



COALITION BOARD MEETING AGENDA

**September 23, 2010
1:30 p.m.**

**Hibiscus Center
1145 12th Street, Vero Beach, FL**

*** Items Require Action**

1:30 – 1:35	<p>I. Call to Order - Pledge of Allegiance - Roll Call - Determination of Quorum – Adoption of Agenda *</p> <p>A. Membership Resignation * - Gloria Friedman, Martin County Board of Commissioners</p>	1	Filiberto Valero Chairman
1:35 – 1:38	II. Member/Public Comments/Concerns		Filiberto Valero
1:38 – 1:45	<p>III. Consent Agenda Items *</p> <p>A. June 24, 2010 Minutes B. Annual Report 2009-2010 C. COOP Plan 2010-2011 D. Sliding Fee Scale 2010-2011 E. Plan Elements Amendments 1. Part 2 Community Plan, Section 1 and Section 2 2. Part 3 Coalition Governance, Section 1, Elements 0.1.1 and 0.2.1 3. Part 4 Program Elements, Section 1, Element 1.6.1 F. New Plan Elements 1. Part 4 Program Elements, Section 1, Element 1.3.5 2. Part 4 Program Elements, Section 1, Element 1.3.6 3. Part 4 Program Elements, Section 1, Element 1.9.3 4. Part 4 Program Elements, Section 1, Element 1.9.4</p>	<p>2-6 7-17 18-42 43 44-54 55-63 64 65 66 67 68</p>	Filiberto Valero
1:45 – 2:15	<p>IV. Financial Reports A. August 2010 Financial Report</p>	69-71	Leslie Powery
2:15 – 2:45	<p>V. Committee/Council Reports A. Finance Committee B. Executive Committee C. Bylaws Committee - No meeting D. Personnel Committee – No meeting E. Program Quality Committee – Teleconference 9/9/10 F. Martin Advisory Council – No September meeting G. Okeechobee Advisory Council – No September meeting H. Indian River Advisory Council - No September meeting</p>	72-73	<p>Filiberto Valero Filiberto Valero Gwenda Thompson Jacque Crighton Leonard Edwards ----- Tom Peer Susan Green</p>

2:45 – 2:50	VI. Old Business A. Summary of Executive Director Evaluation		Filiberto Valero
2:50 – 2:55	VII. New Business		Filiberto Valero
2:55 – 3:05	VIII. Chairman's Comments A. Update on ELAC Meeting		Filiberto Valero
3:05 – 3:20	IX. Executive Director's Comments		Jacki Jackson
3:20 – 3:30	X. Informational Items A. Number of Children Served by County / Wait List	74	Jacki Jackson
3:30	XI. Adjournment		Filiberto Valero

Public comments may be offered at every Learning Coalition of Indian River, Martin & Okeechobee Counties Board of Director's or committee meeting. We welcome the opportunity as part of our continuing effort to improve our responsiveness to the needs of the children, families, and community we serve. To present comment, interested parties are asked to complete a Public Comment Card available at the sign-in table, deliver such to the Coalitions Chief Executive Officer in advance to the Call to Order, and be present during the public comment period. All interested parties are asked to indicate whether the comment is related to the business associated with the specific agenda before the Board/Committee or if the comment is intended for consideration by the Board/Committee at a future meeting. All comments are limited to 3 minutes unless otherwise waived by a majority action of the members present.

From: [Donna Gordon](#)
To: [Loretta Toth](#)
Subject: Early Learning Coalition
Date: Wednesday, September 08, 2010 8:57:40 AM
Attachments: [image001.png](#)

Hi, Loretta:

Gloria Friedman, Martin County's rep on the Early Learning Coalition, no longer works for Martin County. I'm trying to get the Director of Administration (David Graham) to say who should replace Gloria. Once he says, I will take it to the Board of County Commissioners for their approval and let you know.

When is the next Early Learning Coalition meeting? This will depend on how quickly I need to take it to my Board.

Thank you!

Donna Gordon

Board/Committee Coordinator
Martin County Administration
(772) 221.1352
(772) 288.5432 fax

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click on the icon or go to www.martin.fl.us

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**EARLY LEARNING COALITION OF
INDIAN RIVER, MARTIN AND OKEECHOBEE COUNTIES, INC.**

**COALITION BOARD MEETING
ELCIRMO Office
10 SE Central Parkway, Stuart, FL**

JUNE 24, 2010

Present:	Filiberto Valero Sandy Akre Mark Chittum Jacque Crighton Libbie DeLosh	Leonard Edwards Gloria Friedman Susan Green Vern Melvin Dr. Patti Pelletier	Sandy Perry Sam Smith Gwenda Thompson
Excused:	Dr. Patricia Cooper Charlene Oakowsky	Tom Peer Wendy San Martin	Miranda Swanson Tabitha Trent
Staff:	Jacki Jackson Renee Fournier	Pat Houston	Elizabeth Appleton
Others:	Juelie Perry		

I. CALL TO ORDER – ADOPTION OF AGENDA

The meeting was called to order by Chairman Filiberto Valero at 1:36 p.m. Roll call was taken and a quorum was present.

***Motion** was made by Vern Melvin to adopt the agenda, seconded by Jacque Crighton. Motion passed.*

II. MEMBER / PUBLIC COMMENTS / CONCERNS - None

III. CONSENT AGENDA ITEMS

A. May 27, 2010 Minutes

B. General Policies

***Motion** was made by Jacque Crighton to approve the Consent Agenda Items. The motion was seconded by Vern Melvin.*

Discussion ensued with regard to the “Complaints” at the top of page 34 of the General Policies. The statement will be changed to read as follows: “Complaints concerning ELC staff will be handled by the Director of Human Resource and will adhere to agency procedure.”

***Motion was amended** by Jacque Crighton to accept the Consent Agenda Items with the change as discussed. Motion was seconded by Vern Melvin and passed unanimously.*

IV. FINANCIAL REPORTS

A. May, 2010 Financial Report

Mr. Powery was excused from the meeting in order to adhere to year-end deadlines. In Mr. Powery's absence, Renee Fournier reviewed the Balance Sheet showing a comparison of the May 2010/April 2010 figures. The two notable items were a decrease in cash, which was offset by the increased liabilities, mainly due to the payback of the School Readiness advance. One more payment remains in the advance pay-back to the Office of Early Learning. In 2010-2011, the re-payments will begin in September to alleviate the large monthly pay-backs.

The Statement of Activity notes an increase in A/C 4400 Other Program Costs, which is a reflection of program provider incentives and A/C 7200 Insurance, which is due cobra.

B. Draft Proposed Budget FY 2010-2011

School Readiness: There is no expected increase in the total allocation award for 2010-2011. ELC requested \$71k from the United Way of Indian River and was awarded \$60k. Children's Services Council of Martin County CCPP approved an award of \$519k, which will be matched from the State. The School Readiness ARRA funding for the 2010-2011 year is based on the usage from the 2009-10 year. Page 53 indicates that usage is within the grant guidelines. Operating expenses shows an increase in Workman's Compensation Insurance. The reduction in salaries is the result of lower salaries of new employees replacing higher salaries of former employees. Page 55 reflects the SR budget broken down by county. The Grant Reserve correlates to the depreciation.

VPK: The VPK Grant includes the ARRA funding. Page 59 reflects the VPK budget broken down by county. ARRA funding must be allocated by September and used by June 30, 2011. Children enrolled under ARRA will continue through December, at which time the situation will be evaluated. The Grant Reserve correlates to the depreciation.

Sandy Akre arrived at 1:55 p.m.

Page 60 reflects both SR and VPK budgets, broken down by county.

Motion was made by Jacque Crighton to accept the budget as presented. Motion was seconded by Susan Green and passed unanimously.

V. COMMITTEE/COUNCIL REPORTS

A. Finance Committee – Filiberto Valero, Acting Chair, reported that a quorum was not present at today's meeting. However, the financial reports and Draft Proposed Budget for 2010-2011 were reviewed.

B. Executive Committee – Chairman Valero commented that the Executive Director's annual evaluation was discussed.

C. Bylaws Committee – No meeting

D. Personnel Committee – No meeting

E. Program Quality Committee – Quality initiatives and the 2009-10 training summary were discussed at today's meeting. The Committee approved a \$150

education stipend for employees of childcare providers in all three counties and is recommending Board approval.

Motion was made by Sam Smith, seconded by Sandy Perry, to approve the \$150 education stipend for employees of childcare providers.

Discussion ensued. It was explained that funds were available and need to be spent by year end. This is a way to give back to the providers under Quality. There are 29 childcare providers that have qualified for the stipend. Based on the availability of funds, there was discussion on increasing the amount of the stipend.

Motion was rescinded by Sam Smith.

Motion was made by Sam Smith to give Jacki Jackson and staff the flexibility to develop an education stipend of \$150 - \$400 (based on availability of funds), to be given to the 29 eligible employees of childcare providers. Motion was seconded by Sandy Perry and passed unanimously.

F. Martin Advisory Council – No meeting.

G. Okeechobee Advisory Council – No meeting.

H. Indian River Advisory Council – No meeting.

VI. OLD BUSINESS

A. Update on “The Plan” from the Strategic Planning Meeting – Jacki Jackson explained that ELCIRMO will be receiving a new template from the State. ELCIRMO will contract out to have a “needs assessment” performed.

VII. NEW BUSINESS

Chairman Valero expressed his gratitude to all Board Members for their time commitment to the Board and the committees on which they served. Effective July 1, 2010, all Board members will have voting privileges. In an effort to utilize the experience of the members and give a well-deserved break to members, Chairman Valero announced Committee reassignments, as follows:

Gwenda Thompson, Chair, Bylaws Committee (same)
Jacque Crighton, Chair, Personnel Committee
Leonard Edwards, Chair, Program Quality Committee
Filiberto Valero, Chair, Finance Committee
Sam Smith, Chair, Okeechobee Advisory Council (same)
Susan Green, Chair, Indian River Advisory Council
Gloria Friedman, Chair, Martin County Advisory Council
Libbie DeLosh, Finance Committee
Gloria Friedman, Finance Committee
Dr. Patti Pelletier, Bylaws Committee
Dr. Patti Pelletier, Personnel Committee

Note: All Chairpersons automatically serve on the Executive Committee.

Sandy Perry was presented with a “Certificate of Appreciation”, in recognition of her many years of service to the Board. On behalf of the Board Members, Filiberto thanked her for her

time and contributions. Sandy's term expires June 30, 2010. Sandy is in the process of completing the paperwork to apply for the position of 2nd Vice Chair.

VIII. CHAIRMAN'S COMMENTS

All non-Board members were excused.

A. Executive Director Evaluation – Chairman Valero explained that the ED Evaluation was discussed at today's Executive Committee meeting. The Committee is recommending the Board continue with the renewal of the Executive Director's contract and provide a one-time supplement that mirrors that which was presented to the employees, based on years of service. Chairman Valero will prepare a summary showing the evaluation ratings in each category and will email to Loretta, for distribution to the Board. The September Board Agenda will include a discussion on the general comments and the direction of the Executive Director.

Motion was made by Jacque Crighton to accept the one-year renewal of the Executive Director's contract and the one-time, same, non-recurring supplement forwarded to all employees. Motion was seconded by Sandy Perry and approved unanimously.

The next annual evaluation will be completed in order to allow time for the compilation of all evaluations prior to the end of the contract.

All non-Board members returned to the meeting.

Chairman Valero informed Jacki of the Board's motion.

IX. EXECUTIVE DIRECTOR'S COMMENTS

A. Donation - Publix - Jacki Jackson informed the Board that a \$3,000 donation was received from Publix.

The CCEP Grant was just awarded in the amount of \$519k, which will be matched by the State.

ELCIRMO will not be eligible for the re-ob/de-ob. Palm Beach and Broward Counties are the only ELC's eligible. Jacki will inform the Indian River County Commissioners. Discussion ensued.

Jacki informed the members regarding updates on legislation:

- Board membership – Effective July 1, 2010, all Board members have voting privileges. However, rule promulgation must be done first.
- Background screening – Effective August 1, 2010. In order to speed the process, attempts are being made to process screenings through the school boards.

X. INFORMATIONAL ITEMS

Items were distributed in the agenda packet as informational.

Pat Houston explained the Year-End Quality Initiatives and Quality Learning Experiences handouts. Educational materials that were given to the contracted providers were on display at the meeting.

Jacki Jackson pointed out the marketing items recently purchased.

Elizabeth Appleton reviewed the Training Summary for 2009-2010, as well as upcoming trainings. She explained that Florida Core Competencies will be used statewide to ensure the use of quality trainers and trainings throughout the State.

XI. ADJOURNMENT

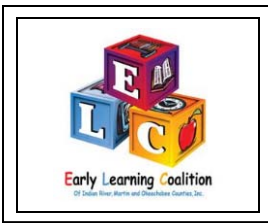
There being no further business, the meeting was adjourned at 3:08 p.m.

Respectfully submitted,

Filiberto Valero
Chairman

FV/lt

DRAFT



Early Learning Coalition of Indian River, Martin & Okeechobee Counties 2009-2010 Annual Report

Mission Statement:

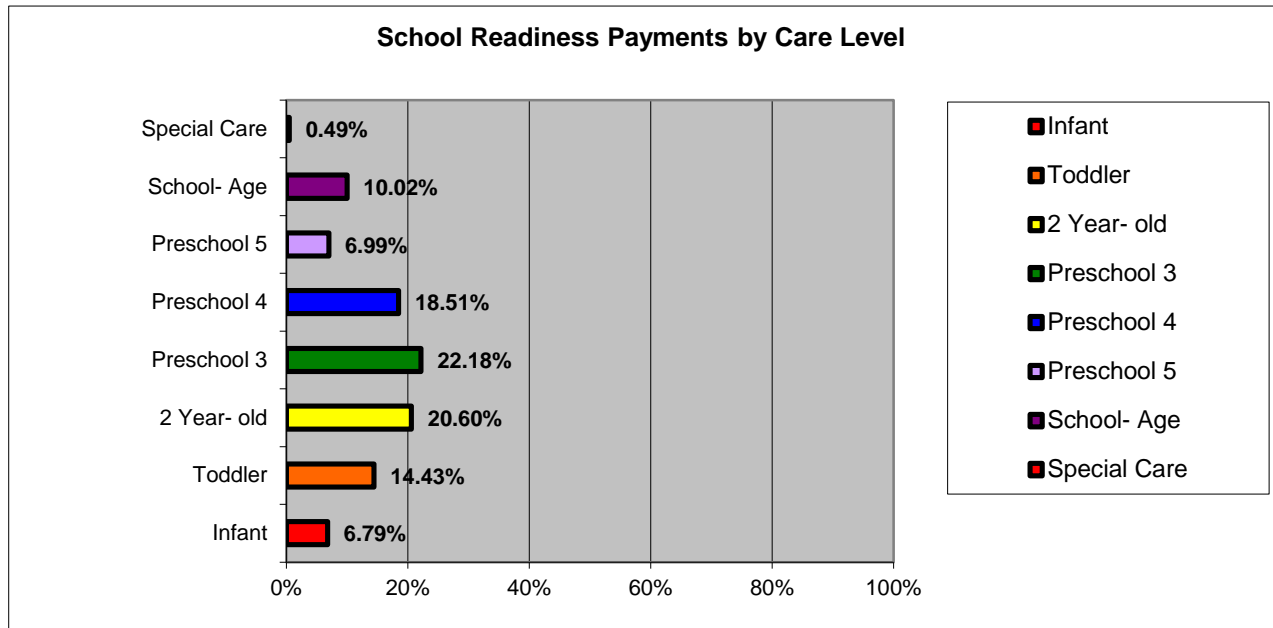
Provide quality opportunities for social, physical, emotional, and intellectual development of children, by partnering with parents, providers, and communities.

Data Summary: The following information is based on data collected from July 1, 2009 - June 30, 2010.

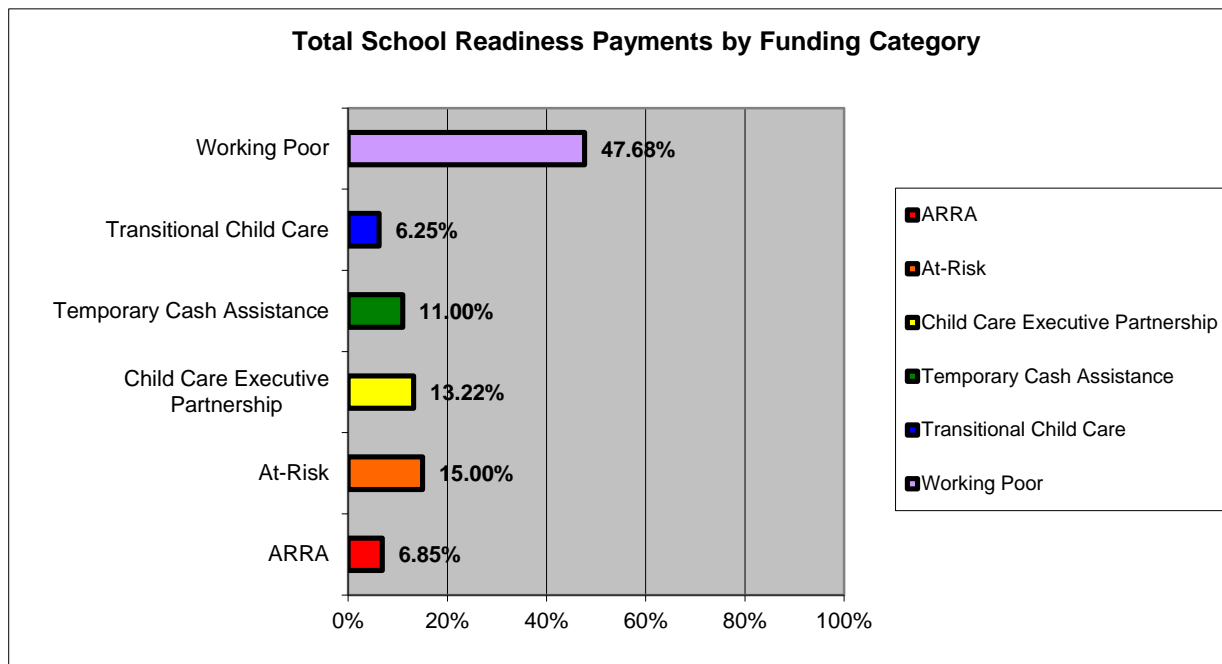
Number of unduplicated School Readiness (SR) children and families:

SR Children	SR Families
3895	2540

School Readiness: Percentage of total payments (including match) by care level:



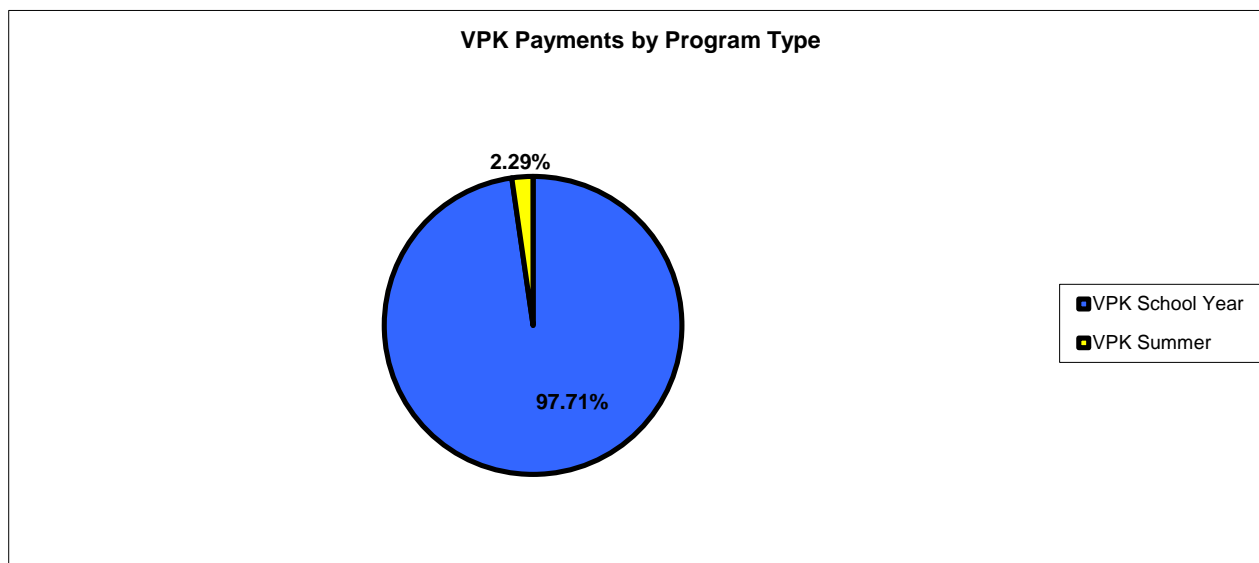
School Readiness: Percentage of total payments (including match) by funding category:



Number of unduplicated Voluntary Prekindergarten (VPK) Education children and families:

VPK Children	VPK Families
2427	2391

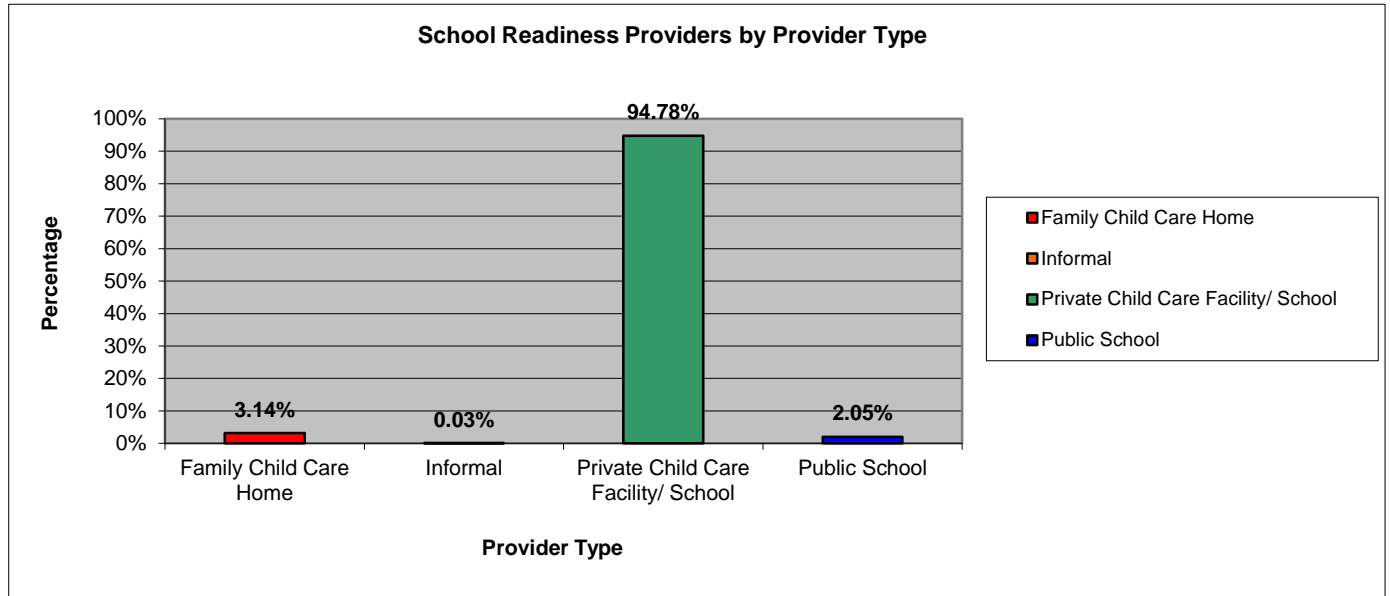
Total percentage of VPK payments by program type:



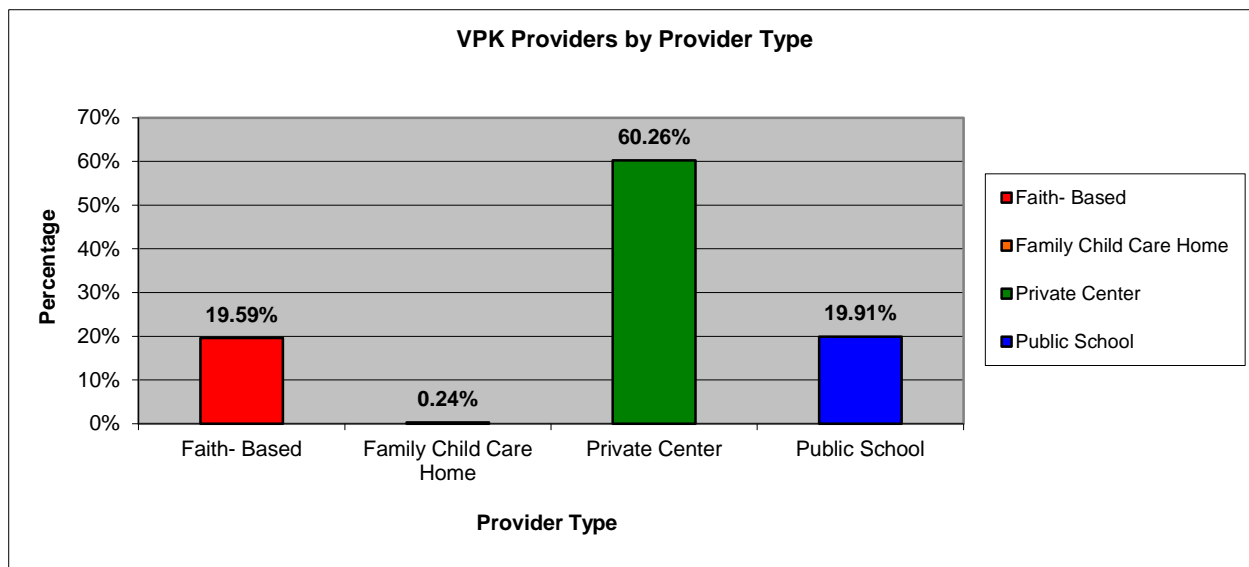
Total number of providers that participate in the coalition’s early learning programs:

School Readiness Providers	Voluntary Prekindergarten Education Providers
151	89

Participating School Readiness providers by provider type:



Participating VPK providers by provider type:



Service Delivery Summary:

During the 2009-2010 program year, the Coalition provided services for child care providers in our three counties, including professional development, technical assistance, curriculum monitoring, VPK monitoring, health & safety monitoring, environment assessments, inclusion coordination, oversight of developmental screening, and developmental assessments. Ten child care providers obtained new school readiness contracts with ELCIRMO during this fiscal year.

Quality Activity Summary:

Activity	Narrative
<p>What opportunities are offered by the Coalition for comprehensive consumer education?</p>	<p style="text-align: center;"><u>Outreach Activities</u></p> <p>Coalition staff participates in outreach activities designed to provide consumer education, including the Okeechobee Health & Safety Expo, Family Fun Day in Martin County, and the Hibiscus Festival in Indian River County.</p> <p style="text-align: center;"><u>Family Literacy</u></p> <p>“Take 5” booklets, which consists of educational activities designed for a parent to do with their child, were completed and printed, and distributed during Parent Involvement events in each of our three counties. Additionally, the “Take 5” booklets were distributed to libraries in the three counties, to be used in conjunction with their family programs.</p> <p style="text-align: center;"><u>Unique Population Support</u></p> <p><u>White on Black</u> board books were purchased and distributed to Healthy Start for new Moms, along with literature emphasizing the positive aspects of reading activities. Each book is affixed with a “Donated by Early Learning Coalition IRMO” label.</p> <p><u>Goodnight Moon</u> books were distributed to Safe Space, along with appropriate literature. Each book is affixed with a “Donated by Early Learning Coalition IRMO” label.</p> <p style="text-align: center;"><u>Treasure Coast Children’s Conference</u></p> <p>The 19th annual Conference offered dynamic keynote speakers and dozens of high-interest sessions for the 800 participants.</p>
<p>Provide a list of grants or loans to providers to assist in meeting State and local standards.</p>	<p>The Coalition funded mini-grants for classroom materials, educational assistance and professional development. The mini-grant for classroom materials was designed to enhance low-scoring domains, and included a training component.</p> <p style="text-align: center;"><u>Child Care Provider Mini-Grants for Materials & Resources</u></p> <p>All contracted providers with Preschoolers received:</p> <ul style="list-style-type: none"> • Language & Reasoning Kits / Training (\$475 ea for 68 Providers.)

- Science Kit (\$152 ea for 68 Providers)

All contracted providers with Infants / Toddlers received:

- Inchworm (\$62 ea for 63 Providers)
- Tunnel (\$35 ea for 63 Providers)

All contracted Family Child Care Homes received:

- FCCERS DVD (\$20 ea for 18 Providers)

Education Stipend

To reward child care educators who furthered their education, an education stipend was offered. The \$400 stipend was awarded to 29 eligible applicants in the three counties who met the criteria. Qualified applicants were required to have taken and completed a 3-credit college course during the 09/10 fiscal year, and to have earned a “C” grade or better. The value of this initiative is \$11,600.

Professional Development

To promote professional development of early child care teachers, partial reimbursement of the registration fee (\$20 of \$25 fee) was offered to attendees of the Treasure Coast Children’s Conference; 277 of the +800 participants benefitted, with a value of \$5,540.

Describe the process for monitoring compliance with licensing and regulatory requirements.

Ensuring compliance with state statute requirements is accomplished through environment assessments (see Quality Rating System section), curriculum monitoring, VPK monitoring, Health & Safety monitoring of unlicensed Providers, and oversight of developmental screening and developmental assessment processes.

On-site VPK monitoring is conducted annually in at least 50% of Providers. In the event of non-compliance, technical assistance is offered and re-visits are scheduled in accordance with state statute.

VPK Monitoring Recap

County	Indian River	Martin	Okeechobee	Total #
Total # monitored	33	29	10	72
Total # corrective action	9	11	0	20

On-site Health & Safety monitoring is conducted annually in license-exempt facilities and registered homes. In the event of non-compliance, technical assistance is offered and re-visits are

scheduled.

Health & Safety Monitoring Recap

County	Indian River	Martin	Okeechobee	Total #
Total # monitored	3	3	3	9
Total # corrective action	2	0	1	3

Ensuring compliance with state statute requirements includes oversight of developmental screening, developmental assessments, and curriculum monitoring:

Developmental Assessments

Staff provided oversight, technical assistance and analysis of results for developmental assessments. Analysis of pre-assessment data and targeted technical assistance served to strengthen weak domains.

1,412 Pre-Assessments

1,556 Post-Assessments

Of the 886 children with both Pre- and Post-Assessments, 85% showed improvement. Detailed analysis by domain is reviewed with child care providers, Advisory Councils and grantors in each county, and also with the ELCIRMO Board of Directors.

Developmental Screening

Staff provided oversight and analysis of screening results for 1,504 school readiness children, providing technical assistance and referrals, as necessary. Of the 96 children of high concern, referrals for developmental delays were recommended for 8 children younger than three-years old and 15 children older than three-years old. See Inclusion section for more detail.

Curriculum Monitoring Recap

County	Indian River	Martin	Okeechobee	Total #
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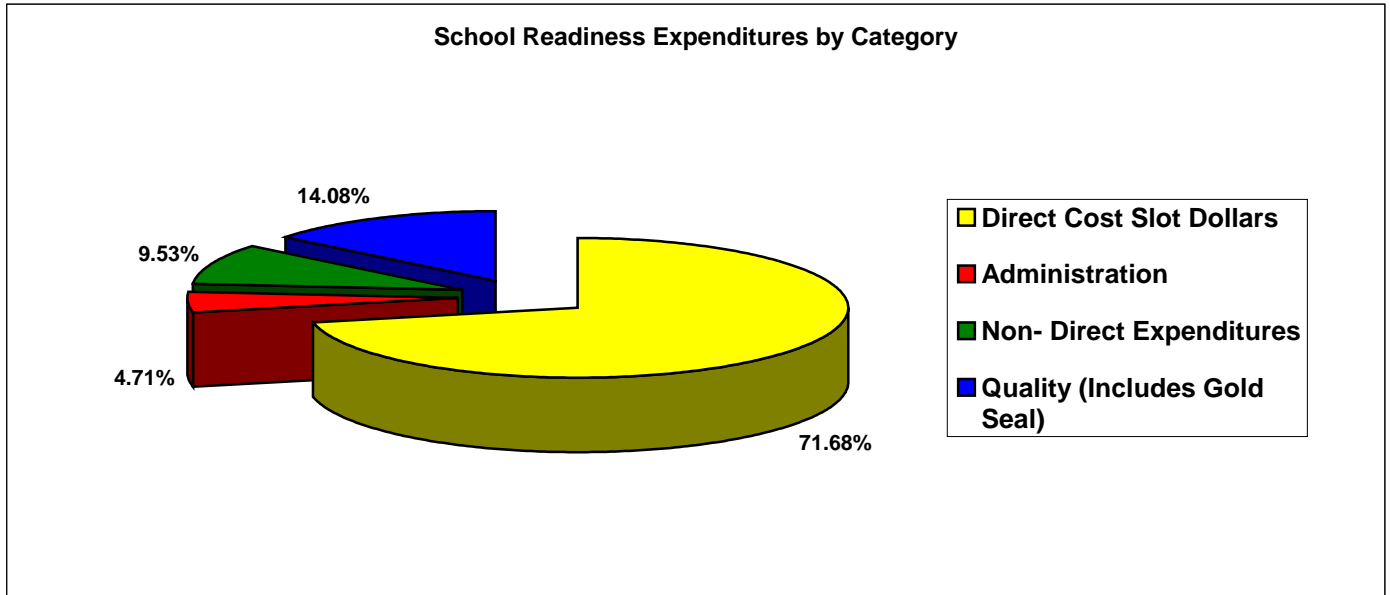
Total # monitored	31	21	12	64
Total # corrective action	3	1	5	9

<p>Provide a list of available professional development opportunities that the coalition offers, including training, education, and technical assistance</p>	<p>Areas of technical assistance include: developmentally appropriate practices, curriculum, lesson plans, room arrangement, environment rating scales, developmental screens, developmental assessment, inclusion, VPK, behavior, classroom management, and infant/toddler topics.</p> <p>Professional development consisted of 54 trainings representing 120 hours of professional development for 1129 participants.</p> <p>Training topics included:</p> <ul style="list-style-type: none"> ● Devereux Early Childhood –Building Resilience for Children (DECA) ● Basic Behavior Strategies for 3’s, 4’s &, 5’s ● Character Development Skills for Success ● VPK Standards ● Overview of the Environment Rating Scales (ERS) ● Family Child Care Environment Rating Scale (FCCERS) ● Screens, Assessments, Palms ● Lesson Planning ● Character Education ● VPK Phonological Awareness ● Birth to 3 Standards ● Language & Reasoning ● NAEYC Accreditation & Classroom Portfolios ● Personal Care Routines ● Creating Theme Boxes ● Product vs. Process Art ● Mouse Paint ● Show Me a Story ● Fun in a Bottle ● Give Me Five (Literacy) ● Turtles, Owls & Sharks Oh My! (Behavior) ● Games That Teach ● Life with Toddlers <p>Treasure Coast Children’s Conference: day-long, annual event with keynote speaker and dozens of sessions related to early childhood education</p>
<p>Describe initiatives by the coalition to improve salaries and other compensation for</p>	<p>See section outlining grants provided, regarding education funding and professional development reimbursement.</p>

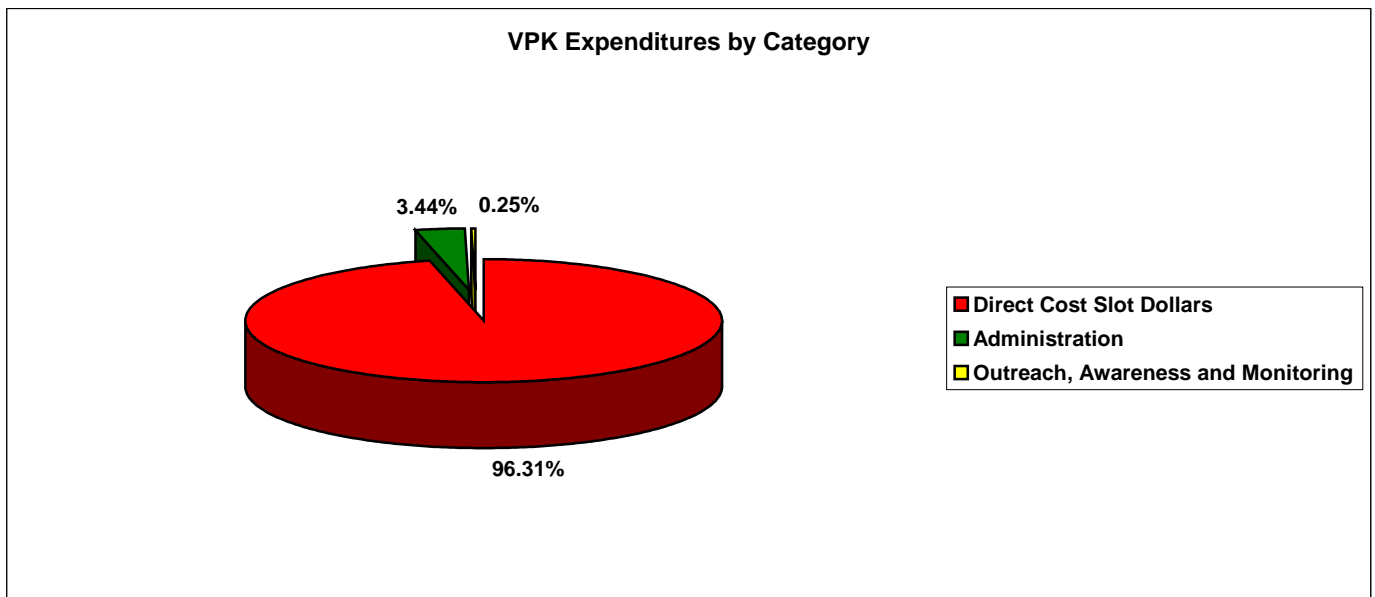
child care providers.							
Describe activities to support a Quality Rating System.	<p>Environment Rating Scale- Two Assessment Specialists used the Environment Rating Scales to assess quality in child care provider classrooms. The scales are comprised of six areas addressing Personal-Care Routines, Space and Furnishings, Language, Interaction, Classroom Activities, and Program Structure. An assessment calendar was developed to ensure all contracted providers and all providers seeking a Provider Rate Agreement with ELCIRMO were scheduled for an assessment. Staff assessed half of all classrooms chosen randomly at each contracted site, or one FCCERS for family child care homes, as appropriate. Assessments began in July and continued through the end of the fiscal year.</p> <p>ELCIRMO's provider agreement requires a score of 3.5 or greater in each classroom. The scale ranges from 0 to 7, with seven as the best. In the event that a provider does not score a 3.5, technical assistance is provided and the classrooms are re-assessed within 45 days.</p> <p>During the year, environment assessments were conducted for 71 child care providers in all three counties. Re-assessments occurred at six sites as a result of not reaching the minimum score of 3.5 in all classroom assessed. Extensive technical assistance was given and all providers passed on re-assessment. Two providers were re-assessed twice before achieving the 3.5 minimum score.</p> <table data-bbox="771 1266 1230 1377"> <tr> <td>Providers Assessed:</td> <td>71</td> </tr> <tr> <td>Total Classrooms Assessed:</td> <td>179</td> </tr> <tr> <td>Average Score:</td> <td>4.61</td> </tr> </table>	Providers Assessed:	71	Total Classrooms Assessed:	179	Average Score:	4.61
Providers Assessed:	71						
Total Classrooms Assessed:	179						
Average Score:	4.61						
Provide information on activities in support of early language, literacy, pre-reading, and early math concepts development.	Please refer to sections outlining technical assistance, professional development and provider grants.						
What activities has the coalition implemented to promote inclusive child care?	Program Staff responded to 94 inclusion warm line calls, conducted 216 observations throughout our 3 counties, and supported child care programs with technical assistance. As a result of the 216 observations, 29 children were referred to outside agencies, or 14% of the children observed. Trainings are outlined in the "Professional Development" section, but include DECA, Teaching Tools for Young Children, Toddler Behavior,						

	<p>developmental screens, and developmental assessments. Additionally, Program Staff participated in trainings on autism, epilepsy and sensory integration.</p>
<p>How does the coalition conform to Healthy Child Care America and other health activities including those designed to promote the social and emotional development of children?</p>	<p>Program Staff responds to inclusion warm line calls and assists Providers with technical assistance and training in these areas (see section above). Staff trained Providers on using <u>The Kindness Curriculum</u>, which was distributed to training participants.</p> <p>Coalition Staff worked with Oral Health Coalitions to provide dental screening and fluoride varnished to school readiness children.</p> <p>Coalition Staff participated in the Okeechobee Health & Safety Expo during the month of January.</p>
<p>Please describe other quality activities that increase parental choice, and improve the quality and availability of child care. (§98.51(a)(1) and (2))</p>	<p>New school readiness contracts were obtained with eight family child care homes and two child care centers during the fiscal year.</p>

Fiscal Summary: During the 2009- 2010 fiscal year the coalition’s total **School Readiness Program** operating budget was \$9,205,213 . Below is a breakout of expenditures by category.



During the 2009- 2010 fiscal year the coalition’s total **Voluntary Prekindergarten (VPK) Education Program** operating budget was \$5,916,795 . Below is a breakout of expenditures by category.



Program Year Summary:

Successes were many during the 2009-2010 program year. Highlights include:

Family –

- In Okeechobee, a caretaker for school readiness children whose mother “just took off and left the kids with him” expressed his heartfelt gratitude for continuing child care services for these children. This continuity of care offers stability in an otherwise volatile situation.
- Client expressed his thankfulness for working with him to continue services for a child he recently adopted. The adoption prevented him from getting another referral.

Child –

- A child with two autistic siblings was being considered “possibly autistic” by the Provider. Responding to a warm line call, the Inclusion Coordinator observed the classroom and found that the child had limited English skills, had never been in school before, and was possibly imitating behaviors of the siblings. A referral to FDLRS was recommended and the child was tested. The results showed no concerns of autism. After working with the child, he is now functioning well in the classroom.

Child Care Provider –

- Staff assisted Provider that offers specialized services in becoming contracted. This Provider offers evening and weekend care in south Vero Beach.
- Staff assisted family child care home that offers specialized services in caring for children with special needs in becoming contracted. Collaborative agencies were already serving other children with special needs at the home, so school readiness children no longer need to be transported.
- Provider comments regarding ELCIRMO trainings they attended, include: “best training she had ever attended”, “everything just gelled in her mind”, and “a tremendous difference was made in child with behavioral problems” due to applying techniques from the trainings.

Quality Initiatives –

- Child Care Providers in all three counties told staff they “were overwhelmed with gratitude” for the classroom materials they received through a mini-grant in June.



EARLY LEARNING COALITION
OF
INDIAN RIVER, MARTIN AND
OKEECHOBEE COUNTIES, INC.
(ELCIRMO)

CONTINUITY OF OPERATIONS PLAN (COOP)

10 SE Central Parkway, Suite 400
Stuart, Florida 34994

Contact: Jacki Jackson
Executive Director
Work: 772-220-1220 ext. 233
Cell: 772-359-7342
Home: 772-286-1615
jjackson@elcirmo.org

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

Approved: _____
Board Chairman

Date: _____

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SECTION I: INTRODUCTION

1-1 Purpose

- A. 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 Agency for Workforce Innovation, Office of Early Learning and the Coalition in the event that an emergency threatens or incapacitates operations, and requires the relocation of selected personnel and functions of the Early Learning Coalition of the Indian River, Martin and Okeechobee Counties, Inc., located at 10 SE Central Parkway, Suite 400, Stuart, Florida 34994.
- B. Specifically, this plan is designed to:
 - 1. Ensure the Coalition is prepared to respond to emergencies, recover from them, and mitigate their impact.
 - 2. Ensure the Coalition is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.

I-2 Applicability and Scope

- 1. The Coalition currently oversees Indian River, Martin and Okeechobee Counties.
- 2. The Coalition is responsible for all administrative and fiscal responsibilities.
- 3. The Early Learning Coalition of Indian River, Martin and Okeechobee Counties, Inc serves as its own administrative and fiscal agent. The three-county area is vulnerable to many natural and man-made disasters. Martin and Indian River are coastal counties susceptible to hurricanes, floods and tornadoes. Okeechobee is an inland county, susceptible to hurricanes, floods and tornadoes, which also borders the northern edge of Lake Okeechobee and, therefore, is more highly susceptible to flooding. One of the state's nuclear power plants is located in St. Lucie County and creates concern over a nuclear accident. Violent thunderstorms are common in the area and bring with them intense and frequent lightning, a cause of fires. Whether any of the above occurs naturally or is created by man, the Coalition's administrative and auxiliary offices are at risk. A disaster can jeopardize lives as well as affect operations, including services to families we serve, and destroy records and documents that are required for the continuation of the organization and operations.

SECTION II: CONCEPTS OF OPERATIONS (COO)

II-1 Objectives

- A. The objective of this COOP is to ensure that the capability exists to continue essential functions across a wide range of potential emergencies, specifically when the Coalition's administrative and fiscal offices are either threatened or inaccessible. The objectives of this plan include:
1. Ensuring the continuous performance of the Coalition's essential functions/ operations during an emergency;
 - a. Essential program services include child care resource and referral, eligibility and enrollment and provider reimbursement. If the Coalition does not have access to the Child Care Resource and Referral and Statewide Reporting System, the Coalition will maintain documentation of all activity conducted during the temporary assignment for input into the systems at a later date. If the systems are not restored by the normal provider reimbursement date, the Coalition will reimburse providers at the pervious month's reimbursement amounts, and reconcile the reimbursement when the system is restored, or in the next month's reimbursement.
 2. Protecting essential facilities, equipment, records, and other assets;
 3. Reducing or mitigating disruptions to operations;
 4. Providing for the safety of staff and visitors to facilities, reducing loss of life, minimizing damage and losses;
 5. Identifying and designating principals and support staff to be relocated;
 6. Facilitating decision-making for execution of the plan and the subsequent operations; and
 7. Achieving a timely and orderly recovery from the emergency and resumption of full service to all customers.

II-2 Planning Considerations and Assumptions

- A. In accordance with State guidance and emergency management principles, the Coalition's COOP:
1. Will be maintained at a high-level of readiness;
 2. Will be capable of implementation both with and without warning;
 3. Will be operational no later than 12 hours after activation, if at all possible;
 4. Will be capable of maintaining sustained operations for up to 30 days;

5. Will take maximum advantage of existing state or federal and local government infrastructures; and
6. Addresses protection of equipment and other Coalition assets.

B. In the event of an emergency it is assumed that:

1. 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 the Agency for Workforce Innovation, Office of Early Learning.
2. 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.

II-3 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 Coalition's COOP:
1. 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.
 2. Either Indian River County or Okeechobee 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.
 3. 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(s), may activate the 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. The Relocation Team members are listed on Attachment # 1.

- 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. Designated alternate facilities are listed on Attachment # 2.
- E. 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 entity or the full occupation of the designated alternate facility.
- F. 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.
- G. 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.
- H. It is expected that, in most cases, the Coalition 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.
- I. 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 whether the Coalition's personnel are present in the building or in the surrounding area.
- J. The Coalition's Executive Leadership Team shall determine the situation(s) that require implementation of the COOP.

II-4 Disaster Magnitude Levels

- A. The following Disaster Magnitude Classification definitions may be used to determine the execution level of the COOP. These levels of disaster are defined as:
 1. **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.
 2. **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.

3. **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.
- B. Any of these disaster levels entails facility unavailability; however, it is imperative to make the distinction between a situation requiring building evacuation only and one dictating the necessity to activate the Coalition's COOP. A sudden emergency, such as a fire or hazardous materials incident may require the evacuation of a department facility with little or no advance notice, but for only a short duration and would not automatically necessitate the activation of a COOP unless the facility is rendered untenable. An emergency with severe impacts which does render the facility unusable for a time frame long enough to affect normal operations, will likely justify and may require that the Coalition's COOP be activated.
 - C. The Coalition will contact the Agency for Workforce Innovation, Office of Early Learning and notify them of the situation requiring activation of the Coalition's COOP.

II-5 Emergency Coordination Officer

- A. The Coalition will designate the Executive Director, as the Emergency Coordinating Officer, contact information on Attachment #3. In an emergency, the Executive Director will work closely with Martin/Okeechobee/Indian River Counties' Emergency Management Offices and the State of Florida Emergency Operation Center to provide information and direction to affected staff in order for them to provide immediate response capability for the protection of life and property and to ensure minimal disruption to the continuance of the Coalition's mission-essential functions.

II-6 Executive Leadership Team

- A. The Executive Leadership Team which is the Executive Committee of the Coalition, Executive Director and ~~Associate Executive/Finance Director~~ **Director of Administrative Operations/Human Resources** 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.
- B. The Executive Leadership Team consists of the Executive Committee and the leadership 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 the Agency for Workforce Innovation, Office of Early Learning and other appropriate state and federal entities. The Executive Leadership Team will

ensure that rosters for their respective staff are kept current and that staff members are informed and provided reporting instructions. The titles of individuals that comprise the Executive Leadership Team are listed on Attachment # 4.

II-7 Relocation Team

- A. Coalition personnel who are responsible for relocating services under this plan to the selected alternate facility are known collectively as the Relocation Team.
1. 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, the Agency for Workforce Innovation, Office of Early Learning 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 child care services are not disrupted.
 2. 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.
 3. Coalition personnel who are not designated Relocation Team members may be directed to move to other facilities or duty stations, or may be advised to remain at or return home pending further instructions, as determined by the Coalition. 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.
 4. COOP activation should not, in most circumstances, affect the pay and benefits of either Relocation Team members or other personnel. Staff who is required to temporarily relocate to another geographical area of the State should be compensated for travel expenses in accordance with the Coalition's travel policy.
 5. A time-phased implementation approach will be utilized to continue operations and the performance of mission essential functions. The Coalition will continue to follow policies outlined in the Finance Policy and Procedure Manual to maintain fiscal controls and integrity, and maintain payroll to staff and reimbursement for subcontractors/child care service providers. The Coalition maintains Drive-Away Kits supplied with necessary lap top computers, software, financial records, back up disks (including payroll information), blank checks, bank account information, most recent reimbursement reports, etc. The Drive-Away Kits also includes programmatic documents such as records checklist, provider and parent contact information, child enrollment list, resource and referral, eligibility and enrollment information, and application forms.

6. The Coalition authorizes staff to telecommute from their homes when the following are present:
 - a. It is not safe for travel to and from work
 - b. Staff's home and/or cell phones are operational
 - c. Staff's home has electricity
 - d. Coalition office is not accessible

II-8 Alternate Relocation Point

- A. The determination of the alternate relocation point should be made at the time of activation by the Coalition's designated employee 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 time frame.
- B. To ensure the adequacy of assigned space and other resources, the Emergency Coordinating Officer should review all alternate facilities annually, within a fiscal year (July 1 - June 30).
- C. The designated alternate relocation point should be pre-equipped with telephone, fax and computer lines which have electronic access to the Coalition's records and Statewide Early Learning Data System.
- D. The alternate relocation point(s) should have adequate parking capability to support the Relocation Team.
- E. The site selection criteria for the alternate site locations provided earlier include direct access to the Statewide Early Learning Data System, computer/internet, telephones, client information, and provider information. At least one (1) alternate site location is located outside Martin County in case of a county-wide disaster.
- F. Notification process:
 1. Upon receipt of a COOP alert from the Executive Leadership Team, the Executive Director will issue a situation report and notify the Relocation Team. Notification may be via personal contact, telephone, cell phone, e-mail, or a combination thereof.
 2. The Executive Director notifies the Agency for Workforce Innovation, Office of Early Learning and all of the Coalition's subcontractors that an emergency relocation of the Coalition is anticipated or is in progress and gives the location and contact information for the alternate facility.

II-9 Mission-Essential Functions

- A. 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.

B. In the event of an emergency, the following primary functions are considered mission essential for the Agency for Workforce Innovation:

1. Administration of Early Learning services at the local level
 - a. Coordinating responses to all child care providers regarding activities and services which may be affected
 - b. Insuring contact points are maintained and communication is intact

2. Distribution of Programmatic Funds

C. To ensure reliable infrastructure support for the Coalition, the following support functions are also considered to be mission essential:

1. Information Technology Support & Maintenance
 - a. Data Back-up Procedure: The System Analyst or designee is responsible for the daily back-up of data on the EFS server **and once a month a full image of data is performed.** A full **image** backup of data occurs every night **and once a month a full image of EFS data is performed,** or with sufficient warning, in the hours prior to implementation of the COOP. The back-up **external drive and** tape will be stored in a secured off site location. **A full back-up of data also occurs to an ISO drive which is fireproof, and waterproof.** All hard copy client files are secured in a designated locked storage room. Should hard copy data be destroyed, materials necessary to continue business operations, to the extent possible, could be gleaned from the electronic files for both programmatic and fiscal functions.
 - b. Alternate Operating Systems: The Coalition's electronic network is centralized in the Martin County (Stuart, FL) location and can be accessed remotely assuming the Martin County location is operational and the Internet connection is functioning. If the main network or Internet connection located in Martin County office is not operational, it would be possible to move the servers to another location with appropriate internet access, but this would take time.

Computer equipment and supplies are available at the ELCIRMO satellite locations to enhance disaster recovery efforts.

2. Finance & Accounting Services
 - a. Operational Communications: To facilitate the delivery of operational supplies, all vendors will be notified by the ~~Associate Executive~~/Finance Director. A contact list of all vendors will be developed and stored for emergencies.

3. Communications
 - a. Many Coalition members and staff are equipped with cell phones. These phones provide an alternative communication system should the standard phone system be rendered useless.
4. Facilities/Property Management
 - a. Recovery Operations: The landlord(s) will be contacted by the Director of Administrative Operations/Human Resources to discuss recovery efforts and to determine specific obligations for temporary space and renovations. S/he will also contact the Post Office to advise personnel of ELC's alternate delivery site for mail and packages and the telephone and utility companies to notify personnel of the temporary suspension of services, if appropriate. Temporary services may be arranged with the utility companies, if necessary.
 - b. Cleanup Crews: All staff are expected to participate in cleaning up the Coalition offices following a disaster, if necessary. Staff will work in departmental teams under the direction of the Senior Management to whom they report. As one team finishes cleanup, members are expected to assist other teams until the offices are in order. No cleanup will commence until emergency authorities, the Executive Director, or ~~Associate Executive/Finance~~ **Administrative Operations/Human Resource** Director or designee, have cleared the facilities and indicated that occupancy is safe.
 - c. Insurance Claims: Damages will be assessed immediately, all losses documented and insurance claims filed immediately. Damages will be photographed and catalogued by office and facility. A physical inventory will be completed. This inventory will be used to document losses.
- D. To ensure adequate reproduction of records and databases, the Coalition maintains electronic records wherever possible. The Agency for Workforce Innovation, Office of Early Learning Information Technology Services Unit has standard daily backup procedures for all critical information systems at the state level.
- E. Any computer-generated standard documents such as policy and procedures, meeting agenda and minutes, contracts etc., are maintained on media devices, i.e., ~~flash~~ **external** drives located in the Drive-Away Kits. Records destroyed will be recreated utilizing the ~~flash~~ **external** drives. Copies of non-computer generated essential documents such as professional audits, are maintained in the emergency Drive-Away Kits and/or scanned and placed on ~~flash~~ **external** drives.

II-10 Delineation of Mission-Essential Functions

- A. 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 alternate providers. The list of potential alternative service delivery providers can be found on Attachment #5.

II-11 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, if applicable.
- 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 the Agency for Workforce Innovation, Office of Early Learning which shall implement the Coalition's COOP at the local level.
- C. *Non-Duty Hours:* Affected staff should be able to be alerted and the Relocation Team activated to support operations for the duration of the emergency.
- D. *Duty Hours:* If possible, the COOP will be activated immediately to support operations for the duration of the emergency.

II-12 Direction and Control

- A. In the event that the Executive Director and Chair is incapacitated or unavailable to make decisions regarding the coalition's COOP, authorized successors to the Executive Director must be specified. Lines of succession should be maintained by the Coalition organizational elements, to ensure continuity of mission essential functions (Operating Organizational Chart). As organizational changes occur, the Operating Organizational Chart shall be updated and submitted to the Agency for Workforce Innovation, Office of Early Learning.
- B. Pursuant to Sections 20.05 (l) (b) and 20.50 (3), Florida Statutes, the Coalition must have an official established memorandum for Delegation of Authority for managers and officers with the Coalition, Attachment #6.
- C. The Executive Director and/or their designee may order activation of the Coalition's COOP and will be responsible for disseminating COOP guidance and direction during the activation and relocation phase.
- D. When executed, the Emergency Coordinating Officer/Executive Director will notify the Agency for Workforce Innovation (850-922-4200), Office of Early Learning, the appropriate County Emergency Operations Center (772-461-5201) and the State of Florida Emergency Operations Center (850-413-9900).

- E. Lines of succession for the Chair of the Executive Committee may be initiated when he or she is unable to perform their essential duties. Authorized Early Learning Coalition of Indian River, Martin and Okeechobee Counties, Inc., successors to the Chair are as follows and identified by their position:
1. 1st Vice Chair
 2. 2nd Vice Chair
 3. ~~Finance Chair~~
- F. Lines of succession for the Executive Director may be initiated when he or she is unable to perform their essential duties. Authorized Coalition successors to the Executive Director are as follows and identified by their position:
1. ~~Finance/Associate Executive Director~~
 2. Administrative Operations/Human Resources Director
 3. **Finance Director**
 4. Enrollment/R&R Director
 5. Program Director
 6. ~~IRMO Training Director~~
 7. Executive Assistant
 8. Resource Coordinator, Martin
 9. Resource Coordinator, Okeechobee
 10. Resource Coordinator, Indian River

II-13 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-14 Alert and Notification

- A. 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 facility 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 for warning, staff, subcontractors, parents, and child care providers may be alerted prior to activation of the COOP. In all situations allowing for an alert, the procedures must include notification to the Agency for Workforce Innovation, Office of Early Learning.
 - a. Information and guidance for Coalition staff will be passed telephonically using an emergency notification telephone tree/cascade. Depending on the situation, current information may also be available via:

- (A) Personal Contact
- (B) The Coalition's website (www.elcirmo.org)
- (C) E-mail
- (D) Announcements to local radio and TV stations if approved and developed
- (E) Other means if approved and developed

2. Notification Procedures: Upon notification to activate the COOP:

- a. In the event of a possible natural disaster or emergency the Coalition will follow the request of the Emergency Operation Center and the actions of the school system for all three (3) counties.
- b. The Coalition's Executive Director will notify the Agency for Workforce Innovation, Office of Early Learning and the Coalition's subcontractors of the current situation and that the COOP is being activated and gives an estimated time of arrival and contact information for the alternate facility, if applicable.
- c. The Executive Director then ensures all other Relocation Team members are contacted. A minimum of two attempts are made to contact Relocation Team members. If contact attempts are unsuccessful, the members are left messages or sent a **text message** page. The Managers will make attempts to contact their non-essential staff and require them to report to the office or to their home.
- d. Once initial contact is made (message left/page **text message** sent) to non-essential staff the Managers will notify the Executive Director who will report the status to the Emergency Coordinating Officer via telephone or other means of available communication.
- e. For personnel not initially contacted, once the message or page **text message** is received, they should immediately contact the Relocation Team member who contacted them.
- f. Notification may be via personal contact, telephone, cell phone, radio and TV broadcasts, or a combination thereof.

II-15 Telecommunications and Information Systems Support

- A. Telecommunication and information systems maintained at the local level must be assessed to determine any inconsistencies or issues which may arise if the COOP is activated. The Coalition must insure that there are back-up plans to address disruptions in communications in the event of a disaster.
- B. Telecommunication capabilities at the alternate facility(ies) should be sufficient for the performance of mission essential functions under the COOP. Information

systems support at the alternate facility(ies) will be provided by the host agency staff, if available, or by a prearranged contractor.

- C. It is imperative that each employee ensures that unique or critical information system requirements are considered in planning and, if appropriate, are identified as capabilities to be provided by support organizations at the alternate facility(ies).
- D. At a minimum, all members of the Relocation Team are suggested to have cell phones.

Security and Access Controls

- A. The Coalition will insure that the COOP and the administrative/fiscal 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. The Emergency Coordinating Officer is to provide guidance to staff on the requirements for the contents of the Drive-Away Kits, which may contain such items as software, databases, publications, laptop computers, etc. Each function area will determine the requirement to develop a kit and the contents of the kit. Checklists may need to be used to help ensure the inclusion of all necessary contents.
- D. A second back-up Drive-Away Kit may be pre-positioned in the trunk of the vehicle that may be used by the Early Learning Coalition of Indian River, Martin and Okeechobee Counties, Inc. Executive Director.
- E. Items included in these are as follows:
 - 1. Executive Director
 - a. Continuity of Operations Plan
 - b. Lap Top Computer/Charger
 - c. Portable Printer and Software
 - d. Extension Cord
 - e. Office Supplies (pens, pencils, paper, stamps)
 - f. Cell Phone & Charger
 - g. Staff Roster
 - h. **State emergency contact information**

2. ~~Associate Executive~~/Finance Director
 - a. Staff Roster
 - b. Request for Expenditure Books (current year)
 - c. Bank Reconciliations (current year)
 - d. Tax Documents (current year)
 - e. Payroll (current year)
 - f. Benefits and Payments (current year)
 - g. ~~Benefits agreements (BCBS, ICMA)~~
 - h. Single Audit (last two years)
 - i. Program Reimbursement Invoices (current year)
 - j. Blank Checks (50)
 - k. Deposit Slips (10)
 - l. Bank account information
 - m. Tax Exempt Certification
 - n. Record of Deposits (current year)
 - o. Journal Entries (current year)
 - p. Match Reports (current year)
 - q. Accounting Software
 - r. Essential Records:
 - (A) Most recent provider reimbursement reports and contact information
 - ~~(B) Human Resource Book~~
 - (C) State emergency contact information
 - ~~(D) Corporate documents~~
 - s. Laptops/**Chargers** with all necessary data disks.
 - t. Normal office supplies can be purchased at a local office supply store after an emergency. Drive-Away Kit may only include enough supplies for a 24-hour period.

- u. Other items specific to office functions.
3. Administrative Operations/Human Resources Director
 - a. Continuity of Operations Plan
 - b. Lap Top/Charger
 - c. Extension Cord
 - d. Office Supplies
 - e. Cell Phone and Charger
 - f. Staff Roster
 - g. **State emergency contact information**
 - h. ~~Agreement Books (current year)~~
 - i. ~~Contractor Books or disks (current year)~~
 - j. ~~Back up disk of computer~~
 4. Enrollment/R&R, Programs Director
 - a. Continuity of Operations Plan
 - b. Lap Top/Charger
 - c. **Flash drive with list of all legally operating providers in 3 counties**
 - d. **Eligibility applications (hard copies)**
 - e. **VPK applications, certificates, log**
 - f. Extension Cord
 - g. Office Supplies
 - h. Cell Phone and Charger
 - i. Staff Roster
 - j. Eligibility and Enrollment information and applications
 - k. **Parent/ Child Report (School Readiness and VPK)**
 - l. Child enrollment list (School Readiness and VPK)

- m. Community Services Directories/211
- n. Contact list of all early learning programs
- 5. Executive Assistant
 - a. Continuity of Operations Plan
 - b. Lap Top/Charger
 - c. Extension Cord
 - d. Office Supplies
 - e. Cell Phone and Charger
 - f. Staff Roster
 - g. Board and Committee Books or disks (current year)
 - h. Articles of Incorporation
 - i. **Corporate documents**
 - j. ~~Back up disk of computer~~
 - k. Annual Reports (last two years)
 - l. Policy and Procedures

II-16 Tests, Training and Exercise

- A. Test, training and exercise programs must be developed to include the following components:
 - 1. Staff awareness
 - 2. Leadership responsibilities
 - 3. Alert and notification procedures
 - 4. 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 annually.
- C. This plan will be reviewed and update annually by the Executive Director. The Emergency Coordinating Officer will be responsible to disseminate this information annually to the Relocation Team members.

- D. The Emergency Coordinating Officer will:
 - 1. Train and orientate Coalition essential staff on the key aspects of this COOP
 - 2. Validate plans and procedures
 - 3. Test equipment
- E. This COOP will be practiced annually. Exercises will be conducted in:
 - 1. Alert and Notification
 - 2. Operational Plan
 - 3. Alternate Facility(ies)
 - 4. Interoperable Communication

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 Emergency Coordinating Officer 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 managers and provide instructions and guidance on operations and the location of the alternate relocation point. Managers will notify their staff and provide instructions and guidance.
- D. The Emergency Coordinating Officer 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 Emergency Coordinating Officer.
- F. The Emergency Coordinating Officer will notify the facility contact at the designated alternate relocation point to expect the relocation of the administrative/fiscal facilities.
- G. The Executive Director of the Coalition will notify the Agency for Workforce Innovation, Office of Early Learning, the State of Florida Emergency Operations Center (850-412-9900), and the local County Emergency Office that an emergency relocation of the Coalition is anticipated or is in progress.

- H. The Executive Director or Designee will notify the subcontractors/child care providers that the Coalition's COOP has been activated and operations have been moved to an alternate facility. The subcontractors/child care providers will inform parents about the relocation of the administrative/fiscal offices as necessary. The Coalition requires that the subcontractors'/child care providers' Continuity of Operations Plan include a description of their strategy for notifying parents during duty hours if a relocation of the subcontractor/child care provider office(s) is necessary
- I. All personnel and sections of the Coalition should implement normal security procedures for areas being evacuated.
- J. The Emergency Coordinating Officer should take appropriate measures to ensure security of the administrative/fiscal offices and equipment or records remaining in the building and contact the County Sheriff's Department to further ensure security of the facility and its contents.
- K. The Relocation Team will prepare the alternate relocation point for the continuity of the Coalition's mission-essential operations.
- L. The Emergency Coordinating Officer will provide daily updates to the Agency for Workforce Innovation, Office of Early Learning Director and the other interested parties regarding COOP activation and operations.
- M. The Agency for Workforce Innovation, Office of Early Learning 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.
- N. If appropriate, the Emergency Coordinating Officer or designee shall prepare a public press release to inform customers of alternate provisions including new work locations, phone numbers, etc.

Activation Procedures Duty Hours

- A. The tasks in section III-1-Initial Actions are completed in their entirety.
- B. The Executive Leadership Team directs the Emergency Coordinating Officer to begin movement of the Relocation Team members to an assembly site or a designated alternate facility immediately.
- C. The relocation team members immediately deploy to an assembly site or a designated alternate facility to assume mission essential functions. Managers direct non-essential staff to go home and await further instructions.
- D. The County Sheriff's Office will help ensure the security of the Coalition's primary facility and its contents. Pre-positioned resources and utilization of a Drive-Away Kit will help ensure all pertinent data, records, and information.

Activation Procedures Non-Duty Hours

- A. The tasks in section III-1-Initial Actions are completed in their entirety.
- B. The Executive Leadership Team directs the Emergency Coordinating Officer to begin movement of the Relocation Team members to an assembly site or a designated alternate facility immediately.
- C. The relocation team members immediately deploy to an assembly site or a designated alternate facility to assume mission essential functions. Managers direct non-essential staff to go home and await further instructions.
- D. The County Sheriff's Office will help ensure the security of the Early Learning Coalition of Indian River, Martin and Okeechobee Counties, Inc.'s primary facility and its contents. Pre-positioned resources and utilization of a Drive-Away Kit will help ensure all pertinent data, records, and information.

III-2 Transition to Alternate Operations

- A. Following the activation of the COOP and establishment of communication links at an alternate facility, the Executive Leadership Team should order the cessation of operations at their main site.
- B. The Executive Director and/or his/her designee will notify the Agency for Workforce Innovation, Office of Early Learning 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 instructs the Executive Assistant to notify press, news media, outside customers, vendors and other service providers of the temporary relocation (including any changes to Coalition contact information).

III-3 Site-Support Responsibilities

- A. 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 Executive Director 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 Agency for Workforce Innovation, Office of Early Learning may assist with establishing connectivity and maintaining support for the required systems and databases.
- B. The alternate facility sites were chosen for their direct access to the statewide reporting system, as well as access to an adequate number of computers and internet connections, telephones, client information, and provider information. The Drive-Away Kit(s) described earlier will help ensure access and availability of all necessary data, records, and information from the Coalition's local office.

SECTION IV: PHASE II – ALTERNATE OPERATIONS

IV-1 Execution of Mission-Essential Functions

- A. Upon COOP activation, the Coalition will begin providing support for the following functions:
 - 1. Monitoring and assessing the situation that required the relocation;
 - 2. Monitoring the status of personnel and resources;
 - 3. 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 the Agency for Workforce Innovation, Office of Early Learning Information Technology staff will ensure all necessary and pre-planned 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 communication efforts to both internal and external customers.

IV-3 Relocation Team

- A. 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 the Agency for Workforce Innovation, Office of Early Learning, will determine the additional positions necessary to ensure the continuous performance of mission-essential functions.

- B. The Coalition, with assistance from the Agency for Workforce Innovation, Office of Early Learning 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 the Agency for Workforce Innovation, Office of Early Learning will ensure that all resources needed to sustain operations for 30 days are acquired.

IV-5 Amplification Guidance to All Personnel

- A. The Coalition will develop an informative memorandum for dissemination to its staff; subcontractors; the Agency for Workforce Innovation; Office of Early Learning; 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, and 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 its staff and families. This includes obtaining information and providing guidance on any medical or special needs of its staff and families.

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 plans to the Agency for Workforce Innovation, Office of Early Learning 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:

1. Continue to perform mission-essential functions at the alternate relocation point for up to 30 days.

2. Begin an orderly return to the main facilities affected and reconstitute full operations.
3. Establish operations in some other facility in the same geographical area.

V-2 Procedures for Reconstitution and Termination

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

1. 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.
2. Prior to relocating back to the main facility or another building, the Coalition will ensure appropriate security, safety, and health assessments for suitability.
3. 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.

V-4 Provider Reimbursement during Emergency Closure

- A. In the event of emergency closings due to catastrophic events, providers shall be reimbursed at the rate normally received during non-emergency hours when ELCIRMO activates the COOP.
- B. ELCIRMO may consider reimbursement, in accordance with federal and state law, for circumstances of temporary closure for individual providers when closure is beyond the control of the provider. In no circumstances will ELCIRMO reimburse in excess of the pre-existing approved hours for an individual child during the temporary closure.

**Agency for Workforce Innovation/Office of Early Learning
 Early Learning Coalition of Indian River, Martin, & Okeechobee Counties
 SIMPLIFIED PARENT SLIDING FEE SCHEDULE
 Effective August 2010**

DAILY FEE			----- Annual Gross Income - Number of persons in Family -----														
Full-Time	Part-Time		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$1.50	\$0.75	up to 50%	5,415	7,285	9,155	11,025	12,895	14,765	16,635	18,505	20,375	22,245	24,115	25,985	27,855	29,725	31,595
\$2.50	\$1.25	50-100% FPL	5,416	7,286	9,156	11,026	12,896	14,766	16,636	18,506	20,376	22,246	24,116	25,986	27,856	29,726	31,596
			10,830	14,570	18,310	22,050	25,790	29,530	33,270	37,010	40,750	44,490	48,230	51,970	55,710	59,450	63,190
\$4.50	\$2.25	100-130% FPL	10,831	14,571	18,311	22,051	25,791	29,531	33,271	37,011	40,751	44,491	48,231	51,971	55,711	59,451	63,191
			14,079	18,941	23,803	28,665	33,527	38,389	43,251	48,113	52,975	57,837	62,699	67,561	72,423	77,285	82,147
\$5.00	\$2.50	130-150% FPL	14,080	18,942	23,804	28,666	33,528	38,390	43,252	48,114	52,976	57,838	62,700	67,562	72,424	77,286	82,148
			16,245	21,855	27,465	33,075	38,685	44,295	49,905	55,515	61,125	66,735	72,345	77,955	83,565	89,175	94,785
\$5.50	\$2.75	150-170% FPL	16,246	21,856	27,466	33,076	38,686	44,296	49,906	55,516	61,126	66,736	72,346	77,956	83,566	89,176	94,786
			18,411	24,769	31,127	37,485	43,843	50,201	56,559	62,917	69,275	75,633	81,991	88,349	94,707	101,065	107,423
\$6.00	\$3.00	170-185% FPL	18,412	24,770	31,128	37,486	43,844	50,202	56,560	62,918	69,276	75,634	81,992	88,350	94,708	101,066	107,424
			20,036	26,955	33,874	40,793	47,712	54,631	61,550	68,469	75,388	82,307	89,226	96,145	103,064	109,983	116,902
\$7.00	\$3.50	185-200% FPL	20,037	26,956	33,875	40,794	47,713	54,632	61,551	68,470	75,389	82,308	89,227	96,146	103,065	109,984	116,903
			21,660	29,140	36,620	44,100	51,580	59,060	66,540	74,020	81,500	88,980	96,460	103,940	111,420	118,900	126,380

Parents receiving hourly care pay up to the part time fee.
 Second and all additional children pay a reduced fee.

Poverty Level for 2010

Part 2-Community Plan	Section 411.01(5)(c)1.g., F.S. requires a community plan to address the needs of all eligible children. The coalition's community plan must contain the elements listed in sections 1-4. (below)
Section 1-Vision Statement	<p>A vision statement describes a coalition's futuristic picture of the ideal state of well-being for children and families in the community.</p> <p>Consider these conditions when developing your vision statement:</p> <ul style="list-style-type: none"> • Draw on the beliefs and environment of the organization. • Describe what you want to see in the future. • Be specific to each organization. • Be positive and inspiring. • Do not assume that the system will have the same framework as it does today. • Be open to dramatic modifications to current organization, methodology, teaching techniques, facilities, etc. <p>An example of a vision statement would be: <i>“To be the leader in ensuring all children in (Any County) enter school ready and eager to learn.”</i></p>
Section 2-Mission Statement	<p>A mission statement answers the question: “Why does the organization (coalition) exist?” It is a statement of purpose and function. A mission statement:</p> <ul style="list-style-type: none"> • Draws on your belief statements; • Must be future oriented and portray your organization as it will be, as if it already exists; • Must focus on one common purpose; • Must be specific to the organization, not generic; and • Must be a short statement, not more than one or two sentences.

An example of a mission statement would be *"By providing quality programs and services, we empower parents to become caring, competent, responsible citizens who value their child's education and see it as a lifelong process."*

**Section 3-
Community
Needs
Assessment**

A community assessment is basically a description of a community and its people. The purpose is to identify the needs of a community in order to provide services appropriate to early learning and care needs.

Data collection does not need to be extensive but should be adequate to identify needs and priorities to support planning decisions.

Criteria:

The community assessment cannot be more than three years old and must include the collection and analysis of the following information about the coalition's service area:

- The demographic make-up of eligible children/families and unique populations, including their estimated number, geographic location, and racial and ethnic composition;
- Other child development and early learning programs that are serving eligible children, including public and private programs, and the approximate number of eligible children served by each;
- Data regarding the education, health, nutrition, and social service needs of eligible children and their families, including children with disabilities and special needs; and
- Resources in the community that could be used to address the needs of children and their families, including assessments of their availability and accessibility.

Coalitions are strongly urged to work collaboratively with community partners to develop the community needs assessment. In many cases community partners (e.g., Head Start, Healthy Start, Children's Services Councils) have similar requirements

for needs assessments.

**Section 4-
Coalition
Priorities**

Identify coalition priorities through information gained from completing the community needs assessment. Provide a brief description of the priority, which community need is addressed, and where in the Plan (element) this priority is addressed. Coalitions may add additional fields to the table provided to address all priorities.

An example of this is shown in Figure 1.1 below:

Priority	Description	Priority Addresses this Community Need	Element Where the Priority is Addressed
1	Collaborate with providers to increase the number of extended day / extended year early learning and care providers.	Lack of extended day / extended year services	1.7

Figure 1.1 Coalition Priorities

Part 2. Community Plan

Community Plan (s. 411.01(5)(c)1.g., F.S.)

Section 1. Vision

There are quality resources and environments that prepare all children in Indian River, Martin and Okeechobee counties for a successful educational experience. **Building Blocks for Educational Success.**

Section 2. Mission

Provide quality opportunities for social, physical, emotional, and intellectual development of children, by partnering with parents, providers, and communities. **Partnering with parents, providers and communities to ensure quality early learning experiences through programmatic and financial support.**

Section 3. Community Needs Assessment

Data Sources

The Early Learning Coalition of Indian River, Martin, and Okeechobee Counties, Inc. commissioned a private consultant in Spring 2006 to write a Community Assessment for the three county area. Data and perspectives were collected through telephone and personal interviews, as well as a review of documents and data sources. These were the *CSC Five Year Program Plan*; *CSC Martin 2004-2005 Annual Report*; *ELCIRMO descriptive Information and reports*; *Economic Opportunities Council of Indian River Head Start Community Assessment 7/2004*; *Florida Children`s Forum Quarterly R&R Family Services Data Report 4/2006*; *Healthy Start Data 1994-2004*; *Martin County School District Head Start Community Assessment 2005*; *Okeechobee County Family Health/Healthy Start Coalition, Inc., 2002-2005 Needs Assessment and Service Delivery Plan*; *Okeechobee County School and Community Needs Assessment 1999*; *United Way of Martin County Strategic Plan 2005*; *Whole Child Progress Report of Martin County*; *Whole Child Project Community Input Report*; *2006 Youth, Health, and the Well-Being Report Card of Martin County*.

Community partners and customers in all three counties were given the opportunity to share information. Discussions were held with representatives of the Health Districts, Women Infant Children (WIC), Head Starts, community service providers, and United For Families (UFF), as well as ELCIRMO staff, Indian River Community College (IRCC) instructors, parents, and child care providers. The goals and objectives set by ELCIRMO Board members at their Annual Spring Retreat 2006 are an integral part of the document.

Kids Count 2005 and several web resources yielded the most up-to-date demographic information. Websites used for this Assessment follow: www.answers.com (demographics); <http://cscf.fmhi.usf.edu/flkc.htm> (child demographics); <http://factfinder.census.gov/> (demographics); www.myflorida.com (health, employment, education); <http://quickfacts.census.gov/qfd/states/12/html> (census information); and www.sustainabletc.org/documents/CSTC_FINALREPORT_11-02-05Interim.pdf

Executive Summary

Indian River, Martin, and Okeechobee Counties represent a vibrant region of Florida, bordered by the Atlantic Ocean to the east and the Kissimmee River to the west. Each county has its own unique history, economy, culture, and character rich with diversity of age, ethnicity, and income. Although all three counties are rural, the rustic nature of Okeechobee County contrasts with the more densely populated nature of Indian River and Martin Counties where major transportation corridors have influenced greater development. The area includes 2262 square miles and 20% of that area is water. Natural resources provide a setting for a wide variety of outdoor leisure and recreational activities such as boating and fishing.

The region's infrastructure of services for children and families has been greatly affected by a changing economy, population growth, and changing demographics, not to mention the three hurricanes that hit the area in 2004 and 2005.

- The traditional economy of commercial fishing, cattle ranching, vegetable and fruit farming, and growing citrus orchards, sugar cane fields, and tree/sod farms, has been seriously affected by hurricanes and citrus canker in recent years leading to a more service based economy of retail, construction, and tourism. In all three counties, most people are employed in the public sector followed closely in Indian River and Martin by retail and in Okeechobee by agriculture. Both retail and agricultural unemployment are subject to seasonal fluctuations.
- According to the 2000 census, there were 126,731 people and 55,288 households in Martin County, 112,947 people and 49,137 households in Indian River County, and 35,910 people and 12,593 households in Okeechobee County. The average household size was 2.23 (Martin County) 2.25 (Indian River County) 2.69 (Okeechobee County), and the average family size was 2.71 (Martin County) 2.72 (Indian River County) 3.07 Okeechobee County. Population in these Treasure Coast counties grew 9% from 2000 to 2004 and is becoming increasingly diverse with persons of Hispanic or Latino cultures who speak a primary language that is not English. According to school district information from the Florida Department of Education, as of October 2005, 773 (11.4%) of the students in Indian River County, (34.6%) in Martin, and 422 (11%) of the students in Okeechobee County do not speak English as their primary language. The most prevalent Hispanic group is Mexican, but the cultural and language differences among Hispanic or Latino groups must be respected in planning and providing services, especially with an increasing population of Guatemalans. The racial and ethnic composition of the counties follows:

	Martin	ELCIRMO Population	Indian River	ELCIRMO Population	Okeechobee
ELCIRMO Population					
White	89.88%	53%	87.43%	47%	79.28%
57%					
Black or African American	5.27%	16%	8.19%	34%	7.92%
10%					
Native American	.30%	00.1%	.25%	00.6%	.54%
1%					
Asian	.60%	00.6%	.74%	1%	.67%
1%					

Pacific Islander	.10%	00.3%	.03%	00.4%	
<u>.04%</u>	0%				
Hispanic/Latino	7.50%	28%	6.53%	15%	18.61%
27%					
Two or More Races	1.14%	1%	1.21%	1%	1.99%
34%					
Other	2.72%	1%	2.15%	1%	9.56%
					1%

- There is a great disparity of income among families living in these counties. While there are those of considerable wealth, the median income ranges from \$43,083 in Martin County to \$39,635 in Indian River County to \$30,456 in Okeechobee County. The poverty rate in Indian River is 6.3%, but jumps to 39.5% for single female headed households with children under 5 years. The poverty rate in Martin County is 5.6% with that figure increasing to 43.3% among female households with children under 5 years. In Okeechobee, the poverty rate is 11.8%. Single female headed households there have a poverty rate of 46.3%. Okeechobee was re-designated as a “*rural area of critical concern*” by Governor Bush in February 2006. According to the Florida Department of Education, there are 42,703 Pre-K to 12 students in the three counties. Of those, 16,028 receive free or reduced price lunch. According to *Kids Count 2005*, there were 13,841 children under 5 years, and of those, 1691 (12%) live in poverty (706 -Martin, 609 -Indian River, 376 -Okeechobee). Contributing to that number are births to unwed teen mothers which ranged from 8.9% of total births in Indian River, 9.4% in Martin, to 14.35% in Okeechobee in 2003.

The rate of free and reduced lunch varies widely between the counties and within counties. In 2005, Okeechobee` s rate of 64% exceeded the average poverty rate in the state by 11%. Indian River fell 4% short of the 53% state average at 49%, and Martin was recorded at 40% or 13 below the state average. The highest percentage of poverty is concentrated in geographic areas within the counties. Indiantown in Martin County records a greater than 95% free and reduced lunch rate, East Stuart shows 75%, and Port Salerno records 72%. Everglades and Seminole in Okeechobee County each approach 70% while Central is not far behind at 67%. Four of the schools in Indian River with the highest poverty rates are Fellsmere at 88%, Thompson at 71%, Vero Beach at 69%, and Dodgertown at 66%.

As reported by the three school districts, there are 8812 children with disabilities receiving special education services. This figure represents 215 of the total population (42,704) for the three counties. The statewide average for enrollment in special programs is 15.2% compared to 13.85% in Indian River, 17.5% in Martin, and 21.8% in Okeechobee County. Among the individual schools, Seminole Elementary in Okeechobee has the highest rate of students in special education programs at 25.4%. The Center for Child

Development coordinates the resources from Part C for the birth to 3 year olds. The Local Early Steps program works closely with the Early Learning Coalition in the three counties, partnering agencies, and child care providers meeting the special needs of 259 children and their families in their natural environments from July 2005-June 2006. The Florida Diagnostic and Learning Resource System (FDLRS) serving 441 children in the tri-county area in 2005-2006 coordinates the Part B resources for three to five year olds in the three county area. Limited family respite care is available through the ARC of Martin County without the capacity for ongoing therapeutic care. Parents report there are limited choices in child care for children with special needs.

As reported by the Florida Department of Education, fall 2005 School Readiness Uniform Screening System (SRUSS) scores were significantly low for the tri-county area. In Indian River, 80% of the 1184 “students reported” scored within the range of what is expected for this age group according to the ESI-K assessment tool. Eighteen percent of 1181 “students reported” ranked high risk in *letter naming* using the DIBELS instrument and 16% of 1078 “students reported” ranked high risk in *initial sounds*. In Martin County, 85% of 1123 students scored within the developmental range. Fifteen percent of 1149 students ranked high risk in *letter naming* and 21% of 1087 students ranked high risk in *initial sounds*. The scores were seriously low for Okeechobee’s children who have been deemed to be overwhelmingly high risk. Seventy-six percent of 521 students were within developmental range, 29% of 523 students were high risk in *letter naming*, and 31% of 522 students were high risk for *initial sounds*.

Martin County children have a high rate of tooth decay and need for an overwhelming amount of follow-up treatments. Though community agencies such as *Jesus House of Hope* assists with basic needs and an endowment fund, access to dental services for children under the age of 6 is limited because there are few dentists accepting pediatric patients and even fewer who accept Medicaid. An Oral Care Task Force is pursuing this issue along with the question of adding fluoride to the drinking water. In Okeechobee County, there are no pediatric dentists who accept Medicaid. Children are transported to Indian River County for the limited services that are offered there.

Access to health care continues to be a problem for families living in Indiantown. Limited health facilities in that community are overwhelmed with patients due to staff turnover and other factors. An Access Committee convened by the Healthy Start Coalition is working with the Health Department to identify solutions.

Asthma is an especially prevalent problem for our children and a leading cause of chronic illness. Diagnoses in our area far exceed the state average of 9.5% of children. Education for parents about the strong link between second-hand exposure to smoke and asthma must become a priority.

The delivery of mental health services is fragmented across all counties. Services for prevention, intervention, and on-going support are in short supply. There is a waiting list, according to United for Families, for children in need of treatment and for adults who do not have Medicaid or private health insurance. The problem is a serious one for children with behavioral challenges in all three counties. In Okeechobee County, for example, not only are there no pediatric mental consultants available, but also a system to make such referrals has never been put in place. A health care planning group is charged with problem solving solutions in funding, accessibility, and consumer education/referrals.

WIC reports a significant challenge with overweight children in the 0-5 age group in Martin County. A total of 35% of all students were at risk in 2004-2005, the second highest in the state. Local professionals and community members have formed the HEALTH! Initiative (Healthy Eating Activity & Lifestyle Taskforce Helping Martin County) to involve families in health and wellness education, advocacy, and partnerships. Great progress has been made with anemia which was cited as a prevalent health concern in prior years. Parent education and nutrition counseling have been a difference and need to be integrated into service delivery for young families as an ongoing, preventive measure.

Family needs in the tri-county area as defined by the Head Start Community Assessment in Martin and Indian River/Okeechobee Counties are basic in nature such as food, clothing, and shelter ... problems that have been worsened recently by catastrophic weather events. Families continue to struggle with lack of affordable housing and transportation as well as access to health insurance and preventive services. There is a serious need for training/job opportunities that pay enough to bring families out of poverty, especially in Okeechobee where families tend to be more transient in search of an affordable life style. To address these challenges, the *Whole Child Connection* in Martin was launched as a web-based referral system designed to link families directly with the agencies that can help them. The Workforce Development Boards, Healthy Start, UFF, DCF, the IRC Mental Health Agency, the Community Health Unit, Cooperative Extension Agency, and Hibiscus House are among the many organizations poised to serve the ELCIRMO population toward self-sufficiency and well-being.

Toward a vision of preparing children to be successful in school and in life through a shared regional identity and goals, Early Learning Coalitions representing the three counties merged in July 2005. Services are offered in the areas of Child Care Resource and Referral, training and support to child care providers, quality assessment for child care providers, School Readiness and child care subsidy for eligible families, and the Voluntary Pre-Kindergarten Program (VPK). The new entity, Early Learning Coalition of Indian River, Martin, and Okeechobee Counties, Inc., (ELCIRMO) is headquartered in Fort Pierce (St. Lucie County) with local offices in Okeechobee, Stuart, and Vero Beach to be close to the population served. This is particularly important since there is no public transportation and the distances are great. The local offices also provide training to child care providers at a more convenient

distance. Rising fuel costs exacerbate the training conditions. The larger child care providers are located in the more densely populated areas for obvious business reasons. Families want to be able to choose among child care settings near their homes (residential areas), or at locations closer to their employer (agricultural, commercial, or industrial areas).

In November 2005, the Early Learning Coalition funded 730 child care slots in Indian River County (served 742), 712 in Martin County (served 911), and 542 in Okeechobee County (served 624). There were 42 children on the waiting list in Okeechobee County. By January 2006, the Coalition was serving 752 children (95% of projected) in Indian River County, 871 children (98% of projected) in Martin County, and 318 children in Okeechobee County (95% of projected). Head Start has 240 slots in Indian River; 262 in regular Head Start and 42 Early Head Start in Martin County; and 100 in Okeechobee County. Parents have a choice of 101 contracted child care facilities, 21 of which are Gold Seal, and 112 voucher providers. Providers range in type, size, and regulatory category. Among the over 2200 children served are ELCIRMO's unique population groups of children of very low income and children with special needs. ELCIRMO families can also access the services of other agencies in the tri-county area including Redlands Christian Migrant Association (RCMA) serving 250 children, East Coast Migrant serving 255 children, Head Start serving 626 children and Child Care Resources in Indian River serving 91 children currently.

There are limited options for evening, overnight, and weekend care as well as for care of sick children provided by registered and licensed homes in the three counties. The demand for infant and toddler care far exceeds the supply in every county. There are waiting lists for care in both Indian River and Okeechobee Counties, but not in Martin County due to a partnership with the Children's Services Council which extends the amount of resources available for child care subsidies. Though the quality of care is improving, we still see a serious lack of knowledge among directors /owners in human resource skills, fiscal management, professionalism, and employee/employer communication. Only 21 of 101 providers are accredited and retention of staff in most of our programs is an ongoing concern. The average ITERS / ECERS scores presently are at a minimal level of 3.0 out of a possible 7.0. Teachers are personally challenged to take advantage of several programs already in place to further their education including IRCC Scholarship program and ELCIRMO trainings.

Identification of Issues

- Need to increase the number of providers offering developmentally appropriate care for children 0-3 years of age and children with special needs.
- Need to create choices in child care with non-traditional hours to meet the needs of working parents.

- Need to reduce the waitlist for child care services.
- Need to forge partnerships that will allow for the expansion and improvement of child care services.
- Need to heighten the quality of early learning and education by improving provider skills in working with children who do not speak English as their primary language, children with special needs, and children living in poverty.
- Need to educate the public, support and train child care providers, and partner with parents in promoting the inclusion of all children in all child care settings.
- Need for director/owner training in fiscal and human resources management, professionalism, communication, marketing, and overall program development.
- Need to provide family literacy activities, health education, and nutrition education with particular emphasis on the dangers of second-hand smoke and iron rich foods.
- Need to work with local dentists and community agencies to increase access to dental care and education for young children and their families.
- Need to connect all families using Child Care Resource and Referral with community resources and supports with guidance from the *Whole Child Project* model.
- Need to support providers in developing emergency plans for catastrophic events including the bird flu pandemic.
- Need to provide family supports and parenting education to teen parents.
- Need to integrate wellness support into all aspects of service delivery; problem-solve solutions in mental health funding, accessibility, and training; and create systems for referral and follow-up.

Section 4. Coalition Priorities

Priority	Description	Priority Addresses this Community Need	Element Where the Priority is Addressed
1	Collaborate with providers to increase the number of providers offering developmentally appropriate care for children 0-3 years of age.	Lack of infant and toddler care.	5.3.1
2	Collaborate with providers and community partners to increase the number of programs offering developmentally appropriate care for children with special needs ages 0-5 years.	Child care for children with special needs is limited.	5.4.1
3	Heighten the quality of early learning and education by improving provider skills to meet the needs of the children they are serving.	Need to improve provider skills in working with all children, including continued work with ESOL children and families, children with special needs, and children living in poverty.	3.6.1 4.3.3 5.4.1
4	Build upon parent knowledge of early childhood education, improve their literacy skills, and strengthen their role as their child's first teacher.	Need for parent support, prenatal care, and education for all parents including single teen moms. Parent literacy needs.	3.4.1 3.4.2
5	Extend program hours to meet the needs of working families.	Lack of child care for those working non-traditional hours.	1.7.1
6	Provide a comprehensive program of family literacy training and supports to parents and providers.	Few family literacy opportunities in rural Okeechobee County, which was designated as an "area of critical concern." Effects of poverty combined with challenges of non-English speaking families contribute to low performance of students, as reflected in DIBELS scores.	3.4.2

*Add more fields as needed.

Part 3	Coalition Governance
Section 1	Board Operation

0.1.1 Board Membership Section 411.01(5)(a)4-7, F.S., establishes requirements for coalition board membership. The following policies clarify the requirements for board membership:

- [OEL File # 206.04](#) - Appointment to early learning coalitions of representatives of programs for children with disabilities
- [OEL File # 205.05](#) - Early Learning Coalition Board Membership

Criteria:

Check “Yes” if the coalition adheres to the statutory and program instruction requirements, along with the following:

- Board members are drawn from and are representative of all counties served by the coalition;
- Board decision-making is conducted with a quorum (s. 411.01(5)(a)8, F.S.); and
- All board and committee meetings are noticed and conducted in accordance with s. 286.011, F.S., documentation and notification requirements, including written meeting minutes.

If the coalition does not completely adhere to the statutory requirements and program instruction check “No” and describe how the coalition will conform to the requirements.

Coalitions are required to use the [Coalition Membership Form](#) when submitting a copy of the board membership as an attachment. This form is designed to correlate to the requirements outlined in statutes and OEL program instructions.

**0.2.1
Bylaws and
Articles of
Incor-
poration**

Section 411.01(5)(d)4.i., F.S., requires that a coalition submit articles of incorporation and bylaws if the coalition is organized as a corporation. [OEL File # 206.10 Early learning coalition articles of incorporation and bylaws](#) clarifies the requirements for articles of incorporation and bylaws.

Criteria:

Check “Yes” if the coalition adheres to statutory requirements, program instruction, and the following:

- The articles of incorporation and bylaws containing the minimum requirements established in s. 617.0202 and 617.0206, F.S.;
 - Written policies or bylaws clearly delineate the responsibilities of the coalition board, its committees, and the executive director;
 - New board members receive orientation training, including the roles and responsibilities of the board and executive director and sunshine law requirements;
 - Board members follow a written code of ethics s. 411.01(5)(a)10, F.S.;
 - Bylaws and/or operating procedures clearly define the differences in responsibilities of voting and non-voting board and committee members;
 - Policies or bylaws that clearly delineate members’ roles in the participation in discussion and decisions involving early education or related services, including discussions about the effectiveness and quality of programs and services. (These roles relate to non-voting, voting and committee members who provide early education or related services);
 - Bylaws include a parliamentary authority reference (e.g. *Robert’s Rules of Order, Sturgis Standard Code of Parliamentary Procedure*);
 - All references to Florida The Partnership for School Readiness are replaced with Agency for Workforce Innovation, Office of early learning;
 - The corporate name begins with “Early learning Coalition of” and then reflect the
-

county or counties served or a name reflective of the coalition's region;

- The counties that the coalition serves are reflected in the bylaws;
- The purpose, intent, goals, or values contained in the bylaws and articles of incorporation reflect the addition of the legislative charge for voluntary prekindergarten;
- Any reference to membership, regarding board composition, terms, and voting is in accordance with law and policy;
- There is a general statement that the articles of incorporation and bylaws are a part of the coalition's plan and any amendments to them constitute an amendment to the plan;
- Articles of incorporation or bylaws contain the following references: s. 112.313, s. 112.3135, and s. 112.3143, F.S.; and
- Amending bylaws or articles of incorporation must follow the procedures outlined in [OEL File # 206.10](#).

Copies of the bylaws, articles of incorporation, and organizational chart must be included as an attachment. If the coalition does not completely adhere to statutory requirements or program instruction check "No."

**0.3.1
Board and
Personnel
Complaints**

If the coalition has a process in place to address board and personnel complaints, check "Yes." If the coalition does not have a process in place to address board and personnel issues, check "No" and describe how the coalition will develop a process.

Part 3. Coalition Governance

Section 0.1 Board Operation

0.1.1. Does the Board membership (included in **Attachment 1**) adhere to statute and policy requirements? (s. 411.01(5)(a)4-7., F.S.)([OEL File # 206.01](#), [OEL File # 206.02](#) , [OEL file # 206.03](#), [OEL file # 206.04](#)) (pending Board approval on 9/23/10).

Yes

No, and the following describes how the coalition will completely conform to the requirement:

0.2.1. Is the coalition organized as a corporation? (s. 411.01(5)(d)4.i, F.S.) ([OEL File # 206.10](#))

Yes, and copies of the bylaws, articles of incorporation, and organizational chart are included in **Attachment 2** (Bylaws pending Board 1st review on 9/23/10).

No

0.3.1. Does the coalition have a process in place to address board and personnel complaints?

Yes

No, and the following describes how the coalition will develop a process:

Attachment I: Coalition Board Membership

Please complete the following information regarding coalition board membership as required by Chapter 411.01(5)(a)4-13, F.S.. This form is an attachment for the coalition's School Readiness Plan.

Count or N/A	Designation in F.S. 411.01(5)5	Mandatory Member	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	Does either the member or their families have a substantial financial interest in VPK/SR?	If this is a multi-county coalition, indicate the county that this individual represents	Length of Current Term and Date it Will End
I. REQUIRED MEMBERS								
1	Chair, appointed by the Governor	Yes	Yes	Filiberto Valero 1501 NE Ocean Blvd. Apt. #12 Stuart, FL 33496 Phone: 772-678-1447 Email: Filiberto.valero@wachovia.com	Private Sector Wachovia / Wells Fargo	No	Martin	4 years 4/30/2013
2	Vice-Chair, Private sector appointed by the Governor	Yes	Yes	Jacqueline Crighton 900 East Ocean Blvd. #246E Stuart, FL 34994 Phone: 772-419-0505 Email: jacquelinecrighton@yahoo.com	Private Sector Advanced Health Care for Women (Dr. Kathy Santoriello) Business Manager	No	Martin	3 Years 4/30/2012
3	Private sector appointed by the Governor	Yes	Yes	(Vacant)	Private Sector			Vacant
4	Department of Children & Family Services circuit administrator or designee	Yes	Yes	Vern Melvin Dept. of Children & Families 337 US Highway 1, Suite 327E Fort Pierce, FL 34950 Phone: 772-467-4178 Fax: 772-429-2031 Email: vern_melvin@dcf.state.fl.us	County Department of Children and Families District XV District Admin.	No	Indian River Martin Okeechobee	Indefinite
5	District superintendent of schools or designee	Yes	Yes	Dr. Patricia Cooper Okeechobee County School District 700 SW Second Avenue Okeechobee, FL 34974 Phone: 863-452-5000 Fax: 863-462-5151 Email: cooperp@okee.k12.fl.us	School District Superintendent Okeechobee County	Yes	Okeechobee	Rotational 2 years 6/30/2011

Count or N/A	Designation in F.S. 411.01(5)5	Mandatory Member	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	Does either the member or their families have a substantial financial interest in VPK/SR?	If this is a multi-county coalition, indicate the county that this individual represents	Length of Current Term and Date it Will End
6	Regional workforce board executive director or designee	Yes	Yes	Gwenda Thompson Workforce Development Board of the Treasure Coast 584 NW University Blvd, Suite 100 Port St. Lucie, FL 34986 Phone: 772-335-3030 Fax: 772-335-0677 Email: gthompson@tcjobs.org	Workforce Board of the Treasure Coast President/CEO	No	Indian River Martin Okeechobee	Indefinite
7	County health department director or designee	Yes	Yes	Mark Chittum Martin County Health Dept. 3441 SE Willoughby Blvd. Stuart, FL 34994 Phone: 772-221-4000 Fax: 772-221-4989 Email: mark_chittum@doh.state.fl.us	County Health Department of Martin County Administrator	No	Martin	Rotational 2 Years 6/30/2011
8	President of a community college or designee	Yes	Yes	Sam Smith, Provost Indian River State College 2229 NW 9 th Avenue Okeechobee, FL 34972 Phone: 863-824-6004 Fax: 863-824-6019 Email: gsmith@irsc.edu	Community College Hendry/Glades Campus IRSC Okeechobee Provost	No	Indian River Martin Okeechobee	Indefinite
9	Member appointed by Board of County Commissioners or the governing board of a municipality	Yes	Yes	Gloria Friedman 2401 SE Monterey Road Stuart, FL 34996 Phone: 772-463-2868 Fax: 772-288-5960 Email: gfriedman@martin.fl.us	Martin County Board of County Commissioners Community Grants Coordinator	No	Martin	Rotational 2 Years 6/30/2011
10	Head Start Director	Yes	Yes	Leonard Edwards P.O. Box 2766 Vero Beach, FL 32991 Phone: 772-589-8008 Fax: 772-589-1191 Email: ledwards@eochsofirc.net	Head Start Economic Opportunities Council Head Start Director	Yes	Indian River	Rotational 2 Years 6/30/2011

Count or N/A	Designation in F.S. 411.01(5)5	Mandatory Member	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	Does either the member or their families have a substantial financial interest in VPK/SR?	If this is a multi-county coalition, indicate the county that this individual represents	Length of Current Term and Date it Will End
11	Representative of private for-profit child care providers	Yes	Yes	Dr. Patti Pelletier 509 SE Palm Beach Road Stuart, FL 34994 Phone: 772-286-5437 Fax: 772-286-5226 Email: Patto102@comcast.net	Private For-profit Child Care New Beginnings Learning Academy Owner	Yes	Martin	Rotational 2 Years 6/30/2011
12	Representative of faith based child care providers	Yes	Yes	Wendy San Martin 1803 SW 3 rd Avenue Okeechobee, FL 34974 Phone: 863-763-8800 Fax: 863-763-8800 Email: faithacademy@embarqmail.com	Faith-based Child Care Faith Academy Preschool Director	Yes	Okeechobee	Rotational 2 Years 6/30/2011
13	Representative of program under federal Individuals with Disabilities Education Act	Yes	Yes	Sandy Akre FDLRS/Galaxy 4204 Okeechobee Road Fort Pierce, FL 34947 Phone: 772-429-4585 Fax: 772-429-3622 Email: akres@stlucie.k12.fl.us	DEA Representative FDLRS of the Treasure Coast Director	No	Indian River Martin Okeechobee	Indefinite
II. CONDITIONAL MEMBERS These members are mandatory, if applicable in the coalition's locality.								
14	Children services council or juvenile welfare board chair or executive director	Yes, if applicable	Yes	Miranda Swanson Indian River Co. Health Dept. 1900 27 th Street Vero Beach, FL 32960 Phone: 772-794-7452 Fax: 772-794-7453 Email: Miranda_swanson@doh.state.fl.us	Indian River County Health Dept. Administrator	No	Indian River	Rotational 2 Years 6/30/2011
15.	Child care licensing agency head	Yes, if applicable	Yes	Tom Peer DCF Licensing Supervisor 337 N. 4 th St., Suite A Fort Pierce, FL 34950 Phone: 772-467-4172 Cell: 863-634-5769 Fax: 772-467-3757 Email: Tom_peer@dcf.state.fl.us	DCF Staff District XV Head of Licensing Division	No	Indian River Martin Okeechobee	Indefinite

Count or N/A	Designation in F.S. 411.01(5)5	Mandatory Member	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	Does either the member or their families have a substantial financial interest in VPK/SR?	If this is a multi-county coalition, indicate the county that this individual represents	Length of Current Term and Date it Will End
N/A	Central agency administrator	Yes, if applicable	Yes	(Vacant)				
III. PRIVATE SECTOR* (Includes Governor appointments. Total must be more than one-third of membership. Example: A 15 member board would require 6 private sector business members.) Neither they nor their relatives may have a substantial financial interest in the design or delivery of VPK or SR services.								
16	Private Sector Business	Yes	Yes	Susan Green Piper Aircraft, Inc. 2926 Piper Drive Vero Beach, FL 32960 Phone: 772-299-2574 Fax: 772-978-6607 Email: susan.green@piper.com	Private Sector Piper Aircraft, Inc.	No	Indian River	2 Years 10/30/2011
17	Private Sector Business	Yes	Yes	Libbie DeLosh 9600 N. Alt. A1A Palm Beach Gardens, FL 33410 Phone: 561-626-1828 Fax: Email: edelosh@bankatlantic.com	Private Sector Bank Atlantic	No	Martin	2 Years 10/30/2011
18	Private Sector Business	Yes	Yes	Tabitha Trent Center State Bank 1611 S. Parrott Ave. Okeechobee, FL 34974 Phone: 863-763-5573 Email: tabtent@aol.com	Private Sector Center State Bank	No	Okeechobee	2 Years 6/30/2011
19	Private Sector Business	Yes	Yes	Charlene Oakowsky Oakowsky Management, Inc. 613 SE Ashley Oaks Way Stuart, FL 34997 Phone: 772-286-5885 Fax: 772-286-0512 Email: Charlene@oakmanagement.com	Private Sector Oakowsky Management, Inc. Owner	No	Martin	2 Years 8/30/2011

Count or N/A	Designation in F.S. 411.01(5)5	Mandatory Member	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	Does either the member or their families have a substantial financial interest in VPK/SR?	If this is a multi-county coalition, indicate the county that this individual represents	Length of Current Term and Date it Will End
N/A	Private Sector Business	Yes	Yes	(Vacant)	Private Sector		Indian River	
N/A	Private Sector Business	Yes	Yes	(Vacant)	Private Sector		Okeechobee	

IV. OPTIONAL MEMBERS* Neither they nor their relatives may have a substantial financial interest in the design or delivery of VPK or SR services and they may not duplicate representation of a legal entity. (Some exceptions provided in OEL-PG-0002-10). Multi-county coalitions are limited to 2 per county.

N/A	Parent	No	Yes					
N/A	Non-Profit Child Care Provider**	No	Yes					
	DCF Staff***	No	Yes					

V. EX-OFFICIO NON-VOTING MEMBERS* In a multi-county coalition, each ex-officio member position may be filled by multiple non-voting members but no more than one voting member shall be seated per member position. If an early learning coalition has more than one member representing the same entity as a “Required Member” position, only one of such members may serve as a voting member.

- * Add rows, as needed.
- ** If required member is not a family home provider.
- *** If there is no local licensing agency.

**1.6.1
Sliding
Fee Scale**

[45 CFR 98.42](#) requires that the coalition's sliding fee scale is based on income and size of the family and may be based on other factors ([60BB 4.400](#)) as appropriate.

Program instruction, [OEL File # 400.01 Federal poverty guidelines](#), provides additional directions on establishing a sliding fee scale.

If the coalition uses factors in addition to income and the size of family to determine the cost of care check "Yes," and describe any additional factors used. If the coalition does not use additional factors to determine the cost of care, check "No." **Attach a copy of the Coalition's sliding fee scale.**

1.6 Sliding Fee Scale

1.6.1. A sliding fee scale, which is used to determine each family's contribution to the cost of early learning, must vary based on income and the size of the family. A copy of this sliding fee scale for early learning services is provided as **Attachment 3** (pending Board approval on 9/23/10). (s. 411.01(5)(d)4.a, F.S.)(45 CFR 98.42)

Does the coalition use factors in addition to income and the size of the family to determine the Sliding Fee Scale?

Yes, and the following describe any additional factors that will be used:

No

1.3.5 School Readiness Transportation Services	Section 411.01014, Florida Statutes, allows a coalition to provide School Readiness Transportation Services to at-risk children. By checking “Yes,” the coalition attests that it offers School Readiness Transportation services to at-risk children and has received Agency prior approval. If the coalition does not offer School Readiness Transportation services, check “No”.
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1.3.5. Does the coalition offer School Readiness Transportation services to at-risk children and has the coalition received prior approval of the Agency for this service? (s. 411.01014, F.S.)

Yes

No

Element 1.3.6 Children Served	<p>In accordance with s. 411.01(5)(a)2., F.S., each early learning coalition must serve a minimum of 2000 children through the School Readiness program.</p> <p>If the coalition serves at least the minimum number of children required, check “Yes”.</p> <p>If the coalition does not serve the minimum required by statute, check “No”. If the coalition checks “No” the coalition attests that it has demonstrated its ability to implement the Voluntary Prekindergarten Education Program efficiently and effectively and its ability to perform its duties in accordance with law.</p>
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1.3.6. Does the coalition serve at least the minimum number of children required? (s. 411.01(5)(a)2., F.S.)

Yes

No, and the following describes how the coalition demonstrates its ability to implement the Voluntary Prekindergarten Education Program efficiently and effectively and that it can perform its duties in accordance with law:

<p>Element 1.9.3 – School Readiness Provider Agreements/ Certificates/ Contracts</p>	<p>Coalitions are required to implement a comprehensive program of school readiness services that enhance the cognitive, social, and physical development of children. (s. 411.01(5)(c)2., F.S.</p> <p><u>Criteria:</u></p> <p>At a minimum a coalition’s provider agreement should contain language for the following statutorily required program elements:</p> <ul style="list-style-type: none"> • Developmentally appropriate curriculum designed to enhance the age-appropriate progress of children in attaining the performance standards adopted by the Agency for Workforce Innovation under subparagraph (4)(d)8. • A character development program to develop basic values. • An age-appropriate screening of each child's development. • An age-appropriate assessment administered to children when they enter a program and an age appropriate assessment administered to children when they leave the program. • An appropriate staff-to-children ratio, pursuant to s. 402.305(4) or 402.302(7) or (8), as applicable, and as verified pursuant to s. 402.311. • A healthy and safe environment pursuant to s. 401.305(5), (6), and (7) as applicable, and as verified pursuant to s. 402.311. • Evidence that the program meets all state licensing guidelines, where applicable. <p>If the coalition has established a School Readiness Provider Agreement, check “Yes” and include the agreement(s) as an attachment. If the coalition has not established a School Readiness Provider Agreement, check “No.”</p>
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1.9.3. Coalitions are required to implement a comprehensive program of school readiness services that enhance the cognitive, social, and physical development of children. (s. 411.01(5)(c)2., F.S.)

Does the coalition maintain a provider agreement which requires providers to implement s. 411.01(5)(c)2, F.S.?

Yes, and a copy of the provider agreement is attached. [\(Attachment 4\)](#)

No, and the following describes how the coalition will establish and maintain a provider agreement which requires providers to implement all of the elements of s. 411.01(5)(c)2, F.S.

Element 1.9.4. Monitoring Tools	<p>The School Readiness program shall provide parental choice to the maximum extent possible. (s. 411.01(7)(a),F.S)(45 CFR 98.30).</p> <p>If a coalition’s School Readiness Agreement monitoring tool could exclude a group of providers or limit parental choice, check “Yes” and include as an attachment.</p> <ul style="list-style-type: none"> • A copy of the coalition’s monitoring tool. • The reason behind the language that could include reports, findings, and board actions. • The methodology the coalition uses to exclude a provider other than failure to meet the requirements of s. 411.01, F.S. • The number, types, and locations of providers that have been excluded due to the language. <p>If a coalition’s provider agreement does not contain language that would exclude a group of providers or limit parental choice, check “No” and include as an attachment a copy of the coalition’s monitoring tool that ensures compliance with section 411.01, Florida Statutes.</p>
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Element 1.9.4. Monitoring Tools

Does the coalition’s provider agreement contain language that would exclude a group of providers (other than those which do not meet the requirements of s.411.01, F.S.) or limit parental choice? (411.01(7)(a), F.S.)

Yes, and a copy of the provider agreement monitoring tool; a description of the reasons that such language is included in the provider agreement; a description of the method by which the coalition determines that a provider should be excluded; and list of the number, types, and locations of providers which have been excluded as a result of the language are included in Attachment

No, and the coalition has attached the procedures and policies by which the coalition guarantees that providers comply with section 411.01, Florida Statutes. (**Attachment 5**)

**Early Learning Coalition of
Indian River, Martin, & Okeechobee**

To: Finance Committee
From: Leslie D. Powery
Subject: Financial Statements August & July 2010

Note: Explanations are given for unfavorable variances exceeding \$2,500 and 10% per Account Balances.

Balance Sheet

Balance sheet items have been reviewed and reconciled through bank reconciliations, subsidiary ledgers, and where applicable the monthly billing reports to AWI as of August 31, 2010.

Assets

Acct(s) 1010-1021 Cash, overall, decrease by **\$144k (14%)**. This was a result of increased outlays for SR & VPK services for July 2010 services paid in Aug. 2010 including the initial repayment for \$61k of the SR Advance for FY10/11..

Acct 1500 Provider Advances VPK increased by **\$39k (108%)**. This resulted from VPK Provider Advances paid in Aug. were more for Oct. 2010 than paid in July for Aug. & Sept. 2010. Note: Most VPK Providers start their VPK program late in Aug. 2010 for the FY10/11.

Liabilities

Acct 2010 Accounts Payable decreased by **\$148k (14%)**. A/P is current 0-30 days) and will be paid in Sept. 2010

Acct 2100 Payroll increased by **\$4k (76%)**. This was due to the timing when payroll benefits were paid until Sept. 2010.

Acct 2118 Accrued Payroll increased by **\$6k (31%)**. This resulted from the month end payroll accrued at 70% for Aug. 2010 as compared to 50% for July 2010.

Acct 2200 Due to Office of Early Learning decreased by **\$102k (9%)**. Resulted from the repayments of the second SR Advance of \$61k and initial VPK Advance of \$41k in Aug. 2010.

Acct 2250 Deferred Revenue VPK increased by \$60k (101%). See **Acct 1500 Provider Advances VPK** for explanation.

Income Statement

Note: Review the Projected Usage column (last one); it indicates that all revenues & expenses meet our Annual Budget usage target of 17% YTD. This correlates to us maximizing our earning potential from our services.

Revenues are under budget by **\$176k (14%)** for the month to date and under for the year to date by **\$276k (11%)**. This is a result of the VPK start date was Aug. 23, 2010 and we could not maximize the full month. This will occur in Sept. 2010.

Expenses-Provider Payments are under budget by **\$221k (19%)** for the month to date and under for the year to date by **\$360k (15%)**. See **Revenues** for explanation.

Expenses-G & A are over budget by **\$241 (0%)** for the month to date and under by **\$9k (3%)** for the year to date. MTD: Acct 4400 increased by \$9k (85%) due to the license renewal for ELAP & LAP3. YTD: Acct 4155 Payroll Taxes by \$5k (9%) due to the ICMA pension accruals made.

ELC of IRMO Counties
Balance Sheet
As of August 31, 2010 w/
July 31, 2010 Figures

	Aug 31, 10	July 31, 10	\$ Change	% Change
ASSETS				
Current Assets				
Cash				
1010 · Bank Atlantic 8176	208,713.66	94,732.53	113,981.13	120%
1012 · Bank Atlantic Interest 8272	627,121.56	895,008.70	(267,887.14)	-30%
1014 · Bank Atlantic Payroll 8322	19,387.55	11,730.84	7,656.71	65%
1021 · Bank of America 3426	22,841.63	20,694.49	2,147.14	10%
Total Cash	878,064.40	1,022,166.56	(144,102.16)	-14%
Accounts Receivable				
1100 · Accounts Receivable	1,209,497.90	1,292,005.97	(82,508.07)	-6%
Other Current Assets				
1110 · Accounts Receivable - Other	(4,401.74)	(5,353.74)	952.00	-18%
1450 · Prepaid Expenses	2,634.74	2,540.23	94.51	4%
1460 · Deposits	4,199.53	4,199.53	0.00	0%
1500 · Provider Advances - VPK	75,455.10	36,200.70	39,254.40	108%
Total Other Current Assets	77,887.63	37,586.72	40,300.91	107%
Total Current Assets	2,165,449.93	2,351,759.25	(186,309.32)	-8%
Fixed Assets				
1600 · Fixed Assets (Net accum depr.)	108,565.83	113,502.78	(4,936.95)	-4%
TOTAL ASSETS	2,274,015.76	2,465,262.03	(191,246.27)	-8%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2010 · Accounts Payable	923,074.71	1,071,820.12	(148,745.41)	-14%
Other Current Liabilities				
2011 · Accounts Payable - Other	55.12	55.12	0.00	0%
2015 · Interest Payable	12.63	8.90	3.73	42%
2020 · Other Payables	9,510.78	9,400.55	110.23	1%
2100 · Payroll Liabilities	9,306.42	5,278.59	4,027.83	76%
2118 · Accrued Payroll	28,862.00	22,020.00	6,842.00	31%
2120 · Accrued Pay Leave	35,275.27	37,134.27	(1,859.00)	-5%
2200 · Due to Office of Early Learning	1,055,576.11	1,157,666.11	(102,090.00)	-9%
2250 · Deferred Revenue - VPK	119,734.98	59,538.84	60,196.14	101%
Total Other Current Liabilities	1,258,333.31	1,291,102.38	(32,769.07)	-3%
Total Liabilities	2,181,408.02	2,362,922.50	(181,514.48)	-8%
Equity				
3011 · Unrestricted Net Assets - IRC	54,106.00	54,106.00	0.00	0%
3012 · Unrestricted Net Assets - MC	78,760.46	78,760.46	0.00	0%
3013 · Unrestricted Net Assets - OC	35,035.00	35,035.00	0.00	0%
3998 · Retained Earnings	(64,556.48)	(64,556.48)	0.00	0%
Net Income	(10,737.24)	(1,005.45)	(9,731.79)	968%
Total Equity	92,607.74	102,339.53	(9,731.79)	-10%
TOTAL LIABILITIES & EQUITY	2,274,015.76	2,465,262.03	(191,246.27)	-8%

ELC of IRMO Counties
 Statement of Activity
 Budget vs. Actual
 AUGUST 2010
 MTD/YTD/ANNUAL
 Analysis

	AUG '10 Actual vs. Budget \$ and % Variances				AUG '10 YTD Actual vs. Budget \$ and % Variances				Annual Budget \$ & % vs YTD Actual			Projected
	AUG 10	AUG 10	\$ Variance	% Variance	Jul10 - Aug10	YTD Budget	\$ Over Budget	% of Budget	Annual Budget	\$ +/- Budget	% of Budget	*YTD Usage
	(a)	(b)	(a) - (b) = (c)	(c) / (b)	(d)	(e)	(d) - (e) = (f)	(f) / (e)	(g)	(d) - (g)	(d) / (g)	17%
Ordinary Income/Expense												Over/(Short)
Income												
4001 · School Readiness Revenue	601,592	672,823	(71,231)	-11%	1,322,279	1,345,646	(23,367)	-2%	8,073,877	(6,751,598)	16%	0%
4009 · ARRA Grant	273,926	54,157	219,769	406%	466,619	108,315	358,304	331%	649,888	(183,269)	72%	55%
4010 · Voluntary Pre-K	203,399	518,459	(315,060)	-61%	438,189	1,036,917	(598,728)	-58%	6,221,506	(5,783,317)	7%	-10%
4020 · Other Grant Revenue	47,582	58,730	(11,148)	-19%	105,816	119,805	(13,989)	-12%	702,165	(596,349)	15%	-2%
4030 · In-Kind Contributions	0	0	0	0%	0	0	0	0%	0	0	0%	-17%
4050 · Misc Revenue	0	0	0	0%	0	0	0	0%	0	0	0%	-17%
4058 · Contribution Income	1,500	0	1,500	100%	1,500	0	1,500	100%	0	1,500	100%	83%
Total Income	1,127,999	1,304,169	(176,170)	-14%	2,334,403	2,610,683	(276,280)	-11%	15,647,436	(13,313,033)	15%	-2%
Expense-Provider Payments												
5010 · SR Provider Payments	546,081	532,036	14,045	3%	1,156,640	1,064,071	92,569	9%	6,384,428	(5,227,789)	18%	1%
5009 · SR ARRA - Provider Payments	182,308	97,006	85,302	88%	375,001	194,011	180,990	93%	582,033	(207,032)	64%	48%
5021 · VPK - Provider Payments	188,087	498,180	(310,093)	-62%	373,486	996,361	(622,875)	-63%	5,978,165	(5,604,679)	6%	-10%
5030 · Local Grants Provider Payments	47,582	58,483	(10,901)	-19%	105,816	116,966	(11,150)	-10%	701,795	(595,979)	15%	-2%
Total Provider Payments	964,058	1,185,705	(221,647)	-19%	2,010,943	2,371,409	(360,466)	-15%	13,646,421	(11,635,478)	15%	-2%
Expense-ELC G & A												
4150 · Salaries & Wages	91,738	93,077	(1,339)	-1%	186,471	186,155	316	0%	1,116,929	(930,458)	17%	0%
4155 · Payroll Taxes and Benefits	28,049	29,411	(1,362)	-5%	64,121	58,822	5,299	9%	352,935	(288,814)	18%	2%
4300 · Professional Fees	0	2,923	(2,923)	-100%	521	5,847	(5,326)	-91%	35,080	(34,559)	1%	-15%
4400 · Other Program Costs	20,032	10,846	9,186	85%	20,082	21,692	(1,610)	-7%	130,151	(110,069)	15%	-1%
4450 · Other Contracted Services	4,240	3,750	490	13%	4,240	7,500	(3,260)	-43%	45,000	(40,760)	9%	-7%
5055 · Non-Reimbursable Expenses	0	0	0	0%	0	0	0	0%	0	0	0%	-17%
5600 · Education and Training	0	833	(833)	-100%	0	1,667	(1,667)	-100%	10,000	(10,000)	0%	-17%
7000 · Advertising	408	1,671	(1,263)	-76%	620	3,341	(2,721)	-81%	20,047	(19,427)	3%	-14%
7080 · Computer	2,811	417	2,394	574%	3,769	833	2,936	352%	5,000	(1,231)	75%	59%
7090 · Dues & Subscriptions	2,500	417	2,083	500%	2,750	833	1,917	230%	5,000	(2,250)	55%	38%
7100 · Equipment Purchase & Rental	575	2,500	(1,925)	-77%	4,136	5,000	(864)	-17%	30,000	(25,864)	14%	-3%
7200 · Insurance	405	625	(220)	-35%	3,478	1,250	2,228	178%	7,500	(4,022)	46%	30%
7315 · Licenses, Permits & Taxes	0	63	(63)	-100%	0	125	(125)	-100%	750	(750)	0%	-17%
7320 · Miscellaneous Expense	160	292	(132)	-45%	160	583	(423)	-73%	3,500	(3,340)	5%	-12%
7350 · Office Supplies & Expenses	945	1,875	(930)	-50%	2,430	3,750	(1,320)	-35%	22,500	(20,070)	11%	-6%
7410 · Postage, Shipping, Delivery	964	750	214	29%	1,032	1,500	(468)	-31%	9,000	(7,968)	11%	-5%
7420 · Printing & Copying	439	833	(394)	-47%	877	1,667	(790)	-47%	10,000	(9,123)	9%	-8%
7440 · Rent and Occupancy	10,517	11,288	(771)	-7%	20,328	22,575	(2,247)	-10%	135,452	(115,124)	15%	-2%
7460 · Telephone & Communication	2,547	2,753	(206)	-7%	5,270	5,505	(235)	-4%	33,032	(27,762)	16%	-1%
7480 · Travel, Meals & Lodging	2,407	2,692	(285)	-11%	3,937	5,383	(1,446)	-27%	32,298	(28,361)	12%	-4%
8200 · Depreciation Expense	4,937	6,417	(1,480)	-23%	9,974	9,974	0	0%	59,343	(49,369)	17%	0%
Total Expense-ELC G & A	173,673	173,433	240	0%	334,197	344,002	(9,805)	-3%	2,063,517	(1,729,320)	16%	0%
Total ELC Expenses	1,137,731	1,359,138	(221,407)	-16%	2,345,140	2,715,411	(370,271)	-14%	15,709,938	(13,364,798)	15%	
Net Ordinary Income/(Loss)	(9,732)	(54,969)	45,237	-82%	(10,737)	(104,728)	93,991	-90%	(62,502)	51,765	17%	

**EARLY LEARNING COALITION OF
INDIAN RIVER, MARTIN AND OKEECHOBEE COUNTIES, INC.**

**PROGRAM QUALITY COMMITTEE MEETING - TELECONFERENCE
MINUTES**

**ELCIRMO Office
10 SE Central Parkway, Stuart, FL**

September 9, 2010

Present:	Leonard Edwards Dr. Patricia Cooper Susan Green	Sam Smith Vern Melvin
Excused:	Wendy San Martin	
ELCIRMO Staff:	Jacki Jackson	Pat Houston

I. CALL TO ORDER

The teleconference was called to order at 2:05 p.m. by Chair, Leonard Edwards. Members announced their attendance and a quorum established.

II. APPROVAL OF MINUTES – 6.24.10

Motion was made by Vern Melvin, seconded by Susan Green, to approve the minutes of the June 24, 2010 meeting as presented. Motion carried.

III. OLD BUSINESS

None

IV. NEW BUSINESS

The ELC Plan will be revised to include new vision and mission statements that were created at the Strategic Planning meeting.

A. Plan Elements Review

- **Section 1. Vision Statement**
- **Section 2. Mission Statement**

Motion was made by Dr. Cooper to approve new Vision and Mission statements. Motion was seconded by Sam Smith and approved unanimously.

Jacki Jackson joined the teleconference.

Following are brand new Plan Elements we are required to submit:

- **Element 1.9.3 – SR Provider Agreements** – The Plan requires that coalitions determine whether all required language is contained in the Provider Agreement that is used, and include the Agreement as an attachment to the Plan. Pat Houston explained that our Agreement meets the requirements, and the Agreement was included as an attachment as part of the Plan Amendment.

***Motion** was made by Susan Green, seconded by Vern Melvin to approve Plan Element 1.9.3 as presented. Motion carried.*

- **Element 1.9.4 – Monitoring Tools** – The Plan requires that coalitions submit what tool is used to monitor childcare providers and to determine whether the tool used excludes provider groups. ELCIRMO has determined that our monitoring tool does not exclude any provider groups. The section of the provider agreement which outlines our environmental rating scale policy, as well as copies of the scoring sheet for the three types of assessments were included as attachments to the Plan Amendments.

***Motion** was made by Sam Smith, seconded by Susan Green, to approve Plan Element 1.9.4 as presented. Motion carried.*

- B. Program Updates** – Updates on other plan elements will be required in the future. Pat Houston is also updating the Program Quality budget. Pat will announce early next week if it is necessary to convene a Program Quality Committee meeting on September 23rd.

- V. FUTURE AGENDA ITEMS** – Please forward any agenda items you would like included on any future agendas to Pat Houston.

As a reminder, the Coalition Board meeting is scheduled for Thursday, September 23, 2010 at the Hibiscus Center in Vero Beach. A reminder email will be sent.

VI. ADJOURNMENT

There being no further business, the meeting was adjourned approximately 2:20 p.m. on a **motion** by Sam Smith, seconded by Susan Green and unanimously approved.

Respectfully submitted,

Leonard Edwards, Chair
LE/lt



**Early Learning Coalition
of Indian River, Martin & Okeechobee Counties, Inc.
Comparison of Number of Children Served by County**

School Readiness			
	August-09	August-10	Difference
Indian River	763	1114	351
Martin	696	1057	361
Okeechobee	406	555	149
Totals	1865	2726	861

VPK			
	August-09	August-10	Difference
Indian River	551	763	212
Martin	855	949	94
Okeechobee	215	274	59
Totals	1621	1986	365

**Wait List by Age by County
9/16/2010**

	Indian River	Martin	Okeechobee
Infant	38	0	24
Toddler	77	0	34
2 year olds	107	0	29
3 year olds	114	0	51
4 year olds	32	0	25
5 year olds	6	0	5
Total	374	0	168

Disclaimer: "These numbers may not be an accurate representation of the need in the community".