



## BOARD REGULAR / ANNUAL MEETING AGENDA

September 28, 2017  
1:30 pm

CareerSource Research Coast  
584 University Blvd., Port St. Lucie

**\* Items require action**

Mission: Partnering with parents, providers and communities to ensure quality early learning experiences through programmatic and financial support.

Vision: Building Blocks for Educational Success

<b>I. Call to Order, Pledge of Allegiance, Roll Call, Determination of Quorum</b>	1:30-1:32	PAGES	Brandon Tucker
<b>II. Announcements and Additions/Deletions to Agenda</b> A. Workforce Development Board Representative – Shonda Hunter, CareerSource Heartland, replacing Magdalena Thresher B. Resignation of Sabina Guthrie, Private Sector, Okeechobee	1:32-1:33	1  2	Brandon Tucker
<b>III. Adoption of Agenda *</b>	1:33-1:34		Brandon Tucker
<b>IV. Consent Agenda *</b> A. Board Meeting Minutes – June 22, 2017 B. Annual Report 2016-2017 C. COOP 2017-2018 D. Coalition Anti-Fraud Plan E. Administrative Policies F. Employee Personnel Handbook 1) <i>Exceptions: Sections 218, 307, and 501, pending attorney review</i> G. Records Disposition - Destruction of Archived Documents (No. 0123 & Archives Management Inventory – September 2017) H. Records Disposition - Destruction of Electronic Documents (No. 0124)	1:34-1:36	3 – 5 6 – 22 23 – 54 55 – 64 65 – 82 83 – 125  126-128  129	Brandon Tucker
<b>V. Interim CEO's Report</b>	1:36-1:41		Migdalia Rosado
<b>VI. Old Business</b> A. Status – Potential Merger 1) OEL Recommendations of Changes to the Locations of the ELC's	1:41-1:55	130-131	Brandon Tucker
<b>VII. New Business</b>	1:55-2:00		Brandon Tucker

<b>VIII. Committee Reports</b> <b>A. Finance Committee Report</b> 1. Finance Report - July 2017 2. Minutes – June 22, 2017 <i>(Approved)</i> 3. Minutes – August 7, 2017  <b>B. Bylaws/Personnel Committee Report</b> 1. Minutes – August 30, 2017  <b>C. Executive Committee Report</b>  <b>D. Program Quality Committee Report</b> 1. Minutes – August 3, 2017 2. Report on School Readiness/VPK Outreach  <b>E. Ad Hoc – Joint Advisory Merger Committee</b> <i>(last meeting 7/10/17)</i>	2:00-2:20	132-169 170-171 172-173  174-176  177-178	Ann Rodriguez   Julie Bixler  Brandon Tucker  Barbara Clowdus  Brandon Tucker
<b>IX. Chairman’s Comments</b>	2:20-2:25		Brandon Tucker
<b>X. Board Member Comments</b>	2:25-2:30		Brandon Tucker
<b>XI. Public Comments</b>	2:30-2:35		Brandon Tucker
<b>XII. Information</b> A. Children Served / Wait List	2:35-2:40	179	Brandon Tucker
<b>XIII. Adjournment</b>	2:40		Brandon Tucker

Public comments may be offered at every Early 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 Chair 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 Doubleday [<mailto:ddoubleday@careersourceheartland.com>]  
**Sent:** Thursday, July 06, 2017 11:53 AM  
**To:** Loretta Toth <[ltoth@elcirmo.org](mailto:ltoth@elcirmo.org)>  
**Cc:** Magdalena Thresher <[MThresher@careersourceheartland.com](mailto:MThresher@careersourceheartland.com)>; Shonda Hunter <[SHunter@careersourceheartland.com](mailto:SHunter@careersourceheartland.com)>  
**Subject:** RE: Press release - July mtg.

Good morning Ms. Toth,

I am sorry to have to report that our planned CSH ELC Board member from Okeechobee, Magdalena Thresher, has submitted her resignation with our organization, and therefore will not be attending Monday's meeting. I am requesting that her replacement at CSH, Shonda Hunter, be considered as our CSH representative from Okeechobee. Shonda's contact information is:

[Shunter@careersourceheartland.com](mailto:Shunter@careersourceheartland.com)  
863-610-6000

Because of Ms. Hunter's training regimen, she will not be available to attend Monday's ELC meeting. However, if so approved by your Board, she will be available to attend future sessions.

I appreciate your understanding, and apologize for any inconvenience this causes.

Please let me know if additional information is needed.

Tnx  
donna

*Donna Doubleday*  
President/Chief Executive Officer  
**CareerSource Heartland**  
5901 US Hwy 27 South, Suite 1  
Sebring, FL 33870  
(863) 385-3672 Ext. 303

**From:** [guthrie.oca@gmail.com](mailto:guthrie.oca@gmail.com)  
**Date:** September 5, 2017 at 10:41:44 PM EDT  
**To:** [mrosado@elcirno.org](mailto:mrosado@elcirno.org)  
**Subject:** Board resignation

Migdalia,

I regret to say that I must resign from my position as a board member. It has proven itself to be a commitment I am unable to fulfill. I apologize for any hardship or inconvenience.

Sincerely,

Sabina Guthrie

Sent from my iPhonej



## BOARD REGULAR MEETING MINUTES

June 22, 2017

CareerSource Research Coast  
584 University Blvd., Port St. Lucie, FL

<b>Present:</b>	Brandon Tucker Julie Bixler Cathleen Blair (via teleconference) Barbara Clowdus Jennifer Corkern (via teleconference) Susan Curtis (via teleconference) Brooke Flood (via teleconference)	William Laughlin Steve Newman (via teleconference) Tom Peer Donna Rivett Ann Rodriguez Deborah Schooley (via teleconference) Joy Yates (via teleconference)
<b>Excused:</b>	Sandy Akre Brian Bauer Michelle Akins	Sabina Guthrie Lison Philor-Jonnassaint
<b>Staff:</b>	Migdalia Rosado Zack Hackley Pat Houston	Samantha Reed Loretta Toth
<b>Others:</b>	Richard Reilly	Natalie Sanders

### I. CALL TO ORDER

The meeting was called to order by Chairman Brandon Tucker at 1:37 p.m. Roll call was taken and a quorum was present.

### II. ANNOUNCEMENTS AND ADDITIONS/DELETIONS TO AGENDA – The departing board members whose terms expire 6/30/17 were thanked for their service on the Board: Brian Bauer, Cathleen Blair, Jennifer Corkern, Susan Curtis, Brooke Flood, Lison Philor-Jonnassaint, and Deborah Schooley.

### III. ADOPTION OF AGENDA

*Motion to adopt the agenda was made by Tom Peer, seconded by Ann Rodriguez and passed unanimously.*

### IV. CONSENT AGENDA

- A. Board Meeting Minutes – May 25, 2017
- B. School Readiness Plan Element 11.F. – Sliding Fee Scale

*Motion was made by Tom Peer to approve the consent agenda. Motion was seconded by Cathleen Blair. At the request of Mr. Newman, Ms. Rosado explained the sliding fee scale which must be implemented by July 1. Motion passed unanimously.*

### V. INTERIM CEO'S REPORT – Ms. Rosado introduced Samantha Reed, Family Services Manager, who will be assuming the responsibilities of the Director of that department, who has resigned.

## VI. OLD BUSINESS

### A. Action Item 2016-17.08-4 – Revised Slate of Nominees for Officers

*Motion was made by Steve Newman, seconded by Tom Peer to approve the 2017-2018 Slate of Nominees as presented. Motion passed unanimously*

## VII. NEW BUSINESS

**A. Tentative Committee Appointments for 2017-2018** – There were no changes to the recommended appointments. Mr. Tucker announced he is expecting to be appointed by the Governor as Chair for another four years.

*Motion to approve the Committee Appointments as presented was made by Donna Rivett, seconded by Will Laughlin and passed unanimously.*

**B. Tentative Board Meeting Schedule 2017-2018** – It was recommended that Executive Committee meetings be scheduled monthly, the second week of the month. Each of the Committee Chairs will determine the date, time and location for their respective committee meetings and each committee member will be polled regarding their availability.

*Motion was made by Donna Rivett to approve the meeting schedule as presented with the addition of monthly Executive Committee meetings. Motion was seconded by Ann Rodriguez and passed unanimously.*

## VIII. COMMITTEE REPORTS

**A. Finance Committee** – Today's Finance Committee meeting was held for information purposes, due to the lack of a quorum. Mr. Hackley commented that the School Readiness grant has been extended by OEL through July 31, 2017. CCEP (Childcare Executive Partnership) funds are expected to be cut slightly next year.

**B. Bylaws/Personnel Committee** – No meeting was held in June.

**C. Executive Committee** – The Committee revised the slate of officers which was presented today.

**D. Program Committee** – No meeting was held in June.

**E. Ad Hoc – Joint Advisory Merger Committee** – Minutes from the 5/22/17 meeting were included in the packet. A July meeting will be scheduled to review the RFP to hire a facilitator. Discussion ensued regarding assumptions being made due to the exploration of a potential merger by IRMO and St. Lucie. Mr. Tucker requested a letter be drafted to Mr. MacKinnon at OEL to clarify that the facilitator is to determine if a merger is in the best interest of the counties being served and that the Board has not taken any action regarding a merger, only exploring the option.

**IX. CHAIRMAN'S COMMENTS** – Mr. Tucker questioned if Mr. Newman has heard anything from the funders in Indian River County. Mr. Newman responded that he did not.

**X. BOARD MEMBER COMMENTS** – A discussion was held regarding the difference between Head Start, School Readiness and VPK, along with their differing eligibility requirements and program components.

**XI. PUBLIC COMMENTS** – None.

**XII. INFORMATION** – Children Served/Wait List

Mr. Newman questioned why there was a reduction in the number of VPK children served in Indian River County in 2017 compared to 2016 as reported on the Children Served Report. It was suggested that it may be related to Title 1 schools. Both Martin County and Indian River School District VPK programs reported their VPK Programs are full for the 2017-18 school year, with Indian River reporting 70 children on a wait list for their VPK program. Ms. Rosado pointed out that Florida's VPK Program does not have a wait list, as funding is available for all eligible children to be served. Mr. Newman suggested an analysis be done to determine how many children are eligible

who are not being served. He further suggested it may be a lack of outreach or advertising. Ms. Rivett suggested this matter be referred to the Program Committee for further review.

**XIII. ADJOURNMENT** - There being no further business, the meeting was adjourned at 2:28 p.m.

Respectfully submitted,

Brandon Tucker, Chair  
BT:lt

DRAFT



**Early Learning Coalition of Indian River, Martin  
and Okeechobee Counties, Inc.  
2016-2017 Annual Report**

## MISSION STATEMENT

Partnering with parents, providers and communities to ensure quality early learning experiences through programmatic and financial support.

## EVALUATION OF DIRECT ENHANCEMENT SERVICES

### Comprehensive Consumer Education:

Describe how the Coalition coordinated resource and referral programs specifically related to the provision of comprehensive consumer education to parents and the public regarding participation in the school readiness program and parental choice?

Early Learning Coalition staff participated in various community events throughout our service area to educate parents and the public on School Readiness and parental choice.

Those events included: The House of Hope and ALPI's Energy Fair, Agency Fairs for Inter-Agency Members, White Doves Community Outreach Event, Okeechobee Health & Safety Expo, Kindergarten Readiness Collaborative Touch a Truck, Okeechobee County 100<sup>th</sup> Birthday Celebration and the United Way Okeechobee Clay Shoot.

We partnered with the local School District at their Pre-K and Kindergarten Round up which allows parents to learn about our services.

The agency also hosted our annual community events, Storybook Forest and Touch a Truck event to also educate and inform parents of school readiness services and parental choice.

### Provider Financial Supports:

Provide a list of grants, awards, or bonuses offered to school readiness program providers to assist them in meeting applicable state requirements for child care performance standards, implementing developmentally appropriate curricula and related classroom resources that support curricula, providing literacy supports, and providing professional development.



Include the qualifying criteria to receive financial supports and related monitoring activities to verify

**Provider Stipends:**

During 16/17, Providers were invited to apply for a Quality Initiative to assist them in meeting state requirements for child care performance standards and quality improvement. Areas included staff retention and/or professional development, curricula support including educational materials and resources, social emotional and behavior management materials and support, infant/toddler materials, technology, and indoor or outdoor classroom or playground improvements.

Stipend criteria included:

- The Provider has an active School Readiness (SR) contract with ELCIRMO, which has been in good standing continuously from 7/1/16 through the date of stipend payment disbursement estimated to be 6/15/17;
- The Stipend will be based on October, 2016 attendance of contracted SR children ages birth to five-years old;
- Provider agrees to use Provider Stipend for quality improvement\* efforts at the child care facility listed in this application, and agrees to maintain receipts or records as evidence of how funds were spent, and to provide records, if requested, in accordance with the records retention clause in the School Readiness contract;
- The Provider Stipend initiative is awarded if School Readiness funds are available.

\* Quality improvement areas include:

- Staff retention and/or professional development
- Curriculum support, educational materials / resources
- Social Emotional and behavior management materials / support
- Infant/Toddler materials
- Technology
- Indoor or outdoor “classroom:” or playground improvements

Provider Stipends totaling \$146,646 were awarded to 54 Providers.

Monitoring to verify appropriate use of support will be conducted during on-site visits during FY17/18.

---

**Training and Technical Assistance:**

Provide a list and description of the trainings and/or technical assistance activities the coalition offered to school readiness program providers, staff, and parents in the following areas:

Early Learning Standards

Child Screenings and Assessments

Developmentally Appropriate Curricula and Character Development

Age-Appropriate Discipline Practices

Health and Safety

Nutrition

First Aid

Recognition of Communicable Diseases

Child Abuse Detection and Prevention

Instructor-led training is offered at no cost to Providers. In FY16/17, we conducted 25 training presentations, comprising 59 hours of training, for 351 participants. Training topics were wide-ranging, and included both Infant/Toddler and Preschool age levels: Transitions, Classroom Management, Behavior Guidance, LAP Assessment, Nemours Bright Start curriculum, Messy Play, Social Emotional Needs of Children, Curriculum.

Additional training events included “Be a CSI: Classroom Solution Initiator”, which featured social emotional health and was presented by national trainer, Elizabeth Appleton, and “Trauma Informed Care”, which was offered in each of our Counties by Dorothy Oppenheiser, the Tykes & Teens Trauma Informed Care Specialist.

And finally, staff conducted 3 cohorts of the 20-hour CLASS MMCI training, one in each of our 3 counties, for approximately 27 participants active in the Performance Funding Pilot Program.

Technical assistance was provided through on-site visits, ELCIRMO newsletters, Facebook and Provider Meetings. Areas included: Curriculum, developmentally appropriate practices and materials for different age groups, character development, literacy, orienting new teachers, mock assessments, lesson planning, room arrangement, SR monitoring, ASQ screens and developmental assessments, inclusion, behavior, interaction, classroom management, technology (LAP, bright start, etc.), infant-toddlers, parent/family involvement, marketing strategies and staff development /retention.

---

**Quality Activities for Infant & Toddler Care:**

Provide a description of the quality activities and services the coalition provided to enhance infant and toddler care.

The Provider Services Team provides classroom walkthroughs, conducts annual classroom assessments using the Infant Toddler Environment Rating Scale (ITERS) or Classroom Assessment Scoring System (CLASS) for Infants or Toddlers, and offers technical assistance to contracted School Readiness Providers. During FY16/17, staff conducted annual assessments using the Infant Toddler Environment Rating Scale (ITERS) in 3 classrooms.

The Provider Services Team's staff members were re-certified in CLASS as Observers for the Toddler age level and some staff members earned certification in Infant age level. The Team administered 27 annual assessments in Infant / Toddler classrooms using CLASS. Assessment results were reviewed with each Provider and technical assistance was offered. Additionally, there were 31 Infant/Toddler CLASS assessments conducted as part of the Performance Funding Pilot Program.

Also, training was conducted for teachers of Infants and Toddlers, including: Needs of Children, Messy Play, A Song and a Smile, Transitions, Behavior Guidance, Classroom Management, Reading Right from the Start and A Moving Child.

And, the ELCIRMO Facebook page includes ideas, information and resources targeted at this age group.

**Monitoring:**

Describe the process for monitoring of compliance with, and enforcement of, applicable state and local requirements.

The Provider Services Team conducted on-site annual Program Assessments to assess quality and offer technical assistance at our SR facilities. Tools used are the Classroom Assessment Scoring System (CLASS) and the Environment Rating Scale (ERS). Assessments were administered in 51 classrooms - not including those paid for by the Performance Funding Pilot Program. If any licensing violations were observed, they were reported to DCF.

The Provider Services Team conducted Curriculum Monitoring at 45 SR facilities, and worked with Providers on any area of concern. On-site VPK Monitoring was conducted at 63 facilities.

The SR Contract Monitoring Tool was utilized to monitor SR Providers' compliance with contract requirements, and was conducted at 43 facilities in FY16/17. Technical assistance was provided, as needed, for any area of non-compliance.

**Inclusion:**

Describe the activities the coalition has implemented to promote inclusive child care including responding to Warm-Line requests by providers and parents and providing developmental and health screenings to school readiness program children.

Warm-Line and referral information is promoted during Provider Meetings, and many facilities have the flyers displayed in their offices. Inclusive practices are embedded into training presentations as well as onsite technical assistance visits to child care facilities.

The following trainings offered in FY 16-17 included Inclusive practices:

- \* Nemours Bright Start
- \* Developmental Assessment (LAP)
- \* Behavior Guidance Strategies
- \* Transitions
- \* Messy Sensory Play
- \* Trauma-Informed Care
- \* Be a CSI – Classroom Solution Initiator
- \* A Moving Child is a Learning Child

During FY 16/17, staff received and responded to 21 Warm-Line calls. There were 30 observations and 68 recommended referrals to outside agencies. Additionally, staff reviewed and processed 1,719 ASQ developmental screens submitted by SR Providers, including providing results, activities and referral information, as appropriate. Of these screens, 75% were within typical range.

**Data Summary**

The following information is based on data collected from July 1, 2016 – June 30, 2017.

**Number of children served in the school readiness program, by provider type, enumerated by age and eligibility priority category, reported as the number of children served during the month, the average participation throughout the month**

Data is from the Consolidated Database as of June 2017.

Category	Billing Period												Monthly Average
	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	
1. Licensed Private Centers	1,708	1,685	1,446	1,395	1,458	1,465	1,441	1,563	1,667	1,704	1,820	1,859	1,601
1 TCA	24	21	25	23	21	9	4	8	8	13	12	11	15
0-2 Years	9	12	15	15	16	7	4	6	6	7	4	4	9
3-5 Years	8	6	7	6	3	2		2	2	4	4	5	4

# Early Learning Coalition of IRMO Annual Report 2016-2017



School Age	7	3	3	2	2					2	4	2	3
2 At Risk < Age 9	327	346	327	324	338	353	373	373	384	362	379	401	357
0-2 Years	159	171	174	174	180	182	199	198	198	186	194	201	185
3-5 Years	135	137	110	116	119	125	140	144	153	146	147	150	135
School Age	33	38	43	34	39	46	34	31	33	30	38	50	37
3 Econ Disadvantage < SCH Age	1,046	997	574	516	515	497	487	550	1,074	1,148	1,220	1,217	820
0-2 Years	458	427	295	264	265	231	215	251	483	535	560	574	380
3-5 Years	588	570	279	252	250	266	272	299	591	613	660	643	440
4 TCC < SCH Age	22	22	15	16	20	24	22	18	18	13	14	12	18
0-2 Years	16	15	15	15	16	19	19	16	16	10	11	9	15
3-5 Years	6	7		1	4	5	3	2	2	3	3	3	4
5 At Risk Age 9-12	13	13	10	8	10	15	12	12	15	8	14	21	13
School Age	13	13	10	8	10	15	12	12	15	8	14	21	13
6 Econ Disadvantage - SCH Age	163	173	157	152	141	149	137	138	157	150	171	186	156
School Age	163	173	157	152	141	149	137	138	157	150	171	186	156
7 TCC SCH Age	5	5	7	5	7	8	8	3	3	3	2	3	5
School Age	5	5	7	5	7	8	8	3	3	3	2	3	5
9 Head Start and VPK	13	13	4	4	4	4	3	2	8	7	8	8	7
3-5 Years	13	13	4	4	4	3	2	2	7	7	7	7	6
School Age						1	1		1		1	1	1
CCEP	95	95	327	347	402	406	395	459					316
0-2 Years	40	36	137	144	177	180	163	201					135
3-5 Years	40	44	160	192	216	217	224	249					168
School Age	15	15	30	11	9	9	8	9					13
2. License-Exempt Centers	165	178	138	159	161	152	143	149	151	152	155	182	157
1 TCA		2											2
School Age		2											2
2 At Risk < Age 9	11	11	7	6	5	5	5	5	9	8	8	11	8
0-2 Years									1				1
3-5 Years	2	3	3	2	2	1	1	1	2	2	2	2	2
School Age	9	8	4	4	3	4	4	4	6	6	6	9	6
3 Econ Disadvantage < SCH Age	15	12	8	7	10	9	9	10	20	21	22	20	14
0-2 Years	3	3	2	2	3	3	3	4	4	3	4	3	3
3-5 Years	12	9	6	5	7	6	6	6	16	17	17	16	10
School Age										1	1	1	1
5 At Risk Age 9-12	5	8	5	4	5	5	6	6	5	6	5	9	6

# Early Learning Coalition of IRMO Annual Report 2016-2017



School Age	5	8	5	4	5	5	6	6	5	6	5	9	6
6 Econ Disadvantage - SCH Age	38	41	11	6	5	8	6	3	117	117	120	142	51
School Age	38	41	11	6	5	8	6	3	117	117	120	142	51
CCEP	96	104	107	136	136	125	117	125					118
0-2 Years	1	1											1
3-5 Years	2	3	4	5	5	6	6	9					5
School Age	93	100	103	131	131	119	111	116					113
3. Large Family Child Care Home	7	5	19	19	28	29	32	31	33	40	42	47	28
1 TCA							3	3	3				3
0-2 Years							1	1	1				1
School Age							2	2	2				2
2 At Risk < Age 9			7	7	12	13	13	13	13	16	16	15	13
0-2 Years			2	2	4	5	4	5	5	7	7	7	5
3-5 Years			1	1	3	3	4	3	3	4	4	3	3
School Age			4	4	5	5	5	5	5	5	5	5	5
3 Econ Disadvantage < SCH Age	6	4	6	6	8	8	8	8	10	12	14	16	9
0-2 Years	4	2	3	3	4	4	4	3	4	4	5	7	4
3-5 Years	2	2	3	3	4	4	4	5	6	8	9	9	5
4 TCC < SCH Age	1	1								3	3	3	2
0-2 Years	1	1								3	3	3	2
5 At Risk Age 9-12			1	1	3	3	3	2	2	2	2	2	2
School Age			1	1	3	3	3	2	2	2	2	2	2
6 Econ Disadvantage - SCH Age			4	4	4	4	4	4	4	6	6	10	5
School Age			4	4	4	4	4	4	4	6	6	10	5
9 Head Start and VPK			1	1	1	1	1	1	1	1	1	1	1
3-5 Years			1	1	1	1	1	1	1	1	1	1	1
4. Licensed Family Child Care Home	52	58	42	41	42	45	43	42	44	47	52	48	46
1 TCA	3	3	3										3
0-2 Years	1	1	1										1
School Age	2	2	2										2
2 At Risk < Age 9	12	13	8	8	4	6	5	7	7	9	7	7	8
0-2 Years	3	2				2	2	3	4	4	2	2	3
3-5 Years	2	2						1		2	2	2	2
School Age	7	9	8	8	4	4	3	3	3	3	3	3	5
3 Econ Disadvantage < SCH Age	21	17	13	13	14	12	12	13	15	16	20	20	16
0-2 Years	8	7	6	5	5	4	4	5	7	7	9	9	6

# Early Learning Coalition of IRMO Annual Report 2016-2017



3-5 Years	13	10	7	8	9	8	8	8	8	9	11	11	9
4 TCC < SCH Age				1	1	1	1	1					1
0-2 Years				1	1	1	1	1					1
5 At Risk Age 9-12	2	4	1	1	1	3	2		1	1	1	1	2
School Age	2	4	1	1	1	3	2		1	1	1	1	2
6 Econ Disadvantage - SCH Age	11	17	14	13	17	17	17	15	17	19	22	18	16
School Age	11	17	14	13	17	17	17	15	17	19	22	18	16
7 TCC SCH Age				2	2	2	2	2					2
School Age				2	2	2	2	2					2
9 Head Start and VPK	3	4	3	3	3	4	4	4	4	2	2	2	3
3-5 Years	3	4	3	3	3	4	4	4	4	2	2	2	3
5. Registered Family Child Care Home									1	1	1	1	1
3 Econ Disadvantage < SCH Age									1	1	1	1	1
0-2 Years									1	1	1	1	1
7. Public School	207	241	344	339	354	333	347	372	371	380	387	248	327
1 TCA		5	4	5		3	3				2	1	3
3-5 Years		1	1	1									1
School Age		4	3	4		3	3				2	1	3
2 At Risk < Age 9	17	26	35	38	40	29	34	37	34	30	31	23	31
3-5 Years	1	2	3	6	6	5	4	6	4	4	1	2	4
School Age	16	24	32	32	34	24	30	31	30	26	30	21	28
3 Econ Disadvantage < SCH Age	4	4	7	3	3	2	2	5	24	24	23	22	10
3-5 Years	4	4	7	3	3	2	2	5	24	24	23	22	10
5 At Risk Age 9-12	6	7	9	10	11	11	13	16	15	15	18	9	12
School Age	6	7	9	10	11	11	13	16	15	15	18	9	12
6 Econ Disadvantage - SCH Age	53	72	63	38	40	30	41	41	289	302	305	189	122
School Age	53	72	63	38	40	30	41	41	289	302	305	189	122
7 TCC SCH Age			2	2	2	2	3	6	6	6	5	3	4
School Age			2	2	2	2	3	6	6	6	5	3	4
9 Head Start and VPK		1	1	1	2	2	2	1	3	3	3	1	2
3-5 Years		1	1	1	2	2	2	1	3	3	3	1	2
CCEP	127	126	223	242	256	254	249	266					218
3-5 Years	10	2	8	11	17	17	16	20					13
School Age	117	124	215	231	239	237	233	246					205
<b>Grand Total</b>	<b>2,139</b>	<b>2,167</b>	<b>1,989</b>	<b>1,953</b>	<b>2,043</b>	<b>2,024</b>	<b>2,006</b>	<b>2,157</b>	<b>2,267</b>	<b>2,324</b>	<b>2,457</b>	<b>2,385</b>	<b>2,159</b>

**Total number of children disenrolled during the year and the reasons for disenrollment.**

Reason for Disenrollment	Number of Children Disenrolled
Child care provider has closed for economic or other business reasons.	1
Child has exceeded the age-limit for services.	9
Child is no longer residing with the guardian who completed the initial application. New paperwork must be completed by new guardian.	44
Child was determined eligible for services but never enrolled with a child care provider.	29
Client does not show up for redetermination.	2
Client failed to comply with program requirements.	5
Client failed to provide required documentation to maintain eligibility.	276
Client is eligible for services under a different funder (i.e., non funder 1).	2
Client is no longer eligible for services because the family income exceeds the allowable amount for eligibility.	39
Client moved out of the county in which funding is currently provided.	102
Client no longer has a valid purpose for care.	85
Client's contact information is no longer valid and fails to provide updated information by a specified date.	4
Custodian is involved in seasonal work (such as migrant or school district employees) and the child's enrollment is temporarily suspended while custodian is not working.	50
Parent/guardian withdrew child from the program.	97
Provider dropped child from the provider's program.	348
Provider remains open, but no longer provides VPK or SR services.	6
Referral from referring agency has expired.	73
Referring agency has terminated the referral.	29
Transfer to another provider record (even if the second record is owned by the same provider).	9
<b>Total</b>	<b>1,210</b>

**Total number of providers by provider type**

Provider Type	Total Providers	Offered SR Only	Offered VPK Only	Both
1. Licensed Private Centers	91	28	21	42
2. License-Exempt Centers	19	10	6	3
3. Large Family Child Care Home	3	3	0	0
4. Licensed Family Child Care Home	5	4	0	1
5. Registered Family Child Care Home	1	1	0	0
7. Public School	48	26	15	7



**List of any school readiness program provider, by type, whose eligibility to deliver the school readiness program is revoked, including a brief description of the state or federal violation that resulted in the revocation**

Provider Name	Address	City	County	Provider Type	ELC Narrative
BUILDING BRIDGES TO YOUTH INC	720 SE CHURCH STREET	STUART	MARTIN COUNTY	2. License-Exempt Centers	Failure to comply with program or contract requirements may result in contract termination and inability to deliver school readiness or VPK for 5 years.

**List of any voluntary prekindergarten program (VPK) provider, by type, whose eligibility to deliver the VPK program is revoked, including a brief description of the state or federal violation that resulted in the revocation**

Provider Name	Address	City	County	Provider Type	ELC Narrative
No Providers to Report.					

**The total number of children served in each provider facility**

Provider Name	Address	City	County	Children Served		
				Total	School Readiness	VPK
A CHILDS WORLD CHILDCARE	703 SW 6TH ST	OKEECHOBEE	OKEECHOBEE COUNTY	207	168	39
A CHILDS WORLD SOUTH	4664 HWY 441 SE	OKEECHOBEE	OKEECHOBEE COUNTY	70	53	17
ALL ABOUT ABC'S LEARNING CENTER II	510 SE LAKE STREET	STUART	MARTIN COUNTY	29	29	0
ALL ABOUT ABC'S LEARNING CENTER INC.	819 SE BAHAMA AVENUE	STUART	MARTIN COUNTY	81	81	0
ALPHABET FARMS PRESCHOOL INC	1700 SW SUNSET TRAIL	PALM CITY	MARTIN COUNTY	18	0	18
APPLE TREE ACADEMY - CENTRAL	2085 S KANNER HWY	STUART	MARTIN COUNTY	93	56	37
APPLE TREE ACADEMY - JENSEN BEACH	880 NE JENSEN BEACH BLVD	JENSEN BEACH	MARTIN COUNTY	80	41	39
APPLE TREE ACADEMY - PALM CITY	2746 SW FEROE AVENUE	PALM CITY	MARTIN COUNTY	73	35	38
APPLE TREE ACADEMY - SOUTH	6491 SE PARKWOOD DRIVE	STUART	MARTIN COUNTY	101	70	31
APPLE TREE ACADEMY II JENSEN BEACH	880 NE JENSEN BEACH BLVD	JENSEN BEACH	MARTIN COUNTY	111	68	43
APPLE TREE ACADEMY III PALM CITY	2746 SW FEROE AVE	PALM CITY	MARTIN COUNTY	91	52	39
APPLE TREE ACADEMY IV SOUTH	6491 SE PARKWOOD DRIVE	STUART	MARTIN COUNTY	123	86	37
APPLE TREE ACADEMY V CENTRAL	2085 S KANNER HWY	STUART	MARTIN COUNTY	132	86	46
BAMBINI'S KINGDOM, INC.	551 SW BETHANY DRIVE	PORT SAINT LUCIE	ST LUCIE COUNTY	3	3	0

# Early Learning Coalition of IRMO Annual Report 2016-2017



BAMBINOS CHILDCARE INC	2475 SE MORNINGSIDE BLVD	PORT SAINT LUCIE	ST LUCIE COUNTY	2	2	0
BETHEL LUTHERAN PRESCHOOL	7905 SE FEDERAL HWY	HOBE SOUND	MARTIN COUNTY	49	0	49
BOYS AND GIRLS CLUB OF INDIANTOWN	17375 SW PALM BEACH ST.	INDIANTOWN	MARTIN COUNTY	7	7	0
BOYS AND GIRLS CLUB OF MARTIN HOBE SOUND	11500 S.E. LARES	HOBE SOUND	MARTIN COUNTY	31	31	0
BOYS AND GIRLS CLUB OF MARTIN PALM CITY	1150 S.W. MARTIN DOWNS BLVD.	PALM CITY	MARTIN COUNTY	40	40	0
BOYS AND GIRLS CLUB OF MARTIN PT SALERNO	4731 SE FLOUNDER AVENUE	PORT SALERNO	MARTIN COUNTY	66	66	0
BOYS AND GIRLS STUART CLUB	1300 SE 10TH STREET, SUITE 300	STUART	MARTIN COUNTY	60	60	0
BRIDGES EARLY LEARNING CENTER	1590 27TH AVENUE	VERO BEACH	INDIAN RIVER COUNTY	102	68	34
BRIDGES MONTESSORI	51 SE CENTRAL PARKWAY	STUART	MARTIN COUNTY	1	1	0
BRYANT FAMILY CHILDCARE HOME	210 NORTH 41ST STREET	FORT PIERCE	ST LUCIE COUNTY	1	1	0
BUSY BEE ACADEMY	1105 12TH ST	VERO BEACH	INDIAN RIVER COUNTY	41	41	0
CHERYL BRANAM FAMILY DAY CARE HOME	233 15TH STREET SW	VERO BEACH	INDIAN RIVER COUNTY	27	27	0
CHILDCARE RESOURCE EDUCATION CENTER	2300 5TH AVENUE SUITE 149	VERO BEACH	INDIAN RIVER COUNTY	9	0	9
CHILDREN EMPORIUM	2141 SE LENNARD RD	PORT ST LUCIE	ST LUCIE COUNTY	5	5	0
CHILDRENS DISCOVERY CENTER	760 20TH AVE	VERO BEACH	INDIAN RIVER COUNTY	50	0	50
CLUB PURE PRESCHOOL	10280 S FEDERAL HWY	PORT SAINT LUCIE	ST LUCIE COUNTY	3	3	0
DUNBAR CHILD CARE CENTER	12100 SE LANTANA AVE	HOBE SOUND	MARTIN COUNTY	94	77	17
EARLY EDUCATION CENTER OF 1ST METHODIST	1750 20TH STREET	VERO BEACH	INDIAN RIVER COUNTY	8	0	8
EOC CITRUS ELEM HEAD START	2771 4TH STREET	VERO BEACH	INDIAN RIVER COUNTY	22	0	22
EOC DOUGLAS HEAD START	8445 64TH AVE.	WABASSO	INDIAN RIVER COUNTY	46	2	44
EOC FELLSMERE ELEM HEAD START	1339 WILLOW STREET	FELLSMERE	INDIAN RIVER COUNTY	9	0	9
EOC HIGHLANDS ELEM HEAD START	500 20TH ST SW	VERO BEACH	INDIAN RIVER COUNTY	11	0	11
EOC NORTHSIDE HEAD START	1798 NW 9TH AVENUE	OKEECHOBEE	OKEECHOBEE COUNTY	66	1	65
EOC ST HELENS HEAD START	3550 41ST STREET	VERO BEACH	INDIAN RIVER COUNTY	25	1	24
FAITH ACADEMY PRESCHOOL	1803 SW 3RD AVENUE	OKEECHOBEE	OKEECHOBEE COUNTY	30	11	19
FELLSMERE COMMUNITY PRAYER WORSHIP PRE	1025 WEST GRANT STREET	FELLSMERE	INDIAN RIVER COUNTY	11	11	0
FIRST BAPTIST CHRISTIAN PRE-SCHOOL	201 W. OCEAN BLVD.	STUART	MARTIN COUNTY	22	0	22
FIRST CLASS CHILD CARE, INC.	100 INTRACOASTAL POINT DRIVE	JUPITER	PALM BEACH COUNTY	3	3	0
FIRST IMPRESSIONS DAYCARE AND PRESCH II	935 9TH COURT SW	VERO BEACH	INDIAN RIVER COUNTY	16	16	0

# Early Learning Coalition of IRMO Annual Report 2016-2017



FIRST PRESBYTERIAN PRESCHOOL	520 ROYAL PALM BLVD.	VERO BEACH	INDIAN RIVER COUNTY	28	0	28
FIRST UNITED METHODIST PRSCHOOL-STUART	1500 S. KANNER HWY	STUART	MARTIN COUNTY	59	0	59
FOR KIDS ONLY OF VERO BEACH, INC	2044 16TH ST	VERO BEACH	INDIAN RIVER COUNTY	210	190	20
GERTRUDE WALDEN CHILD CARE	601 SE LAKE STREET	STUART	MARTIN COUNTY	190	150	40
GLOBAL LEARNING OF STUART INC	6338 SE HELD CT	STUART	MARTIN COUNTY	136	121	15
GRACIES PRESCHOOL	1150 41ST AVENUE	VERO BEACH	INDIAN RIVER COUNTY	40	0	40
GREAT BEGINNINGS PRE AND CHILDCARE CTR	1708 43RD AVENUE	VERO BEACH	INDIAN RIVER COUNTY	76	58	18
GREEN LARGE FAMILY DAY CARE HOME	4725 39TH AVENUE	VERO BEACH	INDIAN RIVER COUNTY	10	10	0
GROWING MINDS LEARNING ACADEMY	2809 ORANGE AVENUE	FORT PIERCE	ST LUCIE COUNTY	7	7	0
HIGH HOPES PRESCHOOL	3900 SW CITRUS BLVD.	PALM CITY	MARTIN COUNTY	31	0	31
HOBE SOUND CCC	11580 SE GOMEZ AVENUE	HOBE SOUND	MARTIN COUNTY	78	35	43
HOBE SOUND CHRISTIAN ACADEMY	11460 SE GOMEZ AVE.	HOBE SOUND	MARTIN COUNTY	13	0	13
HOPE MONTESSORI ACADEMY, INC	2715 ATLANTIC BLVD	VERO BEACH	INDIAN RIVER COUNTY	27	21	6
HOPE RURAL SCHOOL	15929 SW 150 TH STREET	INDIANTOWN	MARTIN COUNTY	20	0	20
IMMANUEL EARLY LEARNING CENTER	2655 SW IMMANUEL DR	PALM CITY	MARTIN COUNTY	29	0	29
IRSC CHILD DEVELOPMENT CENTER	2419 SOUTH 29TH STREET	FORT PIERCE	ST LUCIE COUNTY	1	1	0
IRSD EXT DAY BEACHLAND ELEM	3551 MOCKINGBIRD DRIVE	VERO BEACH	INDIAN RIVER COUNTY	9	9	0
IRSD EXT DAY CITRUS ELEM	2771 CITRUS RD	VERO BEACH	INDIAN RIVER COUNTY	29	29	0
IRSD EXT DAY DODGERTOWN ELEM	1426 19TH STREET	VERO BEACH	INDIAN RIVER COUNTY	7	7	0
IRSD EXT DAY FELLSMERE ELEM	50 NORTH CYPRESS ROAD	FELLSMERE	INDIAN RIVER COUNTY	4	4	0
IRSD EXT DAY GLENDALE ELEM	4940 8TH STREET	VERO BEACH	INDIAN RIVER COUNTY	11	11	0
IRSD EXT DAY INDIAN RIVER ACADEMY	500 20TH STREET SW	VERO BEACH	INDIAN RIVER COUNTY	8	8	0
IRSD EXT DAY LIBERTY MAGNET ELEM	6850 81ST STREET	VERO BEACH	INDIAN RIVER COUNTY	4	4	0
IRSD EXT DAY OSCEOLA MAGNET SCHOOL	1110 18TH AVENUE SW	VERO BEACH	INDIAN RIVER COUNTY	1	1	0
IRSD EXT DAY PELICAN ISLAND ELEM	1355 SCHUMANN DRIVE	SEBASTIAN	INDIAN RIVER COUNTY	4	4	0
IRSD EXT DAY ROSEWOOD ELEM	3850 16TH STREET	VERO BEACH	INDIAN RIVER COUNTY	15	15	0
IRSD EXT DAY SEBASTIAN ELEM	400 COUNTRY ROAD 512	SEBASTIAN	INDIAN RIVER COUNTY	6	6	0
IRSD EXT DAY TREASURE COAST ELEM	8955 85TH STREET	SEBASTIAN	INDIAN RIVER COUNTY	10	10	0
IRSD EXT DAY VERO BEACH ELEM	1770 12TH STREET	VERO BEACH	INDIAN RIVER COUNTY	19	19	0

# Early Learning Coalition of IRMO Annual Report 2016-2017



IRSD PRE K CITRUS ELEMENTARY	2771 4TH STREET	VERO BEACH	INDIAN RIVER COUNTY	53	0	53
IRSD PRE K DODGERTOWN ELEM	4350 43RD AVE	VERO BEACH	INDIAN RIVER COUNTY	28	0	28
IRSD PRE K FELLSMERE ELEM	50 N CYPRESS STREET	FELLSMERE	INDIAN RIVER COUNTY	40	0	40
IRSD PRE K GLENDALE ELEM	4940 8TH STREET	VERO BEACH	INDIAN RIVER COUNTY	16	0	16
IRSD PRE K INDIAN RIVER ACADEMY	500 20TH STREET SW	VERO BEACH	INDIAN RIVER COUNTY	16	0	16
IRSD PRE K PELICAN ISLAND ELEM	1355 SCHUMANN DRIVE	SEBASTIAN	INDIAN RIVER COUNTY	50	0	50
IRSD PRE K TREASURE COAST ELEM.	8955 85TH STREET	SEBASTIAN	INDIAN RIVER COUNTY	20	0	20
IRSD PRE K VERO BEACH ELEM	1770 12TH STREET	VERO BEACH	INDIAN RIVER COUNTY	100	0	100
IVY LEAGUE PRESCHOOL ACADEMY	2274 SE BELVEDERE STREET	PORT ST LUCIE	ST LUCIE COUNTY	4	4	0
JACKSON CHILD CARE HOME	716 SOUTH 12TH STREET	FORT PIERCE	ST LUCIE COUNTY	2	2	0
JENSEN AFTER SCHOOL EXPERIENCE	2369 NE DIXIE HWY	JENSEN BEACH	MARTIN COUNTY	12	12	0
JENSEN BEACH COMMUNITY CHURCH PRE	3900 NE SKYLINE DR	JENSEN BEACH	MARTIN COUNTY	36	0	36
KALYNAS CHILD CARE	3981 45TH PLACE	VERO BEACH	INDIAN RIVER COUNTY	6	6	0
KIDS FIRST OF STUART	324 TRESSLER DRIVE	STUART	MARTIN COUNTY	21	10	11
KIDZ EXPLORATION CENTER FOR EARLY DEV	311 W. 1ST STREET	JUPITER	PALM BEACH COUNTY	5	5	0
LAPETITE ACADEMY 2 VERO 7394	1418 27TH AVENUE	VERO BEACH	INDIAN RIVER COUNTY	167	147	20
LEARNING TRACKS DBA THE LEARNING NEST	1088 BARBER STREET	SEBASTIAN	INDIAN RIVER COUNTY	112	54	58
LEARNING TRACKS DBA TINY TREASURES	326 S. WIMBROW DRIVE	SEBASTIAN	INDIAN RIVER COUNTY	34	34	0
LITTLE EINSTEIN ACADEMY, INC	824 SE OCEAN BLVD.	STUART	MARTIN COUNTY	8	0	8
LITTLE RISING STARS INC	2855 58TH AVENUE	VERO BEACH	INDIAN RIVER COUNTY	52	20	32
LITTLE SCHOLARS CHILD DEVELOPMENT CENTER	500 NW STUART AVENUE	STUART	MARTIN COUNTY	19	15	4
LOVING CARE CHILD DEV CENTER	1207 SOUTH 28TH STREET	FORT PIERCE	ST LUCIE COUNTY	4	4	0
MCSO CITRUS GROVE ELEM	2527 SW CITRUS BLVD.	PALM CITY	MARTIN COUNTY	20	0	20
MCSO CRYSTAL LAKE ELEM.	2095 SW 96TH STREET	STUART	MARTIN COUNTY	37	3	34
MCSO EXT DAY BESSEY CREEK ELEM	2201 S.W. MATHESON AVE.	PALM CITY	MARTIN COUNTY	10	10	0
MCSO EXT DAY CITRUS GROVE ELEM	2527 SW CITRUS BLVD.	PALM CITY	MARTIN COUNTY	9	9	0
MCSO EXT DAY CRYSTAL LAKE ELEM	2095 S.W. 96TH. STREET	STUART	MARTIN COUNTY	27	27	0
MCSO EXT DAY FELIX A WILLIAM ELEM	401 NW BAKER ROAD	STUART	MARTIN COUNTY	90	90	0
MCSO EXT DAY HOBE SOUND ELEM	11555 SE GOMEZ AVE.	HOBE SOUND	MARTIN COUNTY	78	78	0
MCSO EXT DAY JD PARKER ELEM	1010 E. 10TH. STREET	STUART	MARTIN COUNTY	66	66	0
MCSO EXT DAY JENSEN BEACH ELEM	2525 N.E. SAVANNAH RD.	JENSEN BEACH	MARTIN COUNTY	44	44	0

# Early Learning Coalition of IRMO Annual Report 2016-2017



MCSO EXT DAY PALM CITY ELEM	1951 SW 34TH STREET	PALM CITY	MARTIN COUNTY	48	48	0
MCSO EXT DAY PINWOOD ELEM	5200 S.W. WILLOUGHBY BLVD.	STUART	MARTIN COUNTY	145	145	0
MCSO EXT DAY PORT SALERNO ELEM	3260 SE LIONEL TERRACE	STUART	MARTIN COUNTY	39	39	0
MCSO EXT DAY SEAWIND ELEM	3700 S.E. SEABRANCH BLVD.	HOBE SOUND	MARTIN COUNTY	44	44	0
MCSO EXT DAY WARFIELD ELEM	15261 SW 150TH. ST	INDIANTOWN	MARTIN COUNTY	7	7	0
MCSO FELIX A. WILLIAMS ELEM.	401 NW BAKER ROAD	STUART	MARTIN COUNTY	22	2	20
MCSO HOBE SOUND ELEM.	11555 SW GOMEZ AVE	HOBE SOUND	MARTIN COUNTY	21	2	19
MCSO JD PARKER SCHOOL OF SCIENCE	1010 E 10TH STREET	STUART	MARTIN COUNTY	19	0	19
MCSO JENSEN BEACH ELEM	2525 NE SAVANNAH RD.	JENSEN BEACH	MARTIN COUNTY	23	1	22
MCSO PALM CITY ELEM	1951SW 34TH STREET	PALM CITY	MARTIN COUNTY	42	1	41
MCSO PERKINS EARLY CHILDHOOD CENTER	16868 SW PALM BEACH STREET	INDIANTOWN	MARTIN COUNTY	22	0	22
MCSO PORT SALERNO ELEM	3260 SE LIONEL TERRACE	STUART	MARTIN COUNTY	1	1	0
MCSO SALERNO LEARNING CENTER	3400 SE LIONEL TERRACE	STUART	MARTIN COUNTY	87	0	87
MCSO SALERNO SCHOOL HOUSE	3940 SE SALERNO RD	STUART	MARTIN COUNTY	21	0	21
MCSO STUART LEARNING CENTER	1050 E 10TH STREET	STUART	MARTIN COUNTY	10	1	9
MCSO WARFIELD ELEMENTARY	15260 SW 150TH STREET	INDIANTOWN	MARTIN COUNTY	120	0	120
MISS DIANE'S DAYCARE	246 MAIN STREET	SEBASTIAN	INDIAN RIVER COUNTY	1	1	0
MRS THERESAS CHILD CARE CENTER	4895 38TH CIRCLE	VERO BEACH	INDIAN RIVER COUNTY	96	88	8
NORTH COUNTY CHARTER SCHOOL INC	6640 OLD DIXIE HWY	VERO BEACH	INDIAN RIVER COUNTY	21	0	21
OKEECHOBEE CHILDREN'S ACADEMY	1811 SW 2ND AVENUE	OKEECHOBEE	OKEECHOBEE COUNTY	148	128	20
OKEECHOBEE COUNTY SCHOOL DISTRICT ARCHIVE	1000 NW 34TH STREET	OKEECHOBEE	OKEECHOBEE COUNTY	59	3	56
OPEN ARMS INSTITUTE OF FORT PIERCE, INC.	2015 S. 13TH STREET	FORT PIERCE	ST LUCIE COUNTY	4	4	0
OXFORD ACADEMY PRESCHOOL OF VERO BEACH	1728 24TH STREET	VERO BEACH	INDIAN RIVER COUNTY	45	45	0
PEACE LUTHERAN SCHOOL	750 NW 23RD LANE	OKEECHOBEE	OKEECHOBEE COUNTY	35	0	35
PEBBLESTONE ACADEMY, INC.	1200 SE CUT OFF RD	STUART	MARTIN COUNTY	123	107	16
PETER'S ROCK CHRISTIAN ACADEMY AND LEARN	1088 NE 13TH AVENUE	OKEECHOBEE	OKEECHOBEE COUNTY	14	14	0
RCMA CHILDREN'S HOUSE DEV CENTER	7625 85TH STREET	VERO BEACH	INDIAN RIVER COUNTY	2	2	0
RCMA IR ROBERT G COVILL CDC	111 N MAPLE ST	FELLSMERE	INDIAN RIVER COUNTY	1	1	0
RCMA WHISPERING PINES CDC	10076 ESPERANZA CIRCLE	FELLSMERE	INDIAN RIVER COUNTY	8	8	0
REDEEMER LUTHERAN CHURCH AND SCHOOL MAR	2450 SE OCEAN BLVD	STUART	MARTIN COUNTY	25	0	25
REDEEMER LUTHERAN PRESCHOOL VERO	900 27TH AVE	VERO BEACH	INDIAN RIVER COUNTY	50	38	12

# Early Learning Coalition of IRMO Annual Report 2016-2017



REED CHILD CARE AND LEARNING CENTER CORP	2200 SE MONTEREY ROAD	STUART	MARTIN COUNTY	121	105	16
REED CHILD CARE AND LEARNING CENTER II	509 SE PALM BEACH ROAD	STUART	MARTIN COUNTY	69	58	11
RIVERSIDE MONTESSORI @ 320 SE FLORIDA ST	320 SE FLORIDA STREET	STUART	MARTIN COUNTY	16	0	16
RIVERSIDE MONTESSORI @ 840 SE OSCEOLA ST	840 SE OSCEOLA STREET	STUART	MARTIN COUNTY	16	1	15
ROCK SOLID CHRISTIAN ACADEMY	401 SW 4TH STREET	OKEECHOBEE	OKEECHOBEE COUNTY	59	19	40
ROSELAND CHRISTIAN PRESCHOOL	12962 ROSELAND RD	SEBASTIAN	INDIAN RIVER COUNTY	56	0	56
ROSS SMALL WORLD	5620 47TH STREET	VERO BEACH	INDIAN RIVER COUNTY	25	25	0
ROYAL FAMILY DAY CARE HOME	2705 45TH STREET	VERO BEACH	INDIAN RIVER COUNTY	47	47	0
SCHOOLS DEPOT DBA CRADLES TO CRAYONS	1285 6TH AVENUE	VERO BEACH	INDIAN RIVER COUNTY	104	68	36
ST JOSEPH CATHOLIC SCHOOL	1200 EAST 10TH ST	STUART	MARTIN COUNTY	19	0	19
ST PETER'S MISSIONARY CHURCH PRESCHOOL	4250 38TH AVENUE	VERO BEACH	INDIAN RIVER COUNTY	32	0	32
ST. JAMES KID'S ACADEMY, SITE 2	4300 OKEECHOBEE ROAD	FORT PIERCE	ST LUCIE COUNTY	2	2	0
STEPPING STONE ACADEMY I	400 S.W 4TH STREET	OKEECHOBEE	OKEECHOBEE COUNTY	224	186	38
STEPPING STONES ACADEMY II	2205 HWY 98 NORTH	OKEECHOBEE	OKEECHOBEE COUNTY	131	117	14
SUNCOAST PRIMARY SCHOOL	3050 43RD AVENUE	VERO BEACH	INDIAN RIVER COUNTY	11	0	11
SUNSHINE KIDS EARLY LEARNING CENTER INC	1001 ROSELAND RD	SEBASTIAN	INDIAN RIVER COUNTY	18	0	18
TEMPLE BEIT HAYAM EARLY CHILDHOOD LEARNI	951 SE MONTEREY COMMONS BLVD	STUART	MARTIN COUNTY	42	7	35
TENDERCARE DAY CARE AND PRESCHOOL	604 SW 5TH STREET	OKEECHOBEE	OKEECHOBEE COUNTY	140	113	27
THE GRACE PLACE PRESCHOOL	1550 S.E. SALERNO ROAD	STUART	MARTIN COUNTY	37	15	22
THE HOPE CENTER FOR AUTISM, INC.	1695 SE INDIAN STREET	STUART	MARTIN COUNTY	1	1	0
THE LEARNING COVE	3001 SW MILL CREEK WAY	PALM CITY	MARTIN COUNTY	26	0	26
THELMA B PITTMAN JUPITER PRESCHOOL INC	17593 CINQUEZ PARK ROAD WEST	JUPITER	PALM BEACH COUNTY	7	7	0
TLC PRESCHOOL OF SEBASTIAN INC	1899 BARBER STREET	SEBASTIAN	INDIAN RIVER COUNTY	89	69	20
VERO BEACH PRESCHOOL INC	890 6TH AVENUE	VERO BEACH	INDIAN RIVER COUNTY	84	61	23
WILLIAMS CHILDCARE AND PRESCHOOL	2405 14TH AVENUE	VERO BEACH	INDIAN RIVER COUNTY	144	131	13
WILLIE'S FIRST STEP DAY SCHOOL LLC	1935 14TH STREET SW	VERO BEACH	INDIAN RIVER COUNTY	24	20	4
WYNN FAMILY CHILD CARE HOME	4056 46TH ST	VERO BEACH	INDIAN RIVER COUNTY	22	22	0
YMCA INDIANTOWN AFTERSCHOOL PROGRAM	16241 SW FARMS ROAD	INDIANTOWN	MARTIN COUNTY	40	40	0
YMCA INDIANTOWN LOUIS DREYFUS CITRUS	16451 SW FARMS ROAD	INDIANTOWN	MARTIN COUNTY	102	102	0

**Early Learning Coalition of IRMO  
Annual Report 2016-2017**



YMCA OKEECHOBEE CAMP	3000 NW 10TH TERRACE	OKEECHOBEE	OKEECHOBEE COUNTY	5	5	0
YMCA TREASURE COAST SPORTS WORLD	2700 SE WILLOUGHBY BLVD	STUART	MARTIN COUNTY	10	10	0
YMCA TREASURE COAST STUART CAMP	1700 SE MONTEREY ROAD	STUART	MARTIN COUNTY	45	45	0
YMCA TREASURE COAST TEDDYBEAR	1700 SE MONTEREY RD	STUART	MARTIN COUNTY	77	54	23

**Fiscal Summary**

During the 2016-2017 fiscal year, the coalition’s total operating budget was \$ 14,822,136.

**Segregation of School Readiness Program funds, Voluntary Prekindergarten Education Program funds, Child Care Executive Partnership Program funds, and other local revenues available to the coalition**

<b>Program Funds</b>	<b>Amount</b>
School Readiness funds	\$ 7,669,712
Voluntary Prekindergarten Education Program funds	\$ 5,550,667
Child Care Executive Partnership Program funds	\$ 1,263,084
Other Local Revenues	\$ 338,673
<b>Total</b>	<b>\$14,822,136</b>

**Details of expenditures by fund source, including total expenditures for administrative activities, quality activities, nondirect services, and direct services for children**

<b>Details of Expenditures by Fund Source</b>	<b>School Readiness</b>	<b>VPK</b>	<b>CCEP</b>	<b>Other Local Revenues</b>	<b>Dollars</b>
Administrative Activities	\$ 304,538	\$ 145,000	\$	\$ 14,816	\$ 464,354
Quality Services	\$ 768,380	\$ 18,424	\$	\$ 32,144	\$ 818,948
Nondirect Services	\$ 624,155	\$ 39,348	\$	\$ 4,613	\$ 668,116
Direct Services for Children	\$5,972,639	\$5,347,895	\$1,263,084	\$287,100	\$12,870,718
<b>Total</b>	<b>\$7,669,712</b>	<b>\$5,550,667</b>	<b>\$1,263,084</b>	<b>\$338,673</b>	<b>\$14,822,136</b>

---

Total number of coalition staff and the related expenditures for salaries and benefits. For any subcontracts, the total number of contracted staff and the related expenditures for salaries and benefits

	Number of Staff	Expenditures for Salary and Benefits
Early Learning Coalition Staff	23	\$ 1,479,956
Subrecipient Staff	0	\$ 0
<b>Total</b>		\$ 1,479,956





**EARLY LEARNING COALITION**

**OF**

**INDIAN RIVER, MARTIN AND**

**OKEECHOBEE COUNTIES, INC.**

**(ELCIRMO)**

**CONTINUITY OF OPERATIONS PLAN (COOP)**

10 SE Central Parkway, Suite 200  
Stuart, Florida 34994

Contact: Migdalia G. Rosado  
Interim Chief Executive Officer  
Work: 772-220-1220 ext. 261  
772-240-5936  
[mrosado@elcirmo.org](mailto:mrosado@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: \_\_\_\_\_

## **TABLE OF CONTENTS**

SECTION I: INTRODUCTION	<b><u>Page</u></b>
I-1 Purpose	4
I-2 Applicability and Scope	4
<b>SECTION II: CONCEPT OF OPERATIONS (COO)</b>	
II-1 Objectives	5
II-2 Planning Considerations and Assumptions	5
II-3 COOP Execution	6
II-4 Disaster Magnitude Levels	7
II-5 Emergency Coordinating Officer	8
II-6 Executive Leadership Team	8
II-7 Relocation Team	9
II-8 Alternate Relocation Point	10
II-9 Mission-Essential Functions	10
II-10 Delineation of Mission-Essential Functions	12
II-11 Warning Conditions	12
II-12 Direction and Control	13
II-13 Operational Hours	14
II-14 Alert and Notification	14
II-15 Telecommunications and Information Systems Support	15
II-16 Test, Training and Exercise	18

<b>SECTION III: PHASE I – ACTIVATION PROCEDURES</b>		<b><u>Page</u></b>
III-1	Initial Actions	18
III-2	Transition to Alternate Operations	20
III-3	Site-Support Responsibilities	21
<b>SECTION IV: PHASE II – ALTERNATE OPERATIONS</b>		
IV-1	Execution of Mission-Essential Functions	21
IV-2	Establishment of Communications	21
IV-3	Relocation Team	22
IV-4	Augmentation of Staff and Other Resources	22
IV-5	Amplification of Guidance to All Personnel	22
IV-6	Development of Plans and Schedules for Reconstitution and Termination	22
<b>SECTION V: PHASE III – RECONSTITUTION AND TERMINATION</b>		
V-1	Overview	23
V-2	Procedures for Reconstitution and Termination	23
V-3	After-Action Review and Remedial Action Plan	23
V-4	Provider Reimbursement during Emergency Closure	24
<b>ATTACHMENTS</b>		
Attachment 1.....	Relocation Team	
Attachment 2.....	Alternate Site Locations	
Attachment 3.....	Emergency Coordinating Officer	
Attachment 4.....	Executive Leadership Team	
Attachment 5.....	Alternate Service Providers	
Attachment 6.....	Memorandum of Delegation of Authority	
Attachment 7.....	Organizational Chart	
Attachment 8.....	Staff Emergency Phone List	

## **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 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 200, 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 Early Learning Data 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 based on funding available, 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 Florida's 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 Florida's 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 Chief Executive Officer, as the Emergency Coordinating Officer, contact information on Attachment #3. In an emergency, the Chief Executive Officer 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 Board Chair or Acting Chair of the Coalition, Chief Executive Officer and Director of Operations 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 Coalition Board Chair or Acting Chair 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 Florida's 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, Florida's 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/l-pad, flash drives (including payroll information), blank checks, bank account information, most recent reimbursement reports, etc. The Drive-Away Kits also includes programmatic documents such as provider and parent contact information, resource and referral, eligibility and enrollment information 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 Chief Executive Officer 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 Chief Executive Officer notifies Florida's 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 Florida's Office of Early Learning:

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 Information Technology Technician or designee is responsible for the daily back-up of data as well as a full image of data is performed to an external drive or with sufficient warning, in the hours prior to implementation of the COOP. The back-up external drive 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. A document management system is in place for SR and VPK client files. The document management system is backed-up on a daily basis to a dedicated ISO drive which is fireproof, and waterproof.
    - 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 may 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 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 Operations 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 Chief Executive Officer, or Operations 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. Florida's 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 electronically and backed-up on a daily basis. Records destroyed will be recreated utilizing the external drives. Essential documents such as professional audits are maintained electronically.

## **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 Florida's 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 Chief Executive Officer and Chair is incapacitated or unavailable to make decisions regarding the coalition's COOP, authorized successors to the Chief Executive Officer 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 Florida's 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 Chief Executive Officer 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/Chief Executive Officer will notify Florida's Office of Early Learning (850-717-8550), the appropriate County Emergency Operations Center (772-461-5201) and the State of Florida Emergency Operations Center (850-413-9969).
- 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. Vice Chair
  - 2. Secretary
  - 3. Treasurer
- F. Lines of succession for the Chief Executive Officer may be initiated when he or she is unable to perform their essential duties. Authorized Coalition successors to the Chief Executive Officer are as follows and identified by their position:
  - 1. Operations Director
  - 2. Provider Services Director
  - 3. Finance Director
  - 4. Family Services Director or **Manager**

### 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 Florida's 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](http://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 Chief Executive Officer will notify Florida's 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 Chief Executive Officer 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. 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/text message sent) to non-essential staff the Managers will notify the Chief Executive Officer 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 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. Chief Executive Officer.
- E. Items included in these are as follows:
1. Chief Executive Officer
    - a. Continuity of Operations Plan
    - b. Office Supplies
    - c. Cell Phone & Charger
    - d. Staff Emergency Phone List
    - e. State emergency contact information
  2. Finance Director
    - a. Staff Emergency Phone List
    - b. Office Supplies
    - c. Flash Drive (with pertinent information)
    - d. Calculator
    - e. Blank Checks
  3. Operations Director
    - a. Continuity of Operations Plan
    - b. Flash Drive (with pertinent information)
    - c. Office Supplies
    - d. Staff Emergency Phone List
    - e. State emergency contact information
  4. Family Services Director **or Manager**
    - a. Continuity of Operations Plan
    - b. Flash drive with list of all legally operating providers in 3 counties
    - c. Eligibility applications (hard copies)
    - d. ~~VPK applications, certificates, log~~



- e. Extension Cord
  - f. Office Supplies
  - g. Cell Phone and Charger
  - h. Staff Emergency Phone List
  - i. Parent/ Child Report (School Readiness and VPK)
  - j. Child enrollment list (School Readiness and VPK)
  - k. Community Services Directories/211
  - l. Contact list of all early learning programs
5. Provider Services Director
- a. Continuity of Operations Plan
  - c. Child Care Provider Contact Information
  - e. Community Services Directory/Referral Agencies
  - g. Office Supplies
  - h. Staff Emergency Phone List
  - i. Warm-Line remote access instructions
6. Information Technology Technician
- a. Continuity of Operations Plan
  - b. Lap Top/Chargers
  - c. Extension Cords
  - d. Software
  - e. Portable Printer/Toughbook
  - f. Staff Emergency Phone List

## **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 updated annually by the Chief Executive Officer or designee. 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 Chief Executive Officer of the Coalition will notify the Office of Early Learning, the State of Florida Emergency Operations Center (850-413-9969), and the local County Emergency Office that an emergency relocation of the Coalition is anticipated or is in progress.
- H. The Chief Executive Officer 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 Office of Early Learning Director and the other interested parties regarding COOP activation and operations.
- M. The 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 Chief Executive Officer and/or his/her designee will notify Florida's 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 Chief Executive Officer and/or his/her designee in preparation for the activation of the COOP and to receive the Relocation Team. This includes providing for the protection and movement of records. Staff from 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 Florida's 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 Florida's 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 Florida's 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 Florida's 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; Florida's 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 Florida's 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.

DRAFT





**Early Learning Coalition of  
Indian River, Martin & Okeechobee Counties, Inc.**  
10 SE Central Parkway, Suite 200 Stuart, FL 34994  
Telephone (772) 220-1220 (877) 220-1223, Fax: (772) 220-1229

---

**Relocation Team**  
(Attachment #1)

<b>NAME</b>	<b>ADDRESS</b>	<b>PHONE</b>
<b>Migdalia G. Rosado</b> <i>Interim CEO/Director of Operations</i>	1468 SW Devera Avenue Port St. Lucie, FL 34953	772-240-5936
<b>Zack Hackley</b> <i>Director of Finance</i>	661 NW Kilpatrick Ave Port St, Lucie, FL 34983	850-566-9225
<b>Patricia Houston</b> <i>Director of Provider Services</i>	715 SE Hibiscus Avenue Stuart, FL 34996	772-287-0873 Cell: 772-359-0180
<b>Samantha Reed</b> <i>Manager of Family Services</i>	612 Roselyn Avenue, Apt.B Fort Pierce, FL 34982	772-353-7733
<b>Stephen Cantillo</b> <i>Information Technology Technician</i>	286 SW Moselle Avenue Port St. Lucie, FL 34984	772-626-8621

***Mission***

*Partnering with parents, providers and communities to ensure quality early learning experiences through programmatic and financial support.*



**Early Learning Coalition of  
Indian River, Martin & Okeechobee Counties, Inc.**  
10 SE Central Parkway, Suite 200 Stuart, FL 34994  
Telephone (772) 220-1220 (877) 220-1223, Fax: (772) 220-1229

**Alternate Site Locations  
(Attachment #2)**

**Early Learning Coalition of St. Lucie County, Inc.**

Address:	4202 Okeechobee Road Fort Pierce, FL 34947
Phone:	(772) 595-6424
Fax:	(772) 595-6081
Business Representative Name:	Tony Loupe
Business Representative Phone:	(772) 595-6424 Ext. 109
Email:	<a href="mailto:loupet01@elcslc.org">loupet01@elcslc.org</a>
Hours of Operation:	Mon- Fri – 7:00 – 6:00
Parking Availability:	YES
Type of Office:	Child Care Administrative Office
Office Level:	Non-Profit
Public Transit Access:	YES
Language Capability:	English/Spanish/Creole/French

**SITE RESOURCES:**

Career Resource Room:	No	Copy Machines	Yes
Rooms where employers can interview job seekers:	No	Personal Computers	Yes
Telephones:	Yes	Internet Access	Yes
Fax Machines:	Yes	Video Viewing Stations	No
		On-site Childcare	No

**CareerSource Research Coast**

Address:	1880 82 <sup>nd</sup> Avenue, Suite 103 Vero Beach, FL 32966
Phone:	(772) 494-2100
Fax:	(772) 770-5685
Business Representative Name:	Jay Lundy
Business Representative Phone:	(772) 494-2100 Ext. 202
Email:	<a href="mailto:jlundy@tcjobs.org">jlundy@tcjobs.org</a>
Hours of Operation:	Mon- Fri – 8:00 – 4:30
Parking Availability:	YES
Type of Office:	Comprehensive One-Stop Career Centers
Office Level:	State
Public Transit Access:	No
Language Capability:	English/Spanish

**SITE RESOURCES:**

Career Resource Room:	Yes	Copy Machines	Yes
Rooms where employers can interview job seekers:	Yes	Personal Computers	Yes
Telephones:	Yes	Internet Access	Yes
Fax Machines:	Yes	Video Viewing Stations	Yes
		On-site Childcare	No

**Mission**

*Partnering with parents, providers and communities to ensure quality early learning experiences through programmatic and financial support.*

**CareerSource Heartland**

Address: 205 SW Park Street  
 Okeechobee, FL 34972

Phone: (863) 610-6000

Fax: (863) 462-5355

Business Representative Name: Mary Snyder

Business Representative Phone: (863) 462-5350

Email: [msnyder@tcjobs.org](mailto:msnyder@tcjobs.org)

Hours of Operation: Mon- Fri – 8:00 – 5:00

Parking Availability: YES

Type of Office: Comprehensive One-Stop Career Center

Office Level: State

Public Transit Access: No

Language Capability: English/Spanish

**SITE RESOURCES:**

Career Resource Room:	Yes	Copy Machines	Yes
Rooms where employers can interview job seekers:	Yes	Personal Computers	Yes
Telephones:	Yes	Internet Access	Yes
Fax Machines:	Yes	Video Viewing Stations	Yes
		On-site Childcare	No



**Early Learning Coalition of  
Indian River, Martin & Okeechobee Counties, Inc.**

10 SE Central Parkway, Suite 200 Stuart, FL 34994  
Telephone (772) 220-1220 (877) 220-1223, Fax: (772) 220-1229

---

**Emergency Coordinating Officer  
(Attachment #3)**

**Migdalia G. Rosado**, Interim Chief Executive Officer

**Home:**

1468 SW Devera Avenue  
Port St. Lucie, FL 34953  
Cell: 772-240-5936

**Office:**

10 SE Central Parkway, Suite 200  
Stuart, Florida 34994  
Work: 772-220-1220 Ext: 261  
Fax: 772-220-1229

E-mail – [mrosado@elcirmo.org](mailto:mrosado@elcirmo.org)

***Mission***

*Partnering with parents, providers and communities to ensure quality early learning experiences through programmatic and financial support.*



**Early Learning Coalition of  
Indian River, Martin & Okeechobee Counties, Inc.**

10 SE Central Parkway, Suite 200 Stuart, FL 34994  
Telephone (772) 220-1220 (877) 220-1223, Fax: (772) 220-1229

---

**Executive Leadership Team Members  
(Attachment #4)**

Coalition Board Chairman or Vice Chair

Chief Executive Officer

Director of Operations

Director of Family Services or Manager

Director of Finance

Director of Provider Services

***Mission***

*Partnering with parents, providers and communities to ensure quality early learning experiences through programmatic and financial support.*



**Early Learning Coalition of  
Indian River, Martin & Okeechobee Counties, Inc.**

10 SE Central Parkway, Suite 200 Stuart, FL 34994  
Telephone (772) 220-1220 (877) 220-1223, Fax: (772) 220-1229

---

**Potential Alternative Service Delivery Providers  
(Attachment #5)**

**1. Head Start Program**

Martin County School District  
3940 SE Salerno Road  
Stuart, FL 34997  
Phone) 772-219-1893 Fax) 772-219-1896  
Web Site: [www.martin.k12.fl.us](http://www.martin.k12.fl.us)

**2. EOC of Indian River County, Inc.**

2455 St Lucie Avenue  
Vero Beach, FL 32961  
Phone) 772-562-4177 Fax) 772-794-7597  
Web Site: [www.eocofirc.net](http://www.eocofirc.net)

**3. Helping People Succeed, Inc.**

1601 NE Braille Place  
Jensen Beach, FL 34957  
Phone) 772-320-0770 Fax) 772-286-4364  
Web Site: [www.hpsfl.org](http://www.hpsfl.org)

**4. Children's Services Council of Martin County**

101 SE Central Parkway  
Stuart, Florida 34994  
Phone) 772-288-5758 Fax) 772-288-5399  
Web Site: [www.cscmc.org](http://www.cscmc.org)

***Mission***

*Partnering with parents, providers and communities to ensure quality early learning experiences through programmatic and financial support.*



**Early Learning Coalition of  
Indian River, Martin & Okeechobee Counties, Inc.**  
10 SE Central Parkway, Suite 200 Stuart, FL 34994  
Telephone (772) 220-1220 (877) 220-1223, Fax: (772) 220-1229

---

**Attachment #6**

MEMORANDUM

To: Office of Early Learning or Other Interested Parties

From: Brandon Tucker  
Board Chairman

Re: Delegation of Authority

In the event the Early Learning Coalition of Indian River, Martin, and Okeechobee Counties, Inc., is required to activate the Continuity of Operations Plan (COOP) and neither the Chair nor the Chief Executive Officer are available; the following individuals are empowered to act in a decision-making capacity for the Coalition:

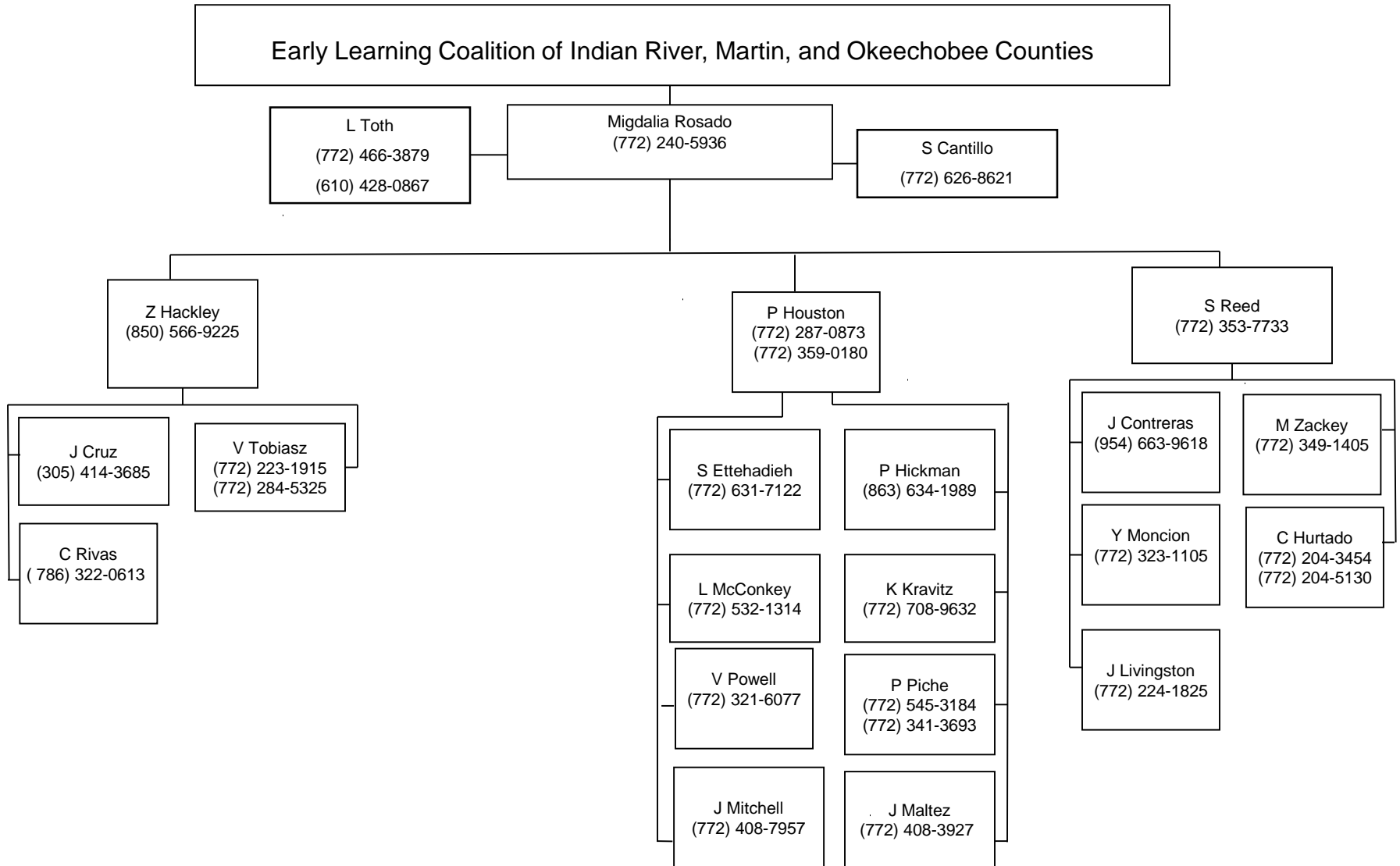
- Vice Chair
- Director of Operations
- Director of Provider Services
- Director of Finance
- Director of Family Services or Manager

The above chain of command is to be strictly adhered to should the Chair or Chief Executive Officer not be available.

***Mission***

*Partnering with parents, providers and communities to ensure quality early learning experiences through programmatic and financial support.*

# STAFF EMERGENCY PHONE LIST







# **Early Learning Coalition of Indian River, Martin, and Okeechobee Counties, Inc.**

## **Coalition Anti-Fraud Plan**

Board Approved –

# Table of Contents

Purpose: .....3  
    *Definitions:* .....3  
Organizational Structure:.....4  
Procedures for Detecting and Investigating: .....4  
    *Detecting for Recipients:*.....4  
    *Investigating for Recipients:* .....4  
    *Detecting for Providers:* .....5  
    *Investigating for Providers:*.....5  
Mandatory Reporting: .....6  
Education and Training of Personnel: .....7  
Due Process for Recipients:.....7  
    Right to Appeal: .....7  
    Pre-Appeal Process with the *Coalition Staff:* .....7  
    Appeal Process with the Chief *Executive Officer:*.....8  
    Appeal Process with an Appeals *Committee:* .....8  
Due Process for Providers: .....9  
Repayment Process: .....9

In the normal course of their work, Early Learning managers, supervisors, team members and partners may become aware of instances of actual, potential, or suspected fraud and abuse in the operation of any program funded by State or Federal funds administered through the Office of Early Learning (OEL). Included in this category are instances of actual, potential, or suspected fraud and abuse in the operation of programs administered by grantees, contractors and partners.

**Purpose:**

The purpose of the Early Learning Coalition Anti-Fraud Plan is for the detection and investigation of possible acts of fraud, abuse or overpayments by recipient's and contracted providers relating to the provision of and payment for School Readiness and Voluntary Prekindergarten Programs. To establish the procedures for reporting allegations of possible fraud, misfeasance, misapplication of funds, gross mismanagement and employee/participant misconduct in the Early Learning Programs. (School Readiness and Voluntary Pre-Kindergarten)

***Definitions:***

*Fraud, Misfeasance, Nonfeasance, or Malfeasance:* In the operation of any program funded by State or Federal funds administered by the Florida's Office of Early Learning, actions which constitute the omission of an act a person ought to do, the improper performance of an act a person might lawfully do, or the performance of an act a person ought not to do. This category includes, but is not limited to, indications of bribery, forgery, extortion, embezzlement, theft of participant checks, kickbacks from participants, and intentional payments to a contractor without the expectation of receiving services.

*Misapplication of Funds:* Misapplication of funds should be considered as any alleged use of funds, assets or property not authorized or provided for in the grant or contract. This category includes, but is not limited to, nepotism, political patronage, use of participants for political activities, ineligible enrollees, conflict of interest, not reporting income from Federal funds, violation of contract procedures, maintenance of effort violations, and the use of funds for other than their designated purposes.

*Gross Mismanagement:* Actions or situations arising out of the intentional failure to perform one's duties or responsibilities in reckless disregard of the consequences, which lead to major violations of contract provisions and/or which severely hamper the Agency's ability to fulfill its mission.

*Employee/Participant Misconduct:* Employee/participant misconduct should be considered as occupational or professional actions occurring during or outside work hours, that reflect negatively on Agency or its mission, and may include, but are not limited to, conflict of interest or the appearance of conflict of interest involving outside employment business and professional activities; the receipt or giving of gifts, fees, entertainment, and favors; misuse of Federal/State property; misuse of official information; and such other activities as might adversely affect the confidence of the public in the integrity of the Government as well as serious violations of Federal and State laws.

### **Organizational Structure:**

The organization is composed of four major departments; Administration, Family Services, Finance, and Programs. Each department has defined functions that are essential to the support and performance of critical mission operations for the organization.

Primary coalition position responsible for implementing the Early Learning Coalition's Anti-Fraud Plan is the ~~Director of Operations~~ **Interim CEO**, Migdalia G. Rosado who can be contacted via email at [mrosado@elcirmo.org](mailto:mrosado@elcirmo.org) or via phone at 772-223-3861. Other individuals involved in the process include the Lead Reimbursement Data Specialist, Family Services Manager and respective Department Directors.

### **Procedures for Detecting and Investigating:**

#### ***Detecting for Recipients:***

The following are some of the methods that will be utilized in detecting potential fraud, abuse and overpayments, which includes but is not limited to:

1. Review of data quality reports generated by OEL
2. Documented verification of child care referrals from other organizations
3. Authenticity, i.e., altered documents or fake ID
4. Signatures on employment or residency verification forms
5. Inconsistencies from previously reported information on employment or residency verifications forms, i.e., phone numbers, name of individuals, etc.
6. Marital status and dependents indicated on paystubs
7. Inconsistencies on family composition from previously reported information
8. Anonymous calls received by the organization regarding client receiving services
9. Providers reporting information that is inconsistent with information reported by client
10. Other sources that become available to the Coalition during the course of normal business processes, i.e., Equifax Verification Services.

#### ***Investigating for Recipients:***

1. The internal process will be initiated by the completion of a potential fraud review form indicating what item or items above triggered a review.
2. During this process the recipient's services will not be terminated or suspended.

3. The first reviewer will have 15 days from receipt of potential fraud review form to make a determination as to whether or not potential fraud and an overpayment occurred due to ineligibility.
4. The review process will consist of an extensive review of electronic files, attendance and reimbursement reports and any other documents necessary to make a determination of continued eligibility as well as to determine if an overpayment was made.
5. Once the first reviewer has made a determination, this will be noted on the same form in the area indicated for the reviewer to complete.
6. If an overpayment is determined, the Improper Payment Adjustment form will be completed and attached.
7. The second review will be conducted by the Family Services Director for a final determination within 15 days of receipt.
8. If final determination indicates potential abuse, fraud or overpayment, the recipient will be sent written notification and provided with a pre-appeals process.
9. Each step of the process must be documented to include all supporting documentation, recommended actions as well as actions taken.

***Detecting for Providers:***

The following are some of the methods that will be utilized in detecting potential fraud, abuse and overpayments, which includes but is not limited to:

1. Review of attendance sheets and compared to sign-in/sign-out sheets
2. Providers with consistently perfect attendance sheets
3. The sign-in/sign-out sheets shows the same parent's signature, but the handwriting is not the same.
4. The time recorded on sign-in/sign-out form is always the same.
5. Unannounced visits for attendance monitoring
6. Parental complaints/allegations against a provider
7. Anonymous calls received by the organization regarding providers
8. Other sources that become available to the Coalition during the course of normal business processes

***Investigating for Providers:***

1. The internal process will be initiated by the completion of a potential fraud review form indicating what item or items above triggered a review.

2. During this process no action will be taken against the provider until due process procedures as outlined within the contract between the coalition and the provider are initiated via written notification.
3. The first reviewer will have 15 days from receipt of the potential fraud review form to make a determination as to whether or not potential fraud and an overpayment occurred due to inconsistencies in documentation.
4. The review process will consist of an extensive review of electronic files, attendance and reimbursement reports and any other documents necessary to make a determination of continued eligibility as well as to determine if an overpayment was made.
5. Once the first reviewer has made a determination, this will be noted on the same form in the area indicated for the reviewer to complete.
6. The second review will be conducted by the Finance Director for a final determination within 15 days of receipt.
7. If an overpayment is determined, the Improper Payment Adjustment form will be completed and attached.
8. If final determination indicates potential abuse, fraud or overpayment, the provider will be sent written notification and provided with the due process procedures as outlined within the contract between the coalition and the provider.
9. Each step of the process must be documented to include all supporting documentation, recommended actions as well as actions taken.

#### **Mandatory Reporting:**

The Inspector General of OEL is designated the coordinator of all suspected fraud referrals to the ~~Florida Department of Law Enforcement, Public Assistance Fraud Unit~~ **Department of Financial Services, Division of Public Assistance Fraud**. Early Learning Partners are responsible for immediately reporting all such actual or suspected violations they or their supervisors and employees uncover to the OEL Office of Inspector General, the ~~Florida Department of Law Enforcement Public Assistance Fraud Unit~~ **Department of Financial Services, Division of Public Assistance Fraud** and the Florida's Office of Early Learning (OEL).

1. The coalition administrator, Migdalia Rosado, for the Office of Early Learning Fraud Referral System, will be notified immediately upon the initiation of an internal review process for a potential fraud, abuse or an overpayment.
2. On a monthly basis report to OEL electronically the number of recipients and providers terminated for fraud.
3. The coalition administrator will submit all potential fraud, abuse and overpayment to OEL utilizing the on-line OEL Fraud Referral System upon completion of the internal review process while simultaneously informing the recipient and/or provider of their right to an appeal.
4. Further information on reporting suspected fraud may be obtained by calling the Office of Inspector General at (850) 717-8605.

### **Education and Training of Personnel:**

1. All staff regardless of position held within the organization will be trained on the importance of being attentive to areas where there is a potential for abuse, fraud and overpayment.
2. Each department manager, where applicable and department director will be responsible for providing training to their respective staff in utilizing the methods identified above for recipients and providers on detecting and preventing fraud, abuse and overpayment.
3. The training will include how to calculate overpayments and completing the appropriate forms.
4. Education and training will be ongoing as any issues identified during the internal review process of potential abuse, fraud and overpayment will be utilized as learning tools with the respective department and the agency as a whole.
5. On an annual basis the coalition will conduct a self-assessment of internal controls, policies and procedures and make any necessary changes, as appropriate.

### **Due Process for Recipients:**

#### **Right to Appeal:**

1. Recipients have the right to appeal a suspension or termination of benefits based on information that has lead the coalition to conclude that School Readiness or Voluntary Prekindergarten Education program benefits have been obtained or used fraudulently.
2. Recipients and Providers who fail to file a timely appeal waive their right to appeal.

#### **Pre-Appeal Process with the *Coalition Staff*:**

1. A written advance notice of the intended action to suspend or terminate benefits shall be provided to the recipient clearly advising of the allegations, the basis of the allegations, the intended action and the date action is to be imposed.
2. Recipients with a valid at-risk referral shall not have their services suspended or terminated. These will be addressed on a case-by-case basis with OEL's Office of Inspector General for direction.
3. The written notice shall be sent at least fourteen (14) calendar days before the intended action, via certified mail/return receipt requested and regular mail. If previous communication with the recipient have been translated, the written advance notice shall also be translated into the recipient's native language.
4. The written advance notice shall include the following for a pre-appeal process:

- a. Informing recipient that they have ten (10) calendar days to file a written pre-appeal which should fully describe the nature of the error the recipient believes has been made and shall contain any documentation which support the recipient's claim.
  - b. Notification of the potential for repayment of improper benefits if the conclusion of appeal fraud is upheld, including any benefits received after the receipt of the written advance notice.
  - c. The right to request a copy of his or her file.
  - d. If applicable, the amount of overpayment to be recovered.
  - e. Length of suspension of benefits or date of termination of benefits, if applicable. The length of time shall be proportionate to the alleged offense committed, consistent with suspensions or terminations issued to other recipients who allegedly committed comparable offenses, and may also consider prior offenses, as appropriate.
  - f. **A recipient who fails to file a timely pre-appeal waives the right of appeal.**
5. The Chief Executive Officer of the Coalition shall not be involved in the pre-appeal process.
  6. Recipients that believe that a pre-appeal process did not resolve the issue may file a formal written appeal for review by the Chief Executive Officer as outlined in #3 below.

**Appeal Process with the Chief Executive Officer:**

1. Submit a written appeal to the Chief Executive Officer or other executive staff person as designated by the coalition board.
2. The appeal must fully describe the nature of the error the recipient believes has been made and shall contain any documentation which supports the recipient's claim.
3. The appeal shall be postmarked or emailed before the date of the intended action. The recipient who fails to file a timely appeal waives the right of appeal.
4. If the recipient files a timely appeal, he or she will not have services suspended or terminated until written decision of the Chief Executive Officer or the original date of the intended action, whichever is later.
5. The Chief Executive Officer of the coalition or other executive staff person designated by the coalition board must respond to the recipient, in writing, within thirty (30) days of receiving the appeal with a decision as to whether the suspension or termination will be upheld or modified.
6. Recipients who wish to appeal the decision of the Chief Executive Officer of the coalition or other executive staff person designated by the coalition board may request further review by an appeals committee as outlined in #4 below.

**Appeal Process with an Appeals Committee:**



7. The request for further review by an appeals committee must be submitted to the coalition in writing within ten (10) calendar days of the date of the Chief Executive Officer or other executive staff person designated by the coalition board's written response to the recipient's formal written appeal.
8. The Chairman of the Coalition Board shall select an appeals committee and a chair of the appeals committee shall be named.
9. The appeals committee shall convene within forty-five (45) calendar days of receipt of the recipient's request for an appeal.
10. The recipient shall be given an opportunity to defend his or her position in an orderly proceeding of the appeals committee.
11. When the meeting of the appeals committee is scheduled, the recipient shall be notified of the date of appeals committee, informed that it is a public meeting, and informed that any information presented may be used by other state agencies.
12. The recipient shall be provided up to thirty (30) minutes to present their position and any information they wish the appeals committee to consider.
13. The coalition staff, excluding the Chief Executive Officer or other executive staff person designated by the coalition board, shall be available to provide any information requested by the committee.
14. The appeals committee will consider all statements, review all documents and may request any additional evidence or information from the parties if an appeals committee member believes it is necessary and relevant to the decision making. The required determination letter will be tolled for the length of time given to provide the additional information.
15. The appeals committee shall select or appoint a member of the coalition, excluding the Chief Executive Officer or other executive staff person designated by the coalition board, to memorialize the events of the appeals committee proceeding and the final determination including the basis for the decision.
16. The appellant shall be notified in writing of the appeals committee's determination within ten (10) days of the date of the meeting.
17. The determination of the appeals committee shall be final.

#### **Due Process for Providers:**

Due process procedures for providers is outlined within the State-Wide Provider contract between the coalition and the provider.

#### **Repayment Process:**

1. The Early Learning Coalition of Indian River, Martin and Okeechobee Counties will make arrangements for restitution of overpayments with client and/or provider upon receiving notification from the Inspector

General of OEL or the Department of Financial Services, Division of Public Assistance Fraud ~~Division of Financial Services (DFS)/Division of Public Assistance Fraud (DPAF)~~ on cases that may be handled internally.

2. The arrangement will include a repayment schedule that is reasonable and not excessive along with due dates and a timeframe for final payment.
3. If there is any interruption in the repayment schedule, a reminder notice will be sent within 10 business days of missing payment to determine the cause and when repayments will resume.
4. If it is determined that no further repayments will be received from the client and/or provider than it will be at the discretion of the Chief Executive Officer whether or not to pursue legal action via a small claims court to recoup the remaining dollars.
5. Whether or not further action is pursued to recoup remaining dollars, if not previously done the client and/or provider continued services will be evaluated on a case-by case basis taking into consideration the type of offense and occurrences.
6. Protective Service clients will be handled on a case by case basis with the Chief Executive Officer.
7. History notes will be placed in the State-Wide data base system indicating that an overpayment occurred and the status of the case, i.e., repayment in process, outstanding balance, etc.
8. Restitution payments will have a corresponding adjustment entered into the State-Wide data base system. The adjustment will reflect the actual occurrence for which restitution is being collected. It will include the appropriate billing group.
9. All restitution payments will require a receipt with a copy provided to the client and/or provider making restitution, a copy to finance and a copy in the client's or provider's electronic file.
10. All restitution payments will be submitted to the Finance Department immediately upon receipt.
11. The Finance Department will forward to the Office of Early Learning any restitution payments received to include fiscal year involved and all corresponding information.

#### **How to Report and File a Complaint:**

**If you know that one of our employees, a contractor, child care service provider, parent or other benefit recipient has done something wrong, such as falsifying records, committing fraud, or wasting or mismanaging state personnel, equipment or money, you may contact the Early Learning Coalition of Indian River, Martin and Okeechobee Counties at 772-220-1220 or [mrosado@elcirmo.org](mailto:mrosado@elcirmo.org). Additionally, you may contact the Office of Inspector General at 850-717-8605 or [inspector.general@oel.myflorida.com](mailto:inspector.general@oel.myflorida.com). Information on how to report and file a complaint can be found on our website at [www.elcirmo.org](http://www.elcirmo.org).**



# **Early Learning Coalition Of Indian River, Martin, and Okeechobee Counties, Inc.**

## **ADMINISTRATIVE POLICIES**

## Table of Contents

1. General .....	3
1.1 Confidentiality .....	3
1.2 Anti-discrimination Policy .....	3
1.3 Conflict of Interest .....	3
1.4 Parent Choice and Access .....	4
1.5 Child Care Resource and Referral Procedure .....	4
2. Background Screening .....	4
2.1 Volunteers/Board Members .....	4
2.2 Contractors/Subrecipients .....	4
3. Complaint Policy .....	5
4. Grievance Process .....	5
Parents .....	5
Providers .....	6
Public Request and Records Retention .....	6
5. Emergency Closures .....	6
6. Public Disclosure .....	6
7. Records Maintenance .....	7
7.1 Requirements to Maintain Public Records .....	7
7.2 Responsibilities .....	8
7.3 Retention of Records .....	8
7.4 Request to Destroy Records .....	9
7.5 Disposition of Records Authorized for Disposal .....	9
7.6 Lost Records or Records Destroyed without Approval .....	9
7.7 Storing Paper and Electronic Messages and Electronic Documents .....	10
7.8 Retrieving Records from Storage .....	10
7.9 Providing Requested Records .....	10
7.10 Description of Public Records .....	10
7.11 Individual Authorized to Request a Public Record .....	11
7.12 Procedures for Responding to Public Record Requests .....	12
7.13 Availability of Records .....	12
7.14 Charges for Providing Copies of Public Records or Publications .....	12
8. Record Retention .....	14
9. School Readiness Monitoring Plan .....	16
10. Glossary of Acronyms .....	17

## Introduction and Purpose

The purpose of the administrative policy is to provide a general guide for the administration of the Early Learning Coalition of Indian River, Martin and Okeechobee Counties, Inc., hereafter referred to as the Coalition.

The policy will be amended based on the Board approved action items that affect any area within the procedure. Such actions may be recommended by one or more of the Board of Directors or the Chief Executive Officer of the Coalition. In addition, the Chief Executive Officer of the Coalition shall present recommended amendments to the Board based on, but not limited to, the following:

- Changes in current legislation, rule and/or state plans
- New legislation, rule and/or state plans

All amendments shall be provided (in writing) to the appropriate staff members of the Coalition (to be determined by the Chief Executive Officer, or his/her designee).

In the event that the policies addressed in this Administrative Policy Manual are silent on an issue the Chief Executive Officer, in coordination with the Chair of the Coalition shall exercise their right to temporarily issue a policy. Temporary polices must be submitted to the Board for approval at the next regularly scheduled Board meeting.

### 1. GENERAL

#### 1.1 Confidentiality

All identifying information regarding children and parents/guardians is to remain confidential. Names are not to be mentioned in open areas or in front of other clients or other agencies. Any entity that requests information from the Early Learning Coalition of Indian River, Martin, and Okeechobee Counties, Inc. (ELCIRMO) who is not the custodial parent/guardian, must have a signed release form from the parent/guardian with legal custody. Department of Children and Families Protective Services and/or Community Service Agency representatives may be given information on a child at any time. However, if a DCF or Community Service Agency worker calls for the information, that person will be told that their phone call will be returned immediately to verify it is DCF or Community Service Agency. It is preferred s(he) submits a written request for information on agency letterhead. If a provider has a child enrolled at their site, they may be given information about the parent or child, but only information that will affect reimbursement (such as re-determination dates and parent fees).

#### 1.2 Anti-discrimination Policy

No person may be denied employment or services through ELC because of race, color, religion, age, national origin, ethnic background, gender, sexual orientation, disability or veteran's status.

#### 1.3 Conflict of Interest

Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflict of interest. This policy establishes only the framework within which ELC wishes the business to operate. The purpose of these guidelines is to provide general directions so that employees can seek further clarification on issues related to the subject of acceptable standards of operation.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of ELC's business dealings. For the purpose of this policy, a relative is any person who is related by blood or

## ELCIRMO Administrative Policies

marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

To comply with the ELC Conflict of Interest Policy within Eligibility and Enrollment function areas, Specialists may not determine eligibility for any relative or process attendance for any child care center that employs a relative.

### 1.4 Parent Choice and Access

All parents/guardians participating in the School Readiness or VPK programs will be given full choice of programs where their child can be enrolled. No recommendations will be given. The parent will receive Child Care Resource and Referral services to assist in making an educated decision about where they want their child to attend (see Child Care Resource and Referral for more information).

All parents/guardians regardless of whether receiving financial assistance will have unlimited access to their child(ren) while in the care of any legally operating provider during normal hours of operation.

### 1.5 Child Care Resource and Referral Procedure

All parents contacting ELC will be offered free Child Care Resource and Referral services. Parents will be given referrals, not recommendations. Parents will be given information on all child care options, quality indicators, and educational information on selecting a quality early care and education. Florida's Child Care Resource and Referral Reference Guide is used as the Coalition's operating procedures for Child Care Resource and Referral.

There are no charges/fees associated with a provider listing in the Resource & Referral database or for referrals. If you are asked to provide a payment for a referral or for a listing in the R&R database, please call the Florida's Office of Early Learning Resource & Referral Network at 1-866-357-3239

## 2. BACKGROUND SCREENING

As applicable, subrecipients, contractors and subcontractors are required to complete a background screening in a manner consistent with s. 435.04 and s.943.052, F.S. The ELC obtains and maintains on file verification for any subrecipient or contractor's personnel, prior to the first day assigned to work on the OEL Grant Agreement to include the following.

- The highest level of education claimed, if the position requires.
- All applicable professional licenses claimed, if the position requires.
- Applicable employment history, if the position requires.

### 2.1 Volunteers/Board Members

There is no requirement for screening ELC board members and volunteers who interact with children on an intermittent basis for fewer than 10 hours per month as long as a person who meets the background screening requirements of the agreement has the board member or volunteer in his or her line of sight during any interaction with children.

### 2.2 Contractors/Subrecipients

The ELC shall require its subrecipient or contractor to –

1. Arrange for and pay all costs for background screenings.

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16

## ELCIRMO Administrative Policies

2. Require each employee it assigns to a contract with the ELC to notify the ELC within 10 calendar days of being arrested **or removed from working on the contract** for any criminal offense.
3. Review the alleged offense, determine if the offense is one that would exclude the employee under a level 2 screening and, if so, remove the employee from work on the contract.
4. Not permit the employee to return to work on the contract until cleared of all charges.
5. Update the background screening every five years before the anniversary date of the prior background screening check and thereafter if the individual continues to perform under the OEL Grant Agreement.

Any subrecipient, contractor or subcontractor who does not meet the definition of “qualified entity” but who **has staff that** will perform duties under contract with the ELC and ~~who has~~ **are permitted** access to a child care location while children are present, or who will have access to confidential information about the children in care ~~of~~ **or** their family shall comply with all of the above.

There is no background screening requirement for employees of any contractor or subcontractor that does not meet the definition of “qualified entity” and who will perform duties under this contract but will have absolutely no interaction with nor be in the presence of a child in care nor have access to confidential information about either a child in care or his family.

### 3. COMPLAINT POLICY

The Coalition will follow the complaint policies, procedures and utilize forms developed by the Office of Early Learning and Department of Children and Families for all complaints. Where applicable, the Coalition will respond or refer to the appropriate department for comment, technical assistance or other action. A copy of the complaint will be maintained in accordance with records retention requirements.

### 4. GRIEVANCE PROCESS

A parent or provider will have the right to file a grievance regarding School Readiness/VPK services as follows.

#### *Parents*

1. The parent must notify the ELCIRMO Director or designee of the grievance issue within 30 days of its occurrence utilizing the Grievance Form. The assigned ELCIRMO Director or designee will review the grievance issue with the parent to determine if a typical non-compliance issue on the part of the parent or provider exists (examples of typical non-compliance issues are: 1. non-submission of required paperwork by specified due date with no communication to the applicable specialist; 2. non-response to letters of invitation for enrollment appointment; 3. not eligible for ELCIRMO services). All pertinent documentation will be gathered to determine if the grievance requires further review.
2. Within five business days of receipt, the issue will be reviewed by the Director or designee. The Director or designee will advise the parent in writing of the decision.
3. Issues that appear to have special or irresolvable circumstances will be forwarded to the ELCIRMO Chief Executive Officer or designee for review within five days after review by the Director or designee. Such circumstances are defined as issues which are out of the parent’s scope of immediate influence and are supported by applicable documentation and/or issues

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16

## ELCIRMO Administrative Policies

involving ELCIRMO staff. Depending on the nature of the grievance, the Chief Executive Officer or designee may elect to engage others from the ELCIRMO management team and other staff for review, discussion and resolution. The Chief Executive Officer will review all pertinent documentation and may communicate directly or meet with the parent.

4. If the Chief Executive Officer or designee is not able to resolve the grievance within five business days after receipt, the issue will be forwarded to the ELCIRMO Executive Committee for review. If additional time is needed for the Chief Executive Officer or designee to conduct research regarding the grievance, the parent will receive written notification which will include an anticipated date of decision.
5. A meeting will be posted within 10 days of issuance from the Chief Executive Officer for the Executive Committee to review and resolve the grievance. If additional time is required to call the meeting, the parent will receive written notification which will include an anticipated date for the meeting.
6. During the meeting, the Executive Committee may choose to hear accounts from any and all involved in the grievance including ELCIRMO staff and management and ELCIRMO legal counsel, if necessary. A final decision by the Executive Committee will be issued no more than 30 days of the final meeting date.
7. All decisions of the Executive Committee or ELCIRMO Board of Directors are final. Decisions made by the Executive Committee will be reported to the full Board at the next regularly scheduled Board meeting. At the Executive Committee's discretion, the issue can be forwarded to the ELCIRMO Board for further discussion and final resolution.
8. Written follow up from the ELCIRMO Chief Executive Officer or designee will be issued to the parent within ten days after the final decision is determined.

### *Providers*

1. Providers may file a grievance or may request a review of determinations made by an Early Learning Coalition as described in Due Process Procedures of the Statewide School Readiness Provider Contract.

### *Public Request and Records Retention*

1. Parental complaints will be made available to the public upon request in accordance with federal regulation 45 CFR 98.32.
2. Substantiated parental complaints will be maintained in accordance with federal regulation 45 CFR 98.32.

## **5. EMERGENCY CLOSURES**

Early learning programs may be reimbursed for an emergency closures as detailed in Rule 6M-4.501 – Reimbursement During Emergency Closures for School Readiness and Rule 5M-8.204 Uniform Attendance Policy for Funding the VPK Program.

## **6. PUBLIC DISCLOSURE**

Florida has a very broad public records law. Most written communication to or from state officials regarding state business are public records available to the public and media upon request. Any communications may therefore be subject to public disclosure.

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16



## 7. RECORDS MAINTENANCE

The list of required and retained records for SR and VPK client services and background screening can be found in the following list of authoritative citations.

- State-wide VPK and SR Provider Contracts
- OEL Grant Agreement
- OEL Program Guidance 101.02, Records Confidentiality
- Program Rules
- ELC's IT Security Policies
- Employee Personnel Handbook
- ELCIRMO Administrative Policies

### Definitions

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

The definition of PII is not anchored to any single category of information of technology. Rather, it requires a case-by-case assessment of the specific risk that an individual can be identified. Non-PII can become PII whenever additional information is made publicly available, in any medium and from any source, that, when combined with other available information, could be used to identify an individual. [2 CFR Part 200.79]

2. Protected Personally Identifiable Information (Protected PII or PPPII): Protected PII means an individual's first name or first initial and last name in combination with any one or more of types of information, including, but not limited to, social security number, passport number, credit card numbers, clearances, bank numbers, biometrics, date and place of birth, mother's maiden name, criminal medical and financial record and education transcripts. This definition does not include PII that is required by law to be disclosed.
3. Confidential Records: As used in this policy, the term "confidential" refers to entire record systems specific records or individually identifiable data that by law are not subject to public disclosure under Article I, Section 24 of the Florida Constitution and Section 119, Florida Statutes. When applicable, confidentiality covers all documents, papers, computer files, letters and all other notations of records or data that are defined by law as confidential. Further, the term confidential also covers the verbal conveyance of data or information that is confidential.

These confidential records may include but not be limited to, social security numbers, parent and child information, payments, childcare providers, household demographics and resource and referrals, which are private and confidential and may not be disclosed to others.

4. Records Custodian – The person charged with the responsibility for maintaining all public records for the agency in the ordinary course of business.

### 7.1 Requirements to Maintain Public Records

- A. All records will be maintained according to the Coalition's approved retention schedule and will follow General Records Schedule GS1-SL for State and Local Government Agencies.

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16

## ELCIRMO Administrative Policies

- B. Subrecipients and subcontractors are required to follow the same terms and conditions the ELC is required to follow regarding maintenance and retention of records.
- C. No public record may be mutilated, destroyed, sold, recycled, loaned or otherwise disposed of without the approval of the Coalition Board.
- D. Confidential Records will be maintained in accordance with the following policy:
  - 1. Records will be maintained in a safe, secure and locked filing system.
  - 2. Only persons having a need to consult or handle records will be authorized to access records.
  - 3. Officials will be restricted to gathering information on participants/applicants to the extent provided for in the ELCIRMO Administrative Policies.
  - 4. Officials will be allowed access to records as provided for in law, rule or official policy and information contained in records will be disclosed to properly authorized officials as provided for in the law.
  - 5. Records will be released to unauthorized or unofficial parties only:
    - a. Under a court issued subpoena or lawful order as part of a court proceeding or as part of an investigation; or
    - b. At the request of, and on the express written consent of, the participant/applicant, notwithstanding provisions of Chapter 119, Florida Statutes.

### 7.2 Responsibilities

- A. The records custodian is responsible to:
  - 1. Ensure compliance with the Coalition's records managements policies, standards and procedures.
  - 2. Ensure public records of vital, permanent or archival value are safeguarded in fireproof and waterproof safes, vaults or rooms fitted with noncombustible materials, and are easily accessible when files are retained at the ELC's offices or stored offsite.
  - 3. Provide training and technical assistance to staff.
  - 4. Review and submit records disposition request to the Coalition, and act on requests when approved.
  - 5. Coordinate the disposition of records in accordance with approved records retention schedules and approved records disposition requests.
  - 6. Arrange for the placement and retrieval of records from off-site records management storage facility(ies).
  - 7. Maintain "record copy" of records management documentation.

### 7.3 Retention of Records

## ELCIRMO Administrative Policies

- A. The Coalition, all subrecipients and subcontractors will retain all records pertinent to the receipt of funds including financial, statistical, property, participant, and supporting documentation as follows:
  1. For five (5) fiscal years following submission of the final expenditure report for that funding period.
  2. For five (5) fiscal years following final disposition of nonexpendable property.
  3. If any litigation, audit or claim remains unresolved at the expiration of the longest of the hereinabove stated periods, then the records will be retained until all outstanding issues have been resolved.
- B. The records custodian will develop a retention schedule for any public records that require longer retention periods stated above, and present it to the Coalition Board for approval.
- C. If the subrecipients and subcontractors will not be able to retain the necessary participant and financial records they shall transfer such records to the Coalition. Such records shall be transmitted to the Coalition for acceptance in an orderly fashion, with documents properly labeled and filed and in an acceptable condition for storage.

### 7.4 Request to Destroy Records

- A. The following instructions are provided to assist the records custodian in obtaining permission to destroy records.
  1. An Action Item is required by the Coalition to request authorization to destroy records.
  2. The request must identify the records to be destroyed including the title and description of the record.
  3. The request must indicate the Coalition's mechanism to certify that all applicable audits (if any) have been released.

### 7.5 Disposition of Records Authorized for Disposal

- A. The records custodian will ensure that the following Coalition standards of disposal are strictly adhered to:
  1. Public records will be disposed of by shredding, recycling or using a landfill. The records custodian must ensure that a reputable, bonded recycling company is used if that method is chosen. Landfills must be fenced and supervised if that method of disposal is chosen.
  2. Public records which contain confidential information or contain client-specific identifying information must be disposed of by shredding. The records custodian or designee is in charge of disposing of the records and must ensure that reasonable safeguards are taken to maintain confidentiality.
  3. After records have been disposed of, the original, approved records disposition request must be maintained by the records custodian as a permanent record for audit and monitoring purposes.

### 7.6 Lost Records or Records Destroyed without Approval

- A. In the event public records are missing due to being inadvertently destroyed, deliberately destroyed, destroyed by disaster (flood, hurricane, fire etc.) or lost (cannot be found after diligent

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16

## ELCIRMO Administrative Policies

search) the records custodian must notify the Coalition Board, providing an explanation of the circumstances which resulted in the records no longer being available for public inspection.

### 7.7 Storing Paper and Electronic Messages and Electronic Documents

- A. The requirements for retaining and disposing of electronic records are the same as the requirements for retaining and disposing of paper records. Retention periods are based on a record's information content, not its format.
- B. Whether a record is a paper copy or an electronic file, the record must be retained for the retention period specified.
- C. Paper records must be stored in an organized and easily assessable manner. Paper records may be transferred to off-site storage units at the completion of the fiscal year the documents were acquired in; however, it is recommended that records remain in the Coalition office(s) for one additional fiscal year.
- D. Email messages and attached documents can be stored by doing the following:
  - 1. Print the electronic messages and attached documents, and store the paper copies in the relevant subject matter file(s) just like any other paper copy. The Email messages and attached documents can then be deleted from the system.
  - 2. Save electronic messages and attached documents to an external drive.
  - 3. External drive or printed electronic messages and attached documents can be transferred to off-site storage units at the completion of the fiscal year the documents were acquired in; however, it is recommended that records remain in the Coalition office for one additional fiscal year.
- E. The records custodian shall log all records transferred to storage on the Archive Managements Log.

### 7.8 Retrieving Records from Storage

- A. The records custodian is responsible for retrieving public records from storage. The requestor must submit a written request of the document to be retrieved. The request must provide the following information:
  - 1. Document title and description.
  - 2. Fiscal Year the document was established.
  - 3. Record Number from log.

### 7.9 Providing Requested Records

- A. It is the policy of the Coalition that all employees will comply with Florida's public records law and state retention schedules for public records, including electronic mail (e-mail). Florida's public records law, listed in Chapter 119, Florida Statutes, states: "*The Legislature finds that providing access to public records is a duty of each agency....*"

### 7.10 Description of Public Records

- A. Public records are all documents, papers, letters, maps, books, tapes, photographs, films, emails, Facebook or text messages, sound recordings, data processing software or other

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16

## ELCIRMO Administrative Policies

materials, regardless of physical form or characteristics, or means of transmission made or received by the Coalition in the transaction of official business.

- B. The Florida Supreme Court interprets the definition of public records very broadly to encompass all materials made or received by an agency in connection with official business which are used to perpetuate, communicate or formalize knowledge.
  1. Personnel records are open to inspection unless exempted by law. This includes applications, resumes, third-party communications (e.g., references), salary information, grievance records, and travel vouchers. The courts have rejected claims that release constitutes an invasion of the employee's privacy. Those items which are deemed confidential are redacted and the document is released.
  2. There is no "unfinished business" exceptions to public records inspection and copying requirements. Any agency document circulated for review, comment, or information (including memoranda, drafts, or proposals) is a public record regardless of whether it is marked "preliminary" or "working draft". A non-final document need not be communicated to anyone in order to constitute a public record; "personal" notes are public records if they perpetuate or formalize knowledge of some type.
  3. Section 119.01 notes that "...automation of public records must not erode the right of access to those records." One Florida court has held that "information stored in a computer is as much a public record as a written page in a book or a tabulation in a file stored in a filing cabinet." In answering a question as to whether e-mail messages are public records, an attorney general opinion states: "...the fact that information made or received...in connection with official business is electronically made or received would not appear to alter its character as a public record..." Therefore, all materials, regardless of form, are open for public inspection unless the legislature has specifically exempted them from disclosure.
- C. Exemptions to the Public Records Law.
  1. State and federal law exempts certain categories of documents from disclosure under the public records law. The exemptions recognized by Florida law are found in s.119.07, Florida Statutes. The exemptions which apply most often to Coalition records include client specific information. Some other exemptions include, but are not limited to: Social security numbers contained in employment records, home addresses and telephone numbers, photographs, and family information of certain personnel, medical information (except with written permission), reports of abuse of children, and materials generated as a result of the report documents prepared for collective bargaining negotiations. Records identifying participants in annuity or custodial accounts, deferred compensation plans, drug test results, employee assistance program records, internal investigations, whistle-blower investigations, or discrimination complaints (until investigation is completed and a finding made), examination questions and answer sheets for the purpose of licensure, certification, or employment (except an individual may review, but not copy, the individual's own exam questions and answers), ridesharing information, data processing-software (under licensing agreement or, if produced by the agency, "sensitive"), and sealed bids or proposals (until notice of a decision or no later than 10 days from opening).
  2. Before any document is released pursuant to a public records request, any exempt information must be redacted or deleted. If there is any doubt as to whether a record is exempt, refer to section 119.07 FS.

### 7.11 Individual Authorized to Request a Public Record

- A. Section 119.01(1), Florida Statutes, declares: "it is the policy of this state that all... state records shall be open for personal inspection by "any person" (emphasis added). Reporters, attorneys,

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16

## ELCIRMO Administrative Policies

union representatives, public employees, and other citizens all have the same right of access to public records. A person need not give a reason for making a public records request and need not have a “legitimate” reason to access a public record.

### 7.12 Procedures for Responding to Public Record Requests

- A. Requests for all public records may be made in writing or orally (not required to be in writing) and must be responded to in a timely fashion.
- B. All public records requests should be referred to the Chief Executive Officer and Records Custodian of the Coalition.
  - 1. The Chief Executive Officer or Records Custodian is responsible for gathering the requested documents and then either arranging a time for inspection of the documents or making copies available to the requester.
  - 2. Documents, including e-mail, that do not fall within the definition of a public record need not be produced.
  - 3. The agency is only required to provide records that it maintains.
  - 4. The agency is not required to generate new forms or records if the requested information is not already part of records made or received as part of its operations.
  - 5. Records, in whatever form, which are public records but contain exempt information must be produced, but the exempt information must first be deleted or redacted. If in doubt as to whether a document or e-mail message is a public record or contains exempt information, the Chief Executive Officer or Records Custodian should contact legal assistance.
  - 6. If an exempt record is requested, the agency must state the basis for its refusal to release the requested exempt record.

### 7.13 Availability of Records

- A. Public records will be available for inspection or copying during reasonable times and under reasonable conditions between 8:30 a.m. and 5:00 p.m., Monday through Friday, excluding holidays. Public records which are exempt from the provisions of section 119.07(1), F.S. will be available only as specified by applicable state and federal laws and rules.

### 7.14 Charges for Providing Copies of Public Records or Publications

- A. This administrative procedure prescribes the procedures for the assessment and collection of fees when providing a copy of a public record to a client or the general public. This administrative procedure does not apply to copies of records for which fees have been established or waived by state or federal law or existing negotiated contracts.
- B. Fees for providing copies:
  - 1. When providing a copy of a public record to a client or the general public, the fee which may be charged is the fee prescribed by law or, if not prescribed by law, the fee is:
    - a. 15 cents per one- or two-sided copy for photocopies no larger than standard legal size paper.
    - b. The actual cost of duplicating the requested material for copies larger than standard legal size paper, or the actual cost of duplicating the requested material for copies (regardless of size) which are duplicated by some means other than photocopying.
  - 2. The cost of mailing or shipping the requested material may also be added to the fee for duplicating the requested material, if the requester asks that the material be delivered (instead of the requester, or representative, picking up the material in person).

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16

## ELCIRMO Administrative Policies

3. The “actual cost of duplicating” means the cost of the goods and supplies used to duplicate the requested material, but does not include the labor cost or overhead cost associated with such duplication.
4. A special service charge (if applicable pursuant to section 119.07(1)(b), F.S.) may be added to the fee for duplicating the requested material. A special service charge for “extensive assistance by Coalition staff” may not be assessed unless Coalition staff spend at least 15 minutes to retrieve, copy and re-file, or redact (if applicable) the requested material. Upon request, documentation supporting the assessment of the charge will be provided to the requester.
5. No sales tax may be added to the cost of providing requested material.
6. Unless prescribed by law, no fee may be charged if the cost of providing the material is less than \$3.00, including mailing or shipping costs and special service charge (if applicable).
7. Unless prescribed by law, no fee may be charged for providing copies as follows:
  - a. Administrative Publications.
    - 1) City, county, state or federal government agencies and elected or appointed government officials will be provided free as many copies as required.
    - 2) Providers under contract to the Coalition to provide services to clients will be provided free of charge one complete copy of any administrative publication(s) addressing those services or addressing the providers’ contractual obligations.
  - b. Client Records. Copies of confidential records will be provided only to those individuals or agencies as specified by law.
    - 1) City, county, state or federal government agencies and elected or appointed government officials, as specified by law, will be provided one complete free copy.
    - 2) A client or the client’s attorney or representative, as specified by law, will be provided, upon request and at no charge, one copy of the client’s record. If the client receives one free copy, the client’s attorney or representative is not entitled to another free copy.
    - 3) All Other Public Records. City, county, state or federal government agencies and elected or appointed government officials will be provided one complete free copy. Copies of confidential records will be provided only to those individuals or agencies as specified by law.
  - c. Media other than hardcopy may consist of microfilm, microfiche, photographs, slides, films, tapes, and videotapes. The fee which may be assessed for providing media other than hardcopy will be based upon the actual cost to the Coalition for producing the media. (If applicable, a special service charge may be added.)
  - d. Computer Generated Information. The fee for providing information which is already contained in a computer-generated report will be based upon the actual cost to the Coalition for providing the report. The fee for providing information which requires the use of the computer to generate the requested information will be based upon:
    - 1) The labor cost of the employees who write programs and operate the computer and its peripheral equipment to generate the requested information.

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16

## ELCIRMO Administrative Policies

- 2) The fee schedule by which the Coalition is charged for using other agencies' or organizations' computer systems.
- E. In addition to the fees described above, an additional charge of \$1.00 per page may be assessed if the requester requests a certified copy of a public record.
- F. Fees are payable by cashier's check, money order, or personal check and must be collected prior to delivery of the requested material. Checks and money orders must be made payable to the Early Learning Coalition of Indian River, Martin and Okeechobee Counties, Inc.
- G. Fees received will be collected by the deputy custodian and/or designee. Upon receipt, the payment will be deposited by the Fiscal Assistant into the appropriate miscellaneous income account.
- H. Requests for copies of a complete file or record should be examined closely in order to minimize costs to the requester. The Chief Executive Officer should suggest that the requester review the file or record and select only useful information for photocopying. A requester still wanting photocopies of a complete file or record will be provided copies with fees assessed as stated above. Ensure that "confidential" information is excluded from a file or record that otherwise is open for inspection.

### 8. RECORD RETENTION

The ELC's retention schedule will follow General Records Schedule GS1-SL for State and Local Government Agencies.

Pursuant to Chapter 119, Florida Statutes and applicable OMB Uniform Guidance, the Coalition shall retain all client records (eligibility and enrollment files), financial records, attendance records to include sign-in/sign-out sheets, VPK-03S or 03L, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to the school readiness and voluntary prekindergarten programs for a period of five years. If an audit has been initiated and audit findings have not been resolved at the end of five years, the records shall be retained until resolution of the audit findings or completion of litigation, whichever occurs last.

<u>RECORDS</u>	<u>RETENTION PERIOD</u>
<u>Annual Reports</u>	<u>Permanent</u>
<u>Audits: Independent (Single Audit)</u>	<u>10 fiscal years</u>
<u>Audits: Auditor General</u>	<u>10 fiscal years</u>
<u>Audits: State/Federal</u>	<u>10 fiscal years</u>
<u>Audits: Supporting Documentation</u>	<u>5 fiscal years provided audits have been released and resolved</u>
<u>Bank Statements</u>	<u>5 fiscal years provided audits have been released and resolved</u>
<u>Board Minutes</u>	<u>Permanent</u>
<u>Budget Records: Approved Annual Budget</u>	<u>Permanent</u>
<u>Budget Records: Supporting Documents</u>	<u>5 fiscal years provided audits have been released</u>
<u>Certified Forward Documents</u>	<u>5 fiscal years</u>
<u>Charters/Bylaws/Amendments/Resolutions</u>	<u>Permanent</u>
<u>Chart of Accounts</u>	<u>Permanent</u>

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16



## ELCIRMO Administrative Policies

<u>RECORDS</u>	<u>RETENTION PERIOD</u>
<u>Client Case Files (SR/VPK eligibility &amp; enrollment files)</u>	<u>5 fiscal years</u>
<u>Committee Minutes</u>	<u>5 fiscal years</u>
<u>Contracts/Agreements</u>	<u>5 fiscal years after completion or termination</u>
<u>Correspondence: General</u>	<u>5 fiscal years</u>
<u>Cost Allocation Plans</u>	<u>5 fiscal years from last date effective</u>
<u>Donation Records</u>	<u>Permanent</u>
<u>Financial Statements: Internal Reports</u>	<u>5 fiscal years</u>
<u>Financial Records and Supporting Documents:</u>	<u>5 fiscal years from final audit</u>
<u>Fixed Asset Listing</u>	<u>5 fiscal years after final disposition</u>
<u>General Ledger: Annual Summary</u>	<u>Permanent</u>
<u>General Ledger: Year-end Closing Records</u>	<u>5 fiscal years</u>
<u>Grant Files</u>	<u>5 fiscal years after completion</u>
<u>Grant Files – Unfunded Applications</u>	<u>1 fiscal year after receipt of denial notification</u>
<u>Incorporation Records</u>	<u>Permanent</u>
<u>Insurance Policies and Claims</u>	<u>5 fiscal years after final disposition or expiration</u>
<u>Legal Opinions</u>	<u>Permanent</u>
<u>Leases</u>	<u>5 fiscal years after completion or termination</u>
<u>Leases: Real Property</u>	<u>5 fiscal years after completion or termination</u>
<u>Monitoring: Internal (process, tools, schedules and reports for SR, VPK and CCRR)</u>	<u>5 fiscal years</u>
<u>Monitoring: State/Federal</u>	<u>5 fiscal years</u>
<u>Payroll Records/Registers</u>	<u>5 fiscal years from final audit</u>
<u>Payroll Tax Returns/Forms</u>	<u>5 fiscal years from final audit</u>
<u>Pension Records/Plan/Fund</u>	<u>5 fiscal years</u>
<u>Personnel Records/Files</u>	<u>10 anniversary years after separation or termination</u>
<u>Property Inventory Records</u>	<u>5 fiscal years</u>
<u>Records Disposition Documentation</u>	<u>Permanent</u>
<u>Records Retention Schedules – Agency Specific</u>	<u>Permanent</u>
<u>Salary Schedule</u>	<u>10 fiscal years</u>
<u>SR/VPK Attendance Records (sign-in/sign-out sheets, VPK-03s or 03L forms)</u>	<u>5 fiscal years</u>
<u>SR/VPK Provider Agreements and Payments</u>	<u>5 fiscal years</u>
<u>Staff Background Screenings (level 2)</u>	<u>5 fiscal years</u>
<u>Tax Filings and Related Correspondence</u>	<u>5 fiscal years from resolution</u>

- (a) All financial and programmatic records, supporting documents, statistical records and other required or pertinent records of the Coalition will be retained for five years from the

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16

## ELCIRMO Administrative Policies

day of submission of its final expenditure report. For grants involving continued support or renewed annually, the retention period starts on the day the Coalition submits its expenditure report for that period.

- (b) If any litigation, claim, negotiation, audit or other action involving the records has been started before the expiration of the five-year period, the records must be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular five-year period, whichever is later.
- (c) All records not supporting government grants or otherwise covered by rules of the Internal Revenue Service will be retained for five years from the end of the fiscal year in which the records were originally prepared.
- (d) All financial records will be maintained in chronological order by fiscal year.

### 8. SCHOOL READINESS MONITORING PLAN

To ensure a consistent process for compliance with Rule 6M-4.630 Statewide Provider Contract Monitoring Tool for the School Readiness Program.

1. **During the course of the monitoring fiscal year, 100% of the** ~~On a quarterly basis, at a minimum 25% of the~~ **annual** sample size will be monitored, **in accordance with the requirements of Rule 6M-4.630.** The providers to be monitored will be determined based on high-risk and/or providers not monitored in previous monitoring cycle. However, providers determined by the Coalition to be high-risk, as demonstrated by substantial findings of violations of federal law or the general or local laws of the state shall be monitored more frequently.
2. Providers that are not physically within our counties will be excluded as they will be monitored by their respective Coalitions.
3. The Coalition will utilize the adopted Form OEL-SR-20M for all monitored providers as well as for parental complaints to verify that standards prescribed in ss. 1002.82 and 1002.88, F.S. are being met. For parental complaints, only the criteria in the monitoring tool that applies to the complaint will be monitored.
4. Desk reviews via a tracking log which include the following items for each School Readiness provider, shall be done annually to monitor compliance of the following:
  - a) Date of submission of School Readiness Contract documents in accordance with Rule 6M-4.610-720, FAC.
  - b) **If applicable**, date of completion and submission of **most recent** Health and Safety Checklists (for ~~license exempt, non-public schools, and informal~~ all **school readiness** providers) in accordance with Rule 6M-4.620, FAC.
  - c) Conducting Developmental Screenings (if applicable) in accordance with Rule 6M-4.720 FAC.
  - d) Date of completion and submission of annual CCR&R Provider updates in accordance with Rule 6M-9.300(85), FAC.
  - e) Accurate completion of monthly enrollment/attendance certifications in accordance with Rule 6M-4.500(2), FAC.
  - f) Use of statewide information system as applicable.
5. A calendar for the upcoming fiscal year will be created ~~annually~~, based on the selection of providers ~~by quarter~~, **and taking into consideration items #12 and #13 below.**

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16

## ELCIRMO Administrative Policies

6. ~~Providers will be notified of the upcoming site visit date via email at least one (1) month in advance.~~
6. Providers that are determined to be high-risk will be monitored at a minimum of twice a year, with the possibility of additional monitoring dependent on the type of infraction.
7. The coalition will notify the provider in writing of the need for a CAP identifying the specific requirement(s) which the provider failed to meet and how the provider failed to meet each requirement. The notice will also provide a detailed description of any required corrective action and set deadline for completion of the corrective action.
8. A corrective action plan (CAP) will be required to be developed and implemented of any school readiness program provider, if an observation of non-compliance is made by the Coalition during monitoring of Tier 1 or Tier 2.
9. The notice will also inform the provider that they may request a review of the findings for non-compliance.
10. Provider will be notified in writing upon determining that the provider has satisfactorily completed the corrective action.
11. When applicable, technical assistance will be provided for non-compliance issues that do not result in questioned cost.
12. **If a SR program provider has no findings for three consecutive years, the coalition may select to monitor the SR program provider using form OEL-SR 20M, on a biennial basis.**
13. **Prior to the execution of the statewide school readiness provider contract, historical monitoring results may be used by the coalition to determine the risk level when developing the coalition's monitoring plan.**

## 10. GLOSSARY OF ACRONYMS

AELC	Association of Early Learning Coalitions
AG	Auditor General
BG	Billing Group
CCDF	Child Care Development Fund
CCEP	Child Care Executive Partnership
CCMS	Child Care Management System
CCPP	Child Care Purchasing Pool (Martin County only)
CCR&R	Child Care Resource & Referral
CEO	Chief Executive Officer
CLASS	Classroom Assessment Scoring System
COOP	Continuation of Operations Plan
CSC	Children's Service Council
DCF	Department of Children and Families
DOE	Department of Education

Approved by the Coalition Board: 8/15/13

Revisions Approved: 3/20/14, 5/28/15, 4/28/16, 5/26/16, 11/17/16

## ELCIRMO Administrative Policies

DOH	Department of Health
ED	Executive Director
EFS	Enhanced Field System
EHS	Early Head Start
ELAC	Early Learning Advisory Council
ELC	Early Learning Coalition
ELCIRMO	Early Learning Coalition of Indian River, Martin & Okeechobee
<del>ELIS</del>	<del>Early Learning Information System</del>
ELPFP	Early Learning Performance Funding Project
FDLE	Florida Department of Law Enforcement
FLKRS	Florida Kindergarten Readiness Scale
FPL	Federal Poverty Level
HHS	Health & Human Services
IEP	Individual Education Plan
INA	Immigration and Nationality Act
FOEL	Florida's Office of Early Learning
OCA	Other Cost Accumulator
OIG	Office of Inspector General
OPPAGA	Office of Program Policy Analysis and Government Accountability
POP	Provider on Probation
PS	Protective Services
R&R	Resource & Referral
SAMIS	Services & Activities Management Information Systems
SPE	Single Point of Entry
SR	School Readiness
<b><u>SSIS</u></b>	<b><u>Single Statewide Information System</u></b>
<del>UWL</del>	<del>Unified Wait List</del>
VPK	Voluntary Pre-Kindergarten



**Early Learning Coalition**  
Of Indian River, Martin and Okeechobee Counties, Inc.

---

# EMPLOYEE PERSONNEL HANDBOOK

**Early Learning Coalition of  
Indian River, Martin & Okeechobee Counties  
10 SE Central Parkway, Suite 200  
Stuart, Florida 34994**

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10,  
11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

**Personnel Handbook** (Note: all page #'s will change)

TABLE OF CONTENTS

<b>SECTION 1 - INTRODUCTION</b>	<u>Page</u>
Welcome .....	5
The Employment Relationship <b><u>(moved to Appendices)</u></b> .....	6
Employee Acknowledgment Form <b><u>(moved to Appendices)</u></b> .....	7
<b>SECTION 2 - EMPLOYMENT</b>	
Equal Employment Opportunity .....	8
Orientation .....	8
Hours of Operation .....	8
Employment Classification .....	8
Salary and Benefits .....	9
Duties .....	9
Personnel Files .....	9
<del>Personnel</del> <b>Personal</b> Data Changes .....	9
Disability Accommodation .....	9
Employee Relations .....	10
Hiring of Relatives .....	10
Immigration Law Compliance .....	11
Conflicts of Interest .....	11
Outside Employment .....	11
Non-Disclosure .....	12
Job Descriptions .....	12
Job Posting .....	13
Employment Applications .....	13
Probationary Period .....	13
Promotions .....	14
Demotions .....	14
Transfers/Reassignments .....	14
Performance Evaluations .....	14
Employee Background Screening .....	15

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

<b>SECTION 3 – EMPLOYEE BENEFITS</b>	<b>Page</b>
Holidays .....	15
Annual Leave/PTO Benefits .....	16
Personal Leave .....	18
Medical Leave .....	19
Jury Duty .....	20
Witness Duty .....	20
Bereavement Leave .....	21
Military Leave .....	21
Compensatory Leave .....	21
Workers’ Compensation Insurance .....	21
Health/Dental Insurance .....	22
Voluntary Benefits .....	22
Retirement Plan .....	22
Benefits Continuation .....	22
Staff Development .....	23
<b><u>Voting Policy</u></b> .....	23
<b>SECTION 4 – TIMEKEEPING AND PAYROLL</b>	
Salary Administration .....	23
Timekeeping .....	24
Overtime .....	24
Paydays .....	24
Employment Termination/Layoff .....	25
Pay Deductions .....	25
<b>SECTION 5 – EMPLOYEE CONDUCT</b>	
Employee Conduct and Work Rules .....	26
Grievance Procedure .....	27
Attendance and Punctuality .....	28
Personal Appearance .....	29
Use of Mail System, Phone, E-Mail and Internet .....	29
Smoking .....	30
Meal Periods .....	30
Use of Equipment and Supplies .....	30
Emergency Closings .....	30
Visitors in the Workplace .....	31

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

<b>SECTION 5 – EMPLOYEE CONDUCT CONTINUED:</b>	<u>Page</u>
Workplace Monitoring .....	32
Cell Phone Usage .....	32
Workplace Violence Prevention .....	32
Safety/Accident Reporting .....	33
Business Ethics and Conduct .....	33
Drug-Free Workplace .....	34
Sexual and Other Unlawful Harassment .....	35
Return of Property .....	36
Security Inspections .....	36
Solicitation .....	36
Progressive Discipline .....	36
Workplace Etiquette .....	38
Political Activities .....	39
Customer Relations .....	39
Computer/Telephone/Fax Usage .....	39
Personal Vehicle Usage and Mileage Reimbursement .....	40
Out of Town Travel .....	40
Media Statements .....	41
Sunshine Law .....	41
Whistleblower Policy .....	41
Personal Business .....	43
 <b><u>APPENDICES</u></b>	
<b><u>Appendix I - The Employment Relationship</u></b> .....	42
<b><u>Appendix II - Employee Acknowledgement Form</u></b> .....	43



## WELCOME

Dear Employee:

I am pleased that you have chosen the Early Learning Coalition of Indian River, Martin & Okeechobee Counties, Inc. as your employer.

Our goal ~~mission~~ is to provide the highest quality of educational opportunities for all children, birth to age five, ~~to develop all aspects of child development through child centered~~ developmentally appropriate activities ~~active learning environments and parental support programs.~~ Your services and contributions as a member of our organization are important ~~to~~ continue this mission. Every employee is essential to in accomplishing our vision of “Building Blocks for Educational Success” this mission. ~~Your contribution to this mission can be a very satisfying personal and career experience.~~

The Early Learning Coalition was formed on June 14, 1999, when Governor Jeb Bush signed the School Readiness bill into law. ~~Fifteen~~ Ceivic and community leaders comprise the Early Learning Coalition Board. These individuals volunteer their time and expertise to approve programs to assist families in giving their young children the beginnings of a solid foundation during their early years. House Bill 1A, the Voluntary Prekindergarten Program, went into effect on January 2, 2005. Both programs help to give young children the necessary tools for a successful start in the their most important kindergarten years. ~~These services, for eligible children birth to age five, are available for mental and physical health, parenting programs and educational preschool programs.~~ Also, the Coalition works to enhance the quality preschool programs and provides school readiness services on a full-day, full-year basis in order to enable parents to work and become financially self-sufficient.

This handbook provides you with information about your employment, personnel practices, benefits and individual employee responsibilities with the Coalition. Please read through it carefully prior to signing the “Employee Acknowledgement Form.”

As an employee, your performance, enthusiasm and suggestions play an important role ~~in the achievement of a better working place, in a rewarding career in the service provider world, and in the improvement of services for children and families of Indian River, Martin and Okeechobee Counties.~~

Wishing you success,

*Migdalia G. Rosado*

**Migdalia G. Rosado** Jaeki-Jackson  
**Interim** Chief Executive Officer

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

## **SECTION 2 – EMPLOYMENT**

### **200 Equal Employment Opportunity**

The Early Learning Coalition of Indian River, Martin & Okeechobee Counties, Inc. is an Equal Employment Opportunity Employer. Employment decisions are made on merit, qualifications, and abilities. The organization ~~Company~~ does not discriminate in employment opportunities or practices on the basis of race, color, religion, ~~sex~~ gender, national origin, age, disability, or any other characteristic protected by law. Concerns regarding discrimination should immediately be reported to your immediate Supervisor first and then to the Chief Executive Officer, if warranted.

Employees may raise concerns and make reports about any type of discrimination without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

### **201 Orientation**

New employees will receive an orientation by their immediate supervisor during their first week of employment and will complete the Employee Orientation Checklist within the first 30 days of employment. During the orientation period each new employee will receive information regarding organizational structure and relationships, a job description, duties and responsibilities, personnel policies, compensation, benefit plans, and other areas relating to general and specific job functions.

### **202 Hours of Operation**

The Coalition's office is open from 7:30 a.m. to 5:00 p.m. Monday through Friday. Generally, employees work an eight (8) hour day with a half (1/2) hour unpaid lunch break during the middle of the day. Lunch period cannot be used for late arrival or early departure from work unless authorized by the Chief Executive Officer. Staff with similar duties staggers their lunch times to ensure the offices are open and functioning effectively at all times.

### **203 Employment Classifications**

Employment classifications are made so that employees understand their employment status and benefit eligibility. These classifications do not guarantee employment for any specified period of time. Accordingly, the right to terminate the employment relationship at will at any time is retained by both the Early Learning Coalition of Indian River, Martin & Okeechobee Counties, Inc. and the employee.

Each employee is designated as either NONEXEMPT (hourly) or EXEMPT (salary) from federal and state wage and hour laws. NONEXEMPT employees are entitled to overtime pay under the specific provisions of federal and state laws. EXEMPT employees are excluded from specific provisions of federal and state wage and hour laws. An employee's EXEMPT or NONEXEMPT classification may be changed only upon written notification by the Coalition.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

**Full-Time Employees** – A full-time employee is one who has successfully completed the initial employment period, and is regularly scheduled to work 40 hours per work week. A full-time employee is eligible for employee benefits.

**Part-Time Employee** – A part-time employee is one who has successfully completed the initial employment period, and is regularly scheduled to work less than 40 hours per week. A part-time employee is eligible for designated benefits.

**Temporary Employee** – A temporary employee is one who is employed for an indefinite period of time on a conditional basis, and can work either full-time or part-time. A temporary employee is not eligible for employee benefits.

## **204 Salary and Benefits**

Employee's salary for position and duties was described to and accepted at the time of employee's acceptance of employment, and is set down in writing in employee's personnel file. Employee's eligibility for Coalition's benefits is determined by classifications and defined in this handbook.

## **205 Duties**

Employee's job responsibilities and duties were explained at the time of application for employment. A description of these responsibilities and duties is placed in the employee's personnel file, in addition to any responsibilities or duties of any job to which an employee may be transferred or promoted. These responsibilities and duties may from time to time be modified or expanded within the reasonable industry scope of responsibilities and duties for the job for which an employee was hired or a job to an employee may be transferred or promoted.

## **206 Personnel Files**

Every employee will have a personnel file maintained in the Operations Office. These files include job descriptions, resumes, training records, performance appraisals documentation, salary increases, and other employment records.

## **207 Personnel Personal Data Changes**

It is the responsibility of each employee to promptly notify the Coalition of any changes in ~~personnel~~ personal data. Personal mailing addresses, telephone numbers, numbers and names of dependents, individuals to be contacted in the event of an emergency, educational accomplishment, tax exemptions, bank account information and other such status reports should be accurate and current at all times. The failure of an employee to notify the Coalition of ~~personnel~~ personal data changes does not result in liability for the Coalition.

## **208 Disability Accommodation**

The Americans with Disabilities Act (ADA) ensures equal opportunity in employment for qualified persons with disabilities. All employment practices and activities are conducted on a non-discriminatory basis.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

Reasonable accommodation may be available to all disabled employees, where their disability is protected by the Americans with Disabilities Act (ADA).

## **209 Employee Relations**

The Coalition believes the work conditions, wages, and benefits it offers to its employees are competitive with those offered by other employers in this area and in this industry. If employees have concerns about work conditions or compensation, they are strongly encouraged to voice these concerns openly and directly to their supervisors.

Our experience has shown that when employees deal openly and directly with supervisors, the work environment can be excellent, communications can be clear, and attitudes can be positive. We believe the Coalition amply demonstrates its commitment to employees by responding effectively to employee concerns.

It is also the responsibility of each employee to improve his or her job performance and skills so as to enable the Coalition to offer quality service to the public and its customers and to provide opportunities for advancement.

The Coalition may incur cost to improve employee health and welfare, working conditions, and employer-employee relations, funding permitting.

## **210 Hiring of Relatives**

For purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage, such as a wife, husband, son, son-in-law, daughter, daughter-in-law, mother, mother-in-law, father, father-in-law, brother, brother-in-law, sister, sister-in-law, aunt, uncle, niece, nephew, stepparent, stepchild, grandparent and grandchild. This policy applies to all employees without regard to the gender or sexual orientation of the individuals involved.

Relatives of current employees may not occupy a position that will be working directly for or supervising their relative.

If a relative relationship is established after employment between employees who are in a reporting situation described above, it is the responsibility and obligation of the supervisor involved in the relationship to disclose the existence of the relationship to management. The individuals concerned will be given the opportunity to decide who is to be transferred to another available position. If that decision is not made within 30 calendar days, management will decide who is to be transferred or, if necessary, terminated from employment.

In other cases, where a conflict or the potential for conflict arises because of the relationship between employees, even if there is no line of authority or reporting involved, the employees may be separated by reassignment or terminated from employment. Employees in a close personal relationship should refrain from public workplace displays of affection or excessive personal conversation.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

## 211 Immigration Law Compliance

United States Immigration laws require each new employee, as a condition of employment; complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility. There are also rules for re-hires and these I-9s are retained or are considered invalid. Additionally, the Office of Early Learning requires the use of U.S. Department of Homeland Security's E-Verify system to verify employment eligibility for new hires.

Employees may raise questions or complaints about immigration law compliance without fear of reprisal. We do not discriminate on the basis of citizenship or National origin.

## 212 Conflicts of Interest

Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. This policy establishes only the framework within which the Coalition wishes the business to operate. The purpose of these guidelines is to provide general direction so that employees can seek further clarification on issues related to the subject of acceptable standards of operation. Contact your Supervisor for more information or questions about conflicts of interest.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of **the organization's** Company's business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if employees have any influence on transactions involving purchases, contracts, or leases, it is imperative that they disclose to management of the Coalition as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Personal gain may result not only in cases where an employee or relative has a significant ownership in a firm with which the Coalition does business, but also when an employee or relative receives any kickback, bribe, substantial gift, or special consideration as a result of any transaction or business dealings involving the Coalition.

## 213 Outside Employment

An employee may hold a job with another organization as long as he or she satisfactorily performs his or her job responsibilities with the Coalition. All employees will be judged by the same performance standards and will be subject to the Coalition's scheduling demands, regardless of any existing outside work requirements.

If the Coalition determines that an employee's outside work interferes with performance or the ability to meet the requirements of the Coalition as they are modified from time to time, the employee may be asked to terminate the outside employment if he or she wishes to remain with the Coalition.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

Employees wishing to engage in outside employment must assure that such other employment does not (1) interfere with their ability and availability to perform their Coalition job duties, (2) does not constitute a real or apparent conflict of interest and (3) require the use of corporate space, personnel, time, equipment or supplies. It is the responsibility of each employee to assure that outside activities do not constitute a conflict of interest, create a poor public image or impugn the reputation of the Coalition.

## **214 Non-Disclosure**

The protection of confidential business information is vital to the interests and the success of the Coalition. Such confidential information includes, but is not limited to, the following examples:

\* client lists

\*client records

\*database client information

Employees are prohibited from revealing confidential information in client records to unauthorized persons. The release of such information must be approved by the Chief Executive Officer or designee prior to the release of any confidential information by any employee.

Employees who improperly use or disclose confidential client information will be subject to disciplinary action, up to and including termination of employment, even if they do not actually benefit from the disclosed information.

## **215 Job Descriptions**

All applicants and employees will receive a job description. Job descriptions shall include a job title, salary range, salary/hourly pay status, minimum qualifications, special skill requirements, supervisor, major functions, duties, a qualification section, responsibilities and special working conditions, including ADA accommodations. Each interviewed applicant will sign the job description to acknowledge receiving and reading it before the interview. Each employee will receive a copy of his/her job description.

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

Respective supervisor will prepare job descriptions for new positions created in their department. Existing job descriptions are also reviewed and revised in order to ensure that they are up to date. Job descriptions may also be rewritten periodically to reflect any changes in the position's duties and responsibilities. All employees will be expected to help ensure that their job descriptions are accurate and current, reflecting the work being done.

Employees should remember that job descriptions do not necessarily cover every task or duty that might be assigned, and that additional responsibilities may be assigned as necessary. Contact your Supervisor if you have any questions or concerns about your job description.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

## 216 Job Posting

The Coalition provides employees an opportunity to indicate their interest in open positions and advance within the organization according to their skills and experience. At the discretion of the Chief Executive Officer, notices of all job openings can be simultaneously posted internally and advertised externally.

Vacant positions are posted immediately through inter-office memorandum for five (5) working days to allow employees every chance for advancement. If a promotion from within our organization is not likely, positions are publicly advertised for a minimum of three (3) days. Announcements include job title, salary range, minimum qualifications, major functions and closing date. Statements describing the Coalition as an equal opportunity employer and a drug-free workplace appear in all advertisements.

To be eligible to apply for a posted job, employees must have performed competently for at least 100 calendar days in their current position. Employees who have a written warning on file, or are on probation or suspension are not eligible to apply for posted jobs.

To apply for a posted position, employees should submit a letter to the Chief Executive Officer listing job-related skills and accomplishments. It should also describe how their current experience with the Coalition and prior work experience and/or education qualifies them for the position.

Job posting is a way to inform employees of openings and to identify qualified and interested applicants who might not otherwise be known to the hiring manager. Other recruiting sources may also be used to fill open positions in the best interest of the organization.

## 217 Employment Applications

All applicants for employment are required to complete an official employment application, and submit a resume and a list of three (3) references. Employment applications are available upon request.

The Early Learning Coalition relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or omissions in any of this information or data may result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

## 218 Probationary Period (for attorney review)

All employees, regardless of classifications or status, are hired on a ninety (90) calendar day basis. This period is designed to allow the employee to get a feel for our organization and the type of work he/she will be doing. Likewise, it gives the Coalition a chance to evaluate the individual as an employee and a team member. The Coalition realizes that beginning any new job can be difficult for any number of reasons. For example, some people are simply not cut out for this type of work and quickly realize working here is just not for them. Because situations can arise that indicate the employment relationship is not going to ~~work long before the expiration of~~ **last the duration of** the ninety (90) day probationary period, the Coalition cannot guarantee a full ninety (90) days of employment. The first ninety (90) days of service, promotion, demotion or reassignment are considered a probationary period for all employees. On the recommendation of

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

the supervisor a probationary period may be extended for an additional (90) days to allow for further evaluation. **At the end of the probationary period, the CEO and the probationary employee's supervisor shall have an opportunity to evaluate the employee's work habits, attitude, and skills before offering continued employment. The probationary employee's employment will at the end of the 90-day period either be continued or the employee will be dismissed.**

## **219 Promotions**

All promotional opportunities will be posted to give Coalition staff the option of applying for the promotion.

Employees who are promoted are eligible for a pay increase to the minimum salary for the new position, or up to 5% (based on the employee's last performance evaluation) of the employee's current salary, whichever is greater. Employees who are promoted must complete a 90-day probationary period. Employees retain their original anniversary date.

## **220 Demotions**

A demotion may result from the reclassification of a position, disciplinary action, a reduction in workforce (RIF), at an employee's request, or for other reasons. An employee can initiate a demotion by written request. A demotion moves an employee from his/her current position to a lower, vacant position. When an employee is demoted, his/her pay will be adjusted to the lower pay range applicable to the new position. The employee must successfully complete a ninety (90) day probationary period at the lower position.

## **221 Transfers/Reassignments**

Employees may be transferred between departments, or reassigned to another position based on a supervisor's recommendation and the Chief Executive Officer's approval. Transferred or reassigned employees retain their original anniversary date and current salary.

## **222 Performance Evaluations**

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. Additional formal performance evaluations are conducted to provide both supervisors and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals.

Employees are to be provided with performance evaluation criteria to include acknowledgement of receipt and review by both the employee and supervisor, at time of orientation and periodically. Performance evaluations will be scheduled, at least annually, with distribution of evaluations by April 15<sup>th</sup> of each respective year and due by May 15<sup>th</sup> of each respective year for all employees.

Pay raises may be awarded at the discretion of the Chief Executive Officer to recognize superior employee performance. This annual pay increase is based on performance and within guidelines approved by the Board through the annual budget process. The decision to award such an



adjustment is dependent upon numerous factors, including the information documented by the current performance evaluation and at least one year of employment with the Coalition.

Based on the availability of funds, employees may receive a bonus upon documented performance, based on the following criteria:

1. The employee must have been in a permanent full-time or part-time status in the current classification, with at least one year of employment with the Coalition.
2. The employee will have achieved a Satisfactory rating or above on their annual performance review.
3. Any performance deficiencies or disciplinary actions received during the rating period will have been taken into consideration by the supervisor during the completion of the performance review. Employees on a current improvement plan will not be considered for a bonus.

All employees are expected to participate in a continuous improvement model by promoting goals and strategies that consistently add to the effectiveness of the organization. Employees will set annual goals during their evaluation process.

## 223 Employee Background Screening

It is the policy of the Coalition to conduct a level 2 background screening in a manner consistent with s. 435.04 and s.943.0542, F.S., prior to the start date on all newly hired or rehired employees and volunteers, regardless of position held within the organization.

All employees are required to complete an official employment application, prior to start date which includes –

- Highest level of education claimed, if the position requires.
- All applicable professional licenses claimed, if the position requires.
- Applicable employment history, if the position requires.

Employment with the Coalition is contingent on employees receiving a level 2 clearance. Costs for the **employee background** screening and re-screening will be paid by the Coalition. Employees will be re-screened every five years **on or** before the anniversary date of the prior background screening check and thereafter if the individual continues to perform under the OEL Grant Agreement or sooner if deemed necessary. A re-screening will be required for any 90-day lapse in employment **and prior to working under the SR/VPK grant agreement.**

All employees must, as a condition of employment, notify the Coalition within 10 calendar days of being arrested for any criminal offense. The Coalition will review the alleged offense, and determine if the offense is one that would exclude the employee under a level 2 screening and, if so, will remove the employee from working under the SR/VPK grant agreement. The employee will not be allowed to return to work until cleared of all charges.

## SECTION 3 – EMPLOYEE BENEFITS

### 300 Holidays

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

The Coalition will grant paid holiday time off to all eligible employees immediately upon assignment to an eligible employment classification. Holiday pay will be calculated based on the employee's straight-time pay rate (as of the date of the holiday) times the number of hours the employee would otherwise have worked on that day. Full-time and part-time employees are eligible for paid Holidays and must work the day before and the day after the holiday in order to be paid for the holiday, unless they have a scheduled PTO day before and/or after the holiday. An employee who does not have scheduled PTO and calls out due to illness will require a physician's note in order to be paid for the holiday.

A recognized holiday that falls on a Saturday will be observed on the preceding Friday. A recognized holiday that falls on a Sunday will be observed on the following Monday.

If a recognized holiday falls during an eligible employee's paid absence, such as vacation or sick leave, holiday pay will be provided instead of the paid time off benefit that would otherwise have applied.

If eligible nonexempt employees work on a recognized holiday, they will receive holiday pay plus wages at one and one-half times their straight-time rate for the hours worked on the holiday.

Paid time off for holidays will not be counted as hours worked for the purposes of determining overtime.

The Coalition will grant holiday time off to all full-time and part-time employees on the holidays listed below, if the holiday falls on a day that they are normally scheduled to work.

- \* New Year's Day (January 1)
- \* Martin Luther King's Day (third Monday in January)
- \* Presidents Day (third Monday in February)
- \* Memorial Day (last Monday in May)
- \* Independence Day (July 4)
- \* Labor Day (first Monday in September)
- \* Columbus Day (second Monday in October)
- \* Veteran's Day (November 11)
- \* Thanksgiving
- \* Thanksgiving Friday
- \* Christmas Eve Day
- \* Christmas (December 25)
- \* New Year's Eve Day
- \* Floating Holiday

New employees are eligible to receive a floating holiday only if they have completed their probationary period. Only employees can designate floating holidays.

### **301 Annual Leave/Paid-Time-Off (PTO) Benefits**

PTO for non-exempt (hourly) and exempt (salary) personnel will be earned on a bi-weekly basis based on length of service and classification.

Full-time employees will earn PTO as follows:

- 0 months to the completion of 24 months = 3.08 hours per pay period
- 25 months to the completion of 36 months = 4.62 hours per pay period
- 37 months to the completion of 108 months = 6.15 hours per pay period
- 109 months and forward = 7.00 hours per pay period

Directors will earn PTO as follows:

- 0 months to the completion of 12 months = 5.18 hours per pay period

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

13 months to the completion of 36 months	= 7.69 hours per pay period
37 months to the completion of 108 months	= 9.23 hours per pay period
109 months and forward	= 10.77 hours per pay period

Each employee shall be expected to take at least one week of continuous leave during each fiscal year. With the exception of newly hired employees within the first 2 years of employment.

PTO must be used in one (1) hour increments and will be not approved for less than one (1) hour.

PTO may be earned and carried over from one fiscal year (July 1 – June 30<sup>th</sup>) to the next, not to exceed 120 hours. Any unused PTO in excess of 120 hours will be forfeited.

Funding permitting and pending Board approval, an eligible employee may cash out at 100 percent of value up to 40 PTO hours. An eligible employee is one who begins the fiscal year with 120 PTO hours and ends the fiscal year with an excess of 120 hours. The 120 hours may be accumulated over a number of years. Payment shall be based on the number of hours that exceed 120 up to 40 hours; and paid the first pay period the following fiscal year.

Employees must receive authorization from their immediate supervisor prior to the day, on which PTO begins, except in emergency situations. A minimum of one (1) weeks advance notice is required except for emergencies.

All employees will be required to complete a Request for PTO form prior to use of annual leave.

Supervisors are required to maintain a record of employee requests for use of PTO. PTO requests may be denied if other employee(s) have received prior approval for leave.

New employees will accrue PTO leave from the first day of employment, but they cannot take PTO leave and be compensated for it until after their probationary period has been completed.

Upon resignation, death, or retirement, employees may be paid in one lump sum for accrued PTO leave as of the last day of employment.

**Unexpected Illness or Medical Situations:**

In the event employees cannot report to work due to unexpected illness or medical situations, the employee is required to contact his/her immediate supervisor and speak directly with him/her. In the event the supervisor is not available, the next management personnel in the chain of command must be contacted. It is considered unacceptable for any employee to leave a message with co-workers, voice-mail, etc. When at all possible, employees must contact their immediate supervisor personally.

If the employee remains away from the office on unscheduled PTO in excess of three (3) working days, it will be necessary for the employee to furnish a certificate of illness by the attending physician upon return to work stating that they were unable to work and that they are being released for full duty. A physician statement from a family member's doctor is also appropriate. An employee will not be allowed to return to work without a certificate of illness. If after five (5) days a certificate of illness is not received, the Coalition will ~~assume~~ **consider** the employee has **abandoned his/her position and thus voluntarily** resigned.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

**Medical Release Statement:**

A Medical Release Statement is to be submitted to the Operations Director for review before the employee returns to work in the following situations:

- a. In all cases of work-related injury when the employee has been unable to work after the time of the injury;
- b. When returning from medical or maternity leave of absence.

**Extended Illness or Injuries:**

The Coalition recognizes that there are instances where, due to certain illnesses or injuries, an employee will be unable to return to work for an extended period of time. In such instances, it is the responsibility of the employee to notify the Operations Director. This notification shall include a statement written by the employee's medical doctor specifying the length of the absence, the anticipated return date and any restrictions which the employee may be under when returning.

As a joint protection to the employee and the Coalition, employees who have been absent from work because of serious illness or injury are required to obtain a doctor's release specifically stating that the employee is capable of performing his or her normal duties or assignments to the Operations Director. A serious injury or illness is defined as one that results in the employee being absent from work for more than two consecutive weeks, or one which may limit the employee's future performance of regular duties or assignments.

**Job Related Illness or Injury:**

If the cause of the employee's illness or injury was job-related, the employee's supervisor/manager will make a reasonable effort to assign the returning employee to assignments consistent with the instructions of the employee's doctor until the employee is fully recovered. A doctor's written release is required before recovery can be ~~assumed~~ **presumed**.

## **302 Personal Leave**

The Coalition provides leaves of absence without pay to eligible employees who wish to take time off from work duties to fulfill personal obligations for a period not to exceed 20 consecutive business days. All employees are eligible to request personal leave as described in this policy.

Employees may request personal leave only after having completed the probationary period. As soon as eligible employees become aware of the need for a personal leave of absence, they should request a leave from their supervisor.

Customary requests will center on an employee's need to be absent from work and all other accrued PTO are exhausted. Granting leave without pay is strictly at the Chief Executive Officer's discretion. Requests for personal leave will be evaluated based on a number of factors, including anticipated work load requirements and staffing considerations during the proposed period of absence.

Medical/Dental insurance premiums will be paid on behalf of the employee for the time the employee is on personal leave up to 30 days. Premiums for dependent and voluntary benefits will continue to be the employee's responsibility. No PTO or holiday benefits will accrue during the approved personal leave period.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

When a personal leave ends, every reasonable effort will be made to return the employee to the same position, if it is available, or to a similar available position for which the employee is qualified. However, the Coalition cannot guarantee reinstatement in all cases.

If an employee fails to report to work on the business day following the expiration of the approved leave period, the Coalition will ~~assume~~ **consider** the employee has **abandoned his/her position and thus voluntarily** resigned. At the time of the approved personal leave, if the employee's job performance is satisfactory, the employee may re-apply for an available position.

### 303 Medical Leave

The Coalition provides medical leaves of absence, to a total of 8 workweeks during any 12-month period, without pay, to employees who are temporarily unable to work due to a serious health condition or disability. For purposes of this policy, serious health conditions or disabilities include in-patient care in a hospital, hospice, or residential medical care facility; continuing treatment by a health care provider; and temporary disabilities associated with pregnancy, childbirth, and related medical conditions.

Also, an employee shall be entitled to a total of 8 workweeks of leave, without pay, during any 12-month period for one or more of the following:

- (A) The birth of a son or daughter of the employee and in order to care for such son or daughter.
- (B) The placement of son or daughter with the employee for adoption or foster care.
- (C) To care for spouse, or a son, daughter, or parent, of the employee, if such spouse, son, daughter, or parent has a serious health condition.

Expiration of entitlement:

The entitlement to leave under subparagraphs (A) and (B) of paragraph (1) for a birth or placement of a son or daughter shall expire at the end of the 12-month period beginning on the date of such birth or placement.

Employees may request medical leave only after having completed the probationary period. Exceptions to the probationary period will be considered to accommodate disabilities. Employees will be required to first use any accrued PTO leave time before taking unpaid medical leave.

Employees should make requests for medical leave to their supervisors at least 30 days in advance of foreseeable events and as soon as possible for unforeseeable events.

A health care provider's statement must be submitted verifying the need for medical leave and its beginning and expected ending dates. Any changes in this information should be promptly reported to the Coalition. Employees returning from medical leave must submit a health care provider's verification of their fitness to return to work.

Employees who sustain work-related injuries are eligible for a medical leave of absence for the period of disability in accordance with all applicable laws covering occupational disabilities.

Subject to the terms, conditions, and limitations of the applicable health insurance plans, the Coalition will continue to provide health insurance benefits for the full period of the approved

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

medical leave for benefit-eligible employees. Premiums for dependent and voluntary benefits will continue to be the employee's responsibility.

Benefit accruals, such as PTO leave and holiday benefits, will continue during the approved medical leave period up to 30 days for benefit-eligible employees.

So that an employee's return to work can be properly scheduled, an employee on medical leave is requested to provide the Coalition with at least two weeks advance notice of the date the employee intends to return to work.

If an employee fails to return to work on the agreed upon return date, the Coalition will ~~assume~~ **consider** the employee has **abandoned his/her position and thus voluntarily** resigned.

### 304 Jury Duty

The Coalition encourages employees to fulfill their civic responsibilities by serving jury duty when required. Employees may request up to 2 weeks of paid jury duty leave over any 1-year period. Employees will be required to provide proof of attendance for payroll purposes.

Jury duty pay will be calculated on the employee's base pay rate times the number of hours the employee would otherwise have worked on the day of absence. Full-time and part-time employees qualify for paid jury duty leave.

If employees are required to serve jury duty beyond the period of paid jury duty leave, they may use any available paid time off (for example, ~~vacation benefits~~ **PTO leave**) or may request an unpaid jury duty leave of absence.

Employees must show the jury duty summons to their supervisor as soon as possible so that the supervisor may make arrangements to accommodate their absence. Of course, employees are expected to report for work whenever the court schedule permits.

The Coalition will continue to provide health insurance benefits for a maximum period of thirty calendar days after the unpaid jury duty leave begins. At that time, employees will become responsible for the full costs of these benefits if they wish coverage to continue. When the employee returns from jury duty, benefits will again be provided by the Coalition according to the applicable plans.

Benefit accruals such as PTO leave or holiday benefits will be suspended during unpaid jury duty leave and will resume upon return to active employment.

### 305 Witness Duty

If employees have been subpoenaed or otherwise requested to testify as witnesses by the Coalition, they will receive paid time off for the entire period of witness duty.

Employees will be granted unpaid time off to appear in court as a witness when requested by a party other than the Coalition. Employees are free to use any available paid leave benefit (such as PTO leave) to receive compensation for the period of this absence.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

The subpoena should be shown to the employee's supervisor immediately after it is received so that operating requirements can be adjusted, where necessary, to accommodate the employee's absence. The employee is expected to report for work whenever the court schedule permits.

### **306 Bereavement Leave**

Upon request and approval, employees who wish to take time off due to the death of an immediate family member, as defined below should notify the Coalition immediately.

Up to 3 consecutive days of paid bereavement leave will be provided to full-time employees for immediate family members as follows: wife, husband, son, daughter, mother, father, brother, sister, mother-in-law, father-in-law, grandparent and grandchild.

Up to 1 day of paid bereavement leave will be provided to part-time employees for immediate family members as follows: wife, husband, son, daughter, mother, father, brother, sister, mother-in-law, father-in-law, grandparent and grandchild.

Bereavement pay is calculated based on the base pay rate at the time of absence.

Bereavement leave will normally be granted unless there are unusual business needs or staffing requirements. Employees may, with their supervisors' approval, use any available paid leave for additional time off as necessary.

### **307 Military Leave (for attorney review)**

It is the policy of the Coalition to comply with all applicable statutes that require reservists and National Guard personnel to be given leave of absence for active duty and training exercises under Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994. Employees required to report for temporary annual active duty in military service shall receive the difference between their military and civilian pay for a period of up to two weeks in any calendar year. **A copy of the employee's military orders should be provided to the CEO at the time the employee requests the leave. Upon return, the employee will be reinstated to the same or a comparable position with seniority and benefits remaining as they were when the leave began.**

Employees are responsible to contact their supervisors, **Human Resources** and the Finance Department so that work coverage and pay arrangements can be made as far in advance as possible. Employees may elect PTO time in lieu of military leave.

### **308 Compensatory Leave**

The Coalition does not grant compensatory leave.

### **309 Workers' Compensation Insurance**

Florida Law requires Employers to provide workers' compensation insurance at no cost to employees. Workers' compensation covers any injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

Employees who sustain work-related injuries or illnesses must inform their supervisor immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately.

Neither the Coalition nor the insurance carrier will be liable for the payment of workers' compensation benefits for injuries that occur during an employee's voluntary participation in any off-duty recreational, social, or athletic activity sponsored by the Coalition.

### 310 Health/Dental Insurance

The Coalition's health insurance plan provides employees and their dependents access to medical and dental insurance benefits. Eligible full-time employees may participate in the health insurance plan subject to all terms and conditions of the agreement between the Coalition and the insurance carrier. Eligible full-time employees become covered upon the 90<sup>th</sup> day of employment. Family members of employees can take advantage of the insurance; however, the premiums will be deducted from the employee's earnings. The Coalition will pay the premium cost for employees as determined by the Board of Directors and recommended in the annual budget. Cost for eligible dependents will be paid by employees. The Coalition will not incur any costs from the fact that an employee elects to have family members covered by health insurance plan provided to the Coalition.

A change in employment classification that would result in loss of eligibility to participate in the health insurance plan may qualify an employee for benefits continuation under the Consolidated Omnibus Budget Reconciliation Act (COBRA). Refer to the Benefits Continuation (COBRA) policy for more information.

### 311 Voluntary Benefits

The Coalition will offer voluntary benefits to all eligible employees by independent carriers. Premiums for voluntary benefits will be deducted from the employee's earnings. The Coalition will not incur any costs from the fact that an employee elects to have voluntary benefits.

### 312 Retirement Plan

The Coalition has established a retirement plan (401k & 457) for eligible full-time employees. **The Coalition** and contributes 5% **of salary to a 401k and will match up to 2% of employee contribution to a 457 plan** with up to a 2% match for eligible full-time employees after the first (1<sup>st</sup>) year of employment. Employees will vest 20% per year and be fully vested in five (5) years.

1<sup>st</sup> year = 20%

3<sup>rd</sup> year = 60%

5<sup>th</sup> year = 100%

2<sup>nd</sup> year = 40%

4<sup>th</sup> year = 80%

Employees may contribute to the **457**-retirement plan from the first day of employment. Vesting schedule noted above is only applicable to employer contributions and not the employee's contribution.

### 313 Benefits Continuation

The Federal Consolidated Omnibus Budget Reconciliation Act (COBRA) gives employees and their qualified beneficiaries the opportunity to continue health insurance coverage under the

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16



Coalition's health plan, if any, when a "qualifying event" would normally result in the loss of eligibility. Some common qualifying events are resignation, termination of employment, or death of an employee; a reduction in an employee's hours or a leave of absence; an employee's divorce or legal separation; and a dependent child no longer meeting eligibility requirements.

Under COBRA, the employee or beneficiary pays the full cost of coverage at the Coalition's group rates plus an administration fee. The insurance carrier will provide each eligible employee with a written notice describing rights granted under COBRA when the employee becomes eligible for coverage under any Coalition's health insurance plan. The notice contains important information about the employee's rights and obligations.

### **314 Staff Development**

The Early Learning Coalition recognizes that the skills and knowledge of its employees are critical to the success of the organization. The staff development program encourages personal development through formal education so that employees can maintain and improve job-related skills or enhance their ability to compete for reasonably attainable jobs within the Coalition.

Funding permitting, financial assistance is available to employees who wish to further their education and/or improve their skills in their present position **or reasonably attainable jobs within the Coalition**, the total not to exceed \$400.00 per fiscal year. Reimbursement for classes and books shall be made for grades of a C or better; there will be no reimbursement for grades below a C.

Approval of a tuition request is not automatic, especially in the cases of newly hired employees, or in the cases where employees are in a probationary status. Managers will use proper discretion in making recommendations to the Chief Executive Officer. Classes/courses must relate to the employee's current job duties or align with necessary job functions or reasonably attainable jobs within the Coalition. Individuals wishing to participate in this program should send a written request to the Chief Executive Officer. This request should include the courses to be taken and a justification as to why these courses will enhance their workplace skills. Approval will be at the Chief Executive Officer's discretion and must be received prior to attending the course.

Reimbursement will be made once the individual submits documentation of the grade received and the costs for tuition and books.

Non-reimbursable costs include: laboratory fees, service fees, admission tests, activity fees, out of state resident fees/courses, membership fees, recertification fees, licensure fees, late registration fees, course audit fees, cancellation fees, car rental, hotel accommodations and meals.

### **315 Voting Policy**

**This organization encourages all employees to vote on election days and will allow employees and staff up to two (2) hours with pay, if needed, on such days in which to place their vote at the polls. Any such absence should not interfere with work production needs and shall be approved by the employee's supervisor.**

## **SECTION 4 – TIMEKEEPING AND PAYROLL**

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

## **400 Salary Administration**

The salary administration program at the Coalition was created to achieve consistent pay practices, comply with federal and state laws, mirror our commitment to Equal Employment Opportunity, and offer competitive salaries within our labor market. Because recruiting and retaining talented employees is critical to our success, the Coalition is committed to paying its employees equitable wages that reflect the requirements and responsibilities of their positions and are comparable to the pay received by similarly situated employees in other organizations in the area.

Compensation for every position is determined by several factors, including job analysis and evaluation, the essential duties and responsibilities of the job, and salary survey data on pay practices of other employers. The Coalition periodically reviews its salary administration program and restructures it as necessary. Merit-based pay adjustments may be awarded in conjunction with superior employee performance documented by the performance evaluation process.

Employees should bring their pay-related questions or concerns to the attention of their immediate supervisor. The Chief Executive Officer is also available to answer specific questions about the salary administration program.

If Board approved in the annual budget process, a cost of living increase will be awarded on a calendar year basis.

## **401 Timekeeping**

Accurately recording time worked is the responsibility of every nonexempt and exempt employee. Federal and state laws require the Coalition to keep an accurate record of time worked in order to calculate employee pay and benefits. Time worked is all the time actually spent on the job performing assigned duties.

Non-exempt employees should accurately track the number of hours worked each day. Overtime work must always be approved before it is performed.

Altering, falsifying, tampering with time records, or recording time on another employee's time record may result in disciplinary action, up to and including termination of employment.

It is the employees' responsibility to sign their time records to certify the accuracy of all time recorded. The supervisor will review and sign the time record. After approval, the time sheets are submitted for payroll processing.

## **402 Overtime**

When operating requirements or other needs cannot be met during regular working hours, employees may be given the opportunity to volunteer for overtime work assignments, or may be asked to work overtime. All overtime work must receive prior authorization. Employees who work overtime without receiving prior authorization from the supervisor may be subject to disciplinary action, up to and including possible termination of employment.

Overtime compensation is paid to all non-exempt employees in accordance with federal and state wage and hour restrictions.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

## 403 Paydays

Each paycheck will include earnings for all work performed through the end of the previous payroll period. Employees are paid on a biweekly basis, every two weeks, by paycheck or direct deposit, on the Friday following the end of a pay period. A pay period is comprised of fourteen (14) calendar days beginning on Sunday and ending on Saturday. If a payday falls on a holiday, employees will be notified in writing as to an alternate payday for that pay period.

Employees must submit a completed and signed timesheet for each pay period by 9:00 AM the Monday following the end of a two-week pay period, unless this schedule is temporarily modified by the Operations Director and/or Finance Director.

Approved leave forms must accompany the completed timesheet before employees can be compensated for leave time.

## 404 Employment Termination and Lay Off

### Termination:

Since employment with the Coalition is based on mutual consent, both the employee and the Coalition have the right to terminate employment at will, with or without cause, at any time. Employees will receive their final pay in accordance with applicable state law.

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

- Resignation - voluntary employment termination initiated by an employee.
- Discharge - involuntary employment termination initiated by the organization.
- Retirement - voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for retirement from the organization.
- Abandonment of Position: Unauthorized absence from work for a period of two (2) consecutive days may be considered a resignation.

Resignation - An employee who wishes to leave Coalition employment in good standing shall submit a written resignation to their supervisor giving at least two (2) weeks notice before the date of termination. The employee who has resigned must be at work for the two-week period and must work on the last day of employment, unless determined otherwise by the Chief Executive Officer.

Discharge - An employee may be involuntarily terminated from employment by the Chief Executive Officer. Employees who are terminated will be paid according to the established benefit policy.

The Coalition will generally schedule exit interviews at the time of employment termination. The exit interview will afford an opportunity to discuss such issues as employee benefits, conversion privileges, or return of Coalition-owned property, including office keys. Operations and employee must sign a checklist indicating what equipment/property was returned and received. Suggestions, complaints, and questions can also be voiced.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

### **Lay Off:**

Any involuntary separation initiated by the organization, other than discharge, shall be considered a lay-off. An employee may be laid off when it becomes necessary by reason of shortage of funds, termination of the position, changes in the duties or organization or for related reasons which are outside of the employee's control which do not reflect discredit upon the service of the employee. The Chief Executive Officer will notify the employee of the layoff, the day of the layoff will be paid as a full day of work and the employee will receive severance pay equal to 2-weeks of pay. The duties performed by an employee laid off may be reassigned to other employees already working who hold positions in appropriate classes.

## **405 Pay Deductions**

The law requires the Coalition make certain deductions from every employee's compensation. Among these are applicable federal, state, and local income taxes. The Coalition also must deduct Social Security taxes on each employee's earnings up to a specified limit that is called the Social Security "wage base." The Coalition matches the amount of Social Security taxes paid by each employee.

The Coalition offers programs and benefits beyond those required by law. Eligible employees may voluntarily authorize, in writing, deductions from their pay checks to cover the costs of participation in these programs.

If you have questions concerning why deductions were made from your paycheck or how they were calculated, the Operations Director and/or Finance Director can assist in having your questions answered.

## **SECTION 5 – EMPLOYEE CONDUCT**

### **500 Employee Conduct and Work Rules**

Because employment with the Coalition is at the mutual consent of the Coalition and the employee, and either party may terminate that relationship at any time with or without cause and with or without advance notice, employment may be terminated by the Coalition for reasons other than those listed here.

To ensure orderly operations and provide the best possible work environment, the Coalition expects employees to follow rules of conduct that will protect the interests and safety of all employees and the organization.

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employment:

- \* Theft or inappropriate removal or possession of property
- \* Falsification of timekeeping records
- \* Working under the influence of alcohol or illegal drugs
- \* Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace, while on duty, or while operating employer-owned vehicles or equipment
- \* Fighting or threatening violence in the workplace

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

- \* Boisterous or disruptive activity in the workplace
- \* Negligence or improper conduct leading to damage of employer-owned or customer-owned property
- \* Insubordination or other disrespectful conduct
- \* Violation of safety or health rules
- \* Smoking in prohibited areas
- \* Sexual or other unlawful or unwelcome harassment
- \* Possession of dangerous or unauthorized materials, such as explosives or firearms, in the workplace
- \* Excessive absenteeism or any absence without notice
- \* Unauthorized disclosure of business "secrets" or confidential information
- \* Violation of personnel policies
- \* Unsatisfactory performance or conduct

## 501 Grievance Procedure (for attorney review)

All employees shall have the right to file a grievance as to any action taken with regard to decisions impacting them as they relate to the application and interpretation of the ELCIRMO personnel policies and procedures and/or other established office procedures. A complaint involving the Chief Executive Officer is to be filed with the Board Chairperson and be brought to the attention of the full board for resolution as soon as possible.

- 1) A Coalition employee may file a complaint/grievance (including complaints of discrimination or sexual harassment) within 20 calendar days of an occurrence, in writing with his/her supervisor or Operations Director. The written complaint/grievance must contain the date of the occurrence and details about the alleged incident. Details not contained in the original written complaint/grievance that surface after the complaint/grievance is filed will be considered untimely and will not be processed.
- 2) The supervisor and the Director of Operations will investigate the complaint/grievance (except complaints of alleged discrimination on the basis of race, religion, national origin, ~~sex~~ **gender**, disability or age which are referred directly to the Equal Employment Opportunity Officer Director of Operations) and attempt to resolve the complaint/grievance. The supervisor will issue a written ruling to the aggrieved employee within 5 working days of receipt of complaint.
- 3) If the employee is not satisfied that his/her complaint/grievance was handled and resolved fairly, or the supervisor is unable to resolve the complaint, the complaint/grievance is escalated to the Director of Operations within 5 working days of the supervisor's written ruling. If the Director of Operations is unable to resolve the complaint within 5 working days, the Director of Operations will elevate the complaint/grievance to the Chief Executive Officer. The Chief Executive Officer will review the ruling and conduct further investigations, as appropriate. The Chief Executive Officer's disposition of the complaint/grievance will be issued within 5 working days of having received the complaint.
- 4) The employee may appeal the Chief Executive Officer's decision to the Coalition's Personnel Committee within 15 calendar days of the employee's receipt of the Chief Executive Officer's decision, by filing a request for hearing before the committee. Any appeal not filed in a timely manner will not be processed.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

5) The Personnel Committee will conduct a hearing to determine a fair and equitable solution and will issue their findings in writing to the employee within 15 calendar days. The employee may be present at the hearing and may choose to present witnesses on his/her behalf. The decision of the Personnel Committee is final, except in the case of a discrimination or sexual harassment complaint. An employee may elevate his/her complaint to the state and federal levels and Board will supply the names and addresses of where to file the complaint, as well as timeframes and documentation required, to the employee. A summary of findings to be presented to the Executive Committee at the next scheduled meeting.

6) An employee who fails to comply with the timeliness requirements for filing appeals as contained in these procedures will be deemed to have accepted the ruling or decision at the given level as satisfactory and acceptable, and to have waived the right to further appeal.

A complaint by an employee of alleged discrimination on the basis of race, religion, national origin, ~~sex~~ gender, disability, or age shall be processed in the following manner:

1) Within 20 calendar days of the occurrence of an alleged incident of discrimination by an employee of the Coalition against another employee, the employee may file a written complaint with the Director of Operations, setting forth the date of the alleged incident and details about the alleged incident. Other details not filed within this time period shall be deemed untimely and shall not be process.

2) The Director of Operations will investigate the complaint and issue a written ruling within 20 calendar days of receipt of the complaint.

3) The employee may appeal the ruling to the Chief Executive Officer within 10 calendar days following receipt by the employee of the ruling. Any appeal not filed in a timely manner shall not be processed.

4) The Chief Executive Officer or his/her designee shall review the ruling and conduct such further investigations as may be appropriate. The Chief Executive Officer's disposition of the complaint shall be issued within 20 calendar days.

5) The employee may appeal the Chief Executive Officer's decision to the Coalitions Personnel Committee within 15 calendar days of the receipt by the employee of the Chief Executive Officer's decision, by filing a request for hearing before the committee. Any appeal not filed in a timely manner shall not be processed.

6) The committee hearing shall be governed by the provisions of Chapter 120, Florida Statutes, and applicable Coalition rules. The decision of the committee shall be considered final agency action for purposes of judicial review.

7) An employee who fails to comply with the timeliness requirements for filing appeals as contained herein shall be deemed to have accepted the ruling or decision at that given level as satisfactory and acceptable, and to have waived the right to appeal further.

## **502 Attendance and Punctuality**

To maintain a safe and productive work environment, the Coalition expects employees to be reliable and to be punctual in reporting for scheduled work. Absenteeism and tardiness place a

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

burden on other employees and on the Coalition. In the rare instances when employees cannot avoid being late to work or are unable to work as scheduled, they should notify their supervisor as soon as possible in advance of the anticipated tardiness or absence. Absence without approved leave is cause for disciplinary action. If an employee is absent for two (2) consecutive workdays without authorization, the employee will be considered to have abandoned his/her position and thus resigned.

If an employee must be absent for reasons beyond control, unless the absence is during a Coalition approved leave of absence, each employee is expected to give reasonable notice to their manager or the Chief Executive Officer. Failure to provide reasonable notice will result in an unexcused absence. Falsifying the reason for absence when notifying their manager or Chief Executive Officer may result in immediate discharge. Excessive absenteeism or tardiness will result in disciplinary action and may result in termination.

Poor attendance and excessive tardiness are disruptive. Either may lead to disciplinary action, up to and including termination of employment.

### **503 Personal Appearance**

Dress, grooming and personal cleanliness standards contribute to the morale of all employees and affect the business image the Coalition presents to the community, customers and visitors. It is the responsibility of each Manager to assure compliance and conformity with this policy.

During business hours or when representing the Coalition, you are expected to present a clean, neat and tasteful appearance. You should dress and groom yourself according to the requirements of your position. This is particularly true if your job involves dealing with customers or visitors in person. Our primary goal is to have employees project a professional image while taking the advantage of more casual and relaxed fashions. Casual business wear includes, but is not limited to, slacks, khakis, polo and cotton shirts, blouses/shirts, skirts and dresses, denim skirts, sweaters, moderate heel shoes and sandals no greater than 3 inches. However, not all casual clothing is appropriate for the office. The following are examples but it is not limited to; low cut clothing that exhibits cleavage, revealing clothes, shorts, overalls, halter tops, beachwear, work-out-attire, athletic clothing such as jogging/warm-up suits, tank tops, and T-shirts with advertising slogans in the workplace.

Fridays are considered casual days or on other days when permitted by the Chief Executive Officer or designee. Casual days may allow you to enjoy a special occasion, better tolerate excessive heat conditions, or more comfortably organize your work area. Jeans and athletic shoes are allowed to be worn on Fridays or on other days as permitted by the Chief Executive Officer or designee.

Employees should be sensitive to fragrance and chemical sensitivities of co-workers and refrain from wearing fragrances or using chemicals that may affect the work environment of co-workers, i.e., perfumes, body sprays, cologne, lotions, heavily fragranced hair products, or other type chemicals etc., as others may be affected by the odor.

Any employee who does not meet the standards of this policy will be required to take corrective action, which may include leaving the premises, with the expectation to return to work. Employees will be required to use PTO for any work time missed because of failure to comply with this policy. Repeated policy violations will be subject to disciplinary action.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

## **504 Use of Mail System, Phone, E-Mail and Internet**

Postage, envelopes and postage meters are property of the Coalition and for official use only. The use of Coalition paid postage for personal correspondence is not permitted. Abuse of this policy may result in dismissal from employment.

To ensure telephone communications, employees should always use the approved greeting and speak in a courteous and professional manner. Please confirm information received from the caller, and hang up only after the caller has done so. Additional telephone usage can be found in the Information Technology Security and Appropriate Use Policies.

E-mail is for official use only. Messages may be monitored by the Chief Executive Officer. All e-mails transmitted or received are public record and retained. Abuse of e-mail may result in dismissal from employment. Additional email policies can be found in the Information Technology Security and Appropriate Use Policies.

The Internet is for official use only and personal use is prohibited. Use of the internet may be monitored by the Coalition. All Internet data composed, transmitted or received is the property of the Coalition and is subject to disclosure laws. Abuse of the Internet usage may result in dismissal from employment.

## **505 Smoking**

In keeping with the Coalition's intent to provide a safe and healthful environment, smoking is prohibited throughout the workplace. Smoking is prohibited within 50 feet of the entrances to the Coalition's office. This policy applies equally to all employees.

## **506 Meal Periods**

All employees are provided with one meal period each workday. Supervisors will schedule meal periods to accommodate operating requirements. Employees will be relieved of all active responsibilities and restrictions during meal periods and will not be compensated for that time. Employees are not to do any work during their designated lunch period.

## **507 Use of Equipment and Supplies**

Equipment that is essential in accomplishing job duties is often expensive and may be difficult to replace. When using property, employees are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines. Equipment and supplies are to be used for Coalition business and not for personal use **including the use of organization letterhead for personal purposes.**

Notify the supervisor if any equipment appears to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. The supervisor can answer any questions about an employee's responsibility for maintenance and care of equipment used on the job. Employees are to report low supplies to the Finance Assistant for future supply orders.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16



The improper, careless, negligent, destructive, or unsafe use or operation of equipment can result in disciplinary action, up to and including termination of employment.

Employees who leave employment without returning equipment or satisfying equipment losses will be considered to have left employment on unsatisfactory terms and may be subject to legal action to recover costs or may have costs deducted from a final paycheck.

## **508 Emergency Closings**

At times, emergencies such as severe weather, fires, power failures, or earthquakes, can disrupt the organization's ability to conduct business. In extreme cases, these circumstances may require the closing of a work facility. The office may be officially closed by the Chief Executive Officer, a designee in charge of the office or the Board Chair.

In cases where an emergency closing is not authorized or when the emergency has passed, employees who fail to report for work will not be paid for the time off. Employees may request available paid leave such as unused PTO benefits.

## **509 Visitors/Children in the Workplace**

The Early Learning Coalition of Indian River, Martin & Okeechobee Counties is a diverse environment of offices where many different activities are performed. Visitors to the workplace are generally welcome, and in some settings even encouraged. However, appropriate precautions and limitations on visitation are necessary to protect health and safety, and to maintain productivity and regulatory compliance

### Visitors

To provide for the safety and security of employees and the facilities at the Coalition, only authorized visitors are allowed in the workplace. Restricting unauthorized visitors helps maintain safety standards, protects against theft, ensures security of equipment, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances.

All visitors should enter the Coalition office at the main entrance. Authorized visitors will be escorted to their destination. Employees are responsible for the conduct and safety of their visitors.

If an unauthorized individual is observed on the Coalition's premises, employees should immediately notify their supervisor or, if necessary, direct the individual to the main entrance.

### Children

In general, the workplace is not an appropriate place for minor children on a frequent or continuing basis, as children in the workplace create an atmosphere that may not be conducive to achievement of the unit's specific goals and objectives. Special occasions that are employer-sanctioned and at which attendance by children is encouraged should be coordinated with and approved by the department (example: Take your Child to Work Day). The employee's schedule for that day should take the child's presence into consideration to eliminate potential hazards.

Despite the range of childcare options, staff members may occasionally, in unforeseen situations, need to bring children to their workplace until other arrangements can be made, thus allowing staff members to meet workplace demands. However, when children are introduced to environments

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

which are not designed to cater to them, issues of safety, supervision, productivity and legal liability arise.

- Requests should be made (preferably in advance) to your respective supervisor, except in the case of a short visit (less than one (1) hour).
- Children may be brought to workplaces by parent employees for brief visits or other times when common sense would dictate that it is more efficient for the employee to bring the child into an office not to exceed one (1) hour (following or before a physician's appointment, for example). The parent employee must supervise the child(ren) on such visits. It is not appropriate for children of any age to be in the workplace on a regular basis, such as after school each school day, on regularly scheduled school holidays, or during the summer.

The ELC recognizes that occasionally situations may arise that leave an employee with no acceptable alternative but to bring his or her child(ren) to work. In the event of an emergency, or if there are no other alternatives, parent employees may have children present in the workplace until other arrangements can be secured not to exceed two (2) hours. Should no other arrangements for care be possible then the parent employee is to utilize PTO or unpaid leave.

- Staff members should be sensitive to the needs of colleagues when bringing children into the ELC.
- Provision for sick children should normally be made within the context of various forms of leave available to staff, which include: PTO, and unpaid leave provisions. Sick children should not be brought to the workplace.

## **510 Workplace Monitoring**

Workplace monitoring may be conducted by the Coalition to ensure quality control, employee safety, security, and customer satisfaction.

Computers furnished to employees are the property of the Coalition. As such, computer usage and files may be monitored or accessed.

Because the Coalition is sensitive to the legitimate privacy rights of employees, every effort will be made to guarantee that workplace monitoring is done in an ethical and respectful manner.

## **511 Cell Phone Usage**

As a Coalition representative, cell phone users are reminded that the regular business etiquette employed when speaking from office phones or in meetings applies to conversations conducted over a cell phone.

Personal cell phones are to be placed on vibrate mode during regular business hours and their use should be limited to emergencies during business hours; however, nothing prohibits the use during your scheduled lunch break. Employees should provide family members with the Coalitions main number as well as their direct lines for emergency purposes. For emergency or short conversations, the office hard-line phone system may be used.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

## 512 Workplace Violence Prevention

Employees are expected to refrain from conduct that may be dangerous to **themselves and** others. Firearms, weapons, and other dangerous or hazardous devices or substances are prohibited on the premises of the Coalition. Any such possession of a firearm must be in accordance with applicable Federal, State, and County laws and ordinances.

Conduct that threatens, intimidates, or coerces another employee, a customer, or a member of the public at any time, including off-duty periods, will not be tolerated. This prohibition includes all acts of harassment, including harassment that is based on an individual's ~~sex~~ **gender**, race, age, or any characteristic protected by federal, state, or local law.

All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to your immediate supervisor or any other member of management. This includes threats by employees, as well as threats by customers, vendors, solicitors, or other members of the public. If you feel your safety is threatened call 911. When reporting a threat of violence, you should be as specific and detailed as possible.

All suspicious individuals or activities should also be reported as soon as possible to a supervisor. Do not place yourself in peril. If you see or hear a commotion or disturbance near your work station, do not try to intercede or see what is happening.

The Coalition will promptly and thoroughly investigate all reports of threats of (or actual) violence and of suspicious individuals or activities. The identity of the individual making a report will be protected as much as is practical. In order to maintain workplace safety and the integrity of its investigation, the Coalition may suspend employees, either with or without pay, pending investigation.

Anyone determined to be responsible for threats of (or actual) violence or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action up to and including termination of employment.

The Coalition encourages employees to bring their disputes or differences with other employees to the attention of their Manager before the situation escalates into potential violence. The Coalition is eager to assist in the resolution of employee disputes, and will not discipline employees for raising such concerns.

## 513 Safety/Accident Reporting

Each employee is expected to obey safety rules, comply with any workplace safety program, and exercise caution in all work activities. Employees must immediately report any unsafe condition to the appropriate supervisor. Employees who violate safety standards, who cause hazardous or dangerous situations, or who fail to report or, where appropriate, remedy such situations, may be subject to disciplinary action, up to and including termination of employment.

All accidents that result in injury, regardless of how insignificant the injury may appear, must be reported immediately by the employee, even minor ones, to their supervisors. Accidents involving any injury are to be documented in writing by the supervisor. The supervisor is responsible for completing a Notice of Injury Report and any other reports required by OSHA or state and local

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

authorities. Such reports are necessary to comply with laws and initiate insurance and workers' compensation benefits procedures.

Employees are requested not to lift or push objects too heavy for them and to ask for assistance when lifting or moving large/heavy objects. Employees are responsible for notifying their supervisor if any health or medical condition limits their ability to do any core job duty.

## 514 Business Ethics and Conduct

The successful business operation and reputation of the Coalition is built upon the principles of fair dealing and ethical conduct of our employees. Our reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

The continued success of the Coalition is dependent upon our customers' trust and we are dedicated to preserving that trust. Employees owe a duty to the Coalition and its clients to act in a way that will merit the continued trust and confidence of the public.

The Coalition will comply with all applicable laws and regulations and expects its directors, officers, and employees to conduct business in accordance with the letter, spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.

In general, the use of good judgment, based on high ethical principles, will guide you with respect to lines of acceptable conduct. If a situation arises where it is difficult to determine the proper course of action, the matter should be discussed openly with your immediate supervisor and, if necessary, with the Chief Executive Officer for advice and consultation.

Compliance with this policy of business ethics and conduct is the responsibility of every Coalition employee. Disregarding or failing to comply with this standard of business ethics and conduct could lead to disciplinary action, up to and including possible termination of employment.

## 515 Drug-Free Workplace

The Coalition complies with the Drug-Free Workplace Act of 1988 to provide a safe and healthy workplace for all employees. Additional information on services available can be found at <http://www.acf.hhs.gov/grants/certification-regarding-drug-free-workplace-requirements>.

While on the job premises or Coalition business, employees are strictly prohibited from unlawful manufacturing, distributing, dispensing, possessing or using a controlled substance.

Employees must not report for duty or be on Coalition property while under the influence of or have in their possession while on Coalition property, any:

~~Intoxicating liquor~~ **Alcohol**  
Marijuana or illegally obtained drugs  
~~Narcotics~~, or other illegal substances

All employees will submit to a random drug screening. Costs for the screening will be paid by the Coalition. However, nothing in this policy precludes the appropriate use of legally prescribed medications that do not affect the ability to work safely.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

The **organization** ~~company~~ recognizes drug dependency as an illness and a major health problem. The **organization** ~~company~~ also recognizes drug abuse as a potential health, safety, and security problem. Employees needing help in dealing with such problems are encouraged to talk to their Supervisor/Manager, Operations or the Chief Executive Officer, who can provide them with available resources. All discussions will be kept strictly confidential.

Employees who appear to be in an impaired condition on the job may be asked by the Chief Executive Officer to submit to a test by a bonafide company or agency to determine whether they are under the influence of alcohol or illegal drugs. A refusal to take a drug screen will result in disciplinary action, up to and including termination.

Employees must, as a condition of employment, abide by the terms of the above policy and report, in writing, no later than five calendar days after any conviction under a criminal drug statute for violations occurring on or off **the organization's** ~~company~~ premises while conducting **organization** ~~company~~ business. Any sale of illegal drugs during the work day or on the employer's premises will be treated as gross misconduct punishable by immediate discharge for the first offense. Any employee who is arrested for selling drugs while off duty will be discharged if convicted of a criminal offense.

## 516 Sexual and Other Unlawful Harassment

The Coalition is committed to providing a work environment that is free from all forms of discrimination and conduct that can be considered harassing, coercive, or disruptive, including sexual harassment. Actions, words, jokes, or comments based on an individual's ~~sex~~ **gender**, race, color, national origin, age, religion, disability, sexual orientation, or any other legally protected characteristic will not be tolerated.

Sexual harassment is defined as unwanted sexual advances, or visual, verbal, or physical conduct of a sexual nature. This definition includes many forms of offensive behavior and includes gender-based harassment of a person of the same sex as the harasser. The following is a partial list of sexual harassment examples:

- \* Unwanted sexual advances.
- \* Offering employment benefits in exchange for sexual favors.
- \* Making or threatening reprisals after a negative response to sexual advances.
- \* Visual conduct that includes leering, making sexual gestures, or displaying of sexually suggestive objects or pictures, cartoons or posters.
- \* Verbal conduct that includes making or using derogatory comments, epithets, slurs, or jokes.
- \* Verbal sexual advances or propositions.
- \* Verbal abuse of a sexual nature, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, or suggestive or obscene letters, notes, or invitations.
- \* Physical conduct that includes touching, assaulting, or impeding or blocking movements.

Unwelcome sexual advances (either verbal or physical), requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when: (1) submission to such conduct is made either explicitly or implicitly a term or condition of employment; (2) submission or rejection of the conduct is used as a basis for making employment decisions; or, (3) the conduct

has the purpose or effect of interfering with work performance or creating an intimidating, hostile, or offensive work environment.

If you experience or witness sexual or other unlawful harassment in the workplace, report it immediately to your supervisor. If the supervisor is unavailable or you believe it would be inappropriate to contact that person, you should immediately contact the Chief Executive Officer or any other member of management. You can raise concerns and make reports without fear of reprisal or retaliation.

All allegations of sexual harassment will be quickly and discreetly investigated. To the extent possible, your confidentiality and that of any witnesses and the alleged harasser will be protected against unnecessary disclosure. When the investigation is completed, you will be informed of the outcome of the investigation.

Any manager who becomes aware of possible sexual or other unlawful harassment must immediately advise the Chief Executive Officer so it can be investigated in a timely and confidential manner. Anyone engaging in sexual or other unlawful harassment will be subject to disciplinary action, up to and including termination of employment.

### **517 Return of Property**

Employees are responsible for all Coalition property, office key(s), materials, or written information issued to them or in their possession or control. Employees must return all Coalition property immediately upon request or upon termination of employment. Where permitted by applicable laws, the Coalition may withhold from the employee's check or final paycheck the cost of any items that are not returned when required. The Coalition may also take all action deemed appropriate to recover or protect its property.

### **518 Security Inspections**

The Coalition wishes to maintain a work environment that is free of illegal drugs, alcohol, firearms, explosives, or other improper materials. To this end, the Coalition prohibits the possession, transfer, sale, or use of such materials on its premises. The Coalition requires the cooperation of all employees in administering this policy.

Desks and other storage devices may be provided for the convenience of employees but remains the sole property of the Coalition. Accordingly, they, as well as any articles found within them, can be inspected by any agent or representative of the Coalition at any time, either with or without prior notice.

### **519 Solicitation**

In an effort to ensure a productive and harmonious work environment, persons not employed by the Coalition may not solicit or distribute literature in the workplace at any time for any purpose.

The Coalition recognizes that employees may have interests in events and organizations outside the workplace. However, employees may not solicit or distribute literature concerning these activities during working time (working time does not include lunch periods, work breaks, or any other periods in which employees are not on duty).

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

In addition, the posting of written solicitations on the organization's ~~company~~ bulletin boards is prohibited. Bulletin boards are reserved for official organization communications on such items as:

- Affirmative Action statement
- Employee Announcements
- Internal Memoranda
- Job Openings
- Organization Announcements
- Workers' Compensation Insurance information

## 520 Progressive Discipline

Although employment with the Coalition is based on mutual consent and both the employee and the Coalition have the right to terminate employment at will, with or without cause or advance notice, the Coalition may use progressive discipline at its discretion, if management feels it would be productive.

The purpose of this policy is to state the Coalition's position on administering equitable and consistent discipline for unsatisfactory conduct in the workplace. The best disciplinary measure is the one that does not have to be enforced and comes from good leadership and fair supervision at all employment levels.

The Coalition's own best interest lies in ensuring fair treatment of all employees and in making certain that disciplinary actions are prompt, uniform, and impartial. The major purpose of any disciplinary action is to correct the problem, prevent recurrence, and prepare the employee for satisfactory service in the future.

Disciplinary action may call for any of four steps: verbal warning, written warning, suspension with or without pay, or discharge of employment, depending on the severity of the problem and the number of occurrences. There may be circumstances when one or more steps are bypassed.

Progressive discipline means that, with respect to most disciplinary problems, these steps will normally be followed: a first offense may call for a verbal warning; a second time for the same offense may be followed by a written warning; a third time for the same offense may lead to a suspension; and a fourth time for the same offense may then lead to discharge of employment. If more than 12 months have passed since the last disciplinary action, the process will normally start over.

The Coalition recognizes that there are certain types of employee problems that are serious enough to justify either a suspension, or, in extreme situations, discharge of employment, without going through the usual progressive discipline steps.

By using progressive discipline, we hope that most employee problems can be corrected at an early stage, benefiting both the employee and the Coalition.

Upon determining that disciplinary action beyond formal verbal or written warning must be taken, the supervisor shall immediately confer with the Chief Executive Officer, and the following process will be followed:

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

- A. Disciplinary action must be supported by a complete and accurate review. Should the disciplined employee appeal, the accuracy and thoroughness of the review are essential to enable the Grievance Committee to sustain the request for disciplinary action. The immediate supervisor will obtain pertinent facts by assembling the relevant documents, which should include statements by the employee or other persons having knowledge of the incident or performance shortcoming. Every effort must be made to verify information obtained. This will be obtained in a timely manner, whether or not the supervisor determines the complaint to be valid or require disciplinary action.
- B. The Chief Executive Officer and the employee's supervisor will review policies and rules, as well as the personnel file and past performance of the employee in order to determine the specific complaints, if any, which should be made against the employee.
- C. If and when the specific complaints have been determined, they and a supporting summary of the background facts and recommended action shall be entered on the disciplinary action report. This report is to be prepared by the supervisor and reviewed by the Chief Executive Officer to ensure internal consistency and uniform application of Board policies and procedures.
- D. The Chief Executive Officer and the immediate supervisor will meet with the employee to review the disciplinary action report. When necessary, the Chief Executive Officer will offer an explanation of the procedure. If the employee, for any reason, refuses to sign the report, the Chief Executive Officer will write, "Employee refused to sign." The Chief Executive Officer and the immediate supervisor will then sign and date the report. The employee may add a written response, which must be signed and dated.
- E. Following discussion of the disciplinary action report with the employee, the Chief Executive Officer shall recommend action (demotion, suspension, dismissal, or no disciplinary action) and inform the employee of his/her recommendation in writing. The employee may add a written comment of the recommended disciplinary action, which must be signed and dated.
- F. The Chief Executive Officer may allow an employee to submit a written letter of resignation in lieu of disciplinary action. No action may be taken on the resignation for at least twenty-four (24) hours, during which time the employee may withdraw it. After twenty-four (24) hours, the letter of resignation shall be processed.
- G. The recommendation made by the Chief Executive Officer will go into effect immediately, if no letter of resignation is received.
- H. The employee will have the option of presenting his/her case to the Grievance Committee for review. The Grievance Committee will hear the case, make a recommendation and present the recommendation to the Board for action.

All suspensions shall be without pay until the final resolution of any appeal is approved by the Board, which may, upon review of the entire action, award pay for time under suspension.

## 521 Workplace Etiquette

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16



The Coalition strives to maintain a positive work environment where employees treat each other with respect and courtesy. Sometimes issues arise when employees are unaware that their behavior in the workplace may be disruptive or annoying to others. Many of these day-to-day issues can be addressed by politely talking with a co-worker to bring the perceived problem to his or her attention. In most cases, common sense will dictate an appropriate resolution. The Coalition encourages all employees to keep an open mind and graciously accept constructive feedback or a request to change behavior that may be affecting another employee's ability to concentrate and be productive.

The following workplace etiquette guidelines are not necessarily intended to be hard and fast work rules with disciplinary consequences. They are simply suggestions for appropriate workplace behavior to help everyone be more conscientious and considerate of co-workers and the work environment. Please contact the Chief Executive Officer if you have comments, concerns, or suggestions regarding these workplace etiquette guidelines.

- \* Return copy machine and printer settings to their default settings after changing them.
- \* Replace paper in the copy machine and printer paper trays when they are empty.
- \* Keep the area around the copy machine and printers orderly and picked up.
- \* Avoid public accusations or criticisms of other employees. Address such issues privately with those involved or your supervisor.
- \* Do not talk about work-related issues in common areas where others can hear.
- \* Try to minimize unscheduled interruptions of other employees while they are working.
- \* Communicate by e-mail or phone whenever possible, instead of walking unexpectedly into someone's office or workspace.
- \* Be conscious of how your voice travels, and try to lower the volume of your voice when talking on the phone or to others in open areas.
- \* Keep socializing to a minimum, and try to conduct conversations in areas where the noise will not be distracting to others.
- \* Refrain from using inappropriate language (swearing) that others may overhear.
- \* Monitor the volume when listening to music, voice mail, or a speakerphone that others can hear.
- \* Clean up after yourself and do not leave behind waste or discarded papers.

## **522 Political Activities**

Employees are prohibited from taking active part in a political campaign while on duty or within any period of time during which the employee is expected to perform services for which compensation is received from the Coalition.

Employees may not use their official office or positions to secure support for a political candidate or issue in a public election, or use any promise of reward to encourage or coerce others to support a candidate or issue. Employees are permitted to express their personal opinions on political subjects and candidates and to take an active part in political campaigns outside of working hours. Campaigning cannot be brought into the office.

## **523 Customer Relations**

Employees represent the Coalition. Employees are expected to assist all customers in a pleasant and courteous manner and to offer assistance without being asked. The rule is to give attention and

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

act immediately. Employees are expected to return phone calls and e-mails within 24 hours, if possible. Customers are defined as clients, office visitors, partners, contractors and vendors.

## 524 Computer/Telephone/Fax Usage

All employees sign a User Agreement when assigned a computer. Computers, software and communications systems are provided by the Coalition and are intended for work-related activities. Use for non-work-related functions is prohibited. Any charges incurred by the Coalition for personal usage will be recovered from the employee.

Information is to be kept confidential. Employees will receive a user name and password when they are hired. Passwords must not be shared.

All software must be appropriately acquired and used according to licensing agreements. Users are prohibited from circumventing access controls outside of authorized privileges. Users cannot delete or modify information or programs, nor introduce malicious software.

Personal phone calls should be limited. When on a business call, speak courteously and professionally. The use of long distance telephone services must be limited to official business. Unauthorized use of telephones may result in disciplinary action. All computer and telephone equipment remains property of the Coalition.

The use of the fax machine must be limited to official business. However, an employee may request to use the fax machine for non-business purposes. Permission must be given by the Chief Executive Officer before using the fax machine for non-business purposes.

Abuse of the computer/telephone/fax usage policy may result in progressive discipline and eventual dismissal from employment.

## 525 Personal Vehicle Usage and Mileage Reimbursement

Employees who are required to use their personal vehicle for business will be reimbursed at the approved state mileage rate. Reimbursement will not be made for driving to and from work. Employees must accurately report all miles traveled and the purpose of each trip on the **State of Florida, Department of Education, Travel Voucher Log for In County Travel** (see ~~Attachments~~). Requests for mileage reimbursement must be submitted on a monthly basis, but no later than the 15<sup>th</sup> of the following month.

Employees must carry liability insurance. Copies of appropriate insurance must be provided at the time of employment and annually as insurance renewal occurs, for the personnel file. If this insurance is cancelled or not renewed for any reason, the employee must immediately notify the Operations Director.

Employees must have a current, valid Florida driver's license. The Coalition will conduct a Department of Motor Vehicle check for all new hires and annually for all employees. A copy of the license must be provided upon employment and an updated copy submitted upon renewal. If an employee's driver's license is suspended or revoked, the employee must immediately notify the Operations Director.

Traffic violations, parking violations, speeding tickets and the required insurance are solely the responsibility of the employee.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

Employees must immediately report auto accidents that occur while on business to their supervisors and the worker's compensation carrier. The supervisor is required to write an accident report and the Operations Director will report the accident to the worker's compensation carrier.

Abuse of this policy, including falsifying reports to reflect costs not incurred by the employee, can be grounds for disciplinary action, up to and including termination of employment.

## **526 Out of Town Travel**

Employees may be required to attend meetings, seminars or conferences outside of the Treasure Coast area. Out-of-town travel *must be requested in advance* via the **Florida Department of Education, Travel Authorization** Request for Leave Form. The employee must complete the form and submit it to his/her supervisor for approval. The Chief Executive Officer gives final approval before securing any registration/reservation for traveling. Employees whose travel plans have been approved are to coordinate with their Supervisor and the ~~Finance Assistant~~ **Fiscal Specialist** for necessary travel arrangements. When the employee completes the travel, he/she completes a **State of Florida, Department of Education, Travel Voucher** within 30 days, recording all known expenses and attaching receipts as required by the Coalition's travel policy. The employee submits the completed Travel Voucher with a copy of meeting agendas to the Finance Department for payment.

Employees who are involved in an accident while traveling on business must promptly report the incident to their immediate supervisor. Vehicles rented by the Coalition may not be used for personal use without prior approval.

Abuse of this business travel expenses policy, including falsifying expense reports to reflect costs not incurred by the employee, can be grounds for disciplinary action, up to and including termination of employment.

## **527 Media Statements**

Only the Chief Executive Officer may answer inquiries from the media. All media calls are to be referred to the Chief Executive Officer.

## **528 Sunshine Law**

The Coalition Board functions in the "sunshine." Employees must be familiar with Florida's Sunshine Law and adhere to its principles when conducting Board business and conferring with Board members.

## **529 Whistleblower Policy: Reporting Suspected Violations of Law and Policy**

The Early Learning Coalition of Indian River, Martin and Okeechobee Counties requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the Coalition, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

a. Reporting Responsibility

It is the responsibility of all directors, officers and employees to report violations or suspected violations in accordance with this Whistleblower Policy.

b. No Retaliation

No director, officer or employee who in good faith reports a violation shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the Coalition prior to seeking resolution outside the Coalition.

c. Reporting Violations

The Coalition's open door policy suggests that employees share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee's supervisor is in the best position to address an area of concern. However, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with the Operations Designee or anyone in management whom you are comfortable in approaching. Supervisors and managers are required to report suspected violations to the Chief Executive Officer, who has specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when you are not satisfied or comfortable with following the Coalition's open-door policy, individuals should contact the Chief Executive Officer. When this reporting policy is inappropriate for a particular situation, the Coalition Board Chair can be contacted directly. The contact information for the Board Chair is distributed to all staff and also posted on the Coalition website.

d. Compliance Officer

The Chief Executive Officer acts as the Compliance Officer and is responsible for investigating and resolving all reported complaints and allegations concerning violations at his/her discretion and shall advise the Finance Committee. The Chief Executive Officer has direct access to the Finance Committee of the Board of Directors and is required to report to the Finance Committee at least annually on compliance activity.

e. Accounting and Auditing Matters

The Finance Committee of the board of directors shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Coalition Finance Director shall immediately notify the Finance Committee of any such complaint and work with the committee until the matter is resolved.

f. Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the Code. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

g. Confidentiality

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

h. Handling of Reported Violations.

The Chief Executive Officer will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

i. Handling of Documentation

It is a crime to alter, cover up, falsify, or destroy any document that may be relevant to an official investigation.

### **530 Personal Business**

Conducting personal business while on official duty will not be authorized. If it is necessary for the employee to make telephone calls or meet with persons not related to Coalition business, the discussions must be held during meal period. Exceptions will be allowed only in case of emergency.

Approved by the Coalition Board: 6/28/07

Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

**APPENDIX I**

**THE EMPLOYMENT RELATIONSHIP**

The employment relationship between you, the employee, and the Coalition is one of mutual choice. *You chose to work here and the Coalition chose to hire you. During your employment here, you and the Coalition both retain this right of choice. You remain free to choose to end the employment relationship whenever you so desire.*

While the Coalition would hope that all employees would like to stay, the Coalition has no legal right to make you stay. *By the same token, the Coalition also has the right to end the employment relationship whenever it so desires. This is what is known as an employment-at-will* relationship and it provides the freedom to make employment decisions as you or the Coalition see fit. Please sign below that you understand the at-will terms of your employment as it is explained in your handbook, page 6.

Employee's Name: \_\_\_\_\_  
(Please Print)

Employee's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

cc: Personnel File

Approved by the Coalition Board: 6/28/07  
Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

Please tear here and give to Employer.

Please tear here and give to Employer.

**APPENDIX II**

**Employee Acknowledgement**

Please tear here and give to Employer.

~~An~~ **This** employee handbook contains important information about my employment, and I understand that I should consult my supervisor regarding any questions not answered in the handbook. I agree there is no specified length of employment, unless I have a separate contract in writing signed by the Chief Executive Officer setting forth a different length of employment. Accordingly, either I or the Coalition can terminate the relationship at will, with or without cause, at any time, so long as there is no violation of applicable federal or state law.

Since the information, policies, and benefits described here are subject to change, I acknowledge that revisions to the handbook may occur, except to the Coalition policy of employment-at-will. Revisions may supersede, modify, or eliminate existing policies. Only the Coalition Board and the Chief Executive Officer has the ability to approve any revisions to the information, benefits and policies in this handbook.

**I agree that this handbook is neither a contract of employment nor a legal document. I acknowledge that I have received and read the handbook, and I understand that it is my responsibility to read and comply with the policies contained in this handbook and any revisions made to it.**

Employee's Name: \_\_\_\_\_  
(Please Print)

Employee's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

cc: Personnel File

Please tear here and give to Employer.

Approved by the Coalition Board: 6/28/07  
Board Approved Revisions: 2/28/08; 5/22/08; 6/26/08, 12/4/08, 3/26/09, 10/22/09, 1/28/10, 12/2/10, 11/16/11, 1/26/12, 9/25/14, 11/19/15, 4/28/16, 5/26/16, 9/15/16

<b>RECORDS DISPOSITION DOCUMENT</b>	NO. 0123  PAGE 1 OF 1 PAGES
-------------------------------------	-----------------------------------

<b>1. AGENCY NAME and ADDRESS</b> Early Learning Coalition of IRMO 10 SE Central Parkway, Suite 200 Stuart, Florida 34994	<b>2. AGENCY CONTACT (Name and Telephone Number)</b> Migdalia G. Rosado  (772) 220 - 1220 Ext. 261
--	---

**3. NOTICE OF INTENTION:** The scheduled records listed in Item 5 are to be disposed of in the manner checked below (specify only one).

a. Destruction     
  b. Microfilming and Destruction     
  c. Other \_\_\_\_\_

**4. SUBMITTED BY:** I hereby certify that the records to be disposed of are correctly represented below, that any audit requirements for the records have been fully justified, and that further retention is not required for any litigation pending or imminent.

<i>Migdalia G. Rosado</i>	Migdalia G. Rosado, Interim CEO	9/19/2017
Signature	Name and Title	Date

**5. LIST OF RECORD SERIES**

a. Schedule No.	b. Item No.	c. Title	d. Retention	e. Inclusive Dates	f. Volume In Cubic Feet	g. Disposition Action and Date Completed After Authorization
GS1-SL	65	Contracts/Leases/Agreements - Non Capital Improvements	5 F/Yrs	7/01/2011 - 6/30/2012	1.5	
	275	Client Files: Human/Social Services	5 F/Yrs	7/01/2011 - 6/30/2012	73.5	
	340	Disbursement Records	5 F/Yrs	7/01/2011 - 6/30/2012	3	
	35/195	Payroll Records: Posted & Supporting Documents	5 F/Yrs	7/01/2011 - 6/30/2012	1.5	

<b>6. DISPOSAL AUTHORIZATION:</b> Disposal for the above listed records is authorized. Any deletions or modifications are indicated.	<b>7. DISPOSAL CERTIFICATE:</b> The above listed records have been disposed of in the manner and on the date shown in column g.
_____ Custodian/Records Management Liaison Officer      Date	_____ Signature      Date
	_____ Name and Title
	_____ Witness



Archives Management Inventory - September 2017

Box #	Box ID	Box Description	Expire Date	Create Date	Retrieved
500	20543385	MEGS DOCUMENTATION 2005	- -	15-Jun-11	FALSE
501	20543386	BOARD & BUDGET ????? 1999-2002	- -	15-Jun-11	FALSE
502	20543387	BOARD & BUDGET ????? 2002-2004	- -	15-Jun-11	FALSE
503	20543388	TAX RETURNS, ????????? 2002-2008	- -	15-Jun-11	FALSE
426	20556254	TERMINATED PERSONNEL 9/10/04-9/14/06	- -	07-Feb-12	FALSE
427	20556255	TERMINATED PERSONNEL 9/19/06-8/22/08	- -	07-Feb-12	FALSE
428	20556256	TERMINATED PERSONNEL 11/25/08-7/22/11	- -	07-Feb-12	FALSE
444	20556272	2011-2012 PROVIDER CONTACTS ALL COUNTYS	- -	07-Feb-12	FALSE
600	20556464	TERMINATED OKEE 2011-2012 A-G	- -	14-Feb-12	FALSE
601	20556465	TERMINATED OKEE 2011-2012 G-M	- -	14-Feb-12	FALSE
602	20556466	TERMINATED OKEE 2011-2012 M-T	- -	14-Feb-12	FALSE
603	20556467	TERMINATED OKEE 2011-2012 T-Y	- -	14-Feb-12	FALSE
604	20556468	TERMINATED MC 2011-2012 A-CUR	- -	14-Feb-12	FALSE
605	20556469	TERMINATED MC 2011-2012 DAL-GPA	- -	14-Feb-12	FALSE
606	20556470	TERMINATED MC 2011-2012 GRE-LAR	- -	14-Feb-12	FALSE
607	20556471	TERMINATED MC 2011-2012 LEW-PIE	- -	14-Feb-12	FALSE
608	20556472	TERMINATED MC 2011-2012 PHI-SCH	- -	14-Feb-12	FALSE
609	20556473	TERMINATED MC 2011-2012 SCO-Z	- -	14-Feb-12	FALSE
610	20556474	TERMINATED IRC 2011-2012 A-B	- -	14-Feb-12	FALSE
611	20556475	TERMINATED IRC 2011-2012 C-E	- -	14-Feb-12	FALSE
612	20556476	TERMINATED IRC 2011-2012 F-HIN	- -	14-Feb-12	FALSE
613	20556477	TERMINATED IRC 2011-2012 HOD-LED	- -	14-Feb-12	FALSE
614	20556478	TERMINATED IRC 2011-2012 LEE-ORT	- -	14-Feb-12	FALSE
615	20556479	TERMINATED IRC 2011-2012 OVE-TAY	- -	14-Feb-12	FALSE
616	20556480	TERMINATED IRC 2011-2012 TEL-Z	- -	14-Feb-12	FALSE
617	20556481	ACTIVE FILES OKEE 2011-2012 A-C	- -	14-Feb-12	FALSE
618	20556482	ACTIVE FILES OKEE 2011-2012 C-G	- -	14-Feb-12	FALSE
619	20556483	ACTIVE FILES OKEE 2011-2012 G-L	- -	14-Feb-12	FALSE
620	20556484	ACTIVE FILES OKEE 2011-2012 L-M	- -	14-Feb-12	FALSE
621	20556485	ACTIVE FILES OKEE 2011-2012 M-R	- -	14-Feb-12	FALSE
622	20556486	ACTIVE FILES OKEE 2011-2012 R-Z	- -	14-Feb-12	FALSE
623	20556487	ACTIVE FILES MC 2011-2012 A-BAR	- -	14-Feb-12	FALSE
624	20556488	ACTIVE FILES MC 2011-2012 BAR-BU	- -	14-Feb-12	FALSE
625	20556489	ACTIVE FILES MC 2011-2012 CA-CU	- -	14-Feb-12	FALSE
626	20556490	ACTIVE FILES MC 2011-2012 D-FE	- -	14-Feb-12	FALSE
627	20556491	ACTIVE FILES MC 2011-2012 FE-HAN	- -	14-Feb-12	FALSE
628	20556492	ACTIVE FILES MC 2011-2012 HAR-I	- -	14-Feb-12	FALSE
629	20556493	ACTIVE FILES MC 2011-2012 JA-JU	- -	14-Feb-12	FALSE
630	20556494	ACTIVE FILES MC 2011-2012 K-L	- -	14-Feb-12	FALSE
631	20556495	ACTIVE FILES MC 2011-2012 MA-ME	- -	14-Feb-12	FALSE
632	20556496	ACTIVE FILES MC 2011-2012 MI-O	- -	14-Feb-12	FALSE
633	20556497	ACTIVE FILES MC 2011-2012 P-Q	- -	14-Feb-12	FALSE
634	20556498	ACTIVE FILES MC 2011-2012 RA-RY	- -	14-Feb-12	FALSE
635	20556499	ACTIVE FILES MC 2011-2012 SA-SL	- -	14-Feb-12	FALSE
636	20556500	ACTIVE FILES MC 2011-2012 SM-TE	- -	14-Feb-12	FALSE
637	20556501	ACTIVE FILES MC 2011-2012 TH-TZ	- -	14-Feb-12	FALSE
638	20556502	ACTIVE FILES MC 2011-2012 U-W	- -	14-Feb-12	FALSE
639	20556503	ACTIVE FILES MC & IRC 2011-2012 W-Z	- -	14-Feb-12	FALSE
640	20556504	ACTIVE FILES IRC 2011-2012 A-BI	- -	14-Feb-12	FALSE
641	20556505	ACTIVE FILES IRC 2011-2012 BRA-COL	- -	14-Feb-12	FALSE
642	20556506	ACTIVE FILES IRC 2011-2012 CON-GAL	- -	14-Feb-12	FALSE
643	20556507	ACTIVE FILES IRC 2011-2012 GAM-HAU	- -	14-Feb-12	FALSE
644	20556508	ACTIVE FILES IRC 2011-2012 HER-LAT	- -	14-Feb-12	FALSE
645	20556509	ACTIVE FILES IRC 2011-2012 LEC-MOJ	- -	14-Feb-12	FALSE

Archives Management Inventory - September 2017

Box #	Box ID	Box Description	Expire Date	Create Date	Retrieved
646	20556510	ACTIVE FILES IRC 2011-2012 MON-ROB	- -	14-Feb-12	FALSE
647	20556511	ACTIVE FILES IRC 2011-2012 ROD-THA	- -	14-Feb-12	FALSE
648	20556512	ACTIVE FILE IRC 2011-2012 THO-WIL	- -	14-Feb-12	FALSE
504	20556519	BOARD MINUTES 8/2004-6/2007	31-Dec-99	14-Feb-12	FALSE
505	20556520	BOARD OF EXECUTIVE MINUTES 7/2006-6/2008	31-Dec-99	14-Feb-12	FALSE
506	20556521	BOARD OF EXECUTIVE MINUTES 7/2008-6/2010	31-Dec-99	14-Feb-12	FALSE
663	20590839	ACCOUNTS PAYABLE A-Q 2011-2012	- -	20-May-14	FALSE
664	20590840	ACCOUNTS PAYABLE R-Z AND EMPLOYEE TRAVEL 2011-2012	- -	20-May-14	FALSE
666	20590842	PAYROLL AND ICMS 7/9/11-6/23/12 201-2012	- -	20-May-14	FALSE

\*\*Items to be destroyed highlighted in red.

<b>RECORDS DISPOSITION DOCUMENT</b>	NO. 0124
<b>PAGE 1 OF 1 PAGES</b>	

<b>1. AGENCY NAME and ADDRESS</b> Early Learning Coalition of IRMO 10 SE Central Parkway, Suite 200 Stuart, Florida 34994	<b>2. AGENCY CONTACT (Name and Telephone Number)</b> Migdalia G. Rosado  (772) 220 - 1220 Ext. 261
--	---

**3. NOTICE OF INTENTION:** The scheduled records listed in Item 5 are to be disposed of in the manner checked below (specify only one).

a. Destruction     
  b. Microfilming and Destruction     
  c. Other Permanent Deletion from Server

**4. SUBMITTED BY:** I hereby certify that the records to be disposed of are correctly represented below, that any audit requirements for the records have been fully justified, and that further retention is not required for any litigation pending or imminent.

<i>Migdalia G. Rosado</i>	Migdalia G. Rosado, Interim CEO	9/19/2017
Signature	Name and Title	Date

**5. LIST OF RECORD SERIES**

a. Schedule No.	b. Item No.	c. Title	d. Retention	e. Inclusive Dates	f. Volume In Cubic Feet	g. Disposition Action and Date Completed After Authorization
GS1-SL	17	Electronic Mail - Correspondence & Memorandum - Administrative	5 F/Yrs	7/01/2011 - 6/30/2012	Approximate - 5.28 Gigs	

<b>6. DISPOSAL AUTHORIZATION:</b> Disposal for the above listed records is authorized. Any deletions or modifications are indicated.	<b>7. DISPOSAL CERTIFICATE:</b> The above listed records have been disposed of in the manner and on the date shown in column g.
_____ Custodian/Records Management Liaison Officer      Date	_____ Signature      Date
	_____ Name and Title
	_____ Witness

## RECOMMENDATION OF CHANGES TO THE NUMBER AND LOCATIONS OF THE EARLY LEARNING COALITIONS

### BACKGROUND

Senate Bill 2500 (enrolled), from the 2017 Legislative Session provides the following:

From the funds provided in Specific Appropriation 78 through 87, by September 1, 2017, the Office of Early Learning shall prepare and provide a report to the chair of the Senate Committee on Appropriations, the chair of the House of Representatives Appropriations Committee, and the Executive Office of the Governor, recommending changes to the number and locations of the early learning coalitions that are established pursuant to section 1002.83, Florida Statutes, to be no more than 25 early learning coalitions.

Early learning coalitions (coalitions) are 501(c)(3)s established by Section 1002.83, Florida Statutes, for the purpose of administering the School Readiness Program (School Readiness) and the Voluntary Prekindergarten Education Program (VPK) at the local level. The composition of their board of directors is specified in statute, with the chair and two others being private-sector gubernatorial appointees. Originally, there were coalitions for each county but over time the number of coalitions has been reduced to 30, with the last merger being between the Early Learning Coalition of Clay, Nassau, Baker, and Bradford Counties and the Early Learning Coalition of Putnam and St. Johns Counties to form the Early Learning Coalition of North Florida.

Per Section 1002.89, Florida Statutes, administrative expenditures in School Readiness can be no more than 5% of the total allocation. Per Section 1002.71, Florida Statutes, administrative expenditures in VPK can be no more than 4% of the total allocation. In both instances, administrative expenditures must be supported by actual expenses in order to be reimbursed.

### CONSIDERATIONS

OEL used several criteria when considering changes to the number and locations of coalitions.

**Workforce data** – Parents generally select a child care provider based on cost, where they live, and/or where they work. We reviewed workforce data to determine how many residents of a coalition actually worked and lived in the coalition. To serve a school readiness parent, child care providers must contract with the coalition where the parent resides, resulting in many providers who contract with multiple coalitions in adjacent counties. Allowing parents and child care providers to not have to interact with multiple coalitions would improve service and reduce administrative effort for both child care providers and early learning coalitions. We reviewed workforce data from the Department of Economic Opportunity to see where residents of a particular county worked.

**RODNEY J. MACKINNON**

EXECUTIVE DIRECTOR, OFFICE OF EARLY LEARNING

250 MARRIOTT DRIVE • TALLAHASSEE, FL 32399 • 850-717-8550 • Toll Free 866-357-3239 • [www.FloridaEarlyLearning.com](http://www.FloridaEarlyLearning.com)

**Administrative costs charged by each early learning coalition** – Given that Florida spends approximately \$633 million on School Readiness, compared to \$395 million on VPK, we gave greater weight to administrative costs in School Readiness. Additionally, the median VPK administrative cost rate reimbursed to coalitions is 3.9%. Over half of coalitions incurred 3.9 or 4% administrative costs in VPK last year.

To take this into account, we used a weighted measure that used the proportion of School Readiness to VPK funds a coalition received and the administrative cost rate incurred in both to determine a coalition's overall administrative cost rate. As a caveat, although the "books" will not technically close on the 2016-2017 fiscal year until September 30, 2017, nearly all expenses had been reported as of late August 2017, so we used 2016-2017 administrative cost rates.

Historically, coalitions serving fewer children have higher administrative costs, as they have smaller overall budgets over which to spread expenses. Merging coalitions to increase the number of children served should result in lower administrative costs.

However, although the average administrative cost rate declined in the 2016-2017 fiscal year, there were significant increases in administrative costs of larger coalitions and decreases in administrative costs of smaller coalitions. Reviewing the weighted administrative cost averages for 2016-2017 showed that the five coalitions with the highest administrative cost rates served an average of 7,741 School Readiness children per month. The five coalitions with the lowest administrative cost rates served an average of 4,025 School Readiness children per month. Whether this shift was in response to the merger discussion during the legislative session or updated materials associated with that discussion (such as our office's update to the OPPAGA memorandum) is difficult to determine.

**Geographic area of the coalition** – Although coalition mergers necessitate multicounty coalitions, there are existing multicounty coalitions that have to administer large geographic areas, necessitating travel costs, satellite offices and the like. For example, the Early Learning Coalition of the Big Bend and the Early Learning Coalition of Northwest Florida each encompass seven counties. In addition, these coalitions have to interact with multiple county governments and school districts, which complicates the opportunities for cooperation and collaboration between the early learning coalition and the local county and school district governments. It is doubtful that adding counties to these coalitions would reduce administrative costs or improve services to families.

## **CONCLUSION**

The number and locations of the early learning coalitions could be reduced from 30 to 25, and we believe more discussion of the issue is warranted. The Office of Early Learning looks forward to providing any assistance requested to the Florida Legislature this upcoming legislative session.

**ELC of IRMO**  
Balance Sheet  
As of 7/31/2017

	Current Year
<b>Assets</b>	
<b>Current Assets</b>	
Cash & Cash Equivalents	
SUNTRUST OPERATING ACCOUNT	1,356,856.36
SUNTRUST PAYROLL ACCOUNT	12,667.70
BB&T Operating 2032	0.09
BB&T Depository 0634	0.00
BB&T Payroll 0650	0.00
Total Cash & Cash Equivalents	1,369,524.15
Accounts Receivable	
VPK Receivable	0.00
VPK AR	128,786.02
SR Receivable	0.00
SR AR	583,231.68
OAMI RECEIVABLE	0.00
CSCMC Receivable	0.00
CSCMC AR	170,952.21
BBBS-IR-AR	658.91
United Way IRC AR	0.00
IR CSAC AR	0.00
DOE-VPK Receivable	0.00
UW OK AR	0.00
CSC OK AR	0.00
MC BOCC AR	8,092.80
AR OTHER-CUSTOMER	0.00
Accounts Receivable Other	0.00
Total Accounts Receivable	891,721.62
Deposits	
Deposits	4,139.53
Total Deposits	4,139.53
Provider Advances-VPK	771.60
Total Current Assets	2,266,156.90
<b>Fixed Assets</b>	
Computer Equipment	36,834.73
Furniture-Fixtures	22,734.05
Equipment	55,822.23
Leashold Improvements	0.00
Software	26,659.92
Accumulated Depreciation	
Accumulated Depreciation	(123,835.78)
Total Accumulated Depreciation	(123,835.78)
Total Fixed Assets	18,215.15
Total Assets	2,284,372.05
<b>Liabilities</b>	
<b>Short-term Liabilities</b>	
Accounts Payable	902,700.74
Accounts Payable-Other	0.00
Interest -OEL Payable	186.25
CSC Advance	0.00
OEL Advance	
Due to OEL - Refundable Advance	1,310,105.76
Total OEL Advance	1,310,105.76

**ELC of IRMO**  
 Balance Sheet  
 As of 7/31/2017

	Current Year
<b>Payroll Liabilities</b>	
Payroll Liabilities	(0.04)
Insurance Premiums Withheld	(1,583.49)
Accrued Payroll Manual Checks	(190.00)
Accrued Taxes Worker Comp	0.00
Retirement Plan Payable	2,195.30
Accrued Taxes Other	(0.03)
Total Payroll Liabilities	421.74
<b>Accrued Payroll</b>	
Accrued Payroll	0.00
Total Accrued Payroll	0.00
<b>Accrued Comp Absences</b>	40,072.08
<b>Deferred Revenue</b>	
Deferred Revenue VPK	1,007.39
Deferred Revenue Local Match IR	0.00
Deferred Revenue Local Match OK	0.00
Total Deferred Revenue	1,007.39
Total Short-term Liabilities	2,254,493.96
<b>Total Liabilities</b>	2,254,493.96
<b>Net Assets</b>	
Beginning Net Assets	25,220.48
Total Beginning Net Assets	25,220.48
Current YTD Net Income	4,657.61
Total Current YTD Net Income	4,657.61
Total Net Assets	29,878.09
<b>Total Liabilities and Net Assets</b>	2,284,372.05

**ELC of IRMO**  
Statement of Functional Expenses - Budget to Actual  
From 7/1/2017 Through 7/31/2017

	Current Period Actual	Current Period Budget - Original	Current Year Actual	YTD Budget - Original	Total Budget - Original	Percent Total Budget Remaining - Original
<b>Revenue</b>						
SR Revenue	662,095.68	710,010.58	662,095.68	710,010.58	8,520,127.00	(92.23)%
PFP REVENUE	0.00	29,583.33	0.00	29,583.33	355,000.00	(100.00)%
VPK Revenue	128,014.42	479,771.42	128,014.42	479,771.42	5,757,257.00	(97.78)%
VPK OAMI Revenue	0.00	1,032.00	0.00	1,032.00	12,384.00	(100.00)%
United Way-Okeechobee	0.00	250.00	0.00	250.00	3,000.00	(100.00)%
MC CSC ELC Match Direct Services	152,901.04	57,178.50	152,901.04	57,178.50	686,142.00	(77.72)%
MC BOCC REV	8,812.80	1,416.22	8,812.80	1,416.22	16,994.60	(48.14)%
OK CSC	0.00	416.67	0.00	416.67	5,000.00	(100.00)%
Contribution Misc Revenue	0.00	416.67	0.00	416.67	5,000.00	(100.00)%
Unrestricted Revenue	0.00	541.67	0.00	541.67	6,500.00	(100.00)%
Restricted Contributions	4,000.00	41.67	4,000.00	41.67	500.00	700.00%
Match Raising Revenue	0.00	872.92	0.00	872.92	10,475.00	(100.00)%
Earned Interest	186.25	191.67	186.25	191.67	2,300.00	(91.90)%
<b>Total Revenue</b>	<b>956,010.19</b>	<b>1,281,723.32</b>	<b>956,010.19</b>	<b>1,281,723.32</b>	<b>15,380,679.60</b>	<b>(93.78)%</b>
<b>Expenses</b>						
SR Provider Payments	599,122.97	564,526.33	599,122.97	564,526.33	6,774,316.00	91.16%
PFPF PROVIDER PAYMENTS	0.00	29,583.33	0.00	29,583.33	355,000.00	100.00%
VPK Provider Payments	115,641.54	461,318.67	115,641.54	461,318.67	5,535,824.00	97.91%
IR PROV. PYMTS LOCAL MATCH RAISED	0.00	291.67	0.00	291.67	3,500.00	100.00%
CSCMC ELC Match Provider Payments	152,901.04	57,178.50	152,901.04	57,178.50	686,142.00	77.72%
MC BOCC	7,587.00	1,416.22	7,587.00	1,416.22	16,994.60	55.36%
OK CSC Provider Payments	0.00	416.67	0.00	416.67	5,000.00	100.00%
Local Grants Provider Payments	0.00	333.33	0.00	333.33	4,000.00	100.00%
UW-Provider Payments-Okeechobee	0.00	250.00	0.00	250.00	3,000.00	100.00%
Salaries	40,774.11	104,166.67	40,774.11	104,166.67	1,250,000.00	96.74%
Employers FICA Tax Expense	3,071.84	7,968.75	3,071.84	7,968.75	95,625.00	96.79%
State RA Taxes	0.00	816.67	0.00	816.67	9,800.00	100.00%
Worker's Compensation	120.45	354.17	120.45	354.17	4,250.00	97.17%
Retirement Plan Expense	0.00	5,833.33	0.00	5,833.33	70,000.00	100.00%
Health Insurance	12,822.48	12,083.33	12,822.48	12,083.33	145,000.00	91.16%
Dental/Vision Insurance	228.96	291.67	228.96	291.67	3,500.00	93.46%
Professional Fees/Services(Audit-Legal-Contract)	432.89	2,916.67	432.89	2,916.67	35,000.00	98.76%
Program Related Costs/Supplies/Materials	0.00	10,000.00	0.00	10,000.00	120,000.00	100.00%
Provider Scholarships/Education Stipends	0.00	833.33	0.00	833.33	10,000.00	100.00%
IT- Software Support/Licenses/Renewals	532.24	1,000.00	532.24	1,000.00	12,000.00	95.56%
Staff Development/Training/Conferences	0.00	1,083.33	0.00	1,083.33	13,000.00	100.00%
Public Relations/Outreach/Consumer Education	0.00	466.67	0.00	466.67	5,600.00	100.00%
Dues/Subscriptions/Memberships	320.00	0.00	320.00	0.00	0.00	0.00%
Equipment Purchases under \$1,000	0.00	1,000.00	0.00	1,000.00	12,000.00	100.00%



## ELC of IRMO

Statement of Functional Expenses - Budget to Actual  
From 7/1/2017 Through 7/31/2017

	Current Period Actual	Current Period Budget - Original	Current Year Actual	YTD Budget - Original	Total Budget - Original	Percent Total Budget Remaining - Original
Equipment Rental/Lease	1,365.22	1,000.00	1,365.22	1,000.00	12,000.00	88.62%
Insurance-D&O-GL-Bond	0.00	1,000.00	0.00	1,000.00	12,000.00	100.00%
Miscellaneous Costs/Bank Charges	278.54	0.00	278.54	0.00	0.00	0.00%
Office Supplies-Office Expense Items	1,220.85	416.67	1,220.85	416.67	5,000.00	75.58%
Postage-Shipping-Delivery	189.04	166.67	189.04	166.67	2,000.00	90.55%
Printing-Reproduction	2,925.42	458.33	2,925.42	458.33	5,500.00	46.81%
Rent and Occupancy Costs	8,177.01	8,583.33	8,177.01	8,583.33	103,000.00	92.06%
Storage Facility Cost	45.00	0.00	45.00	0.00	0.00	0.00%
Communications	2,909.73	2,000.00	2,909.73	2,000.00	24,000.00	87.88%
Meals-Lodging-Transportation Costs	0.00	1,250.00	0.00	1,250.00	15,000.00	100.00%
Mileage Reimbursement	0.00	1,250.00	0.00	1,250.00	15,000.00	100.00%
Non Reimbursable Expenses	0.00	833.33	0.00	833.33	10,000.00	100.00%
Interest Expense Non-Reimbursable	186.25	191.67	186.25	191.67	2,300.00	91.90%
Depreciation Expense	500.00	444.00	500.00	444.00	5,328.00	90.62%
<b>Total Expenses</b>	<b>951,352.58</b>	<b>1,281,723.31</b>	<b>951,352.58</b>	<b>1,281,723.31</b>	<b>15,380,679.60</b>	<b>93.81%</b>
Net Revenue Over/Under Expenses	4,657.61	0.01	4,657.61	0.01	0.00	0.00%

**ELC of IRMO**  
Normal Trial Balance - Board TB  
From 7/1/2017 Through 7/31/2017

Account Code	Account Title	Debit Balance	Credit Balance
10000	SUNTRUST OPERATING ACCOUNT	1,356,856.36	
10050	SUNTRUST PAYROLL ACCOUNT	12,667.70	
10100	BB&T Operating 2032	0.09	
10120	BB&T Depository 0634	0.00	
10140	BB&T Payroll 0650	0.00	
11010	VPK Receivable	0.00	
11015	VPK AR	128,786.02	
11020	SR Receivable	0.00	
11025	SR AR	583,231.68	
11030	OAMI RECEIVABLE	0.00	
11040	CSCMC Receivable	0.00	
11045	CSCMC AR	170,952.21	
11055	BBBS-IR-AR	658.91	
11065	United Way IRC AR	0.00	
11070	IR CSAC AR	0.00	
11075	DOE-VPK Receivable	0.00	
11080	UW OK AR	0.00	
11090	CSC OK AR	0.00	
11091	MC BOCC AR	8,092.80	
11092	AR OTHER-CUSTOMER	0.00	
11100	Accounts Receivable Other	0.00	
14600	Deposits	4,139.53	
15000	Provider Advances VPK	771.60	
16010	Computer Equipment	36,834.73	
16020	Furniture Fixtures	22,734.05	
16040	Equipment	55,822.23	
16050	Leasehold Improvements	0.00	
16100	Software	26,659.92	
16600	Accumulated Depreciation		123,835.78
20100	Accounts Payable		902,730.13
20110	Accounts Payable Other	0.00	
20210	Interest-OEL Payable		186.25
20220	CSCMC Advance ELC Match	0.00	
20500	VPK PROVIDER ADV A/P	29.39	
21000	Payroll Liabilities	0.04	
21010	Insurance Premiums Withheld	1,583.49	
21020	Accrued Payroll Manual Checks	190.00	
21030	Accrued Taxes Worker Comp	0.00	
21040	Retirement Plan Payable		2,195.30
21050	Accrued Taxes Other	0.03	
21180	Accrued Payroll	0.00	
21200	Accrued Pay Leave		40,072.08
22000	Due to OEL - Refundable Advance		1,310,105.76
22500	Deferred Revenue VPK		1,007.39
22600	Deferred Revenue Local Match IR	0.00	
22620	Deferred Revenue Local Match OK	0.00	
30000	Opening Balance Equity		25,220.48
40020	SR Revenue		662,095.68
40120	VPK Revenue		128,014.42
40320	MC CSC ELC Match Direct Services		152,901.04
40321	MC BOCC REV		8,812.80
40610	Restricted Contributions		4,000.00
40800	Earned Interest		186.25
50100	SR Provider Payments	599,122.97	
50220	VPK Provider Payments	115,641.54	
50320	CSCMC ELC Match Provider Payments	152,901.04	

**ELC of IRMO**  
Normal Trial Balance - Board TB  
From 7/1/2017 Through 7/31/2017

Account Code	Account Title	Debit Balance	Credit Balance
50321	MC BOCC	7,587.00	
60000	Salaries	40,774.11	
60020	Employers FICA Tax Expense	3,071.84	
60040	Worker's Compensation	120.45	
60070	Health Insurance	12,822.48	
60080	Dental/Vision Insurance	228.96	
60210	Professional Fees/Services(Audit-Legal-Contract)	432.89	
60420	IT- Software Support/Licenses/Renewals	532.24	
60800	Dues/Subscriptions/Memberships	320.00	
60920	Equipment Rental/Lease	1,365.22	
61250	Miscellaneous Costs/Bank Charges	278.54	
61300	Office Supplies-Office Expense Items	1,220.85	
61350	Postage-Shipping-Delivery	189.04	
61400	Printing-Reproduction	2,925.42	
61500	Rent and Occupancy Costs	8,177.01	
61510	Storage Facility Cost	45.00	
61600	Communications	2,909.73	
80000	Interest Expense Non-Reimbursable	186.25	
82000	Depreciation Expense	500.00	
Report Total		3,361,363.36	3,361,363.36
Report Difference		0.00	

**ELC of IRMO**  
Aged Receivables by Due Date - Aged AR  
Aging Date - 7/31/2017  
From 7/1/2014 Through 7/31/2017

Customer ID	Customer Name	Invoice Number	Invoice/Cre... Date	Current	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
BB/BS	Big Brothers/Big S...	16-17 JUN 17 BBBS	6/30/2017	0.00	658.91	0.00	0.00	658.91
Total BB/BS	Big Brothers/Big S...			0.00	658.91	0.00	0.00	658.91
CSC-MC	Children's Service...	16-17 JUN CSCMC	6/30/2017	0.00	18,051.17	0.00	0.00	18,051.17
CSC-MC		17-18 CSCMC	7/31/2017	152,901.04	0.00	0.00	0.00	152,901.04
Total CSC-MC	Children's Service...			152,901.04	18,051.17	0.00	0.00	170,952.21
MC BOCC	MARTIN COUNTY ...	16-17 JUN 17 MCBOCC	6/30/2017	0.00	(720.00)	0.00	0.00	(720.00)
MC BOCC		17-18 JUL 17 MCBOCC	7/31/2017	0.00	8,812.80	0.00	0.00	8,812.80
Total MC BOCC	MARTIN COUNTY ...			0.00	8,092.80	0.00	0.00	8,092.80
OEL - SR	Office of Early Lea...	17-18 JUL 17 SR	7/31/2017	583,231.68	0.00	0.00	0.00	583,231.68
Total OEL - SR	Office of Early Lea...			583,231.68	0.00	0.00	0.00	583,231.68
OEL-VPK	Office of Early Lea...	17-18 JUL 17 VPK	7/31/2017	128,786.02	0.00	0.00	0.00	128,786.02
Total OEL-VPK	Office of Early Lea...			128,786.02	0.00	0.00	0.00	128,786.02
Report Total				864,918.74	26,802.88	0.00	0.00	891,721.62

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
061834489-...	Miss Diane's Daycare	JULY 17 SR 16	8/30/2017	117.00	0.00	0.00	0.00	0.00	117.00
Total 061834489-...	Miss Diane's Daycare			117.00	0.00	0.00	0.00	0.00	117.00
200351144-...	STEPPING STONE ACADEMY I	JULY 17 SR 208	8/30/2017	11,846.76	0.00	0.00	0.00	0.00	11,846.76
		JULY 17 SR 212	8/30/2017	96.80	0.00	0.00	0.00	0.00	96.80
		JULY 17 SR 219	8/30/2017	322.56	0.00	0.00	0.00	0.00	322.56
		JULY 17 SR 228	8/30/2017	14,740.23	0.00	0.00	0.00	0.00	14,740.23
Total 200351144-...	STEPPING STONE ACADEMY I			27,006.35	0.00	0.00	0.00	0.00	27,006.35
200351175-...	SCHOOLS DEPOT DBA CRADLES TO CRAYONS	-377.28		0.00	0.00	0.00	0.00	(377.28)	(377.28)
		JULY 17 SR 23	8/30/2017	2,538.75	0.00	0.00	0.00	0.00	2,538.75
		JULY 17 SR 33	8/30/2017	208.00	0.00	0.00	0.00	0.00	208.00
		JULY 17 SR 40	8/30/2017	476.00	0.00	0.00	0.00	0.00	476.00
		JULY 17 SR 46	8/30/2017	171.00	0.00	0.00	0.00	0.00	171.00
		JULY 17 SR 75	8/30/2017	7,996.96	0.00	0.00	0.00	0.00	7,996.96
Total 200351175-...	SCHOOLS DEPOT DBA CRADLES TO CRAYONS			11,390.71	0.00	0.00	0.00	(377.28)	11,013.43
200353715-...	STEPPING STONES ACADEMY II	JULY 17 SR 209	8/30/2017	2,447.22	0.00	0.00	0.00	0.00	2,447.22

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
		JULY 17 SR 217	8/30/2017	816.90	0.00	0.00	0.00	0.00	816.90
		JULY 17 SR 229	8/30/2017	16,633.43	0.00	0.00	0.00	0.00	16,633.43
Total 200353715-...	STEPPING STONES ACADEMY II			19,897.55	0.00	0.00	0.00	0.00	19,897.55
205206285-...	LITTLE RISING STARS INC	FY 16.17 ADJ 04	7/25/2017	0.00	(15.90)	0.00	0.00	0.00	(15.90)
		JULY 17 SR 15	8/30/2017	923.18	0.00	0.00	0.00	0.00	923.18
		JULY 17 SR 66	8/30/2017	4,562.05	0.00	0.00	0.00	0.00	4,562.05
Total 205206285-...	LITTLE RISING STARS INC			5,485.23	(15.90)	0.00	0.00	0.00	5,469.33
237161038-...	REDEEMER LUTHERAN PRESCHOOL VERO	JULY 17 SR 20	8/30/2017	1,087.50	0.00	0.00	0.00	0.00	1,087.50
		JULY 17 SR 72	8/30/2017	4,343.60	0.00	0.00	0.00	0.00	4,343.60
Total 237161038-...	REDEEMER LUTHERAN PRESCHOOL VERO			5,431.10	0.00	0.00	0.00	0.00	5,431.10
260074975-...	A CHILDS WORLD CHILDCARE	JULY 17 SR 205	8/30/2017	7,239.34	0.00	0.00	0.00	0.00	7,239.34
		JULY 17 SR 214	8/30/2017	351.96	0.00	0.00	0.00	0.00	351.96
		JULY 17 SR 221	8/30/2017	24,355.22	0.00	0.00	0.00	0.00	24,355.22
		JULY 17 SR 47	8/30/2017	156.78	0.00	0.00	0.00	0.00	156.78
		JULY 17 SR 82	8/30/2017	835.38	0.00	0.00	0.00	0.00	835.38

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
		VPK JUL 17 ADV	7/31/2017	(3,858.00)	0.00	0.00	0.00	0.00	(3,858.00)
		VPK JULY 17 05	8/30/2017	4,062.00	0.00	0.00	0.00	0.00	4,062.00
Total 260074975-...	A CHILDS WORLD CHILDCARE			33,142.68	0.00	0.00	0.00	0.00	33,142.68
260074975-...	A CHILDS WORLD SOUTH	JULY 17 SR 206	8/30/2017	3,730.60	0.00	0.00	0.00	0.00	3,730.60
		JULY 17 SR 222	8/30/2017	10,160.16	0.00	0.00	0.00	0.00	10,160.16
Total 260074975-...	A CHILDS WORLD SOUTH			13,890.76	0.00	0.00	0.00	0.00	13,890.76
260250817-...	LEARNING TRACKS DBA TINY TREASURES	JULY 17 SR 14	8/30/2017	2,140.08	0.00	0.00	0.00	0.00	2,140.08
		JULY 17 SR 148	8/30/2017	142.64	0.00	0.00	0.00	0.00	142.64
		JULY 17 SR 187	8/30/2017	142.64	0.00	0.00	0.00	0.00	142.64
		JULY 17 SR 65	8/30/2017	6,592.61	0.00	0.00	0.00	0.00	6,592.61
Total 260250817-...	LEARNING TRACKS DBA TINY TREASURES			9,017.97	0.00	0.00	0.00	0.00	9,017.97
260250817-...	LEARNING TRACKS DBA THE LEARNING NEST	JULY 17 SR 13	8/30/2017	3,832.96	0.00	0.00	0.00	0.00	3,832.96
		JULY 17 SR 64	8/30/2017	7,470.67	0.00	0.00	0.00	0.00	7,470.67
		VPK JUL 17 ADJ 06	9/27/2017	(26.94)	0.00	0.00	0.00	0.00	(26.94)

**ELC of IRMO**  
 Aged Payables by Due Date - Aged Payables Report  
 Aging Date - 7/31/2017  
 From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 260250817-...	LEARNING TRACKS DBA THE LEARNING NEST			11,276.69	0.00	0.00	0.00	0.00	11,276.69
260455103-...	KIDZ EXPLORATION CENTER FOR EARLY DEV	JULY 17 SR 101	8/30/2017	407.32	0.00	0.00	0.00	0.00	407.32
		JULY 17 SR 147	8/30/2017	574.62	0.00	0.00	0.00	0.00	574.62
		JULY 17 SR 186	8/30/2017	574.62	0.00	0.00	0.00	0.00	574.62
Total 260455103-...	KIDZ EXPLORATION CENTER FOR EARLY DEV			1,556.56	0.00	0.00	0.00	0.00	1,556.56
262453301-...	ROCK SOLID CHRISTIAN ACADEMY	FY 16.17 ADJ 17	7/25/2017	0.00	(44.75)	0.00	0.00	0.00	(44.75)
		JULY 17 SR 216	8/30/2017	289.75	0.00	0.00	0.00	0.00	289.75
		JULY 17 SR 227	8/30/2017	1,272.00	0.00	0.00	0.00	0.00	1,272.00
Total 262453301-...	ROCK SOLID CHRISTIAN ACADEMY			1,561.75	(44.75)	0.00	0.00	0.00	1,517.00
262519710-...	Royal Family Daycare Home	JULY 17 SR 22	8/30/2017	3,463.80	0.00	0.00	0.00	0.00	3,463.80
		JULY 17 SR 39	8/30/2017	1,159.20	0.00	0.00	0.00	0.00	1,159.20
		JULY 17 SR 45	8/30/2017	270.00	0.00	0.00	0.00	0.00	270.00
		JULY 17 SR 74	8/30/2017	3,849.90	0.00	0.00	0.00	0.00	3,849.90



**ELC of IRMO**  
 Aged Payables by Due Date - Aged Payables Report  
 Aging Date - 7/31/2017  
 From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 262519710-...	Royal Family Daycare Home			8,742.90	0.00	0.00	0.00	0.00	8,742.90
262606133-...	APPLE TREE ACADEMY V CENTRAL	FY 16.17 CSQ ADJ 01	7/25/2017	0.00	5,204.32	0.00	0.00	0.00	5,204.32
Total 262606133-...	APPLE TREE ACADEMY V CENTRAL			0.00	5,204.32	0.00	0.00	0.00	5,204.32
262971501-...	OXFORD ACADEMY PRESCHOOL OF VERO BEACH	JULY 17 SR 18	8/30/2017	1,364.20	0.00	0.00	0.00	0.00	1,364.20
		JULY 17 SR 69	8/30/2017	4,944.15	0.00	0.00	0.00	0.00	4,944.15
Total 262971501-...	OXFORD ACADEMY PRESCHOOL OF VERO BEACH			6,308.35	0.00	0.00	0.00	0.00	6,308.35
263459935-...	WYNN FAMILY CHILD CARE	JULY 17 SR 27	8/30/2017	635.50	0.00	0.00	0.00	0.00	635.50
		JULY 17 SR 81	8/30/2017	2,550.45	0.00	0.00	0.00	0.00	2,550.45
Total 263459935-...	WYNN FAMILY CHILD CARE			3,185.95	0.00	0.00	0.00	0.00	3,185.95
264531011-...	Jackson Child Care Home	JULY 17 SR 61	8/30/2017	730.00	0.00	0.00	0.00	0.00	730.00
Total 264531011-...	Jackson Child Care Home			730.00	0.00	0.00	0.00	0.00	730.00
266296330-...	GREEN FAMILY DAY CARE HOME	JULY 17 SR 57	8/30/2017	2,331.00	0.00	0.00	0.00	0.00	2,331.00

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 266296330-...	GREEN FAMILY DAY CARE HOME			2,331.00	0.00	0.00	0.00	0.00	2,331.00
267067500-...	KALYNAS CHILD CARE	JULY 17 SR 62	8/30/2017	1,050.00	0.00	0.00	0.00	0.00	1,050.00
Total 267067500-...	KALYNAS CHILD CARE			1,050.00	0.00	0.00	0.00	0.00	1,050.00
270027707-...	IVY LEAGUE PRESCHOOL ACADEMY	JULY 17 SR 99	8/30/2017	590.00	0.00	0.00	0.00	0.00	590.00
Total 270027707-...	IVY LEAGUE PRESCHOOL ACADEMY			590.00	0.00	0.00	0.00	0.00	590.00
271337474-...	REED CHILD CARE AND LEARNING CENTER CORP	JULY 17 SR 109	8/30/2017	1,542.90	0.00	0.00	0.00	0.00	1,542.90
		JULY 17 SR 126	8/30/2017	346.50	0.00	0.00	0.00	0.00	346.50
		JULY 17 SR 156	8/30/2017	7,573.41	0.00	0.00	0.00	0.00	7,573.41
		JULY 17 SR 195	8/30/2017	7,573.44	0.00	0.00	0.00	0.00	7,573.44
Total 271337474-...	REED CHILD CARE AND LEARNING CENTER CORP			17,036.25	0.00	0.00	0.00	0.00	17,036.25
273764792-...	OPEN ARMS INSTITUTE OF FORT PIERCE, INC.	JULY 17 SR 154	8/30/2017	399.00	0.00	0.00	0.00	0.00	399.00
		JULY 17 SR 193	8/30/2017	399.00	0.00	0.00	0.00	0.00	399.00
		JULY 17 SR 68	8/30/2017	672.00	0.00	0.00	0.00	0.00	672.00

**ELC of IRMO**  
 Aged Payables by Due Date - Aged Payables Report  
 Aging Date - 7/31/2017  
 From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 273764792-...	OPEN ARMS INSTITUTE OF FORT PIERCE, INC.			1,470.00	0.00	0.00	0.00	0.00	1,470.00
286585150-...	CHERYL BRANAM FAMILY DAY CARE HOME	FY 16.17 ADJ 02	7/25/2017	0.00	254.00	0.00	0.00	0.00	254.00
		JULY 17 SR 03	8/30/2017	1,417.00	0.00	0.00	0.00	0.00	1,417.00
		JULY 17 SR 51	8/30/2017	2,230.00	0.00	0.00	0.00	0.00	2,230.00
Total 286585150-...	CHERYL BRANAM FAMILY DAY CARE HOME			3,647.00	254.00	0.00	0.00	0.00	3,901.00
383783555-...	FELLSMERE COMMUNITY PRAYER & WORSHIP CENTER INC.	JULY 17 SR 04	8/30/2017	195.00	0.00	0.00	0.00	0.00	195.00
		JULY 17 SR 29	8/30/2017	100.00	0.00	0.00	0.00	0.00	100.00
		JULY 17 SR 52	8/30/2017	1,367.00	0.00	0.00	0.00	0.00	1,367.00
Total 383783555-...	FELLSMERE COMMUNITY PRAYER & WORSHIP CENTER INC.			1,662.00	0.00	0.00	0.00	0.00	1,662.00
383889046-...	MRS THERESAS CHILD CARE CENTER	JULY 17 SR 17	8/30/2017	3,981.50	0.00	0.00	0.00	0.00	3,981.50
		JULY 17 SR 67	8/30/2017	8,047.50	0.00	0.00	0.00	0.00	8,047.50

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 383889046-...	MRS THERESAS CHILD CARE CENTER			12,029.00	0.00	0.00	0.00	0.00	12,029.00
383922133-...	GREAT BEGINNINGS PRESCHOOL AND CC	JULY 17 SR 09	8/30/2017	346.50	0.00	0.00	0.00	0.00	346.50
		JULY 17 SR 31	8/30/2017	745.50	0.00	0.00	0.00	0.00	745.50
		JULY 17 SR 36	8/30/2017	570.50	0.00	0.00	0.00	0.00	570.50
		JULY 17 SR 56	8/30/2017	3,455.50	0.00	0.00	0.00	0.00	3,455.50
Total 383922133-...	GREAT BEGINNINGS PRESCHOOL AND CC			5,118.00	0.00	0.00	0.00	0.00	5,118.00
412198137-...	WILLIAMS CHILDCARE AND PRESCHOOL	JULY 17 SR 26	8/30/2017	3,337.80	0.00	0.00	0.00	0.00	3,337.80
		JULY 17 SR 79	8/30/2017	15,744.05	0.00	0.00	0.00	0.00	15,744.05
Total 412198137-...	WILLIAMS CHILDCARE AND PRESCHOOL			19,081.85	0.00	0.00	0.00	0.00	19,081.85
431243221-...	LAPETITE ACADEMY 2 VERO 7394	FY 16.17 ADJ 01	7/25/2017	0.00	209.00	0.00	0.00	0.00	209.00
		JULY 17 SR 12	8/30/2017	5,741.82	0.00	0.00	0.00	0.00	5,741.82
		JULY 17 SR 38	8/30/2017	1,205.82	0.00	0.00	0.00	0.00	1,205.82

## ELC of IRMO

## Aged Payables by Due Date - Aged Payables Report

Aging Date - 7/31/2017

From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
		JULY 17 SR 44	8/30/2017	828.03	0.00	0.00	0.00	0.00	828.03
		JULY 17 SR 63	8/30/2017	17,533.46	0.00	0.00	0.00	0.00	17,533.46
Total 431243221-...	LAPETITE ACADEMY 2 VERO 7394			25,309.13	209.00	0.00	0.00	0.00	25,518.13
454860907-...	REED CHILD CARE AND LEARNING CENTER II	JULY 17 SR 110	8/30/2017	190.00	0.00	0.00	0.00	0.00	190.00
		JULY 17 SR 117	8/30/2017	340.00	0.00	0.00	0.00	0.00	340.00
		JULY 17 SR 124	8/30/2017	441.00	0.00	0.00	0.00	0.00	441.00
		JULY 17 SR 157	8/30/2017	5,356.62	0.00	0.00	0.00	0.00	5,356.62
		JULY 17 SR 196	8/30/2017	5,356.63	0.00	0.00	0.00	0.00	5,356.63
Total 454860907-...	REED CHILD CARE AND LEARNING CENTER II			11,684.25	0.00	0.00	0.00	0.00	11,684.25
455332973-...	GLOBAL LEARNING OF STUART INC	JULY 17 SR 143	8/30/2017	11,906.16	0.00	0.00	0.00	0.00	11,906.16
		JULY 17 SR 182	8/30/2017	11,906.18	0.00	0.00	0.00	0.00	11,906.18
		JULY 17 SR 97	8/30/2017	4,254.94	0.00	0.00	0.00	0.00	4,254.94
Total 455332973-...	GLOBAL LEARNING OF STUART INC			28,067.28	0.00	0.00	0.00	0.00	28,067.28
455373719-...	ST. JAMES KID'S ACADEMY 2	JULY 17 SR 76	8/30/2017	566.00	0.00	0.00	0.00	0.00	566.00

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 455373719-...	ST. JAMES KID'S ACADEMY 2			566.00	0.00	0.00	0.00	0.00	566.00
460852938-...	Bambini's Kingdom, Inc.	JULY 17 SR 89	8/30/2017	910.80	0.00	0.00	0.00	0.00	910.80
Total 460852938-...	Bambini's Kingdom, Inc.			910.80	0.00	0.00	0.00	0.00	910.80
461284839-...	WILLIE'S FIRST STEP DAY SCHOOL LLC	JULY 17 SR 80	8/30/2017	2,952.00	0.00	0.00	0.00	0.00	2,952.00
Total 461284839-...	WILLIE'S FIRST STEP DAY SCHOOL LLC			2,952.00	0.00	0.00	0.00	0.00	2,952.00
462570314-...	FIRST IMPRESSIONS DAYCARE AND PRESCH II	JULY 17 SR 06	8/30/2017	685.00	0.00	0.00	0.00	0.00	685.00
		JULY 17 SR 54	8/30/2017	2,205.00	0.00	0.00	0.00	0.00	2,205.00
Total 462570314-...	FIRST IMPRESSIONS DAYCARE AND PRESCH II			2,890.00	0.00	0.00	0.00	0.00	2,890.00
463154612-...	All About ABC's Learning Center	JULY 17 SR 128	8/30/2017	3,240.50	0.00	0.00	0.00	0.00	3,240.50
		JULY 17 SR 167	8/30/2017	3,240.50	0.00	0.00	0.00	0.00	3,240.50
		JULY 17 SR 84	8/30/2017	2,562.40	0.00	0.00	0.00	0.00	2,562.40
Total 463154612-...	All About ABC's Learning Center			9,043.40	0.00	0.00	0.00	0.00	9,043.40

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
463154612-...	ALL ABOUT ABC'S LEARNING CENTER II	JULY 17 SR 127	8/30/2017	2,331.75	0.00	0.00	0.00	0.00	2,331.75
		JULY 17 SR 166	8/30/2017	2,331.75	0.00	0.00	0.00	0.00	2,331.75
		JULY 17 SR 83	8/30/2017	952.00	0.00	0.00	0.00	0.00	952.00
Total 463154612-...	ALL ABOUT ABC'S LEARNING CENTER II			5,615.50	0.00	0.00	0.00	0.00	5,615.50
463277220-...	CLUB PURE PRESCHOOL	JULY 17 SR 140	8/30/2017	373.50	0.00	0.00	0.00	0.00	373.50
		JULY 17 SR 179	8/30/2017	373.50	0.00	0.00	0.00	0.00	373.50
Total 463277220-...	CLUB PURE PRESCHOOL			747.00	0.00	0.00	0.00	0.00	747.00
463793990-...	VERO BEACH PRESCHOOL	JULY 17 SR 25	8/30/2017	1,401.60	0.00	0.00	0.00	0.00	1,401.60
		JULY 17 SR 34	8/30/2017	360.00	0.00	0.00	0.00	0.00	360.00
		JULY 17 SR 78	8/30/2017	8,294.50	0.00	0.00	0.00	0.00	8,294.50
Total 463793990-...	VERO BEACH PRESCHOOL			10,056.10	0.00	0.00	0.00	0.00	10,056.10
464681735-...	BRYANT FAMILY CHILDCARE HOME	JULY 17 SR 49	8/30/2017	204.00	0.00	0.00	0.00	0.00	204.00
Total 464681735-...	BRYANT FAMILY CHILDCARE HOME			204.00	0.00	0.00	0.00	0.00	204.00
464805408-...	BAMBINOS CHILDCARE INC	JULY 17 SR 133	8/30/2017	189.00	0.00	0.00	0.00	0.00	189.00

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
		JULY 17 SR 172	8/30/2017	189.00	0.00	0.00	0.00	0.00	189.00
Total 464805408-...	BAMBINOS CHILDCARE INC			378.00	0.00	0.00	0.00	0.00	378.00
470965859-...	RIVERSIDE MONTESSORI	JULY 17 SR 111	8/30/2017	210.00	0.00	0.00	0.00	0.00	210.00
		JULY 17 SR 125	8/30/2017	126.00	0.00	0.00	0.00	0.00	126.00
Total 470965859-...	RIVERSIDE MONTESSORI			336.00	0.00	0.00	0.00	0.00	336.00
475342309-...	CHILDREN'S ACAD DBA OKEE CHILDREN'S ACADEMY	JULY 17 SR 207	8/30/2017	2,960.15	0.00	0.00	0.00	0.00	2,960.15
		JULY 17 SR 211	8/30/2017	1,308.30	0.00	0.00	0.00	0.00	1,308.30
		JULY 17 SR 215	8/30/2017	661.50	0.00	0.00	0.00	0.00	661.50
		JULY 17 SR 218	8/30/2017	215.25	0.00	0.00	0.00	0.00	215.25
		JULY 17 SR 225	8/30/2017	19,890.00	0.00	0.00	0.00	0.00	19,890.00
Total 475342309-...	CHILDREN'S ACAD DBA OKEE CHILDREN'S ACADEMY			25,035.20	0.00	0.00	0.00	0.00	25,035.20
475387803-...	PETER'S ROCK CHRISTIAN ACADEMY AND LEARNING CENTER	JULY 17 SR 226	8/30/2017	778.75	0.00	0.00	0.00	0.00	778.75



**ELC of IRMO**  
 Aged Payables by Due Date - Aged Payables Report  
 Aging Date - 7/31/2017  
 From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 475387803-...	PETER'S ROCK CHRISTIAN ACADEMY AND LEARNING CENTER			778.75	0.00	0.00	0.00	0.00	778.75
475450380-...	HOPE MONTESSORI ACADEMY, INC	JULY 17 SR 10	8/30/2017	3,256.50	0.00	0.00	0.00	0.00	3,256.50
		JULY 17 SR 58	8/30/2017	1,672.50	0.00	0.00	0.00	0.00	1,672.50
Total 475450380-...	HOPE MONTESSORI ACADEMY, INC			4,929.00	0.00	0.00	0.00	0.00	4,929.00
521377218-...	BUSY BEE ACADEMY	JULY 17 SR 02	8/30/2017	1,097.70	0.00	0.00	0.00	0.00	1,097.70
		JULY 17 SR 50	8/30/2017	5,164.90	0.00	0.00	0.00	0.00	5,164.90
Total 521377218-...	BUSY BEE ACADEMY			6,262.60	0.00	0.00	0.00	0.00	6,262.60
591107869-...	HOBE SOUND CCC	JULY 17 SR 144	8/30/2017	3,043.10	0.00	0.00	0.00	0.00	3,043.10
		JULY 17 SR 183	8/30/2017	3,043.10	0.00	0.00	0.00	0.00	3,043.10
		JULY 17 SR 98	8/30/2017	2,356.00	0.00	0.00	0.00	0.00	2,356.00
Total 591107869-...	HOBE SOUND CCC			8,442.20	0.00	0.00	0.00	0.00	8,442.20
591141608-...	THELMA B PITTMAN JUPITER PRESCHOOL INC	JULY 17 SR 161	8/30/2017	508.77	0.00	0.00	0.00	0.00	508.77
		JULY 17 SR 200	8/30/2017	508.77	0.00	0.00	0.00	0.00	508.77

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 591141608-...	THELMA B PITTMAN JUPITER PRESCHOOL INC			1,017.54	0.00	0.00	0.00	0.00	1,017.54
591144567-...	EOC CITRUS ELEM HEAD START	VPK JUL 17 ADJ 01	9/27/2017	(53.88)	0.00	0.00	0.00	0.00	(53.88)
Total 591144567-...	EOC CITRUS ELEM HEAD START			(53.88)	0.00	0.00	0.00	0.00	(53.88)
591144567-...	EOC DOUGLAS HEAD START	VPK JUL 17 ADJ 02	9/27/2017	(26.94)	0.00	0.00	0.00	0.00	(26.94)
Total 591144567-...	EOC DOUGLAS HEAD START			(26.94)	0.00	0.00	0.00	0.00	(26.94)
591206516-...	IRSC CHILD DEVELOPMENT CENTER	JULY 17 SR 11	8/30/2017	328.00	0.00	0.00	0.00	0.00	328.00
Total 591206516-...	IRSC CHILD DEVELOPMENT CENTER			328.00	0.00	0.00	0.00	0.00	328.00
591221966-...	RCMA WHISPERING PINES CDC	JULY 17 SR 19	8/30/2017	396.60	0.00	0.00	0.00	0.00	396.60
		JULY 17 SR 71	8/30/2017	1,485.88	0.00	0.00	0.00	0.00	1,485.88
Total 591221966-...	RCMA WHISPERING PINES CDC			1,882.48	0.00	0.00	0.00	0.00	1,882.48
591221966-...	RCMA CHILDREN'S HOUSE DEV CENTER	JULY 17 SR 70	8/30/2017	224.20	0.00	0.00	0.00	0.00	224.20

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 591221966-...	RCMA CHILDREN'S HOUSE DEV CENTER			224.20	0.00	0.00	0.00	0.00	224.20
591293630-...	St Joseph Catholic School	VPK JUL 17 ADJ 11	9/27/2017	(176.67)	0.00	0.00	0.00	0.00	(176.67)
Total 591293630-...	St Joseph Catholic School			(176.67)	0.00	0.00	0.00	0.00	(176.67)
591651492-...	GERTRUDE WALDEN CHILD CARE	FY 16.17 ADJ 11	7/25/2017	0.00	(10.48)	0.00	0.00	0.00	(10.48)
		FY 16.17 ADJ 20	7/25/2017	0.00	(10.48)	0.00	0.00	0.00	(10.48)
		FY 16.17 CSQ ADJ 03	7/25/2017	0.00	5,159.66	0.00	0.00	0.00	5,159.66
		JULY 17 SR 08	8/30/2017	287.52	0.00	0.00	0.00	0.00	287.52
		JULY 17 SR 142	8/30/2017	16,325.01	0.00	0.00	0.00	0.00	16,325.01
		JULY 17 SR 181	8/30/2017	16,325.02	0.00	0.00	0.00	0.00	16,325.02
		JULY 17 SR 224	8/30/2017	453.20	0.00	0.00	0.00	0.00	453.20
		JULY 17 SR 96	8/30/2017	3,753.28	0.00	0.00	0.00	0.00	3,753.28
Total 591651492-...	GERTRUDE WALDEN CHILD CARE			37,144.03	5,138.70	0.00	0.00	0.00	42,282.73
591911653-...	YMCA TREASURE COAST STUART CAMP	JULY 17 SR 115	8/30/2017	879.00	0.00	0.00	0.00	0.00	879.00
		JULY 17 SR 164	8/30/2017	2,935.02	0.00	0.00	0.00	0.00	2,935.02

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
		JULY 17 SR 203	8/30/2017	2,935.03	0.00	0.00	0.00	0.00	2,935.03
		JULY 17 SR 28	8/30/2017	17.90	0.00	0.00	0.00	0.00	17.90
Total 591911653-...	YMCA TREASURE COAST STUART CAMP			6,766.95	0.00	0.00	0.00	0.00	6,766.95
591911653-...	YMCA TREASURE COAST TEDDYBEAR	JULY 17 SR 165	8/30/2017	4,371.25	0.00	0.00	0.00	0.00	4,371.25
		JULY 17 SR 204	8/30/2017	4,371.25	0.00	0.00	0.00	0.00	4,371.25
Total 591911653-...	YMCA TREASURE COAST TEDDYBEAR			8,742.50	0.00	0.00	0.00	0.00	8,742.50
591911653-...	YMCA INDIANTOWN LOUIS DREYFUS CITRUS	FY 16.17 ADJ 08	7/25/2017	0.00	(21.00)	0.00	0.00	0.00	(21.00)
		JULY 17 SR 114	8/30/2017	3,691.00	0.00	0.00	0.00	0.00	3,691.00
		JULY 17 SR 119	8/30/2017	420.00	0.00	0.00	0.00	0.00	420.00
		JULY 17 SR 163	8/30/2017	8,887.37	0.00	0.00	0.00	0.00	8,887.37
		JULY 17 SR 202	8/30/2017	8,887.37	0.00	0.00	0.00	0.00	8,887.37
Total 591911653-...	YMCA INDIANTOWN LOUIS DREYFUS CITRUS			21,885.74	(21.00)	0.00	0.00	0.00	21,864.74
591911653-...	YMCA INDIANTOWN AFTERSCHOOL	FY 16.17 ADJ 16	7/25/2017	0.00	99.92	0.00	0.00	0.00	99.92

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
		FY 16.17 ADJ 25	7/25/2017	0.00	99.92	0.00	0.00	0.00	99.92
		JULY 17 SR 113	8/30/2017	310.80	0.00	0.00	0.00	0.00	310.80
		JULY 17 SR 118	8/30/2017	310.80	0.00	0.00	0.00	0.00	310.80
		JULY 17 SR 162	8/30/2017	3,616.72	0.00	0.00	0.00	0.00	3,616.72
		JULY 17 SR 201	8/30/2017	3,616.72	0.00	0.00	0.00	0.00	3,616.72
Total 591911653-...	YMCA INDIANTOWN AFTERSCHOOL			7,855.04	199.84	0.00	0.00	0.00	8,054.88
592001615-...	HOPE RURAL SCHOOL	VPK MAY 17 45	6/30/2017	0.00	0.00	(754.25)	0.00	0.00	(754.25)
Total 592001615-...	HOPE RURAL SCHOOL			0.00	0.00	(754.25)	0.00	0.00	(754.25)
592007570-...	LOVING CARE CHILD DEV CENTER	JULY 17 SR 103	8/30/2017	389.40	0.00	0.00	0.00	0.00	389.40
Total 592007570-...	LOVING CARE CHILD DEV CENTER			389.40	0.00	0.00	0.00	0.00	389.40
592168520-...	The Grace Place Preschool, INC.	JULY 17 SR 159	8/30/2017	861.00	0.00	0.00	0.00	0.00	861.00
		JULY 17 SR 198	8/30/2017	861.00	0.00	0.00	0.00	0.00	861.00
Total 592168520-...	The Grace Place Preschool, INC.			1,722.00	0.00	0.00	0.00	0.00	1,722.00
592191367-...	BRIDGES EARLY LEARNING CENTER	JULY 17 SR 01	8/30/2017	3,686.50	0.00	0.00	0.00	0.00	3,686.50

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
		JULY 17 SR 41	8/30/2017	1,144.50	0.00	0.00	0.00	0.00	1,144.50
		JULY 17 SR 48	8/30/2017	8,836.00	0.00	0.00	0.00	0.00	8,836.00
Total 592191367-...	BRIDGES EARLY LEARNING CENTER			13,667.00	0.00	0.00	0.00	0.00	13,667.00
592438918-...	Suncoast Primary School Inc	VPK MAY 17 ADV 03	4/30/2017	0.00	0.00	0.00	0.00	(29.39)	(29.39)
Total 592438918-...	Suncoast Primary School Inc			0.00	0.00	0.00	0.00	(29.39)	(29.39)
592447306-...	FOR KIDS ONLY	JULY 17 SR 07	8/30/2017	11,477.83	0.00	0.00	0.00	0.00	11,477.83
		JULY 17 SR 30	8/30/2017	416.43	0.00	0.00	0.00	0.00	416.43
		JULY 17 SR 35	8/30/2017	832.86	0.00	0.00	0.00	0.00	832.86
		JULY 17 SR 55	8/30/2017	24,918.79	0.00	0.00	0.00	0.00	24,918.79
		VPK JUL 17 ADJ 05	9/27/2017	(26.94)	0.00	0.00	0.00	0.00	(26.94)
Total 592447306-...	FOR KIDS ONLY			37,618.97	0.00	0.00	0.00	0.00	37,618.97
592699227-...	KIDS FIRST OF STUART	JULY 17 SR 100	8/30/2017	400.00	0.00	0.00	0.00	0.00	400.00
		JULY 17 SR 146	8/30/2017	505.00	0.00	0.00	0.00	0.00	505.00
		JULY 17 SR 185	8/30/2017	505.00	0.00	0.00	0.00	0.00	505.00
Total 592699227-...	KIDS FIRST OF STUART			1,410.00	0.00	0.00	0.00	0.00	1,410.00

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
593529099-...	TLC PRESCHOOL OF SEBASTIAN INC	FY 16.17 ADJ 05	7/25/2017	0.00	(57.20)	0.00	0.00	0.00	(57.20)
		JULY 17 SR 24	8/30/2017	4,541.40	0.00	0.00	0.00	0.00	4,541.40
		JULY 17 SR 77	8/30/2017	6,617.95	0.00	0.00	0.00	0.00	6,617.95
Total 593529099-...	TLC PRESCHOOL OF SEBASTIAN INC			11,159.35	(57.20)	0.00	0.00	0.00	11,102.15
596000673-...	IRSD EXT DAY CITRUS ELEM	FY 16.17 ADJ 03	7/25/2017	0.00	(83.75)	0.00	0.00	0.00	(83.75)
		JULY 17 SR 32	8/30/2017	160.80	0.00	0.00	0.00	0.00	160.80
		JULY 17 SR 43	8/30/2017	573.80	0.00	0.00	0.00	0.00	573.80
		JULY 17 SR 59	8/30/2017	3,128.70	0.00	0.00	0.00	0.00	3,128.70
Total 596000673-...	IRSD EXT DAY CITRUS ELEM			3,863.30	(83.75)	0.00	0.00	0.00	3,779.55
596000673-...	IRSD EXT DAY TREASURE COAST ELEM	JULY 17 SR 37	8/30/2017	382.00	0.00	0.00	0.00	0.00	382.00
		JULY 17 SR 60	8/30/2017	784.45	0.00	0.00	0.00	0.00	784.45
Total 596000673-...	IRSD EXT DAY TREASURE COAST ELEM			1,166.45	0.00	0.00	0.00	0.00	1,166.45
596000673-...	IRSD PRE K TREASURE COAST ELEM.	VPK JULY 17 02	8/30/2017	11,633.50	0.00	0.00	0.00	0.00	11,633.50

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 596000673-...	IRSD PRE K TREASURE COAST ELEM.			11,633.50	0.00	0.00	0.00	0.00	11,633.50
596000673-...	IRSD PRE K CITRUS ELEMENTARY	VPK JUL 17 ADJ 08	9/27/2017	(271.69)	0.00	0.00	0.00	0.00	(271.69)
		VPK JULY 17 01	8/30/2017	33,144.70	0.00	0.00	0.00	0.00	33,144.70
Total 596000673-...	IRSD PRE K CITRUS ELEMENTARY			32,873.01	0.00	0.00	0.00	0.00	32,873.01
596000742-...	MCSD EXT DAY JENSEN BEACH ELEM	FY 16.17 ADJ 06	7/25/2017	0.00	97.50	0.00	0.00	0.00	97.50
Total 596000742-...	MCSD EXT DAY JENSEN BEACH ELEM			0.00	97.50	0.00	0.00	0.00	97.50
596000742-...	MCSD EXT DAY PINEWOOD ELEM	JULY 17 SR 107	8/30/2017	375.00	0.00	0.00	0.00	0.00	375.00
		JULY 17 SR 116	8/30/2017	96.00	0.00	0.00	0.00	0.00	96.00
		JULY 17 SR 123	8/30/2017	620.00	0.00	0.00	0.00	0.00	620.00
		JULY 17 SR 153	8/30/2017	8,270.50	0.00	0.00	0.00	0.00	8,270.50
		JULY 17 SR 192	8/30/2017	8,270.50	0.00	0.00	0.00	0.00	8,270.50
Total 596000742-...	MCSD EXT DAY PINEWOOD ELEM			17,632.00	0.00	0.00	0.00	0.00	17,632.00



**ELC of IRMO**  
 Aged Payables by Due Date - Aged Payables Report  
 Aging Date - 7/31/2017  
 From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
596000742-...	MCSO EXT DAY FELIX A WILLIAM ELEM	-4.37		0.00	0.00	0.00	0.00	(4.37)	(4.37)
		JULY 17 SR 104	8/30/2017	1,395.00	0.00	0.00	0.00	0.00	1,395.00
		JULY 17 SR 122	8/30/2017	208.00	0.00	0.00	0.00	0.00	208.00
		JULY 17 SR 150	8/30/2017	4,766.87	0.00	0.00	0.00	0.00	4,766.87
		JULY 17 SR 189	8/30/2017	4,766.88	0.00	0.00	0.00	0.00	4,766.88
Total 596000742-...	MCSO EXT DAY FELIX A WILLIAM ELEM			11,136.75	0.00	0.00	0.00	(4.37)	11,132.38
596000742-...	MCSO EXT DAY PALM CITY ELEM	JULY 17 SR 106	8/30/2017	858.00	0.00	0.00	0.00	0.00	858.00
		JULY 17 SR 152	8/30/2017	1,657.75	0.00	0.00	0.00	0.00	1,657.75
		JULY 17 SR 191	8/30/2017	1,657.75	0.00	0.00	0.00	0.00	1,657.75
Total 596000742-...	MCSO EXT DAY PALM CITY ELEM			4,173.50	0.00	0.00	0.00	0.00	4,173.50
596000742-...	MCSO EXT DAY HOBE SOUND ELEM	-3.00		0.00	0.00	0.00	0.00	(3.00)	(3.00)
		FY 16.17 ADJ 12	7/25/2017	0.00	(4.13)	0.00	0.00	0.00	(4.13)
		FY 16.17 ADJ 21	7/25/2017	0.00	(4.12)	0.00	0.00	0.00	(4.12)
		JULY 17 SR 105	8/30/2017	1,481.00	0.00	0.00	0.00	0.00	1,481.00
		JULY 17 SR 151	8/30/2017	5,200.87	0.00	0.00	0.00	0.00	5,200.87

**ELC of IRMO**  
 Aged Payables by Due Date - Aged Payables Report  
 Aging Date - 7/31/2017  
 From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
		JULY 17 SR 190	8/30/2017	5,200.88	0.00	0.00	0.00	0.00	5,200.88
Total 596000742-...	MCSO EXT DAY HOBE SOUND ELEM			11,882.75	(8.25)	0.00	0.00	(3.00)	11,871.50
596000742-...	MCSO SALERNO LEARNING CENTER	VPK JUL 17 ADJ 12	9/27/2017	1,057.92	0.00	0.00	0.00	0.00	1,057.92
		VPK JULY 17 03	8/30/2017	19,118.94	0.00	0.00	0.00	0.00	19,118.94
Total 596000742-...	MCSO SALERNO LEARNING CENTER			20,176.86	0.00	0.00	0.00	0.00	20,176.86
596000742-...	MCSO WARFIELD ELEMENTARY	VPK JULY 17 04	8/30/2017	47,682.40	0.00	0.00	0.00	0.00	47,682.40
Total 596000742-...	MCSO WARFIELD ELEMENTARY			47,682.40	0.00	0.00	0.00	0.00	47,682.40
596000743-...	MARTIN CO PARKS AND REC JENSEN BEACH	JULY 17 SR 145	8/30/2017	510.00	0.00	0.00	0.00	0.00	510.00
		JULY 17 SR 184	8/30/2017	510.00	0.00	0.00	0.00	0.00	510.00
Total 596000743-...	MARTIN CO PARKS AND REC JENSEN BEACH			1,020.00	0.00	0.00	0.00	0.00	1,020.00
650209633-...	TENDERCARE DAY CARE AND PRESCHOOL	JULY 17 SR 210	8/30/2017	4,010.94	0.00	0.00	0.00	0.00	4,010.94
		JULY 17 SR 213	8/30/2017	724.92	0.00	0.00	0.00	0.00	724.92
		JULY 17 SR 220	8/30/2017	1,087.12	0.00	0.00	0.00	0.00	1,087.12

**ELC of IRMO**  
 Aged Payables by Due Date - Aged Payables Report  
 Aging Date - 7/31/2017  
 From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
		JULY 17 SR 230	8/30/2017	18,849.40	0.00	0.00	0.00	0.00	18,849.40
Total 650209633-...	TENDERCARE DAY CARE AND PRESCHOOL			24,672.38	0.00	0.00	0.00	0.00	24,672.38
650216826-...	DUNBAR CHILD CARE CENTER	JULY 17 SR 141	8/30/2017	5,247.49	0.00	0.00	0.00	0.00	5,247.49
		JULY 17 SR 180	8/30/2017	5,247.51	0.00	0.00	0.00	0.00	5,247.51
		JULY 17 SR 95	8/30/2017	1,834.00	0.00	0.00	0.00	0.00	1,834.00
Total 650216826-...	DUNBAR CHILD CARE CENTER			12,329.00	0.00	0.00	0.00	0.00	12,329.00
650253002-...	BOYS AND GIRLS CLUB OF MARTIN E STUART	JULY 17 SR 120	8/30/2017	15.90	0.00	0.00	0.00	0.00	15.90
		JULY 17 SR 138	8/30/2017	2,757.40	0.00	0.00	0.00	0.00	2,757.40
		JULY 17 SR 177	8/30/2017	2,757.40	0.00	0.00	0.00	0.00	2,757.40
		JULY 17 SR 93	8/30/2017	538.80	0.00	0.00	0.00	0.00	538.80
Total 650253002-...	BOYS AND GIRLS CLUB OF MARTIN E STUART			6,069.50	0.00	0.00	0.00	0.00	6,069.50
650253002-...	BOYS AND GIRLS CLUB OF MARTIN HOBE SOUND	JULY 17 SR 135	8/30/2017	2,235.05	0.00	0.00	0.00	0.00	2,235.05
		JULY 17 SR 174	8/30/2017	2,235.05	0.00	0.00	0.00	0.00	2,235.05
		JULY 17 SR 90	8/30/2017	676.00	0.00	0.00	0.00	0.00	676.00

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 650253002-...	BOYS AND GIRLS CLUB OF MARTIN HOBE SOUND			5,146.10	0.00	0.00	0.00	0.00	5,146.10
650253002-...	BOYS AND GIRLS CLUB OF MARTIN PALM CITY	JULY 17 SR 136	8/30/2017	1,983.85	0.00	0.00	0.00	0.00	1,983.85
		JULY 17 SR 175	8/30/2017	1,983.85	0.00	0.00	0.00	0.00	1,983.85
		JULY 17 SR 91	8/30/2017	676.00	0.00	0.00	0.00	0.00	676.00
Total 650253002-...	BOYS AND GIRLS CLUB OF MARTIN PALM CITY			4,643.70	0.00	0.00	0.00	0.00	4,643.70
650253002-...	BOYS AND GIRLS CLUB OF MARTIN PT SALERNO	JULY 17 SR 137	8/30/2017	4,358.25	0.00	0.00	0.00	0.00	4,358.25
		JULY 17 SR 176	8/30/2017	4,358.25	0.00	0.00	0.00	0.00	4,358.25
		JULY 17 SR 92	8/30/2017	270.40	0.00	0.00	0.00	0.00	270.40
Total 650253002-...	BOYS AND GIRLS CLUB OF MARTIN PT SALERNO			8,986.90	0.00	0.00	0.00	0.00	8,986.90
650253002-...	BOYS AND GIRLS CLUB OF INDIANTOWN	JULY 17 SR 134	8/30/2017	671.25	0.00	0.00	0.00	0.00	671.25
		JULY 17 SR 173	8/30/2017	671.25	0.00	0.00	0.00	0.00	671.25
Total 650253002-...	BOYS AND GIRLS CLUB OF INDIANTOWN			1,342.50	0.00	0.00	0.00	0.00	1,342.50

**ELC of IRMO**  
 Aged Payables by Due Date - Aged Payables Report  
 Aging Date - 7/31/2017  
 From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
650433492-...	TEMPLE BEIT HAYAM, INC.	JULY 17 SR 112	8/30/2017	1,449.00	0.00	0.00	0.00	0.00	1,449.00
		JULY 17 SR 158	8/30/2017	598.50	0.00	0.00	0.00	0.00	598.50
		JULY 17 SR 197	8/30/2017	598.50	0.00	0.00	0.00	0.00	598.50
Total 650433492-...	TEMPLE BEIT HAYAM, INC.			2,646.00	0.00	0.00	0.00	0.00	2,646.00
650439465-...	FAITH ACADEMY PRESCHOOL	JULY 17 SR 223	8/30/2017	996.00	0.00	0.00	0.00	0.00	996.00
Total 650439465-...	FAITH ACADEMY PRESCHOOL			996.00	0.00	0.00	0.00	0.00	996.00
650530954-...	CHILDREN EMPORIUM	JULY 17 SR 139	8/30/2017	635.50	0.00	0.00	0.00	0.00	635.50
		JULY 17 SR 178	8/30/2017	635.50	0.00	0.00	0.00	0.00	635.50
		JULY 17 SR 94	8/30/2017	437.00	0.00	0.00	0.00	0.00	437.00
Total 650530954-...	CHILDREN EMPORIUM			1,708.00	0.00	0.00	0.00	0.00	1,708.00
650911353-...	Alphabet Farms Preschool Inc	VPK JUL 17 ADJ 10	9/27/2017	(203.85)	0.00	0.00	0.00	0.00	(203.85)
Total 650911353-...	Alphabet Farms Preschool Inc			(203.85)	0.00	0.00	0.00	0.00	(203.85)
650928573-...	ROSS SMALL WORLD	JULY 17 SR 21	8/30/2017	108.00	0.00	0.00	0.00	0.00	108.00
		JULY 17 SR 73	8/30/2017	4,706.40	0.00	0.00	0.00	0.00	4,706.40

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 650928573-...	ROSS SMALL WORLD			4,814.40	0.00	0.00	0.00	0.00	4,814.40
651111803-...	PEBBLESTONE ACADEMY, INC.	FY 16.17 ADJ 07	7/25/2017	0.00	46.00	0.00	0.00	0.00	46.00
		JULY 17 SR 108	8/30/2017	4,210.90	0.00	0.00	0.00	0.00	4,210.90
		JULY 17 SR 155	8/30/2017	8,313.65	0.00	0.00	0.00	0.00	8,313.65
		JULY 17 SR 194	8/30/2017	8,313.65	0.00	0.00	0.00	0.00	8,313.65
Total 651111803-...	PEBBLESTONE ACADEMY, INC.			20,838.20	46.00	0.00	0.00	0.00	20,884.20
651133375-...	STEPPING STONE EC STUART	VPK JUN 15 ADV 02	5/30/2015	0.00	0.00	0.00	0.00	(36.45)	(36.45)
Total 651133375-...	STEPPING STONE EC STUART			0.00	0.00	0.00	0.00	(36.45)	(36.45)
800099451-...	THE HOPE CENTER FOR AUTISM, INC.	FY 16.17 ADJ 15	7/25/2017	0.00	(170.00)	0.00	0.00	0.00	(170.00)
		FY 16.17 ADJ 24	7/25/2017	0.00	(170.00)	0.00	0.00	0.00	(170.00)
		JULY 17 SR 160	8/30/2017	110.50	0.00	0.00	0.00	0.00	110.50
		JULY 17 SR 199	8/30/2017	110.50	0.00	0.00	0.00	0.00	110.50
Total 800099451-...	THE HOPE CENTER FOR AUTISM, INC.			221.00	(340.00)	0.00	0.00	0.00	(119.00)
813218015-...	LITTLE SCHOLARS CHILD DEVELOPMENT CENTER	JULY 17 SR 102	8/30/2017	2,575.80	0.00	0.00	0.00	0.00	2,575.80

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
		JULY 17 SR 121	8/30/2017	390.00	0.00	0.00	0.00	0.00	390.00
		JULY 17 SR 149	8/30/2017	1,743.42	0.00	0.00	0.00	0.00	1,743.42
		JULY 17 SR 188	8/30/2017	1,743.43	0.00	0.00	0.00	0.00	1,743.43
Total 813218015-...	LITTLE SCHOLARS CHILD DEVELOPMENT CENTER			6,452.65	0.00	0.00	0.00	0.00	6,452.65
815331842-...	FIRST BEGINNINGS ACADEMY #1	JULY 17 SR 05	8/30/2017	270.00	0.00	0.00	0.00	0.00	270.00
		JULY 17 SR 42	8/30/2017	840.00	0.00	0.00	0.00	0.00	840.00
		JULY 17 SR 53	8/30/2017	2,302.00	0.00	0.00	0.00	0.00	2,302.00
Total 815331842-...	FIRST BEGINNINGS ACADEMY #1			3,412.00	0.00	0.00	0.00	0.00	3,412.00
815419734-...	APPLE TREE ACADEMY - JENSEN BEACH	FY 16.17 ADJ 09	7/25/2017	0.00	(409.08)	0.00	0.00	0.00	(409.08)
		FY 16.17 ADJ 18	7/25/2017	0.00	(409.08)	0.00	0.00	0.00	(409.08)
		JULY 17 SR 130	8/30/2017	6,663.74	0.00	0.00	0.00	0.00	6,663.74
		JULY 17 SR 169	8/30/2017	6,663.78	0.00	0.00	0.00	0.00	6,663.78
		JULY 17 SR 86	8/30/2017	3,123.76	0.00	0.00	0.00	0.00	3,123.76
		WEEK 5 & 6	8/23/2017	2,910.60	0.00	0.00	0.00	0.00	2,910.60

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 815419734-...	APPLE TREE ACADEMY - JENSEN BEACH			19,361.88	(818.16)	0.00	0.00	0.00	18,543.72
815419840-...	APPLE TREE ACADEMY - PALM CITY	JULY 17 SR 131	8/30/2017	5,011.73	0.00	0.00	0.00	0.00	5,011.73
		JULY 17 SR 170	8/30/2017	5,011.74	0.00	0.00	0.00	0.00	5,011.74
		JULY 17 SR 87	8/30/2017	535.16	0.00	0.00	0.00	0.00	535.16
Total 815419840-...	APPLE TREE ACADEMY - PALM CITY			10,558.63	0.00	0.00	0.00	0.00	10,558.63
815439633-...	APPLE TREE ACADEMY - SOUTH	JULY 17 SR 132	8/30/2017	11,487.50	0.00	0.00	0.00	0.00	11,487.50
		JULY 17 SR 171	8/30/2017	11,487.51	0.00	0.00	0.00	0.00	11,487.51
		JULY 17 SR 88	8/30/2017	7,931.28	0.00	0.00	0.00	0.00	7,931.28
Total 815439633-...	APPLE TREE ACADEMY - SOUTH			30,906.29	0.00	0.00	0.00	0.00	30,906.29
815446602-...	APPLE TREE ACADEMY - CENTRAL	FY 16.17 CSQ ADJ 02	7/25/2017	0.00	373.56	0.00	0.00	0.00	373.56
		JULY 17 SR 129	8/30/2017	7,536.58	0.00	0.00	0.00	0.00	7,536.58
		JULY 17 SR 168	8/30/2017	7,536.59	0.00	0.00	0.00	0.00	7,536.59
		JULY 17 SR 85	8/30/2017	5,254.62	0.00	0.00	0.00	0.00	5,254.62



**ELC of IRMO**  
 Aged Payables by Due Date - Aged Payables Report  
 Aging Date - 7/31/2017  
 From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total 815446602-...	APPLE TREE ACADEMY - CENTRAL			20,327.79	373.56	0.00	0.00	0.00	20,701.35
AFLAC	AFLAC	378259	8/30/2017	1,424.83	0.00	0.00	0.00	0.00	1,424.83
Total AFLAC	AFLAC			1,424.83	0.00	0.00	0.00	0.00	1,424.83
ARCHIVES	Archives Management Centers Inc	173714	8/30/2017	45.00	0.00	0.00	0.00	0.00	45.00
Total ARCHIVES	Archives Management Centers Inc			45.00	0.00	0.00	0.00	0.00	45.00
CANON	CANON FINANCIAL SERVICES, INC.	17581928	8/20/2017	464.37	0.00	0.00	0.00	0.00	464.37
Total CANON	CANON FINANCIAL SERVICES, INC.			464.37	0.00	0.00	0.00	0.00	464.37
CCSPC	CONNECTICUT - CCSPC	PE 7.29.17	8/30/2017	190.00	0.00	0.00	0.00	0.00	190.00
Total CCSPC	CONNECTICUT - CCSPC			190.00	0.00	0.00	0.00	0.00	190.00
CITYVERO	City of Vero Beach	IR 6.28-7.27...	8/30/2017	414.17	0.00	0.00	0.00	0.00	414.17
Total CITYVERO	City of Vero Beach			414.17	0.00	0.00	0.00	0.00	414.17
COMCAST	Comcast	IR 7.27-8.26...	8/21/2017	330.84	0.00	0.00	0.00	0.00	330.84
		MC 7.22-8.21...	8/21/2017	334.93	0.00	0.00	0.00	0.00	334.93

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
		OK7.30-8...	8/21/2017	300.79	0.00	0.00	0.00	0.00	300.79
Total COMCAST	Comcast			966.56	0.00	0.00	0.00	0.00	966.56
EQUIFAX	TALX CORPORATION	B1-584428	8/30/2017	72.80	0.00	0.00	0.00	0.00	72.80
Total EQUIFAX	TALX CORPORATION			72.80	0.00	0.00	0.00	0.00	72.80
GLOBAL CAPACITY	GLOBAL CAPACITY	49657469	8/30/2017	295.77	0.00	0.00	0.00	0.00	295.77
Total GLOBAL CAPACITY	GLOBAL CAPACITY			295.77	0.00	0.00	0.00	0.00	295.77
INFINI	Infinite Conferencing	IC19035-...	8/30/2017	143.06	0.00	0.00	0.00	0.00	143.06
Total INFINI	Infinite Conferencing			143.06	0.00	0.00	0.00	0.00	143.06
IRCSD VPK	INDIAN RIVER COUNTY SCHOOL DISTRICT	VPK JUL 17 ADJ 09	9/27/2017	15,180.00	0.00	0.00	0.00	0.00	15,180.00
Total IRCSD VPK	INDIAN RIVER COUNTY SCHOOL DISTRICT			15,180.00	0.00	0.00	0.00	0.00	15,180.00
McNair	LaShawnda McNair	LM WEEK 5	8/23/2017	90.00	0.00	0.00	0.00	0.00	90.00
Total McNair	LaShawnda McNair			90.00	0.00	0.00	0.00	0.00	90.00
MCSD VPK	MARTIN COUNTY SCHOOL DISTRICT	VPK JUL 17 ADJ 13	9/27/2017	6,347.52	0.00	0.00	0.00	0.00	6,347.52

**ELC of IRMO**  
Aged Payables by Due Date - Aged Payables Report  
Aging Date - 7/31/2017  
From 7/1/2016 Through 7/31/2017

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total MCSD VPK	MARTIN COUNTY SCHOOL DISTRICT			6,347.52	0.00	0.00	0.00	0.00	6,347.52
MROSAD	Rosado, Migdalia	MGR JUN17 TRV	7/25/2017	0.00	19.85	0.00	0.00	0.00	19.85
Total MROSAD	Rosado, Migdalia			0.00	19.85	0.00	0.00	0.00	19.85
Neal	Laura Neal	LN WEEK 5 & 6	8/23/2017	540.00	0.00	0.00	0.00	0.00	540.00
Total Neal	Laura Neal			540.00	0.00	0.00	0.00	0.00	540.00
PRINHQ	Print Headquarters	68004	8/30/2017	265.00	0.00	0.00	0.00	0.00	265.00
Total PRINHQ	Print Headquarters			265.00	0.00	0.00	0.00	0.00	265.00
QUILL	Quill Corporation	8235836	8/30/2017	27.99	0.00	0.00	0.00	0.00	27.99
Total QUILL	Quill Corporation			27.99	0.00	0.00	0.00	0.00	27.99
SAMCLU	Sam's Club Direct	JUL 17	8/30/2017	243.25	0.00	0.00	0.00	0.00	243.25
Total SAMCLU	Sam's Club Direct			243.25	0.00	0.00	0.00	0.00	243.25
SUNTRUST BUSINESS CA	SUNTRUST BUSINESS CARD	7.5-7.9.17	8/30/2017	52.24	0.00	0.00	0.00	0.00	52.24
Total SUNTRUST BUSINESS CA	SUNTRUST BUSINESS CARD			52.24	0.00	0.00	0.00	0.00	52.24
Report Total				893,751.72	10,153.76	(754.25)	0.00	(450.49)	902,700.74



## FINANCE COMMITTEE MEETING MINUTES

June 22, 2017

CareerSource Research Coast  
584 NW University Blvd., Port St. Lucie, FL

<b>Present:</b>	William Laughlin Cathleen Blair (via teleconference)	Ann Rodriguez
<b>Excused:</b>	Brian Bauer Lison Philor-Jonnassaint	Brandon Tucker
<b>Staff:</b>	Migdalia Rosado Zack Hackley	Pat Houston Loretta Toth
<b>Others:</b>	Barbara Clowdus Steve Newman (via teleconference) Tom Peer	Richard Reilly Donna Rivett

### I. CALL TO ORDER

The meeting was called to order by Chair, William Laughlin at 1:05 p.m. Roll call was taken. The meeting continued for information purposes since a quorum was not present.

### II. ANNOUNCEMENTS AND ADDITIONS/DELETIONS TO AGENDA – None

### III. ADOPTION OF AGENDA – Due to the lack of a quorum, no action was taken.

### IV. CONSENT AGENDA – Due to the lack of a quorum, no action was taken.

- A. Finance Committee Minutes – April 27, 2017
- B. Finance Committee Minutes – May 25, 2017

### V. OLD BUSINESS – None.

### VI. NEW BUSINESS – Mr. Hackley commented that OEL has extended the School Readiness grant through July 31, 2017. It is anticipated that all funds will be expended. CCEP (Child Care Executive Partnership) funds have been cut slightly for next year.

### VII. FINANCIAL REPORTS – The reports for April 30, 2017 were included in the packet. Mr. Newman requested to see an “Aging Schedule for A/R and A/P”.

*Tom Peer arrived at 1:14 p.m. and Richard Reilly arrived at 1:15 p.m.*

### VIII. CHAIRMAN’S COMMENTS – None.

### IX. BOARD MEMBER COMMENTS – None.

### X. PUBLIC COMMENTS – None.

### XI. ADJOURNMENT

There being no further comments, the meeting was adjourned at 1:16 p.m.

Respectfully submitted,

***Approved 8/7/17***

Will Laughlin, Chair  
WL:lt



**Early Learning Coalition**  
Of Indian River, Martin and Okeechobee Counties, Inc.

## FINANCE COMMITTEE MEETING MINUTES

August 7, 2017

ELC Main Office  
10 SE Central Parkway, Suite 200, Stuart, FL

<b>Present:</b>	Michelle Akins William Laughlin	Steve Newman (via teleconference) Karlette Peck
<b>Excused:</b>	Miranda Hawker	Ann Rodriguez
<b>Staff:</b>	Migdalia Rosado Zack Hackley	Loretta Toth

### I. CALL TO ORDER

In the absence of Chair, Ann Rodriguez, the meeting was called to order by Acting Chair, William Laughlin at 8:30 a.m. Roll call was taken and a quorum present.

### II. ANNOUNCEMENTS AND ADDITIONS/DELETIONS TO AGENDA – None

### III. ADOPTION OF AGENDA

*Motion to adopt the agenda was made by Michelle Akins, seconded by Karlette Peck and passed unanimously.*

### IV. CONSENT AGENDA

- A. Finance Committee Minutes – April 27, 2017
- B. Finance Committee Minutes – May 25, 2017
- C. Finance Committee Minutes – June 22, 2017

*Motion to approve the consent agenda was made by Michelle Akins, seconded by William Laughlin and passed.*

- V. **OLD BUSINESS** – Mr. Newman questioned the anticipated surplus as noted by OEL mentioned in previous minutes. Mr. Hackley explained that OEL's projections did not account for CCEP funds (dollar-for-dollar match) expended and once expended the School Readiness dollars are utilized more quickly.

### VI. NEW BUSINESS

- A. **Establish Meeting Dates for September and January** – Due to holidays in both months, the Committee suggested meetings be held September 11<sup>th</sup> and January 8<sup>th</sup>. Once confirmed with the Committee Chair, the dates will be finalized and committee members notified.
- B. **Fundraising Discussion** – Ideas for fundraisers were discussed, such as dinners, direct mail campaigns, and community foundations. Ideas will be presented to the Board for further input.

- VII. **FINANCIAL REPORTS** – The draft reports for June 30, 2017 were included in the packet. The Performance Funding Project grant has not yet closed and the 13<sup>th</sup> billing is not yet complete. Mr. Newman questioned the timeframe associated with the current receivables. Mr. Hackley explained that all amounts listed on the "aging schedule" have been collected and child care providers have already been paid. Coalitions are reimbursement based. An SR and VPK advance is requested

from the state at the beginning of the year which is paid back throughout the year with all VPK funds due back to OEL by June 30<sup>th</sup>. Child care providers receive an advance for VPK, but not for School Readiness. Adjustments have been made for year-end depreciation of all equipment. Mr. Newman questioned the status of all equipment from a functional standpoint. Mr. Hackley commented that the board approves the disposal of equipment, which then must be offered to all other coalitions in the state. All payroll liabilities will be accrued as of year-end. Mr. Newman requested to see an "Aging Schedule for A/P".

Mr. Hackley informed the committee that ELCIRMO received a notice on July 20<sup>th</sup> from OEL that they were de-obligating \$165,000 of School Readiness funding from ELCIRMO. ELCIRMO will not have these funds available for the July invoice as previously reported.

**VIII. CHAIRMAN'S COMMENTS** – None.

**IX. BOARD MEMBER COMMENTS** – None.

**X. PUBLIC COMMENTS** – None.

**XI. ADJOURNMENT**

There being no further comments, the meeting was adjourned at 9:25 a.m.

Respectfully submitted,

Will Laughlin, Acting Chair  
WL:lt



## BYLAWS/PERSONNEL COMMITTEE MEETING MINUTES

August 30, 2017  
(Via teleconference)

ELC Main Office  
10 SE Central Parkway, Suite 200, Stuart

Present:	Julie Bixler Tom Peer (via teleconference) Richard Reilly	Natalie Sanders (via teleconference) Joy Yates (via teleconference)
Excused:	Sandy Akre	Sabina Guthrie
Staff:	Migdalia Rosado	Loretta Toth

### I. CALL TO ORDER

The meeting was called to order by Chair, Julie Bixler at 8:03 a.m. Roll call was taken and a quorum was present.

### II. ANNOUNCEMENTS AND ADDITIONS /DELETIONS TO AGENDA – None

### III. ADOPTION OF AGENDA

*Motion was made by Tom Peer and seconded by Natalie Sanders to adopt the agenda. Motion carried unanimously.*

### IV. CONSENT AGENDA – May 2, 2017 Minutes

*Motion was made by Tom Peer and seconded by Natalie Sanders to approve the consent agenda as presented. Motion carried unanimously.*

### V. OLD BUSINESS - None

### VI. NEW BUSINESS

**A. Employee Handbook Revisions** – Ms. Rosado reviewed the recommended changes, noting that some changes were made for compliance reasons.

*Joy Yates joined via teleconference at 8:07 a.m.*

Reviewing the changes in detail, Ms. Bixler presented her recommendations.

- 1) Section I – Welcome Letter – 2<sup>nd</sup> paragraph, 1<sup>st</sup> sentence, add “of” before “educational”. 3<sup>rd</sup> paragraph, 5<sup>th</sup> sentence, change “the” to “their”.



- 2) Section I - Employment Relationship and Employee Acknowledgement Form should be placed at the end of the document as Appendices I and II. Employee Acknowledgement – 1<sup>st</sup> paragraph change “An” employee handbook to “This”. Last paragraph, 2<sup>nd</sup> sentence to read, “I acknowledge that I have received and read the handbook, and I understand that it is my responsibility to comply with the policies contained in this handbook and any revisions to it.”
- 3) Section 200 – Change the word “company” to “organization”. This change should be made throughout the document.
- 4) Section 207 – The word “personnel” should be changed to “personal”.
- 5) Section 218 – Discussed changing the word “probationary” to “conditional”. If the change is made, it will be changed throughout the document. The attorney will be asked for his review of “probationary” versus “conditional”. Additional changes included the 6<sup>th</sup> sentence, delete “work long before the expiration” and replace with “last the duration”. Add the following statements at the end of the paragraph: “At the end of the probationary period, the CEO and the probationary employee’s supervisor shall have an opportunity to evaluate the employee’s work habits, attitude, and skills before offering continued employment. The probationary employee’s employment will at the end of the 90-day period either be continued or the employee will be dismissed.”
- 6) Section 307 – The section will be reviewed by the attorney. An additional change included adding at the end of the first paragraph, “A copy of the employee’s military orders should be provided to the CEO at the time the employee requests the leave. Upon return, the employee will be reinstated to the same or a comparable position with seniority and benefits remaining as they were when the leave began.”
- 7) Section 315 – Voting Policy – This is a new section to be added. “This organization encourages all employees to vote on election days and will allow employees and staff up to two (2) hours with pay, if needed, on such days in which to place their vote at the polls. Any such absence should not interfere with work production needs and shall be approved by the employee’s supervisor.”
- 8) Section 501 – This section will be reviewed by the attorney.
- 9) Section 503 – 2<sup>nd</sup> paragraph, remove “no greater than 3 inches”.
- 10) Section 507 – 1<sup>st</sup> paragraph, add at the end of the last sentence, “including the use of organization letterhead for personal purposes.”
- 11) Section 512 – 1<sup>st</sup> sentence, add “themselves and”, before “other”.
- 12) Section 515 – Change “intoxicating liquor” to “alcohol”. Add “s” to both narcotic and substance, making them plural.
- 13) Section 530 – Last sentence, change “case” to “cases”.

*Motion was made by Tom Peer to approve the changes in the handbook, including any recommended changes discussed, except for Sections 218, 307 and 501, which will be reviewed by the attorney. Motion was seconded by Natalie Sanders and approved unanimously.*

Once the changes have been made to the document and a response has been received from the attorney, the committee would like to review the changes prior to submission into the Board packet.

**VII. BOARD MEMBER COMMENTS - None**

**VIII. PUBLIC COMMENTS - None**

**IX. ADJOURNMENT**

There being no further business, the meeting adjourned at 9:12 a.m.

Respectfully submitted,

Julie Bixler, Chair  
JB/lt

DRAFT



**Early Learning Coalition**  
Of Indian River, Martin and Okeechobee Counties, Inc.

## PROGRAM COMMITTEE MEETING MINUTES

August 3, 2017

ELC Main Office  
10 SE Central Parkway, Suite 200, Stuart

<b>Present:</b>	Barbara Clowdus Rhiannon Forker (via teleconference)	Shonda Hunter (via teleconference) Donna Rivett
<b>Excused:</b>	Pat McCoy	
<b>Staff:</b>	Migdalia Rosado Pat Houston	Loretta Toth

### I. CALL TO ORDER

The meeting was called to order at 8:15 a.m. by Chair, Barbara Clowdus. Roll call was taken and a quorum present.

### II. ANNOUNCEMENTS AND ADDITIONS/DELETIONS TO AGENDA – None

### III. ADOPTION OF THE AGENDA

*Motion to adopt the agenda, was made by Donna Rivett, seconded by Shonda Hunter and passed unanimously.*

### IV. CONSENT AGENDA

#### A. Program Minutes – May 4, 2017

*Motion to approve the consent agenda was made by Donna Rivett, seconded by Shonda Hunter, and passed unanimously.*

### V. OLD BUSINESS – None

### VI. NEW BUSINESS

**A. Outreach Efforts to Reach More Families** – Ms. Houston commented this item is on the agenda because of discussions at previous meetings concerning how many children are not being served and how to address the situation. She referenced an analysis performed in Indian River County with community partners which reported about 95% of 4-year-old children in Indian River County were being served. Approximately 40% of 3-year old children attended preschool. All providers (contracted and uncontracted) as well as home-schooling committees were included in the reporting process.

ELCIRMO participates in outreach events in all counties and advertises in various publications such as Parenting Magazine. A copy of a recent ad was included in the packet. A listing of upcoming outreach events was included and discussed. Recommendations for future outreach events: a) should include an educational component, i.e., Touch-a-Truck – vendors could tell the children what the vehicles are and what they do; b) free tickets should be given to School Readiness (low-income) families; c) lollipops, hard candy and sticks of any kind should be discouraged.

It was clarified for new members that there is a wait list for School Readiness due to reaching targeted enrollments based on available funding, but VPK does not have a wait list as the state provides funding for all children interested in attending. The committee discussed the various “pockets” where an entire community may not be receiving services, which may be for cultural

reasons, their lack of knowledge of the programs available, or lack of transportation. The earlier a child is in the program, the greater the impact. Further discussion included educating the families in those “pockets” of communities on the importance of early education, how to obtain additional funding, community resources that can be utilized along with collaborating partners, the language barrier, and taking the programs to the communities to overcome the transportation obstacle.

It was recommended a comprehensive report be provided to the board members at the next meeting to obtain their input.

**B. Program Updates** – Ms. Houston provided the following updates:

- Provider stipends were awarded in June.
- The VPK Completer’s Program just ended, which was an 8-week program provided through a grant from the Martin County Board of County Commissioners.
- The Performance Funding Project applications for 2017-18 are being reviewed. There are 26 child care providers who have applied to participate.
- OEL will be requiring all child care providers to utilize the Provider Portal online system.

**VII. FUTURE AGENDA ITEMS**

- Follow-up to include additional information gathered to reach pockets in the communities.
- Setting tasks (regarding Item VI.A).

**VIII. BOARD MEMBER COMMENTS** – None.

**IX. PUBLIC COMMENTS** – None.

**X. ADJOURNMENT**

There being no further business, the meeting was adjourned at 9:30 a.m.

Respectfully submitted,

Barbara Clowdus, Chair  
BC/lt



**Early Learning Coalition  
of Indian River, Martin & Okeechobee Counties, Inc.**

**Comparison of Number of Children Served by County**

<b>School Readiness</b>			
	<b>August-17</b>	<b>August-16</b>	<b>Difference</b>
<b>Indian River</b>	771	723	48
<b>Martin</b>	1053	1040	13
<b>Okeechobee</b>	448	399	49
<b>Totals</b>	2272	2162	110

<b>VPK</b>			
	<b>August-17</b>	<b>August-16</b>	<b>Difference</b>
<b>Indian River</b>	616	677	-61
<b>Martin</b>	1009	884	125
<b>Okeechobee</b>	253	253	0
<b>Totals</b>	1878	1814	64

**Wait-list by County  
As of 9/18/2017**

	<b>Indian River</b>	<b>Okeechobee</b>	<b>Martin</b>
<b>Total</b>	227	94	199

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