major federal program and state project as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, the Uniform Guidance and Chapter 10.650, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Coalition's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the Coalition's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance and Chapter 10.650, but not for the purpose of expressing an opinion on the effectiveness of the Coalition's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control over Compliance

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program or state project on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program or state project will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program or state project that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance and Chapter 10.650. Accordingly, this report is not suitable for any other purpose.

Winter Park, Florida
March 6, 2024

Early Learning Coalition of North Florida, Inc.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FEDERAL AWARDS AND STATE FINANCIAL ASSISTANCE

DRAFT
2/21/24

June 30, 2023

Section I - Summary of Auditor's Results

Financial Statements

- | | |
|-------------------------------------------------------------------------------------------|---------------|
| 1. Type of auditor's report issued: | Unmodified |
| 2. Internal control over financial reporting: | |
| a. Material weakness(es) identified? | No |
| b. Significant deficiencies identified that are not considered to be material weaknesses? | None Reported |
| 3. Noncompliance material to financial statements noted? | No |

Federal Awards

- | | |
|---------------------------------------------------------------------------------------------------|---------------|
| 1. Type of auditor's report issued on compliance for major programs: | Unmodified |
| 2. Internal control over major programs: | |
| a. Material weakness(es) identified? | No |
| b. Significant deficiencies identified that are not considered to be material weaknesses? | None Reported |
| 3. Audit findings disclosed that are required to be reported in accordance with Uniform Guidance? | No |
| 4. Dollar threshold used to distinguish between Type A and Type B programs | \$1,981,403 |
| 5. Auditee qualified as low-risk auditee? | Yes |

Identifications of major programs:

<u>Name of Federal Program</u>	<u>ALN</u>
Temporary Assistance for Needy Families	93.558
Child Care and Development Fund (CCDF) Cluster	93.575, 93.596

Early Learning Coalition of North Florida, Inc.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FEDERAL AWARDS AND STATE FINANCIAL ASSISTANCE

DRAFT
2/21/24

June 30, 2023

Section I – Summary of Auditor’s Results (continued)

State Financial Assistance

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 1. Type of auditor’s report issued on compliance for major projects: | Unmodified |
| 2. Internal control over major projects: | |
| a. Material weakness(es) identified? | No |
| b. Significant deficiencies identified that are not considered to be material weaknesses? | None Reported |
| 3. Audit findings disclosed that are required to be reported in accordance with the Florida Single Audit Act and Chapter 10.650, <i>Rules of the Auditor General</i> ? | No |
| 4. Dollar threshold used to distinguish between Type A and Type B projects | \$750,000 |

Identification of major projects:

<u>Name of State Project</u>	<u>CSFA Number</u>
Voluntary Pre-Kindergarten	48.108

Section II - Enhanced Fields System (EFS Mod) monthly reconciliation

- | | |
|----------------------------------------------------------------------------------------------------------------|-----|
| 1. EFS Mod reconciled monthly | Yes |
| 2. Processes in place to identify and correct errors during monthly reconciliations to EFS Mod | Yes |
| 3. Coalition’s financial records reconcile and agree to EFS Mod records as of program year ended June 30, 2023 | Yes |
| 4. Audit work papers documenting verification of reconciliations available to DEL staff | Yes |

Section III - Financial Statement Findings

No current year findings (no corrective action plan or management letter required)

Section IV - Federal Award and State Projects Findings and Questioned Costs

None (there are no items related to Federal Awards and State financial assistance required to be reported in the management letter, therefore no management letter issued)

Section V - Status of Prior Year Audit Findings

There were no prior year audit findings.

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS AND STATE FINANCIAL ASSISTANCE

Year ended June 30, 2023

DRAFT
2/21/24

Grantor/Program Title	ALN CSFA	Award Number	Expenditures	Transfer to Sub-recipient
Federal Awards:				
U.S. Department of Health and Human Services				
<i>Passed through State of Florida's Division of Early Learning</i>				
Child Care and Development Block Grant	93.575	EL433	\$ 9,518,709	\$ 9,045,295
Child Care Mandatory and Matching Funds of the Child Care and Development Fund	93.596	EL433	3,761,630	3,574,545
American Rescue Plan Act	93.575	EL433	46,060,226	45,939,687
American Rescue Plan Act	93.575	EL434	356,244	355,313
Coronavirus Response and Relief Supplemental Appropriations Funds	93.575	EL433	1,591,186	1,583,094
Coronavirus Response and Relief Supplemental Appropriations Funds	93.575	EL434	<u>95,858</u>	<u>95,858</u>
Total Child Care and Development Cluster			61,383,853	60,593,792
Temporary Assistance for Needy Families	93.558	EL433	4,485,600	4,262,508
Preschool Development Grants	93.434	EL433	74,990	74,990
Social Services Block Grant	93.667	EL433	<u>14,549</u>	<u>13,825</u>
Total U.S. Department of Health and Human Services			<u>65,958,992</u>	<u>64,945,115</u>
U.S. Department of Education				
<i>Passed through State of Florida's Division of Early Learning</i>				
Education Stabilization Fund	84.425D	EL433	<u>87,784</u>	<u>87,784</u>
Total U.S. Department of Education			<u>87,784</u>	<u>87,784</u>
Total Expenditures of Federal Awards			<u>\$ 66,046,776</u>	<u>\$ 65,032,899</u>
State Financial Assistance:				
State of Florida Department of Education				
<i>Passed through State of Florida's Division of Early Learning</i>				
Voluntary Pre-Kindergarten	48.108	EL433	\$ 16,288,556	\$ 16,244,821
Voluntary Pre-Kindergarten - GR	SGU	EL433	<u>357,394</u>	<u>357,394</u>
Total Expenditures of State Financial Assistance			<u>\$ 16,645,950</u>	<u>\$ 16,602,215</u>

Basis of Presentation

The accompanying schedule of expenditures of federal awards and state financial assistance is presented on the accrual basis of accounting. The information in this schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, State of Florida Chapter 10.650, *Rules of Auditor General*, and the Florida Department of Fiscal Service's *State Projects Compliance Supplement*. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the basic financial statements.

Indirect Cost Rate

The Coalition has elected to not use the 10% de minimis indirect cost rate for its federal programs and state projects for the year ended June 30, 2023. The indirect cost rates used on the Coalition's federal programs and state projects are determined by the relevant federal or state agency.

See independent auditor's report.

ACTION ITEM SUMMARY

DESCRIPTION	Episcopal Children’s Services 2023/2024 Contract Amendment #0003-23:
Reason for Recommended Action	<p><u>Revisions:</u></p> <ul style="list-style-type: none">A. Items #1, 2 and 3 were to update the <u>School Readiness Program</u> budgeted slot and total amounts per the February 1, 2024 Notice of Award.B. Item #3 also included a correction for the total dollar amount for the Infant/Toddler program. This error was in amendments #1 and #2, but did not affect the total amount nor the contracted amounts for ECS. <p><u>If this is not done, the following would occur:</u></p> <p>ECS’s contract would not have the correct/updated budgeted amounts for the School Readiness Programs.</p>
How the Action will be accomplished	Approval of ECS 2023/2024 amendment #0003-23, and party signatures.

**Amendment 0003-23 Primary Services Contract
Episcopal Children’s Services**

THIS AMENDMENT, entered into between the Early Learning Coalition of North Florida, Inc. hereinafter referred to as the Coalition, and Episcopal Children’s Services, hereinafter referred to as the Contractor, amends the **2023-24** primary services contract as follows:

Item #	Page #	Headings and Text
1	9	C. RESOURCE MANAGEMENT (SR)
		<p>Pursuant to the Request for Proposal and the Contractor’s signed response, and the fact that this contract is upon a cost-reimbursement method of payment, the CONTRACTOR shall be fiscally responsible pursuant to the following:</p> <ol style="list-style-type: none"> BUDGET SURPLUS/DEFICIT: The Contractor shall serve children with the slot dollars provided under this contract, unless the available School Readiness grant funding would not financially provide for all slots. Regardless of the total amount of funding for slots, the Contractor will ensure no less than 78% of School Readiness grant funds will be used for slot funding. The 78% calculation includes direct services, as defined in the most recent version of the DEL Standard Codes document, and local match. The slot funding should not be expended over the contracted budget amount. The Contractor further agrees reimbursements under this contract shall be up to, and are capped at the total budgeted amount of funding for direct child care slot funding which is \$17,510,272 \$17,720,629, unless written arrangements are made with the Coalition to move additional funds into the slot budget. This funding is inclusive of the annual DEL School Readiness Grant Award including local match funds (when applicable), and is based on availability of funds. If county allocations are reduced at the state level, contracts will be amended accordingly. Gold Seal payments are subject to adjustments due to budget constraints. Additionally, the Contractor shall be responsible for actively soliciting and obtaining local match funds for children in School Readiness Programs to be used only for slots.
2	22	VII. Method of Payment (SR)
		<p>This is a cost-reimbursement contract. The Coalition shall pay the contractor for the delivery of service provided in accordance with the terms of this contract for a total dollar amount up to and not to exceed \$20,931,318 \$21,141,675. This funding is inclusive of the annual DEL School Readiness Grant Award which does not include local match funds, and is based on availability of funds. If county allocations are reduced at the state level, contracts will be amended accordingly. Up to and no more than \$425,500 may be</p>

		<p>allocated to administrative expenditures. Local match will be reimbursed based on funding from match raised from local grants up to the amount earned or the amount of the local grants, whichever is less.</p> <p>Additional School Readiness-Related Programs and Funding:</p> <p>The following programs' funding is exclusive of the annual DEL School Readiness Grant Award funding. Contractor reimbursements will be based on all provisions as set forth in the individual contracts and/or DEL Grant Agreements.</p> <p>A. The American Rescue Plan Act (A.R.P.A.) The ARPA Stabilization funding of <u>\$2,647,878</u> purpose is to stabilize and support Florida's entire network of early learning child care providers. These funds may be used on such categories as personnel costs, rent, utilities, facilities maintenance, insurance, personal protective equipment, cleaning, and other health and safety practices, equipment and supplies, goods and services, and mental health services for child care provider staff and children. This grant also funds the ARPA Build a World Class Workforce Initiatives.</p> <p>The ARPA Discretionary grant of <u>\$890,007</u> funds the Build CLASS Capacity Double Coding Initiative, and the Impact Child Outcomes Expand Access to Curriculum Initiative.</p> <p>The ARPA Early Learning Discretionary Grant Program provides <u>\$9,617,578</u> to continue many of the initiatives funded in prior iterations as well as new initiatives which further support investments in high quality early care and education (Professional Training, Workforce/Local initiatives, Outreach, Equipment/Supplies, Curriculum, and Software).</p> <p>Per Notice of Award no more than 5% of total expenditures shall be expended for administrative activities, for a total dollar amount of <u>\$13,155,463.</u></p> <p>B. The Coronavirus Response and Relief Supplemental Act (C.R.R.S.A.) is additional funding to support private early learning/child care providers and contracted school district providers that are providing on-site early learning/child care services on the date of application, to assist them in remaining open during the COVID-19 crisis. Per Notice of Award no more than 5% of total expenditures shall be expended for administrative activities, for a total dollar amount of <u>\$1,279,153.</u></p>
3	80-81	Attachment 9 School Readiness Budget
		(Attached, pages 3-6. Pages 5-6 replace the original contract attachment and is incorporated as part of this amendment.)
		END OF AMENDMENTS

ATTACHMENT 9
SCHOOL READINESS BUDGET (deletions)

State of Florida Notice of Award No. EL434	
CFDA# / Name	Federal Award #
93.558 / TANF and MOE	2301FLTANF (21.15%)
93.575 / CCDF Discretionary, ARPA	G2301FLCCDD and 2101FLCDC6 (54.44%)
93.596 / CCDF Mandatory	G2301FLCCDF (4.80%)
93.596 / CCDF Matching and MOE	G2301FLCCDM (19.54%)
93.667 / SSBG	G2301FLS0SR (0.06%)
	Grand Total 100%

Description	OCA	ECS Dollar Amounts	Coalition Dollar Amounts	Total ECS and ELC
General Administration	97BBA, 97FIR, 97LCA	\$425,500	\$560,403	\$985,903
Non-direct Services	97BBD	415,170		415,170
Systems	97SYS			
Eligibility Determination	97BDE	731,517		731,517
Quality	97QOO, 97QHS, 97QCS, 97QST, 97QCR, 97QAS, 97QTA, 97QPD, 97QPT	930,538	584,166	1,534,704
Infant & Toddler Services	97INT, 97ICR, 97IAS, 97ICS	402,843		427,843
Inclusion	97QIN	128,554		128,554
Resource & Referral	97Q14	366,924		366,924
Total Non-Slots (Non-Direct)		3,421,046	1,114,569	4,565,615
SR Matching Funding		167,352		167,352
Slots		17,342,920	1,000,000	18,342,920
Total Slots (Direct Services)		17,510,272	1,000,000	18,510,272
Grand Totals		\$20,931,318	\$2,144,569	\$23,075,887
				NOA Total

Other Direct Services: (EL434) [CFDA #93.575/Child Care Development Fund (CCDF Discretionary)]

Gold Seal Payments	97GSQ, 97IGS (Fed Awards; CRRSA-2101FLCCC5-11.22%, ARPA-2101FLCDC6-88.78%)	\$1,085,049		\$1,085,049
Performance Funding	QPIPQ, QPICQ (Fed Award ARPA-2101FLCDC6-100%)	\$918,914		\$918,914
Special Needs	SPCRQ (Fed Award ARPA-2101FLCDC6-100%)	\$233,437		\$233,437

Additional School Readiness-Related Programs and Funding

(Exclusive of DEL School Readiness Grant Award Funding) *(deletions)*

<p>A. (A.R.P.A.) (EL434)</p> <p>The American Rescue Plan Act – Stabilization Funding CFDA# 93.575/Child Care Development Fund (CCDF) [amount includes up to 5% (\$132,394) for General Administration] Federal Award No. 2101FLCSC6 – 100% funding: ARPA Stabilization Funds ARPA Build a World Class Workforce Initiatives Total</p> <p>The American Rescue Plan Act – Discretionary CFDA# 93.575/Child Care Development Fund (CCDF) [amount includes up to 5% (\$44,500) for General Administration] Federal Award No. 2101FLCDC6 – 100% funding: ARPA Build CLASS Capacity Double Coding Initiative (OCA ARPDC) ARPA Impact Child Outcomes Expand Access to Curriculum Initiative (OCA ARPCR) Total</p> <p>The American Rescue Plan Act - Early Learning Discretionary (ELDG) CFDA# 93.575/Child Care Development Fund (CCDF) [amount includes up to 5% (\$480,879) for General Administration] Federal Award No. 2101FLCDC6 – 100% funding: Professional Training, Workforce/Local initiatives, Outreach, Equipment/Supplies, Curriculum, and Software Total</p> <p>Grand Total</p>	<p>\$2,444,564 203,314 \$2,647,878</p> <p>26,442 863,565 \$890,007</p> <p>\$9,617,578 <u>\$13,155,463</u></p>
<p>B. (C.R.R.S.A.) Coronavirus Response and Relief Supplemental Act Funding (EL434) CFDA# 93.575/Child Care Development Fund (CCDF) Federal Award No. 2101FLCCC5 – 100% funding [amounts include up to 5% (\$63,958) for General Administration]</p> <p>CRRSA ELC Program Outreach and Awareness and Family Supports Total</p>	<p><u>\$1,279,153</u></p>

**ATTACHMENT 9
SCHOOL READINESS BUDGET (additions)**

State of Florida Notice of Award No. EL434	
CFDA# / Name	Federal Award #
93.558 / TANF and MOE	2301FLTANF (21.15%)
93.575 / CCDF Discretionary, ARPA	G2301FLCCDD and 2101FLCDC6 (54.47%)
93.596 / CCDF Mandatory	G2301FLCCDF (4.80%)
93.596 / CCDF Matching and MOE	G2301FLCCDM (19.54%)
93.667 / SSBG	G2301FLS0SR (0.06%)
	Grand Total 100%

Description	OCA	ECS Dollar Amounts	Coalition Dollar Amounts	Total ECS and ELC
General Administration	97BBA, 97FIR, 97LCA	\$425,500	\$560,403	\$985,903
Non-direct Services	97BBD	415,170		415,170
Systems	97SYS			
Eligibility Determination	97BDE	731,517		731,517
Quality	97QOO, 97QHS, 97QCS, 97QST, 97QCR, 97QAS, 97QTA, 97QPD, 97QPT	930,538	584,166	1,534,704
Infant & Toddler Services	97INT, 97ICR, 97IAS, 97ICS	402,843		402,843
Inclusion	97QIN	128,554		128,554
Resource & Referral	97Q14	366,924		366,924
Total Non-Slots (Non-Direct)		3,421,046	1,114,569	4,565,615
SR Matching Funding		167,352		167,352
Slots		17,553,277		17,553,277
Total Slots (Direct Services)		17,720,629		17,720,629
Grand Totals		\$21,141,675	\$1,114,569	\$22,286,244

NOA Total

Other Direct Services: (EL434) [CFDA #93.575/Child Care Development Fund (CCDF Discretionary)]

Gold Seal Payments	97GSQ, 97IGS (Fed Awards; CRRSA-2101FLCCC5-11.22%, ARPA-2101FLCDC6-88.78%)	\$1,085,049		\$1,085,049
Performance Funding	QPIPQ, QPICQ (Fed Award ARPA-2101FLCDC6-100%)	\$918,914		\$918,914
Special Needs	SPCRQ (Fed Award ARPA-2101FLCDC6-100%)	\$233,437		\$233,437

Additional School Readiness-Related Programs and Funding

(Exclusive of DEL School Readiness Grant Award Funding) *(additions)*

<p>A. (A.R.P.A.) (EL434)</p> <p>The American Rescue Plan Act – Stabilization Funding CFDA# 93.575/Child Care Development Fund (CCDF) [amount includes up to 5% (\$132,394) for General Administration] Federal Award No. 2101FLCSC6 – 100% funding: ARPA Stabilization Funds ARPA Build a World Class Workforce Initiatives Total</p> <p>The American Rescue Plan Act – Discretionary CFDA# 93.575/Child Care Development Fund (CCDF) [amount includes up to 5% (\$44,500) for General Administration] Federal Award No. 2101FLCDC6 – 100% funding: ARPA Build CLASS Capacity Double Coding Initiative (OCA ARPDC) ARPA Impact Child Outcomes Expand Access to Curriculum Initiative (OCA ARPCR) Total</p> <p>The American Rescue Plan Act - Early Learning Discretionary (ELDG) CFDA# 93.575/Child Care Development Fund (CCDF) [amount includes up to 5% (\$480,879) for General Administration] Federal Award No. 2101FLCDC6 – 100% funding: Professional Training, Workforce/Local initiatives, Outreach, Equipment/Supplies, Curriculum, and Software Total</p> <p>Grand Total</p>	<p align="right">\$2,444,564 203,314 \$2,647,878</p> <p align="right">26,442 863,565 \$890,007</p> <p align="right">\$9,617,578 <u>\$13,155,463</u></p>
<p>B. (C.R.R.S.A.) Coronavirus Response and Relief Supplemental Act Funding (EL434) CFDA# 93.575/Child Care Development Fund (CCDF) Federal Award No. 2101FLCCC5 – 100% funding [amounts include up to 5% (\$63,958) for General Administration]</p> <p>CRRSA ELC Program Outreach and Awareness and Family Supports Total</p>	<p align="right">\$1,279,153</p>

THIS AMENDMENT shall begin on March 6, 2024, or the date, on which the amendment has been signed by both parties, whichever is later.

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

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

This amendment is hereby made a part of the contract.

IN WITNESS WHEREOF, the parties hereto have caused this 7 page amendment to be executed by their officials thereunto duly authorized.

**EARLY LEARNING COALITION OF
NORTH FLORIDA**

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

NAME _____

NAME _____

TITLE _____

TITLE _____

SIGNED _____

SIGNED _____

DATE _____

DATE _____

ACTION ITEM SUMMARY

DESCRIPTION	Revisions to the Coalition's Operational Policies and Procedures
Reason for Recommended Action	<p><u>Revisions from annual review of policies:</u></p> <p>OP101 – <u>Governance</u>, Delegation of Authority – changed wording from ‘made available’ to ‘reviewed and approved by the board’ at each regular Board meeting.</p> <p><u>If this is not done, the following would occur:</u></p> <ul style="list-style-type: none">• The Coalition would not have the most accurate and updated Policies and Procedures.
How the Action will be accomplished	Approval of the revisions listed above.

OP101 Governance

Effective Date: 07/28/05

Revision Date: 11/15/06, 02/02/11, 12/04/13, 06/17/15, 03/10/21, 03/06/24

The Early Learning Coalition of North Florida, Inc., (Coalition), a 501(C) 3 Organization, is responsible for development, implementation and oversight of the School Readiness and Voluntary Pre-Kindergarten Programs. The Coalition is governed by and shall administer school readiness and voluntary pre-kindergarten funds, plans, and policies including and pursuant to, but not limited to, the block grant award (NGA) by the Division of Early Learning, (School Readiness Program) Chapter 1002, Part VI (1002.81 – 1002.97), (VPK Program) Chapter 1002, Part V (1002.51 – 1002.79) FS, other School Readiness and Voluntary Pre-Kindergarten governances, and other applicable State and Federal Laws. The Coalition is governed by its own Corporate By-Laws.

Governance Policy

GOVERNANCE PROCESS

The purpose of the Board, on behalf of the communities of Baker, Bradford, Clay, Nassau, Putnam and St. Johns Counties, is to ensure that the Early Learning Coalition which serves these counties achieves appropriate results for eligible children and their families at an appropriate cost.

GOVERNING STYLE

The Board will govern with an emphasis on:

1. Outward vision rather than internal preoccupation
2. Encouragement of diversity of viewpoints
3. Strategic leadership more than administrative detail
4. Clear distinction of Board and Chief Executive Officer roles
5. Collective rather than individual decisions
6. Future rather than past or present
7. Pro-activity rather than reactivity

Accordingly,

- A. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than substitute individual judgments for the Board's values or mission.
- B. The Board will direct, control and inspire the organization through effective policy and planning and measurement of performance outcomes.

BOARD ETHICS, ROLES AND EXPECTATIONS

Board members of the Early Learning Coalition agree to abide by the following:

GENERAL EXPECTATIONS

1. Support the organization's mission, vision, purposes, goals, policies and programs, while knowing its strengths and needs
2. Participate in the decisions of the Board and be informed as to data relevant to such decisions; be informed and exercise independent judgment
3. Suggest possible nominees to the board who are individuals of achievement, who meet private sector requirements and do not have a personal conflict of interest. Nominees should be individuals who can make significant contributions to the work of the board and the progress of the organization.
4. Serve actively on committees as requested by the Chair or Committee Chair
5. Work with the full board or appropriate committee to establish effective board policies
6. Provide input and feedback to the Chair on the performance of the Chief Executive Officer and complete annual review forms upon request
7. Participate in individual performance and collective board assessment, annually
8. Attend activities and events sponsored by the organization whenever possible

MEETINGS

1. Prepare for and participate in board and committee meetings, including appropriate organizational activities. Attendance is required at the majority of scheduled meetings. If you are unable to attend, it is customary to notify the Chief Executive Officer or designee to record your excused absence.
2. Ask timely, applicable, and substantive questions at board and committee meetings consistent with personal conscience and convictions while supporting the majority decision on issues decided by the board
3. Recognize responsibility for business conducted and any decisions made at board meetings when absent

AVOIDING CONFLICTS

1. Serve the organization as a whole rather than any special group, organization, individual, or constituency
2. Avoid even the appearance of a conflict of interest that might embarrass the board or organization and disclose any possible conflict to the board, and complete a Memorandum of Voting Conflict for Board Members form to be filed with the meeting minutes
3. Avoid voting or using personal influence in the action of the board or committee
4. Never accept or offer favors or gifts to or from anyone who does business with the organization

BOARD MEMBER ETHICS AND STANDARDS OF CONDUCT

Members of the Board **will:**

1. Treat everyone affected by the organization's activities with respect, in a fair manner and in a way that promotes (does not hurt) their well being
2. Utilize the attached Principal and Codes of Conduct to Consider form to conduct themselves accordingly
3. Render all decisions based on the available facts and independent judgment and refuse to surrender that judgment to individuals or special interest groups
4. Encourage the free expression of opinion by all board members, and seek systematic communications between the board, staff, providers and all elements of the community
5. Avoid being placed in a position of conflict of interest
6. Take no private action that will compromise the board, and respect the confidentiality of information that is privileged under applicable law
7. Remember always that the first and greatest concern must be the educational welfare of the children.
8. Abide by Florida's Government in the Sunshine Law

Accordingly, Board Members **shall not:**

1. Fail to attend meetings regularly or be unprepared
2. Fail to review board orientation materials
3. Fail to be knowledgeable about the organization's governance framework
4. Inappropriately divulge confidential or privileged information of the organization
5. Speak on behalf of the Board in a public setting or with members of the media unless authorized to do so
6. Allow conflicting loyalty or personal interests to interfere with the performance of their duties, or fail to behave in accordance with the governance policy or by-laws

LEGAL DUTIES: DUTY OF OBEDIENCE, DUTY OF CARE AND DUTY OF LOYALTY

1. To demonstrate *Duty of Obedience*, it is important to assure the state and the public that the organization operates in compliance (or obedience) with the law and policies that govern and regulate it
2. To demonstrate *Duty of Loyalty*, decisions will be reached with the best interests of the organization firmly in mind and predominating. It is unacceptable to make decisions that have as the primary beneficiaries, individuals, businesses, organizations, or associates or friends or family
3. To demonstrate *Duty of Care*, it is important that meetings be well attended and that the discussions and decisions that take place at these meetings be well informed, candid and documented so that others can judge how carefully the board conducts business

FIDUCIARY RESPONSIBILITY

1. Exercise prudence with the board in the control and transfer of funds

2. Faithfully read and understand the organization's financial statements and ask questions to get clarification on issues
3. Help the board fulfill its fiduciary responsibility

BOARD JOB DESCRIPTION

Purpose:

As a collective body, the board governs the nonprofit, ensures adherence to all laws, and is accountable to the public and the State of Florida for all organizational actions. The purpose of the Board of the Early Learning Coalition is to strategically plan to ensure the future of the agency and to measure the progress of fulfilling its plan and mission.

Governance Duties:

Results – The board determines the strategic direction, defines the mission, and prioritizes the organizational outcomes for the organization.

Relationships – The board preserves and nurtures a number of external and internal relationships to ensure the accomplishment of the mission and outcomes.

Monitoring – The board demonstrates accountability by establishing standards to measure both organizational and board performance. It monitors its performance at least annually to ensure compliance.

Self Assessment – The board shall conduct a self assessment annually.

Specifically:

- We will develop, revise and update policies which lead to the fulfillment of the mission.
- We will focus on the on-going process of strategic planning, monitoring and evaluating the organization's programs and services.
- We will hire, evaluate and support the Chief Executive Office.
- We will assure the financial integrity of the organization by exercising responsible stewardship.
- We will assure the long-term progress of the organization by exercising leadership in programmatic development and outcomes.
- We will establish and maintain linkage with other community organizations whose missions are similar to that of ours, and will seek input from the families and providers we serve.
- We will evaluate the work of our board with respect to the achievement of its own governance and programmatic outcomes.

Individual Board Member Expectations:

Time:

- Attend all Board, and workgroup meetings including special trainings and workshops and committee meetings, if so assigned.
- Be willing to assume leadership positions

- Prepare adequately for meetings in order to make informed decisions

Board Continuity:

- Support the board's function
- Champion ongoing board training and education
- Help to recruit new members as needed

ROLES OF OFFICERS

CHAIR

Purpose:

The job of the Chair of the board is to manage the decision making process and the people on the board. The Chair manages the process of long-range planning, and leads and inspires the board to come up with a plan that meets the needs of clients and customers. The Chair is also responsible for getting the board to review its progress towards the long-range plan and to assure a sound governance process that focuses on the mission.

Governance Duties:

- The Chair ensures that communication is constructive and moves toward a decision. When discussion gets off track, it the responsibility of the Chair to bring it back on track.
- It is the responsibility of the Chair to keep an ear open to community and client concerns and communicate those concerns to the Chief Executive Officer and the full board.
- It is the responsibility of the Chair to appoint committees.
- The Chair encourages board members to set aside their personal agendas and get them to rally around better services to clients and customers.
- The Chair shall serve on the Executive/Administrative Committee.

Authority:

*The Chair **is** authorized to:*

- ✓ Call Meetings.
- ✓ Determine the agenda content with respect shown for the boards articulated governing priorities.
- ✓ Act upon decisions made with the full Board or Executive/Administrative Committee's approval; however, the Chair has the authority to circumvent or override delays in committee decision-making when it creates impediments to action.
- ✓ Appoint committee chairs
- ✓ Serve as a liaison between the Board and the Chief Executive Officer.
- ✓ Facilitate the performance review of the Chief Executive Officer.
- ✓ Facilitate the Board self-assessment.

*The Chair is **not** authorized to:*

- ✓ Do anything to jeopardize the integrity of the board process.
- ✓ Operate outside of the authority granted him/her by the bylaws or governance policy.
- ✓ Represent any interest other than the entire Board's interest in establishing meeting agendas.

VICE CHAIR

Purpose:

The Vice Chair shall perform the duties of the Chair in the Chair's absence and shall perform such other duties as may be assigned by the Chair or the board of directors.

Governance Duties:

- The Vice Chair shall serve on the Executive/Administrative Committee and learn the duties of the Chair.
- It is the responsibility of the Vice Chair to work closely as a consultant and advisor to the Chair.

Authority:

- ✓ The Vice Chair has the authority of the Chair in his or her absence and assumes the duties assigned to the Chair or other duties assigned by the full board.

SECRETARY

Purpose:

The Secretary of the board serves as a monitor to ensure the board's secretarial duties are carried out by Coalition staff.

Governance Duties:

- The Secretary ensures that all official corporate documents are kept safe and disposed of in accordance with record retention laws and ensures all board actions are recorded in the minutes and distributed to members.
- The Secretary shall serve on the Executive/Administrative Committee.

Authority:

- ✓ The Secretary has the authority of the Chair in the absence of the Chair and Vice Chair and assumes the duties assigned to the Chair or other duties assigned by the full board.

TREASURER

Purpose:

The Treasurer of the Board provides oversight to ensure the financial integrity of the organization. The Treasurer ensures that financial policies are being followed, reviews financial documents, and gives regular reports to the board on the status of the financial status of the organization.

Governance Duties:

- The Treasurer shall serve on the Executive/Administrative Committee.
- The Treasurer ensures accurate accounting of monies received and expended for the use of the Coalition and reports at Coalition Board meetings.

Authority:

- ✓ The Treasurer has the authority of the Chair in the absence of the Chair, Vice Chair, and Secretary and assumes the duties assigned to the Chair or other duties assigned by the full board.

COMMITTEE STRUCTURE

The Board of Directors shall form committees to assist the Board in fulfilling its responsibilities. These committees represent vehicles for parceling out the Board's work to smaller groups, thereby removing the responsibility for evaluating all of the details of particular issues from the full Board's consideration.

Standing Board-level committees consists of the Executive/Administrative Committee. This Committee may designate subcommittees. Committee Chairs 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. Quorum requirements (51% of the members) apply to standing committees.

EXECUTIVE/ADMINISTRATIVE COMMITTEE

Purpose:

The Committee is charged with the oversight of budget development, accurate tracking of expenditures, monitoring and accountability for funds, and will ensure adequate financial controls in coordination with appropriate staff. This Committee will 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. This committee will also regularly review the board's practices regarding member participation, conflict of interest, confidentiality, and suggest improvement where needed.

The Executive/Administrative Committee is responsible for direction and oversight regarding the overall financial management. In conjunction with the Chief Executive Officer, the Committee **will:**

- a. Review and recommendation of the organization's annual budget (prepared by the staff) for final approval by the full Board.
- b. Financial planning.
- c. Establishment of investment policy and monitoring investment performance.
- d. Evaluation and approval of facilities decisions (i.e. leasing property).
- e. Monitoring actual vs. budgeted financial performance.
- f. Oversight of reserve funds.
- g. Assess the current and anticipated needs related to board composition, determining the knowledge, attributes, skills, abilities, influence, and access to resources the board will need to consider in order to accomplish the future work of the Coalition board.
- h. Identify potential board member candidates and explore their interest and availability for board service.
- i. Nominate individuals for consideration by the Coalition board.
- j. Contact each board member at the end of their term to assess his/her continuing interest in board membership (where appropriate) and term of service.
- k. Design and oversee a process of board orientation.

- l. Design and implement an ongoing program of board information and education.
- m. Initiate the annual board assessment and propose, as appropriate, changes in board structure and operations.
- n. Provide ongoing counsel to the board chair and other board leaders on steps they might take to enhance board effectiveness.
- o. Regularly review the board's practices regarding member participation, conflict of interest, confidentiality, etc., and suggest improvements as needed.
- p. Nominate board members for election as board officers.

The review of the organization's financial statements shall not be limited to the Executive/Administrative Committee, but shall involve the entire Board of Directors.

Membership:

The Executive/Administrative Committee will be comprised of the board Chair, who shall be the committee chair, the Vice Chair, the Secretary, the Treasurer, and at least four additional members.

Authority:

This Committee shall have and exercise the authority of the Coalition between scheduled meetings of the Coalition and when a decision must be made before the next scheduled meeting. This Committee has the full empowerment of the Coalition to make decisions on behalf of the Coalition. Actions of the Executive/Administrative Committee shall be ratified by the Coalition Board at the first meeting following the action. The chair of this Committee or by the majority of the committee, may convene Ad hoc committees for a specific purpose or task.

Voting:

Only board members of the Coalition may vote on Committee actions.

Quorum:

A quorum is constituted when 51% of Committee board members are present.

COMMITTEE MEETINGS

- Meeting minutes shall be provided to members at least five (5) days prior to the next regularly scheduled meeting.
- Notice of all committee meetings will be made pursuant to Florida Statute 286.011.

COMMITTEE PRINCIPALS

Committees will be assigned so as to reinforce the wholeness of the Board's job and not to interfere with delegation from Board to Chief Executive Officer.

Accordingly,

- a. Committees are to help the board do its job, never to advise staff. In keeping with the board's broader focus, board committees will not normally have dealings with current staff operations.
- b. Committees cannot exercise authority over staff.

- c. Committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a committee that has helped with policy development will not be used to monitor performance on that same topic.
- d. Committees will be used sparingly in an ad hoc capacity.

THE ROLES OF THE CHIEF EXECUTIVE OFFICER AND STAFF

The Board of Directors hires the Chief Executive Officer, who reports directly to the Board of Directors. All staff report to the Chief Executive Officer, or their department head, as outlined in the approved organizational chart.

THE CHIEF EXECUTIVE OFFICER:

- Manages the non-profit organization and its employees under the direction of the full board; day-to-day activities are the responsibility of the Chief Executive Officer, such as supervising the hiring, firing, and evaluation of all staff and directing staff in the assignment and performance of duties.
- Initiates and directs the development of policies for Board Approval and implements those policies.
- Represents the organization as its Chief Executive Officer in all dealings with other organizations, individuals, and the general public.
- Develops short range (one-year) goals for the organization and work with the Board to prepare long-range plans for the organization.
- Reports to the Board on the progress towards organizational objectives, new state policies, directives and legislation, and other issues of concern to the Board.

EXECUTIVE LIMITATIONS

The Chief Executive Officer shall not cause any practice, activity, decision or organizational circumstance which is either imprudent or in violation of commonly accepted business and professional ethics. Accordingly he/she may not:

- a. Cause or allow the development of fiscal liability or material deviation of actual expenditures from Board Priorities and approved items.
- b. Allow assets to be unprotected, inadequately maintained or unnecessarily risked.
- c. Cause or allow jeopardy to the fiscal integrity of the organization as it relates to employment, compensation, and benefits.
- d. Perform in a manner which does not deliver the Board defined goals and objectives.
- e. Allow the public image or credibility of the organization to be negatively impacted in any way.
- f. Permit the Board to be uninformed on issues essentially relative to the mission of the Coalition.
- g. Have less than two staff familiar with Board and C.E.O. issues and processes.

Delegation of Authority: All Board authority delegated to staff is delegated through the Chief Executive Officer, so that all authority and accountability of staff as far as the Board is concerned is considered to be the authority and accountability of the Chief Executive Officer. The Coalition's Accounting and Financial Policies establish the limit of authority of the Chief Executive Officer regarding financial transactions. 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~~ reviewed and approved by the Board at each regular Board meeting.

- a. The Board will direct the Chief Executive Officer to achieve certain results and outcome measures to achieve the goals and objectives established by the Board.
- b. Only decisions of the Board acting as a body are binding upon the Chief Executive Officer.
- c. Decisions or instructions of individual Board members, or officers are not binding on the Chief Executive Officer except in rare instances when the Board has specifically authorized such exercise of authority.
- d. In the case of Board members or committees requesting information assistance without Board authorization, the Chief Executive Officer can refuse such request that requires, in the Chief Executive Officer's judgment, a material amount of staff time, funds, or is disruptive.
- e. A Volunteer Board Committee shall be responsible for determining the compensation of the Chief Executive Officer in a manner consistent with the professional market for the skills employed. In determining compensation, the committee shall consider the results of the performance evaluation and the achievement of organizational goals.

Performance Review: A formal evaluation of the Chief Executive Officer will be made annually with an approved evaluation tool based on the job description. Each Board member is individually responsible for completing the evaluation and returning it to the Chair of the Board. The Chair or designee reviews and compiles the results for presentation to the full Board.

Compensation and Benefits: With respect to employment, compensation and benefits to employees, consultants, contract workers, and volunteers, the Chief Executive Officer shall not cause or allow jeopardy to fiscal integrity or public image. Accordingly, he/she shall not change his/her own compensation or benefits.

C.E.O. Linkage: The Board's sole official connection to the operational organization, its achievements, and conduct will be through a Chief Executive Officer.

Accessing Coalition Staff: The Chief Executive Officer has complete oversight of the coalition personnel regarding daily operations and functions of the coalition. Board members should direct all inquires through the Chief Executive Officer to request utilizing of coalition staff for purposes of conducting coalition business.

RECRUITING BOARD MEMBERS

The Executive/Administrative Committee along with the Chief Executive Officer is charged with the recruiting and retention of Board Members and will abide by Florida Statute Chapter 1002, Part VI (1002.81 – 1002.97) when filling vacancies.

ACTION ITEM SUMMARY

DESCRIPTION	Revisions to the Coalition’s Personnel Policies and Procedures Manual
Reason for Recommended Action	<p><u>Revisions:</u></p> <p>HR202 – <u>Introductory Period and New Employee Orientation</u>, changed DEL’s Data Security Agreement to Florida’s Department of Education’s Acceptable Use Policy form (AUP)</p> <p>HR204 – <u>Employment Reference/Criminal History Checks</u>, Added language from 23/24 DEL Grant Agreement:</p> <ul style="list-style-type: none"> • “Covered individual” definition • If ELC is a qualified entity and has staff who are ‘covered individuals’ the staff shall receive level II screenings • Screenings done by contractors ‘prior to performing services’ <p>Added “Sharing Criminal History Record Information (CHRI)” section from 04/07/23 DEL email clarification.</p> <p>HR208 – <u>Job Descriptions</u>, added during annual evaluations the job descriptions are reviewed, updated (if needed), and signed.</p> <p><u>If this is not done, the following would occur:</u></p> <ul style="list-style-type: none"> • The Coalition would not have the most accurate and updated Policies and Procedures.
How the Action will be accomplished	Approval of the Personnel Policies and Procedures Manual revisions listed above.

HR202 Introductory Period and New Employee Orientation

Effective Date: 02/19/08

Revision Date: 02/04/09, 02/02/11, 08/03/11, 06/15/22, 03/06/24

Introductory Period

The introductory period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. The Coalition uses this period to evaluate employee capabilities, work habits, and overall performance. Either the employee or the Coalition may end the employment relationship "at will" at any time during or after the introductory period, with or without cause or advance notice.

All new and rehired employees for regular full-time or part-time positions work on an introductory basis for the first 90 calendar days after their date of hire. Employees who are promoted or transferred within the Coalition must complete a secondary introductory period of the same length with each reassignment to a new position. Any significant absence will automatically extend an introductory period by the length of the absence. If the Coalition determines that the designated introductory period does not allow sufficient time to thoroughly evaluate the employee's performance, the introductory period may be extended for a specified period.

In cases of promotions or transfers within the Coalition an employee who, in the sole judgment of management, is not successful in the new position can be removed from that position at any time during the secondary introductory period. If this occurs, the employee may be allowed to return to his or her former job or to a comparable job for which the employee is qualified, depending on the availability of such positions and the Coalition's needs. However under normal circumstances, employees may not be eligible to apply for vacant positions while in the 90 day introductory status.

At the end of the introductory period, the supervisor completes an employee evaluation. Upon satisfactory completion of the initial introductory period, employees enter the "regular" employment classification.

During the introductory period, new employees are eligible for those benefits that are required by law, such as workers' compensation insurance and Social Security. They may also be eligible for other Coalition-provided benefits, subject to the terms and conditions of each benefits program. Employees should read the information for each specific benefits program for the details on eligibility requirements.

An employee may be terminated during the introductory period at any time without explanation or obligation.

New Employee Orientation

All employees are required to attend the Coalition's New Employee Orientation (NEO). The C.E.O. or his/her designee is responsible for designing and implementing an orientation program. Suggested items for an Orientation Checklist include:

- Introduction to co-workers
- Overview of job description/explanation of duties
- Overview and documentation of the set salary and available benefits
- Review and Signing of the Coalition Confidentiality Policy and Form and ~~EFS Data Security Form and Agreement~~ Florida's Department of Education's Acceptable Use Policy form (AUP) (if applicable)
- Assignment of equipment, keys, supplies, etc.
- Orientation to Personnel Policies [leave accrual, payroll, how to fill out Personnel Activity

Reports/PAR's to include instruction regarding coding of OCA's (Other Cost Accumulators) , travel forms, etc.].

- Orientation to job duties (documentation/machines/routing processes, etc.).
- Access to applicable reading material (regulations, departmental policies and procedures manual, training manuals, etc.).
- Information Technology Data Security Training (to be completed within 30 days)

A copy of the completed checklist should be routed to the C.E.O. after completion. This will be filed in the employee training record.

A thorough orientation to the Coalition greatly enhances employees' ability to effectively perform their job responsibilities.

HR204 Employment Reference/Criminal History Checks

Effective Date: 02/19/08

Revision Date: 04/07/10, 02/02/11, 08/03/11, 06/06/12, 08/24/12, 02/12/13, 04/03/13, 11/05/14, 03/16/16, 09/21/16, 02/01/17, 02/07/18, 11/07/18, 06/12/19, 12/07/22, 11/01/23, 03/06/24

The Coalition will conduct reference and criminal history checks on all prospective and current employees, as well as volunteers, as outlined within this policy. The Coalition will ensure appropriate screenings are processed for contractors as well.

QUALIFIED ENTITY

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

“Covered individual”, as defined in 34 USC 40104, means an individual who has, seeks to have, or may have access to children, the elderly, or individuals with disabilities, served by a qualified entity; and who is employed by or volunteers with, or seeks to be employed by or volunteer with, a qualified entity; or owns or operates, or seeks to own or operate a qualified entity.

The Coalition is a qualified entity and therefore is registered with the Florida Department of Law Enforcement (FDLE). (For an ELC and its staff deemed by FDLE as meeting the definition of “qualified entity,” and has staff that meet the definition of a “covered individual” the ELC’s staff shall receive a level 2 background screening.)

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

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

REFERENCES/CREDENTIALS

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

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

Documentation of these verifications will be maintained by the Coalition, ensuring the records are maintained for minimum timeframe and the records are securely maintained to ensure confidentiality.

CRIMINAL BACKGROUND SCREENING PROCEDURE

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

screening as required for child care personnel in child care licensing regulations.

If FDLE determines that the ELC meets the definition of “Qualified Entity,” but determines that certain ELC employee(s) are not providing child care or child care placement, while having access to confidential information, the ELC staff shall receive the equivalent of a level 1 that requires screening for employment history, statewide criminal correspondence checks through the Department of Law Enforcement, a check of the Dru Sjodin National Sex Offender Public Website and local criminal records check through local law enforcement agencies.

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

- a. **Affidavit of Good Moral Character** – All candidates must complete this form and have it notarized before employment. This form is available from the Department of Children and Families (DCF) District Screening Office. Human Resources will stress to the candidate the importance of this requirement and ensure that the candidate clearly understands it.
- b. **Local Criminal Records** – The personnel staff will complete the Request for a Local Law Enforcement Check and send it to the sheriff office in Baker, Bradford, Clay, Nassau, Putnam, and/or St. Johns counties.
- c. **Employment History/Reference Checks** – Conducted by the personnel staff, these checks should cover a two-year period preceding employment in the screened position and should exclude periods of unemployment. The potential applicant and current employee may be subject to additional background reviews depending upon their job specifics.
- d. **State and Federal Criminal Records** – The Coalition’s personnel staff will instruct the candidate (or employee) to complete a “Live Scan” of their fingerprints with a vendor approved by the Coalition, to be sent to the FDLE (Florida Department of Law Enforcement) and the FBI (Federal Bureau of Investigation) for clearances. Effective July 1, 2012 all new employees will be screened, unless they have a current DCF clearance under five (5) years old and have had no break in service (or break in service under 90 days). Also effective July 1, 2012 all current employees will be re-screened on or before the five-year anniversary date of the last screening and thereafter if the individual continues performing under the DEL agreement (for the Coalition).
- e. **States other than Florida, if Resided in the Preceding Five Years** – If new or rescreening staff have lived out of the state of Florida at any time during the preceding five years, the DCF instructions will be followed, per DCF e-mail 10/10/16, “Updates to Background Screening Process”. This document is available on the Coalition’s share drive folders, “Policies and Procedures”, then “Referenced Documents-Regulations”.

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

3. **Volunteers and Board Members**

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

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

Reading Pals

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

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

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

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

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

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

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

9. **Each Coalition employee, subcontractor employee, or volunteer for either organization, is required to notify the Coalition immediately or the next business day of being arrested for any**

criminal offense. The Coalition will review the alleged offense within 48 hours of notification. If the 48-hour period falls on a Saturday, Sunday, or Federal holiday, the determination shall occur the next business day. The Coalition will determine if the offense is one that would exclude the employee (or volunteer) under either the level I or level II background screenings (whichever is applicable), and if so remove the employee (or volunteer) from their assignment/position or remove them from working on a contract, if applicable. The employee (or volunteer), or contract staff, may not return to their work until cleared of all charges that would exclude the employee under a level 2 background screening.

SUBRECIPIENT/SUBCONTRACTOR/CONTRACTOR COMPLIANCE

1. Any subrecipient, contractor or subcontractor who does not meet the definition of “Qualified Entity” or who FDLE has determined does not meet the definition of “Qualified Entity” or whose employee(s) does not meet the definition but that employee(s) will perform duties under contract with the Coalition and are permitted unsupervised access to Coalition or DEL confidential information (about the children in care or their family or child care providers) shall comply with all of the above. However, the screening shall only include the equivalent of a level 1 that requires screening for employment history, statewide criminal correspondence checks through the Department of Law Enforcement, a check of the Dru Sjodin National Sex Offender Public Website and local criminal records check through local law enforcement agencies.

At the time of 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 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.

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

Sharing Criminal History Record Information (CHRI)

Processes associated with VECHS accounts (per April 7, 2023 email from DEL):

1. The sharing of Criminal History Record Information (CHRI) between your entity and the Department of Education, Division of Early Learning (DEL) during monitoring engagements will no longer be done. Instead, ELCs will provide a Letter of Attestation (LOA) of the completion of CHRI to validate background screening compliance for each employee/contractor sampled during a monitoring engagement. (DEL provided a template of this LOA.)
2. The sharing of any CHRI with other ELCs that are recognized as qualified entities is allowed, however the sharing of the CHRI must be recorded on a VECHS Dissemination Log and maintained by the entity. (DEL provided a template of this log.)

HR208 Job Descriptions

Effective Date: 02/19/08

Revision Date: 03/06/24

The Coalition makes every effort to create and maintain accurate job descriptions for all positions within the organization. Each description includes a job information section, a job basic function section (giving a general overview of the job's purpose), an essential duties and responsibilities section, an education, experience, and knowledge required section, a qualifications section, and a salary range or a set salary amount directed by its source of funds.

The Coalition maintains job descriptions to aid in orienting new employees to their jobs, identifying the requirements of each position, establishing hiring criteria, setting standards for employee performance evaluations, and establishing a basis for making reasonable accommodations for individuals with disabilities. Each employee has a signed job description in his/her personnel file.

Job descriptions may also be rewritten periodically to reflect any changes in the position's duties and responsibilities. All employees will be expected to help ensure that their job descriptions are accurate and current, reflecting the work being done. During annual evaluations, employees review their job descriptions, make any necessary updates (with supervisor approval), and sign their job descriptions (updated if applicable).

Employees should remember that job descriptions do not necessarily cover every task or duty that might be assigned, and that additional responsibilities may be assigned as necessary. Contact the C.E.O. or his/her designee if you have any questions or concerns about your job description.

ACTION ITEM SUMMARY

DESCRIPTION	Approval of our 2024-2025 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 in ECS Office Addresses • Changes were made to reflect the processes that ECS has in place if they were to activate their COOP. • Attachment 9 added for Infectious Disease Emergency Addendum
How the Action will be accomplished	Approval of the 2024-2025 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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Attachment 9	Infectious Disease Emergency Addendum

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
Aubrie Simpson-Gotham	Interim Board Chair, Early Learning Coalition of North Florida	W: (904) 285-1800 F: (904) 285-3036 H: (904) 285-4482 C: (904) 504-4369	fosteringconnectionsFL@gmail.com
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
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
Teresa Matheny	Chief of Programs Episcopal Children's Services	W: (904) 726-1500 F: (904) 726-1520 C: (904) 521-6803	tmatheny@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 8649 Baypine Rd, Ste 300 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
8649 Baypine Rd. Ste 300
Building 7
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 Rescuer – 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 Marie Creonte-Hanson, Office Manager

2nd Christopher Spell, Finance Manager

3rd Tajaro Dixon, Grants and Operations 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~~ emailed 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 is 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: Marie Creonte-Hanson
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	Marie Hanson, Office Manager ELC of North Florida Work Number: 904-342-2267 Home Number: N/A Cell Number: 508-326-3322 mhanson@elcnorthflorida.org
Christopher Spell, Finance Manager ELC of North Florida Work Number: 904-342-2267 Home Number: N/A Cell Number: (904) 654-8049 cspell@elcnorthflorida.org	Teresa Matheny, Chief of Programs Episcopal Children's Services Work Number: 904-726-1500 Home Number: N/A Cell Number: 912-590-50580 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	Ashley Barber, Director of Finance Episcopal Children's Services Work Number: 904-726-1500 Home Number: N/A Cell Number: 904-423-9247 abarber@ecs4kids.org
Shirvaugh Williams, Provider Services Manager Episcopal Children's Services Work Number: 904-726-1500 Home Number: Cell Number: 631-708-4536 Shivaghn.Williams@ecs4kids.org	Robert Simmons, Senior 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
Wendy Hughes , CFO Episcopal Children's Services Work Number: 904-726-1500 x 2106 Cell Number: 904-342-9200 Wendy.Hughes@ecs4kids.org	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, Manager Family Services Work Number: 904-726-1500 Home Number: 904-282-0659 Cell Number: 904-673-6014 sellis@ecs4kids.org	Emily Taylor, Family Services Coordinator Episcopal Children's Services Work Number: 386-385-3450 Cell Number: 321-960-7729 etaylor@ecs4kids.org
Jackie Chimino, Child Care Resource & Referral Coordinator Episcopal Children's Services Work Number: 386-329-4878x2082 Home Number: N/A Cell Number: 904-705-9651 jchimino@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
Candace Lee, Disbursements Manager Episcopal Children's Services Work Number: 904-726-1500 x2240 Cell Number: 904-699-0388 Candace.lee@ecs4kids.org	Mary Catherine Quigley, 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
8649 Baypine Rd, Bldg. 7, Ste 300
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
6. CareerSource
Fleming Island Business Park
1845 Town Center Blvd., Ste. 150
Orange Park, FL 32003

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
Marie Creonte-Hanson	Office Manager, Early Learning Coalition of North Florida	W: 904-342-2267 F: 904-342-2268 C: 508-326-3322	mhanson@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

Christopher Spell

Finance Manager
Early Learning Coalition of N. F. Inc.
Work Number: 904-342-2267
spettijohn@elcnorthflorida.org

Marie Hanson

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

Key Primary Service Provider Staff:

Connie Stophel

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

Heather Hodges

Vice President of Human Resources
Episcopal Children's Services
Work Number: 904-726-1500
hhodges@ecs4kids.org

Brian Zaletel

Chief Financial Officer
Episcopal Children's Services
Work Number: 904-726-1500
Brian.Zaletel@ecs4kids.org

Temple DePlato

Chief of Administration
Episcopal Children's Services
Work Number: 904-726-1500
temple.deplato@ecs4kids.org

Teresa Matheny

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

Jeanne Dillard

COO
Episcopal Children's Services
904-726-1500
jdillard@ecs4kids.org

Robert Simmons

Sr. Director of Information and Technology
Episcopal Children's Services
Work Number: 904-726-1500
rsimmons@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 Department 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

6500 Bowden Rd. Suite 290
Jacksonville, FL 32216
904-208-2044

Attachment 6a

STAFF ROSTER – COOP PLAN

****CONFIDENTIAL****

	<p>Administrative Office: 2450 Old Moultrie Rd., Ste. 103, St. Augustine, FL 32086 Phone: (904) 342-2267 Fax: (904) 342-2268 Website: www.elcnorthflorida.org</p>
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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
Marie Hanson	Office Manager	Admin: 904-342-2267 x 203 Cell: 508-326-3322	mhanson@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)	slaroch@ecs4kids.org
Susan Murphy	Program Support Specialist	Admin: 904-342-2267 Cell: 513-319-5677	smurphy@elcnorthflorida.org
Kelly Pearsall-Ruiz	Accounting Assistant	Admin: 904-342-2267 x206 Cell: 386-334-4113	kruiz@elcnorthflorida.org
Christopher Spell	Finance Manager	Cell: 904-654-8049	cspell@elcnorthflorida.org
Joan Whitson	Program Support Specialist	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 Learning Coalition of North Florida Approved as of [12/06/23]								
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	Chair, appointed by the Governor	Yes	Vacant				April 30, 2021 Retired	
2	Private sector appointed by the Governor	Yes	Cranford R. Coleman 577 Golden Links Drive Orange Park, FL 32073 Ph: (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 Ph: (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 regional administrator or designee	Yes	Cassandra Virgo Dept. of Children and Families Child Care Regulations 5920 Arlington Expressway Jacksonville, FL 32211 Ph:904-463-2919 Fax: 904-723-5315 Cassandra.virgo@myfamilies.com	County Department of Children and Families	Northeast Region: Baker, Bradford, Clay, Nassau, Putnam, St. Johns	June 2022	4 Year June 2026	1 1
5	District superintendent of schools or designee	Yes	Jessica Stallings Putnam County School District 200 Reid Street Palatka, FL 32177 Ph: 386-329-0538 jstallings@my.putnamschools.org	Putnam County School District	Putnam	March 2022	4 Year March 2026	1
6	Local Workforce Board Executive director or designee	Yes	Renee L. Williams CareerSource Northeast Florida District Director, Clay & Putnam	Regional Workforce Board: CareerSource	District 8: Clay, Baker Nassau, Putnam and St. Johns.	Sept. 17, 2014	Seated until replaced	

Early Learning Coalition of North Florida
Approved as of [12/06/23]

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
			1845 Town Center Blvd., Suite 150, Fleming Island, FL 32003 Ph: (904) 213-3888 ext. 2076 Fax (904) 278-5696 www.careersourcenorthflorida					
7	County health department director or designee	Yes	Robyn Jernigan Department of Health, Putnam County 2801 Kennedy Street Palatka, FL 32177 Ph: (386) 326-3330	County Health Department, Putnam County	Putnam.	December 2023	4 Year December 2027	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 Arts and Sciences 2990 College Dr. St. Augustine, FL 32084 Ph: (386) 312-4242 myrnaallen@sjrstate.edu	Community College: St. Johns River State	Clay, Putnam, St. Johns	Sept. 17, 2014	Seated Until replaced	
9	Member appointed by Board of County Commissioners or the governing board of a municipality	Yes	Krista Joseph 500 San Sebastian View St. Augustine, FL 32084 Ph: (904) 209- 0301 bcc1kjoseph@sjcfl.us	Board of County Commissioners or municipal governing board; St. Johns Board of County Commissioners	St. Johns	March 2023	4 Year March 2027	1
10	Head Start Director	Yes	Brian McElhone 102 Martin Luther King St. Augustine, FL 32084 Ph: 904-547-8963 Brian.McElhone@stjohnsdc2.fl.us	Head Start; Director, Early Childhood Services and District Assessment Development	St. Johns	Start: July 2017 Second term start date: July 2021	4 Year July 2025	2
11	Representative of private for-profit child care providers	Yes	Patricia Dorsey Legacy 3 110 Sevilla Street East Palatka, FL 32131 (386) 385-3057 pcurry2721@comcast.net	Private for-profit child care; Legacy 3	Clay	Start March 2023	4 Year March 2027	1

Early Learning Coalition of North Florida
Approved as of [12/06/23]

Cou nt 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 Appoint ed	Length of Current Term and Date it Will End	Ter m
12	Representative of faith based child care providers	Yes	Theresa Little 2468 County Rd. 210 St. Johns, FL 32259 Ph: (904) 429-7637 Fax: (904) 726-1791 tlittle@ctkcatholic.co m	Faith Based Child Care; Diocese of St. Augustine	St Johns	Start: Dec. 2016 Second term start date: Dec 2020	4 Year 12/2020 12/2024	1 2
13	Representative of program under federal Individuals with Disabilities Education Act	Yes	Marsha Peacock Florida Diagnostic & Learning Resources, NEFEC 3841 Reid Street Palatka, FL 32177 Ph: (386)- 329-3817 Peacockm@nefec.org	Director of Instructional Services for Florida Diagnostic & Learning Resources System for the North East Florida Education Consortium	Putnam	Septemb er 2021	4 Year Septembe r 2025	1
N/A	Children services council or juvenile welfare board chair or executive director_from each county, if applicable	Yes, if applicable	N/A					
14	DCF child care regulation representative or child care licensing agency head	Yes	Cassandra Bloom Dept. of Children and Families 210 N. Palmetto Street Daytona Beach, FL 32114 Ph: 386-785-3664 jennifer.overley@myflfamilies.com	Department of Children & Families Childcare Licensing	Northeast Region: Baker, Bradford, Clay Nassau, Putnam, St. Johns	Decemb er 2023	Decembe r 2027	1
15	Private Sector Business	Yes, if needed to meet multi- county representati on	Michelle Jonihakis 4600 Touchton Road, Building 200, Suite 400 Jacksonville, FL 3246 Ph: (904) 565-4188 Michelle.jonihakis@td.com	Private Sector: TD Bank	St. Johns	Decemb er 2018 Decemb er 2022	4 Year Decembe r 2022 Decembe r 2026	1 2
16	Private Sector Business	Yes, if needed to meet multi- county representati on	Aubrie Simpson- Gotham 981 Oak Arbor Circle St. Augustine, FL 32084 Ph: (904) 813-5809	Private Sector: Fostering Connections	St. Johns	Decemb er 2018 Decemb er 2022	4 Year Decembe r 2022 Decembe r 2026	1 2

Early Learning Coalition of North Florida
Approved as of [12/06/23]

Cou nt 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 Appoint ed	Length of Current Term and Date it Will End	Ter m
			fosteringconnectionsfl@gmail.com					
17	Private Sector Business	Yes, if needed to meet multi- county representati on	Shannon Shontz- Phillips 3946 St. Johns Ave. Jacksonville, FL 32205 PH: 330-524-0558 shannonshontz@gmail. com	Private Sector Florida Blue	St. Johns	June 2023	4 Year June 2027	1
18	Private Sector Business	Yes, if needed to meet multi- county representati on	Mike Siragusa 780 N. Ponce de Leon Blvd. St. Augustine, FL 32084 Ph: (904) 829-9066 masiragusa@ubulaw.c om	Private Sector; Upchurch Bailey and Upchurch, Attorney at Law	St. Johns	Septemb er 2018 Second term start date: Sept. 2022	4 Year Septembe r 2022 Sept. 2026	2
19	Private Sector Business	Yes, if needed to meet multi- county representati on	Vina Delcomyn 4213 County Road 218, Ste. 1 Middleburg, FL 32068 Ph: (904) 291-9598 Cell: (904)291-3365 delcomynv@yahoo.com	Private Sector; Awakenings Association Management	Clay	Septemb er 2020	4 Year March 2024	1
20	Private Sector Business	Yes, if needed to meet multi- county representati on	Mary Ann Holanchock 655 W. Marina Cove Drive Apt. 313 St. Augustine, FL 32080 Ph: (904-669-0668 maryannholanchock@gmail.c om	Retired Private Sector	St. Johns	June 2021	4 Year June 2025	1
21	Private Sector Business	Yes, if needed to meet multi- county representati on	Leslie A. Barstow 228 River Plantation Rd. S. St. Augustine, FL 32092	Private Sector Agape Family Health & Baptist Medical Center	St. Johns	March 2022	4 Year March 2026	1

Early Learning Coalition of North Florida Membership Management
Approved as of [12/06/23]

- I. TOTAL MEMBERSHIP : 20**
- II. TOTAL NON-VOTING EX OFFICIO MEMBERSHIP: 0**
- III. NUMBER OF VACANCIES IN REQUIRED POSITIONS: 1**

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	Shanda Ellis
Vickie Hancock	(904) 964-1543	(386-546-3326	N/A	Mary Catherine Quigley
Holly Poole	(904) 432-0009	904-540-9881	N/A	Mary Catherin Quigley
Leatricia Ahmadu	(904) 213-3939	(904) 306-6835	N/A	Emily Taylor
Courtney White	(904) 213-3939	(904) 467-1004	N/A	Emily Taylor
Sharon Greene	(904) 770-2565	386-983-2311	N/A	Emily Taylor
Florine Reeves	904-726-1500	904-450-1470	N/A	Mary Catherine Quigley
Christina Jackson	(386) 385-3450 x 2884	(386) 983-1629	N/A	Emily Taylor
Shalanda Hall	904-726-1500	(904)415-9229	N/A	Mary Catherine Quigley
Eryss Meguia	(904) 259-9169	(904) 993-5441	N/A	Mary Catherine Quigley
Mary Catherine Quigley	(904) 432-0009 Ext. 2626	(914) 522-5130	N/A	Shanda Ellis
Jacqueline Chimino	(904) 213-3939	(904) 705-9651	(904) 705-9651	Emily Taylor
Jena Waters	(386) 385-3450	(386) 546-3977	N/A	Ashley Rich
Sherry Tindale	(386) 385-3450	(386) 983-4281	(386) 326-1321	Ashley Rich
April Florida	(904) 770- 2565 x 105	(904) 392-5817	(904) 537-9782	Emily Taylor
Martha Castaneda	(904) 770- 2565	646-387-3525		Emily Taylor

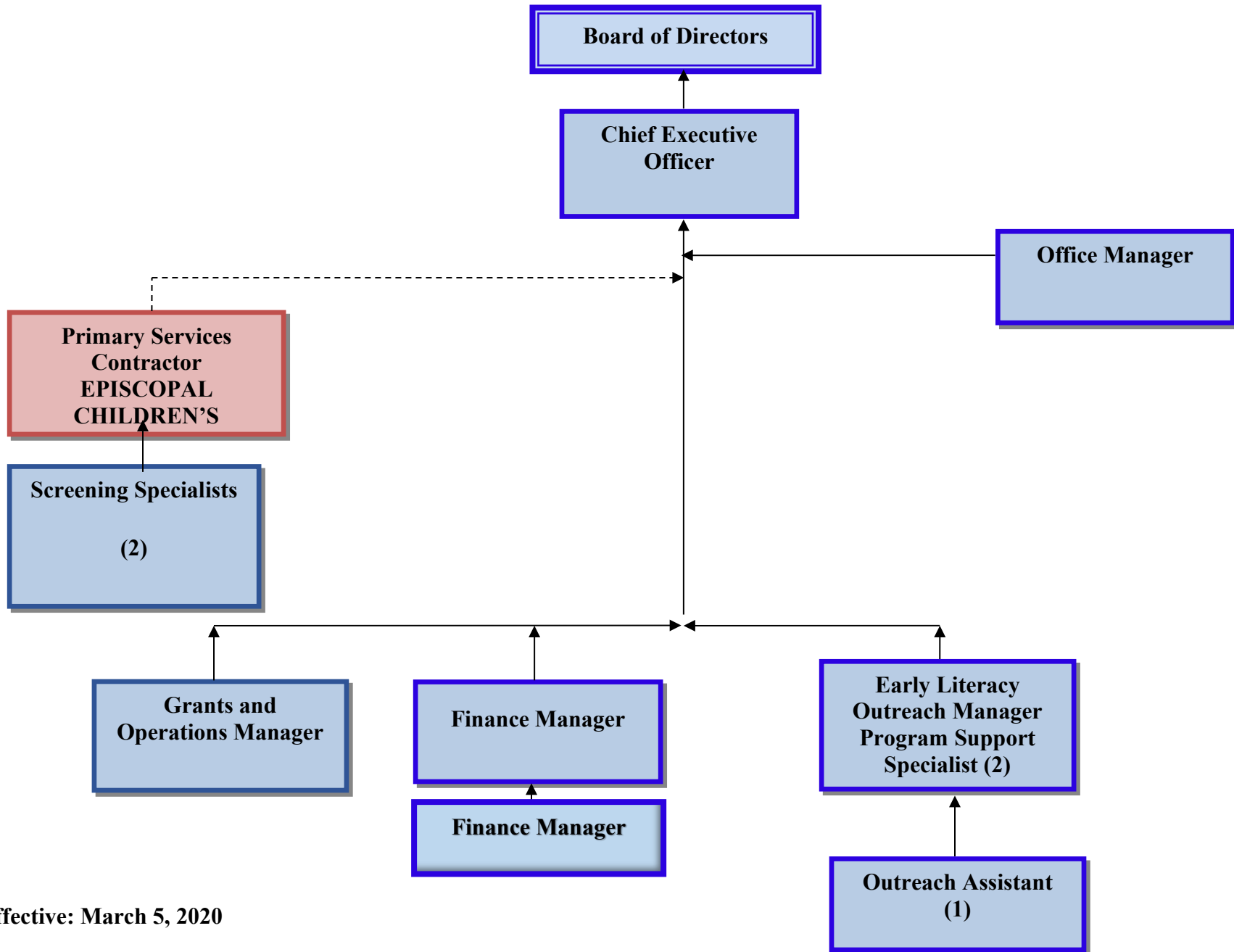
Attachment 7a

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, Marie Hanson. In the event that Marie Hanson 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.

ATTACHMENT 7B
ORGANIZATIONAL CHART



Effective: March 5, 2020

Attachment 8a
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

Attachment 8 B

CANNED NEWS RELEASE

Prior to Activation of COOP

Episcopal Children’s Services, providing School Readiness and VPK services in Saint Johns, Clay, Nassau, Baker, Putnam and Bradford Counties are temporarily moving operations at _____ as of _____ to _____ due to _____. Families or others in _____ County needing services may call _____ to reach a Coalition or ECS representative. Families that reside in a county not named may contact their local ECS Child Care Resource and Referral Office. More information may be obtained by going to ecs4kids.org. You will be informed when operations return to our address at 8443 Baymeadows Road, Jacksonville, FL 32256.

During Activation of COOP

Episcopal Children’s Services, providing School Readiness and VPK services in Saint Johns, Clay, Nassau, Baker, Putnam and Bradford Counties has temporarily moved operations at _____ as of _____ to _____ due to _____. Families or others in _____ County(s) needing services may call _____ to reach a Coalition or ECS representative. Families that reside in a county not named may contact their local ECS Child Care Resource and Referral Office. More information may be obtained by going to ecs4kids.org. You will be informed when operations return to our address at 8443 Baymeadows Road, Jacksonville, FL 32256.

COOP Plan Is Ended

Episcopal Children’s Services, providing School Readiness and VPK services in St. Johns, Clay, Nassau, Baker, Putnam and Bradford Counties has ended emergency operations from _____ and will once again be available to serve families from our regular business offices at 8443 Baymeadows Road, Jacksonville, FL 32256. Families needing service may call 1(800) 238-3463 or (904)726-1500. More information may be obtained by going to ecs4kids.org.

Attachment 8 A

Parent and Provider Newsletter Emergency Operations Procedures

Dear Parents and Providers:

Florida has unpredictable hurricane activity from year to year and from time to time other declared emergencies may arise. In some cases child care providers may need to have temporary closures 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 may also have closings due to the weather. 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, you can email crrhotline@ecs4kids.org or call the Episcopal main number at 1-800-238-3463 ext. 7002 to speak to a Family Service Specialist that can help you.

Providers

In the event that The Early Learning Coalition of North Florida activated the COOP plan due to an area wide declared 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.

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. The ELC 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 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 email crrhotline@ecs4kids.org after an area wide emergency to let

us know your status. If you are unable to email you may call 904-726-1500 ext 7702 to report 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 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 email.

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 or by email at crrhotline@ecs4kids.org .

Sincerely,

Teresa Matheny
Chief of Programs

Attachment 9

Infectious Disease Emergency Addendum to the ELCNF COOP Plan

INTRODUCTION

BACKGROUND

Infectious disease emergencies are circumstances caused by biological agents, including organisms such as bacteria, viruses or toxins with the potential for significant illness or death in the population. Infectious disease emergencies may include naturally occurring outbreaks (e.g., measles, mumps, meningococcal disease), emerging infectious diseases (e.g., COVID-19, SARS, avian influenza), and bioterrorism. The circumstances of infectious disease emergencies may vary by multiple factors, including type of biological agent, scale of exposure, mode of transmission and intentionality (bioterrorism), and many others. Public health measures to contain such outbreaks are especially important for diseases with high morbidity or mortality and limited medical prophylaxis and/or treatment. ECS will follow all protocol as directed by the Center for Disease Control and Federal, State and local governmental agencies as appropriate.

PURPOSE

The purpose of the Infectious Disease Emergency Addendum Plan is to offer additional guidance to the existing COOP plan in the case of outbreaks of diseases caused by an infectious agents, biological toxins, or respond to other infectious disease emergencies as defined above.

Activities that may be implemented during an Infectious Disease Emergency include:

- Coordination with other city, regional, state and federal agencies and other organizations responding to a large public health emergency. The employees of Episcopal Children's Services, Inc. are to be considered interchangeable during emergencies and should be willing to serve in other agency roles to ensure operational needs during these emergencies.
- Development and dissemination of information and guidance for our employees to ensure proper protocols with the community we serve.
- Public health disease containment measures such as infection control, isolation and quarantine, or restriction and clearance.
- Coordination of internal work processes and management of alternate work when necessary.

SCOPE

An infectious disease emergency occurs when urgent and possibly extensive public health and medical interventions are needed to respond to and contain an infectious disease outbreak or biological threat that has the potential for significant morbidity and mortality in the ECS service area.

In such an occurrence, ECS will form a response team that includes department heads, human resources, fiscal and information technology staff at a minimum. The purpose of the team will be to coordinate and plan our response as well as to communicate a coordinated message to all stakeholders, including staff, families and funders.

The communicable disease control and prevention efforts will include routinely receiving reports of cases of infectious disease and updating staff as a result of these reports and the CDC, Office of Head Start as well as other federal agencies, the State of Florida's and local plans for containment measures. This plan is intended to be used for any infectious disease emergency that requires a response that may require changing normal ECS business operations in order to maintain the health and safety of our employees, the clients we serve, and the public at large.

TRAVEL

During an infectious disease emergency based on CDC or other governmental agency recommendations, ECS may ask employees to self-identify whether they or a family member have traveled to impacted regions where the current threat has been indicated. (i.e., areas with extensive person-to-person transmission of the illness).

For those employees identified as having potential exposure, ECS may direct them to work remotely if the CDC recommends an isolation period.

Employees who do not want to provide information about travel or potential exposure may also be asked to work remotely or not work until a physician has determined the employee safe to return to work. ECS will follow all guidelines as indicated by the CDC, state and local health officials.

CLOSURE OF CENTERS, ONE STOP OFFICES & ECS ADMINISTRATIVE LOCATIONS

In the need to prevent illness, when recommended by State of Florida or Federal officials, the closure of ECS locations may become necessary.

In this case, all employees will need to be prepared to work remotely to ensure the continuity of our operations. This will be completed in the following manner:

- Employees previously approved to work from home may continue to do so immediately. Staff and supervisors should work together to coordinate, and document work performed.
- Employees not yet approved to work remotely but whose positions allow for remote work may do so. Staff and supervisors should work together to coordinate, and document work performed.
 - Employees should check their home internet connectivity ability to gauge the ability to be successful with your workload or receive assistance. Should you need further assistance please contact our IT department by completing a help desk ticket at <https://helpdesk.ecs4kids.org/>.
 - Employees should plan to forward their desk phones to an alternative number, check voicemails remotely or take their office phone home with them depending on what will work best based on each person's technological resources at home. This will allow staff to continue receiving calls while working remotely.

- All other employees whose positions normally do not allow for remote work where possible and based on ECS's needs may be assigned alternative duties, which can be completed remotely. Staff and supervisors should work together to coordinate, and document work performed. These employees should also check their connectivity and forward their phones as indicated above.

WHEN ILLNESS STRIKES

- Follow guidelines posted by the Centers for Disease Control and Prevention (CDC).
- ECS has created an email account, covid@ecs4kids.org for staff to use to report out of the country travel, suspected exposure or illness, or when diagnosed with infectious disease. This same email address can be used for any questions about extended time off due to illness caused by the disease.
- *Employees are encouraged to utilize Florida Blue online services, unless their symptoms are severe. Please visit www.Teladoc.com to connect to a doctor online.*
- Use wellness CDC based programs to instruct all ECS employees about hygiene and disease prevention. Posters should be disseminated to all ECS locations.
- Employees should stay at home if they have a fever and symptoms of the infectious disease as identified by CDC guidance. . All employees who are sick during emergency closures, or who report in as sick, during these times, should not work.
- Once offices reopen, all employees who are confirmed positive, have had direct exposure or or show symptoms of illness should remain home following the most recent published CDC guidelines..

Identifying Coronavirus Symptoms

People with COVID-19 have had a wide array of symptoms ranging from mild to severe. Symptoms may appear 2-14 days after exposure to the virus. . The most common symptoms include:

- Headache
- Cough
- Fever or chills
- Sore throat
- Congestion or runny nose
- Shortness of breath or difficulty breathing
- Fatigue
- Muscle or body aches
- New loss of taste or smell
- Nausea or vomiting

- Diarrhea

Anyone can have mild to severe symptoms. Older adults and people who have severe underlying medical conditions like heart or lung disease or diabetes seem to be at higher risk for developing more serious complications from COVID-19 illness.

Therefore, it is important to report all flu and cold like symptoms and stay home to prevent spread.

Future Occurrences of Infectious Disease

Because future public health crises could require various responses, ECS will rely on CDC guidance and the recommendations of federal, state and local governmental agencies. Our goal will always be to protect our staff, children and parents while continuing to provide services as appropriate under the circumstances.

ACTION ITEM SUMMARY

DESCRIPTION	Retro-Approval of Early Learning Coalition North Florida Website Update Contract with Creative Types/Amy Lyn D'Alesio
Reason for Recommended Action	<p>The ELC Website has not been updated in many years and is out of date. The update includes easier/cleaner user elements for both the families and our Board members. The cost for the website update is \$9,000.00.</p> <p><u>If this is not done, the following would occur:</u></p> <ul style="list-style-type: none">• The website is outdated for the market needs of today.
How the Action will be accomplished	Once Board approved, the contract will be signed and followed.