Mission: To promote high-quality school readiness, voluntary pre-kindergarten and after school programs, thus increasing all children’s chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual needs of Miami-Dade and Monroe County children with a priority toward the ages before birth through age 5.

PROGRAM & POLICY COMMITTEE MEETING
July 29th, 3:30 p.m.
ELC Board Room

I. Welcome & Introductions Dr. Judy Schaechter
II. Approval of Minutes Dr. Judy Schaechter
III. HIPPY 
   A. Resolution Pamela Hollingsworth
IV. Diversity Training Resolution Pamela Hollingsworth
V. The Neighborhood Place for Early Head Start Pamela Hollingsworth
VI. Too Small to Fail Pamela Hollingsworth
VII. ECE Conference Pamela Hollingsworth
VIII. Professional Development Institute Pamela Hollingsworth
IX. Coalition Plan Jackye Russell
X. Adjourn Dr. Judy Schaechter
School Readiness program for parents of children ages 3-5 focusing on home based literacy

HIPPY empowers parents as their child’s first teacher and supports future academic success

Designed to bring underserved families, organizations, neighborhoods, and communities together

Strengthen underserved families by removing barriers to economic and community services

1 of only 9 (certified 2011) nationally recognized home visiting models that meets the evidence based criteria of the Maternal, Infant, Early Childhood Home Visiting Program
HISTORY

- Piloted with diverse immigrant communities and supported by NCJW at The Hebrew University of Jerusalem (1969). Director, Dr. Avima Lombard

- Operates internationally with fidelity to the HIPPY model (12 countries): Miami since 1985

- HIPPY USA: (2012) 23 states, 141 sites, 16,000 families

- HIPPY Florida: (2012) 17 counties, 2,500 families
# The HIPPY Model

<table>
<thead>
<tr>
<th>3-year home based curriculum</th>
<th>Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 weeks per year</td>
<td>Staff of Home Visitors</td>
</tr>
</tbody>
</table>

- Role Play Technique
- Home Visits and Group Meetings
Research Summary Highlights

- **Florida HIPPY Parent Involvement Study (268 parents English/Spanish)**
  - Fall 2011-documented frequency w/which 1st yr HIPPY parents take part in various home literacy & community activities with their children
  - Results compared w/parents in 2007 National Household Education Study (NHES)

- **Florida HIPPY Longitudinal Study (2,452 enrolled)**
  - Began in 2005 to demonstrate sustainability of HIPPY’s influence on academic performance
  - Florida DOE provides the kindergarten & FCAT test scores to Florida HIPPY State Office researcher
HIPPY IN MONROE COUNTY

- Oversite provided by Lidia Clarke, MAEd.
- Fifty (50) children and families to be served across the upper, middle and lower Keys
- One coordinator to serve Monroe County
- Two full time home visitors to serve 50 families across Monroe County
Who We Are

The Home Instruction for Parents of Preschool Youngsters (HIPPY) is a parent involvement and school readiness program. HIPPY offers free home-based early childhood education for three, four and five year old children working with their parent(s) as their first teacher. The parent is provided with a set of developmentally appropriate materials, curriculum and books designed to strengthen their children’s cognitive skills, early literacy skills, social/emotional and physical development.

History

• 1969: HIPPY was developed in Israel at the National Council of Jewish Women (NCJW) Research Institute for Innovation in Education at the Hebrew University in Jerusalem.
• 1984: HIPPY programs were established in the United States.
• 1985: The first Florida HIPPY program began in Miami.
• 1988: HIPPY USA was established at NCJW to provide training and technical assistance to all HIPPY programs.
• 1991: HIPPY USA became an independent, non-profit, educational organization.
• 1996: The Florida HIPPY Training & Technical Assistance Center was opened at the University of South Florida.
• 2008: Florida HIPPY has 15 sponsoring agencies which utilize the services of 21 professional coordinators and approximately 115 Home Visitors to serve more than 2,500 children in 17 counties.
• 2012: The National Research and Evaluation Center for HIPPY USA opened at the University of South Florida.

How HIPPY Helps Parents

• HIPPY begins with the basic tenet that all parents want the very best for their children, but might need support and help in developing their children’s potential.
• HIPPY gives parents the tools, skills and confidence they need to be the primary educators of their children.
• HIPPY teaches parents how to engage their children in educational activities.
• HIPPY delivers services through home visits by trained peers from the community.
• HIPPY provides additional learning experiences through group meeting activities and special events.

How HIPPY Helps Children

• HIPPY is primarily cognitive-based focusing on language development, problem solving, logical thinking and perceptual skills.
• HIPPY’s curriculum covers the skills necessary to acquire reading and other literacy skills.
• HIPPY’s curriculum is developmentally appropriate and builds on the child’s interests and maturing skills.
• HIPPY offers skill development through a variety of approaches.
• HIPPY fosters social-emotional and physical development in children.

Our Location

The Florida HIPPY Training and Technical Assistance (T&TA) Center was opened in 1996 and is based at the University of South Florida in Tampa. The role of the state office is to work in collaboration with HIPPY USA’s national office in Little Rock, Arkansas to provide training, technical support, and guidance to all of the HIPPY programs in the state of Florida. Currently, the state HIPPY office is staffed by 10 employees.
Quiénes Somos
El programa de Instrucción en el Hogar para los Padres de Familia de Niños Preescolares (HIPPY, por sus siglas en inglés) es un programa que involucra a los padres de familia y prepara a los niños para asistir a la escuela. HIPPY ofrece educación temprana gratuita, basada en el hogar, para niños de tres, cuatro y cinco años trabajando con los padres de familia como sus primeros maestros. Al padre de familia se le provee un conjunto de materiales, plan de estudio y libros, apropiados al nivel de desarrollo, diseñados para fortalecer las habilidades cognitivas, de alfabetización temprana, y el desarrollo social/emocional y físico.

Historia
• 1969: HIPPY fue desarrollado en Israel, en el Instituto de Investigación para la Innovación y Educación del Consejo Nacional de Mujeres Judías (NCJW, por sus siglas en inglés) en la Universidad Hebrea en Jerusalén.
• 1984: Se establecieron programas HIPPY en los Estados Unidos de América.
• 1985: El primer programa HIPPY en Florida empezó en Miami.
• 1988: HIPPY USA fue establecido en el NCJW para proveerles capacitación y asistencia técnica a todos los programas HIPPY.
• 1991: HIPPY USA se convirtió en una organización independiente, educativa, sin fines de lucro.
• 1996: Se abrió el Centro de Capacitación y Asistencia Técnica de HIPPY de Florida en la Universidad del Sur Florida.
• 2008: HIPPY de Florida tiene 15 agencias patrocinadoras las cuales utilizan los servicios de 21 coordinadores profesionales y aproximadamente 115 Visitadores de Hogar para atender a más de 2,500 niños en 17 países.
• 2012: El Centro Nacional de Investigación y Evaluación para HIPPY USA abrió en la Universidad del Sur Florida.

Cómo Ayuda HIPPY a los Padres de Familia
• HIPPY parte del principio básico que todos los padres de familia desean lo mejor para sus hijos, pero pueden necesitar apoyo y ayuda para desarrollar el potencial de sus hijos.
• HIPPY les da a los padres de familia las herramientas, habilidades y confianza necesarias para que sean los primeros educadores de sus hijos.
• HIPPY les enseña a los padres de familia cómo involucrar a sus hijos en actividades educativas
• HIPPY provee sus servicios a través de visitas al hogar por personas entrenadas vecinas de la comunidad.
• HIPPY provee experiencias adicionales de Aprendizaje por medio de actividades de reuniones de grupo y eventos especiales.

Cómo Ayuda HIPPY a los Niños
• HIPPY es principalmente de base cognitiva, enfocándose en el desarrollo del lenguaje, solución de problemas, pensamiento lógico y habilidades perceptuales.
• El plan de estudio de HIPPY cubre los conocimientos básicos para aprender a leer y adquirir otras habilidades de alfabetización.
• El plan de estudio de HIPPY es apropiado para el nivel de desarrollo y construye sobre los intereses y habilidades de madurez del niño.
• HIPPY ofrece el desarrollo de habilidades por medio de distintos enfoques.
• HIPPY fomenta el desarrollo social-emocional y físico en los niños.

Nuestra Ubicación
El Centro de Capacitación y Asistencia Técnica (C & AT) de HIPPY de Florida abrió en 1996 y está ubicado en la Universidad del Sur Florida en Tampa. El rol de la oficina estatal es trabajar en colaboración con la oficina nacional de HIPPY USA en Little Rock, Arkansas para proveerles capacitación, apoyo técnico y dirección a todos los programas HIPPY en el estado de Florida. Actualmente, la oficina estatal de HIPPY cuenta con 10 empleados.
Early Learning Coalition Finance Committee Meeting

July 29, 2015

Resolution: 07292015-10

Action Requested: Authorize the President and CEO to apply for a license, negotiate, and receive funds from the Florida HIPPY Training and Technical Assistance (T&TA) Center and execute the Home Instruction for Parents of Preschool Youngsters (HIPPY) Contract for Monroe County.

Fiscal Impact: The contract is a not-to-exceed amount of $60,000.00 for fiscal year 2015-2016, subject to approval for legal sufficiency and form.

Funding Source: Florida HIPPY Training and Technical Assistance

Strategic Goal: ☑ Neediest Children
☑ Youngest Children
☑ Educate All
☑ Providers
☑ Internal Capacity
☑ Funding

Resolution: 07292015-10

AUTHORIZATION FOR THE PRESIDENT AND CEO TO APPLY FOR A LICENSE, NEGOTIATE, AND RECEIVE FUNDS FROM THE FLORIDA HIPPY TRAINING AND TECHNICAL ASSISTANCE AND EXECUTE THE HOME INSTRUCTION FOR PARENTS OF PRESCHOOL YOUNGSTERS IN MONROE COUNTY CONTRACT. THE CONTRACT IS A NOT-TO-EXCEED AMOUNT OF $60,000.00 FOR FISCAL YEAR 2015-2016, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.

WHEREAS, the Finance Committee has been apprised of the goals of the program through the attached narrative, hereby incorporated by reference, and the Finance Committee is in agreement with the goals described therein; and

WHEREAS, the President and CEO and staff recommend approving this action,

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF THE EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, MIAMI-DADE COUNTY, FLORIDA that this Board authorizes the President and CEO to apply for a license, negotiate, receive funds from the Florida Hippy Training and
Technical Center and execute the Home Instruction for Parents of Preschool Youngsters in Monroe County contract. The contract amount is a not to exceed amount of $60,000.00 and it is subject to approval for legal sufficiency and form.

The foregoing resolution and attachment was offered by ____________, who moved its approval. The motion was seconded by ____________, and upon being put to a vote, the vote was as follows: ____________.

The vote was recorded as in the attached roll call sheet.

The Chairperson thereupon declared the resolution duly passed and adopted this _____, day of August, 2015.

EARLY LEARNING COALITION OF MIAMI-DADE/MONROE
MIAMI-DADE COUNTY, FLORIDA

BY_______________________________
BOARD SECRETARY
Background

Home Instruction for Parents of Preschool Youngsters (HIPPY) is an evidence-based home visiting program focused on parent-involved learning for preschool age children. HIPPY is one of several home visiting programs nationally recognized by the federally funded Maternal, Infant, and Early Childhood Home Visiting (MIECHV) program which invests in and supports improvements in health and development outcomes for at-risk children through evidence-based home visiting programs.

HIPPY programs aim to prepare children for long-term school success starting at kindergarten entry by empowering parents as their child’s first and most important teachers. HIPPY was developed for families who experience risk factors associated with lower academic achievement including poverty, limited English language proficiency, and social isolation. HIPPY was established in Israel in 1969 and is currently implemented in 13 countries. HIPPY was established in the United States in 1984 and now serves more than 15,000 economically disadvantaged families across 21 states and the District of Columbia.

All HIPPY programs share the same four core components:
- A standard developmentally appropriate school readiness curriculum
- Role-play as method of instruction
- A staffing structure that includes peer home visitors from the community in which the family is being served and professional coordinators with sensitivity to the needs of vulnerable families
- Home visiting as the primary service delivery method.

Community based home visitors meet with parents in their homes to role-play early education curricular activities one hour a week for thirty weeks (on average) per program year. Parents then spend approximately 15 to 20 minutes per day with their children using the reviewed HIPPY books and activity packets. In addition to home visits, programs also have regularly scheduled parent group meetings.

Research suggests that HIPPY is a promising early childhood intervention for improved school readiness including enhanced cognitive, language, and social skills, as well as longer-term educational performance in elementary and middle school.

The ELCMDM is co-funding the project for $50,000. Total amount is up to $110,000

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<tr>
<th>ORGANIZATION</th>
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<td>HIPPY</td>
<td>$ 60,000.00</td>
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<td>ELC</td>
<td>$ 50,000.00</td>
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<td>TOTAL</td>
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Action Requested: Authorize the President and CEO to apply for a license, negotiate, and receive funds from the Florida HIPPY Training and Technical Assistance (T&TA) Center and execute the Home Instruction for Parents of Preschool Youngsters (HIPPY) Contract for Collier County.

Fiscal Impact: The contract is a not-to-exceed amount of $110,000.00 for fiscal year 2015-2016, subject to approval for legal sufficiency and form.

Funding Source: Florida HIPPY Training and Technical Assistance Center

Strategic Goal: ☑ Neediest Children  ☑ Youngest Children  ☑ Educate All  ☑ Providers  ☑ Internal Capacity  ☑ Funding

Resolution: 07292015-11

WHEREAS, the Finance Committee has been apprised of the goals of the program through the attached narrative, hereby incorporated by reference, and the Finance Committee is in agreement with the goals described therein; and

WHEREAS, the President and CEO and staff recommend approving this action,

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF THE EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, MIAMI-DADE COUNTY, FLORIDA that this Board authorizes the President and CEO to apply for a license, negotiate, receive funds from the Florida Hippy Training and
Technical Center and execute the Home Instruction for Parents of Preschool Youngsters Contract for Collier County contract. The contract amount is a not to exceed amount of $110,000.00 and it is subject to approval for legal sufficiency and form.

The foregoing resolution and attachment was offered by ____________, who moved its approval. The motion was seconded by ____________, and upon being put to a vote, the vote was as follows: ____________.

The vote was recorded as in the attached roll call sheet.

The Chairperson thereupon declared the resolution duly passed and adopted this ____, day of August, 2015.

EARLY LEARNING COALITION OF MIAMI-DADE/MONROE
MIAMI-DADE COUNTY, FLORIDA

BY_______________________________
BOARD SECRETARY
Background

Home Instruction for Parents of Preschool Youngsters (HIPPY) is an evidence-based home visiting program focused on parent-involved learning for preschool age children. HIPPY is one of several home visiting programs nationally recognized by the federally funded Maternal, Infant, and Early Childhood Home Visiting (MIECHV) program which invests in and supports improvements in health and development outcomes for at-risk children through evidence-based home visiting programs.

HIPPY programs aim to prepare children for long-term school success starting at kindergarten entry by recognizing parents as their child's first and most important teachers. HIPPY was developed for families are experiencing risk factors associated with lower academic achievement including poverty, limited English language proficiency, and social isolation. HIPPY was established in Israel in 1969 and is currently implemented in 13 countries. HIPPY was established in the United States in 1984 and now serves more than 15,000 economically disadvantaged families across 21 states and the District of Columbia.

All HIPPY programs share the same four core components:
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Community based home visitors meet with parents in their homes to role-play early education curricular activities one hour a week for thirty weeks (on average) per program year. Parents then spend approximately 15 to 20 minutes per day with their children using the reviewed HIPPY books and activity packets. In addition to home visits, programs also have regularly scheduled parent group meetings.

Research suggests that HIPPY is a promising early childhood intervention for improved school readiness including enhanced cognitive, language, and social skills, as well as longer-term educational performance in elementary and middle school.
Early Learning Coalition Finance Committee Meeting

July 29, 2015

Resolution: 07292015-07

Action Requested: Authorize the President and CEO to respond to the School Board of Miami-Dade County’s Request for Proposals (RFP) for an Agency to provide Diversity Training Services.

Fiscal Impact: TBA

Funding Source: School Board of Miami-Dade County

Strategic Goal:

- ☑ Neediest Children
- ☑ Youngest Children
- ☑ Educate All
- ☑ Providers
- ☐ Internal Capacity
- ☑ Funding

RESOLUTION NO. 07292015-07

AUTHORIZATION FOR THE PRESIDENT AND CEO TO RESPOND TO THE SCHOOL BOARD OF MIAMI-DADE COUNTY’S REQUEST FOR PROPOSALS (RFP) FOR AN AGENCY TO PROVIDE DIVERSITY TRAINING SERVICES. IT IS ANTICIPATED THAT THE CONTRACT AMOUNT WOULD BE DETERMINED AFTER THE SELECTION.

WHEREAS, the Finance Committee has been apprised of the goals of the program through the attached narrative, hereby incorporated by reference, and the Finance Committee is in agreement with the goals described therein; and

WHEREAS, the President and CEO and staff recommend approving this action,

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF THE EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, MIAMI-DADE COUNTY, FLORIDA that this Finance Committee authorizes the President and CEO to respond to the School Board of Miami-Dade County’s request for proposals for an agency to provide Diversity Training services.

Resolution 07292015-07
July 29, 2015
The foregoing resolution and attachment was offered by ____________, who moved its approval. The motion was seconded by ____________, and upon being put to a vote, the vote was as follows: ____________.

The vote was recorded as in the attached roll call sheet.

The Chairperson thereupon declared the resolution duly passed and adopted this 3rd, day of August, 2015.

EARLY LEARNING COALITION OF MIAMI-DADE/MONROE
MIAMI-DADE COUNTY, FLORIDA

BY_______________________________
BOARD SECRETARY
Background

**Diversity:**
MDCPS recognizing the value of operating within a system that recognizes diversity as a strength to be built upon. MDCPS is releasing an RFP to select an agency to provide Diversity Training Services.

**Diversity training** is a course of instruction aimed at increasing the participants' cultural awareness, knowledge, and skills (including but not limited to: race, gender, age, sexual orientation and varying abilities) in order to benefit the organization and the people it serves. Diversity training serves many purposes, including: protecting against civil rights violations, by increasing the inclusion of different identity groups, and by promoting better teamwork. The Diversity training is designed for Miami School Administrators, Assistant Administrators and selected office staff.
Coalition Identification and Information

Coalition Name: Early Learning Coalition of Miami-Dade/Monroe  
Address: 2555 Ponce de Leon Blvd., Suite 500  
          Coral Gables, FL  33134  
Phone: (305) 646.7220  
E-mail Address: info@elcmdm.org

FEIN #: 65-1122406
Mailing Address
(if different)
Fax: (786).433.3227

<table>
<thead>
<tr>
<th>Chair</th>
<th>Executive Director or Chief Executive Officer</th>
<th>Finance Director</th>
<th>Counties Represented</th>
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<tbody>
<tr>
<td>Adrian Alfonso</td>
<td>Evelio C. Torres</td>
<td>Angelo Parrino</td>
<td>Miami-Dade and Monroe</td>
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I. COALITION OPERATIONS

A. Membership
Please complete the **Coalition Membership Form.**

<table>
<thead>
<tr>
<th>Count or N/A</th>
<th>Designation in F.S. 1002.83(3) and (4)</th>
<th>Voting Member</th>
<th>Name</th>
<th>Address</th>
<th>Telephone Number</th>
<th>Fax Number</th>
<th>Email Address</th>
<th>Affiliation and/or Employment</th>
<th>For multi-county coalitions, indicate the county the member represents</th>
<th>Date Appointed</th>
<th>Length of Current Term and Date it Will End</th>
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<tbody>
<tr>
<td></td>
<td>Chair, appointed by the Governor</td>
<td>Yes</td>
<td>Adrian Alfonso</td>
<td>Perez-Abreu, Alguerrebere, Suerio and Torres, PL 2121 Ponce De Leon Blvd, Suite 650 Coral Gables, FL 33134 (305) 476.1551 <a href="mailto:aalfonso@paast.com">aalfonso@paast.com</a></td>
<td>Private Sector</td>
<td>Miami-Dade</td>
<td>July 25, 2013</td>
<td>April 30, 2017 4 years</td>
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<td></td>
<td>Private sector appointed by the Governor</td>
<td>Yes</td>
<td>Phillip Gassman</td>
<td>Marquis Bank 355 Alhambra Circle, Suite 125 Coral Gables, FL 33134 (305) 443.2922 <a href="mailto:pgassman@marquisbank.com">pgassman@marquisbank.com</a></td>
<td>Private Sector</td>
<td>Miami-Dade</td>
<td>May 1, 2015</td>
<td>April 30, 2019 4 years</td>
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<tr>
<td></td>
<td>Department of Children &amp; Family Services circuit administrator or designee</td>
<td>Yes</td>
<td>Gilda Ferradaz</td>
<td>Department of Children &amp; Families 401 NW 2nd Avenue Suite-N1007 Miami, Florida 33128 (786) 257.5059 (305) 377-5770 (fax) <a href="mailto:gilda_ferradaz@dcf.state.fl.us">gilda_ferradaz@dcf.state.fl.us</a></td>
<td>Department of Children and Families, Regional Managing Director</td>
<td>Miami-Dade</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>District superintendent of schools or designee</td>
<td>Yes</td>
<td>Theresa Axford</td>
<td>Monroe County School District 241 Trumbo Road, Key West, FL 33040 (305) 293-1400 ext. 53323 <a href="mailto:theresa.oxford@keysschools.com">theresa.oxford@keysschools.com</a></td>
<td>Monroe County School Board</td>
<td>Monroe</td>
<td>September 6, 2015</td>
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<td></td>
<td>Regional workforce board executive director or designee</td>
<td>Yes</td>
<td>Roderick E. Beasley</td>
<td>Career Source South Florida Miami Airport Corp Center 7300 Corporate Center Drive, Ste 500 Miami, FL 33126-1234 (305) 594-7615 ext. 369</td>
<td>Career Source South Florida, Executive Director</td>
<td>Miami-Dade</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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Early Coalition of [Insert coalition name]  
Approved as of [date added when approved by OEL]

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<tr>
<th>Count N/A</th>
<th>Designation in F.S. 1002.83(3) and (4)</th>
<th>Voting Member</th>
<th>Name Address</th>
<th>Telephone Number</th>
<th>Fax Number</th>
<th>Email Address</th>
<th>Affiliation and/or Employment</th>
<th>For multi-county coalitions, indicate the county the member represents</th>
<th>Date Appointed</th>
<th>Length of Current Term and Date it Will End</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County health department director or designee</td>
<td>Yes</td>
<td>Robert Eadie</td>
<td>Monroe County Health Department 1100 Simonton Street, Office 37 Key West, FL 33040</td>
<td>(305) 809-5611</td>
<td><a href="mailto:Bob.Eadie@flhealth.gov">Bob.Eadie@flhealth.gov</a></td>
<td>Monroe County Health Department</td>
<td>Monroe</td>
<td>May 6, 2013</td>
<td>April 30, 2017</td>
<td>First</td>
</tr>
<tr>
<td></td>
<td>President of a Florida College System institution or his or her permanent designee</td>
<td>Yes</td>
<td>Dr. Mara Zapata</td>
<td>MDC InterAmerican Campus 627 SW 27th Avenue Miami, FL 33132-2204</td>
<td>(305) 237-6567</td>
<td><a href="mailto:Mzapata1@mdc.edu">Mzapata1@mdc.edu</a></td>
<td>Miami-Dade College, InterAmerican Campus, President</td>
<td>Miami-Dade</td>
<td>May 1, 2012</td>
<td>April 30, 2016</td>
<td>First</td>
</tr>
<tr>
<td></td>
<td>Member appointed by Board of County Commissioners or the governing board of a municipality</td>
<td>Yes</td>
<td>Commissioner Heather Carruthers</td>
<td>Monroe County District Three Commissioner 530 Whitehead Street Key West, FL 33040</td>
<td>(305) 292-3430</td>
<td><a href="mailto:Carruthers-heather@MonroeCounty-FL.Gov">Carruthers-heather@MonroeCounty-FL.Gov</a></td>
<td>Monroe County Board of Commissioners</td>
<td>Monroe</td>
<td>May 1, 2012</td>
<td>April 30, 2016</td>
<td>First</td>
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<tr>
<td></td>
<td>Head Start Director</td>
<td>Yes</td>
<td>Russell Benford</td>
<td>Office of the Mayor Stephen P Clark Center 111 NW 1st Street, 2+9th Floor Miami, FL 33128</td>
<td>(305)375-5141</td>
<td><a href="mailto:Benford@miamidade.gov">Benford@miamidade.gov</a></td>
<td>Miami-Dade County CAA Head Start</td>
<td>Miami-Dade</td>
<td>November 1, 2016</td>
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<td>Representative of private for-profit child care providers</td>
<td>Yes</td>
<td>Shaleen Fagundo</td>
<td>InterAmerican Learning Center 1521 NW 28th Street, Miami, FL 33142</td>
<td>(305) 663-1000</td>
<td><a href="mailto:shaleen@interamericanpreschool.com">shaleen@interamericanpreschool.com</a></td>
<td>InterAmerican Learning Center</td>
<td>Miami-Dade</td>
<td>September 7, 2014</td>
<td>September 7, 2018</td>
<td>Second</td>
</tr>
<tr>
<td>Count or N/A</td>
<td>Designation in F.S. 1002.83(3) and (4)</td>
<td>Voting Member</td>
<td>Name Address Telephone Number Fax Number Email Address</td>
<td>Affiliation and/or Employment</td>
<td>For multi-county coalitions, indicate the county the member represents</td>
<td>Date Appointed</td>
<td>Length of Current Term and Date it Will End</td>
<td>Term</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Representative of faith based child care providers</td>
<td>Yes</td>
<td>J. Abilio Rodriguez, Ph.D. Centro Mater Child Care Services, Inc. 8298 NW 103 Street Hialeah Gardens, FL 33016 (305) 357-4395 <a href="mailto:Arodriguez2@chsfla.com">Arodriguez2@chsfla.com</a></td>
<td>Cento Mater Child Care Services, Inc.</td>
<td>Miami-Dade</td>
<td>October 1, 2012</td>
<td>September 30, 2016</td>
<td>4 years</td>
<td>First</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Representative of program under federal Individuals with Disabilities Education Act</td>
<td>Yes</td>
<td>Helene J. Good CCDH, Inc. 7990 SW 117th Ave, Suite 135, Miami, FL 33183 (305) 596-1160 <a href="mailto:hgood@ccdh.org">hgood@ccdh.org</a></td>
<td>CCDH, Inc. (formerly Community Committee for Developmental Handicaps, Inc.)</td>
<td>Miami-Dade</td>
<td>August 6, 2012</td>
<td>August 6, 2016</td>
<td>4 years</td>
<td>First</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Children services council or juvenile welfare board chair or executive director</td>
<td>Yes, if applicable</td>
<td>Charles M. Auslander The Children’s Trust 3150 SW 3rd Avenue, 8th Floor Miami, FL 33129 (305) 571-5700, Ext.244 (305) 571-5716 (fax) <a href="mailto:charles@thechildrenstrust.org">charles@thechildrenstrust.org</a></td>
<td>President and CEO, The Children’s Trust</td>
<td>Miami-Dade</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Child care licensing agency head</td>
<td>Yes, if applicable</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Central administrator</td>
<td>Yes, if applicable</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Private Sector Business</td>
<td>Yes, if needed to meet private sector percentage or multi-county representation</td>
<td>Dr. Tina Caroll-Scott South Miami Children’s Clinic 6701 SW 58th Place South Miami, FL 33143 (305) 662-5988 <a href="mailto:flascotts@bellsouth.net">flascotts@bellsouth.net</a></td>
<td>Private Sector</td>
<td>Miami-Dade</td>
<td>May 6, 2013</td>
<td>April 30, 2017</td>
<td>4 years</td>
<td>First</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Private Sector Business</td>
<td>Yes, if needed to meet private sector percentage or multi-county representation</td>
<td>Gerald K. Schwartz, Esq. 1691 Michigan Avenue, Suite 320 Miami Beach, FL 33139 (305) 673-1101 <a href="mailto:gks@geraldklaw.com">gks@geraldklaw.com</a></td>
<td>Private Sector</td>
<td>Miami-Dade</td>
<td>May 6, 2013</td>
<td>April 30, 2017</td>
<td>4 years</td>
<td>First</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Private Sector Business</td>
<td>Yes, if needed to meet private</td>
<td>David Lawrence, Jr.</td>
<td>Private Sector</td>
<td>Miami-Dade</td>
<td>December 1, 2012</td>
<td>December 1, 2016</td>
<td>Second</td>
<td></td>
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<tr>
<td>Count or N/A</td>
<td>Designation in F.S. 1002.83(3) and (4)</td>
<td>Voting Member</td>
<td>Name Address Telephone Number Fax Number Email Address</td>
<td>Affiliation and/or Employment</td>
<td>For multi-county coalitions, indicate the county the member represents</td>
<td>Date Appointed</td>
<td>Length of Current Term and Date it Will End</td>
<td>Term</td>
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<tr>
<td></td>
<td>sector percentage or multi-county representation</td>
<td>The Early Childhood Initiative Foundation 3250 SW Third Avenue, 5th Floor Miami, FL 33129 (305) 646-7228 (305) 442-8248 (fax) <a href="mailto:dlawrence@childreadiness.org">dlawrence@childreadiness.org</a></td>
<td>Private Sector</td>
<td>Miami-Dade</td>
<td>April 16, 2015</td>
<td>April 16, 2019</td>
<td>First</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Private Sector Business</td>
<td>Alan Eckstein, P.A. 3010 Flagler Avenue • Key West, Florida 33040 • (305) 294-2247 <a href="mailto:roccofat@aol.com">roccofat@aol.com</a></td>
<td>Private Sector</td>
<td>Miami-Dade</td>
<td>April 16, 2015</td>
<td>April 16, 2019</td>
<td>First</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Private Sector Business</td>
<td>Alexander Soto Sabadell Bank 5901 Miami Lakes Drive East Miami Lakes, FL 33014-2403 (305) 825-9500 <a href="mailto:alexander.soto@sabadellbank.com">alexander.soto@sabadellbank.com</a></td>
<td>Private Sector</td>
<td>Miami-Dade</td>
<td>April 16, 2015</td>
<td>April 16, 2019</td>
<td>First</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Private Sector Business</td>
<td>Gladys Montes United Way of Miami 3250 SW Third Avenue, 4th Floor Miami, FL 33129 (305) 646-7100 <a href="mailto:montesg@unitedwaymiami.org">montesg@unitedwaymiami.org</a></td>
<td>Private Sector</td>
<td>Miami-Dade</td>
<td>April 16, 2015</td>
<td>April 16, 2019</td>
<td>First</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Private Sector Business</td>
<td>Lucy C. Piñeiro, Esq. 717 Ponce De Leon Blvd, Suite 221 Coral Gables, FL 33134 (305) 443-9488 <a href="mailto:lucy@pineirolawpa.com">lucy@pineirolawpa.com</a></td>
<td>Private Sector</td>
<td>Miami-Dade</td>
<td>April 30, 2015</td>
<td>April 30, 2017</td>
<td>Second</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Private Sector Business</td>
<td>Judy Schaechter, MD, MBA Interim Chair, Department of Pediatrics</td>
<td>Private Sector</td>
<td>Miami-Dade</td>
<td>April 16, 2015</td>
<td>April 16, 2019</td>
<td>First</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Early Coalition of [Insert coalition name]
Approved as of [date added when approved by OEL]

<table>
<thead>
<tr>
<th>Count or N/A</th>
<th>Designation in F.S. 1002.83(3) and (4)</th>
<th>Voting Member</th>
<th>Name</th>
<th>Address</th>
<th>Telephone Number</th>
<th>Fax Number</th>
<th>Email Address</th>
<th>Affiliation and/or Employment</th>
<th>For multi-county coalitions, indicate the county the member represents</th>
<th>Date Appointed</th>
<th>Length of Current Term and Date it Will End</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>multi-county representation</td>
<td></td>
<td></td>
<td>Associate Professor of Pediatrics/Division of Adolescent Medicine</td>
<td>University of Miami Miller School of Medicine</td>
<td>Chief of Service, Holtz Children’s Hospital at Jackson Memorial</td>
<td>Director, Injury Free Coalition for Kids - Miami</td>
<td><a href="mailto:jschaechter@miami.edu">jschaechter@miami.edu</a> 305-243-3993 (o) 786-367-0013 (c) <a href="mailto:jschaech@med.miami.edu">jschaech@med.miami.edu</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ex-Officio</td>
<td>No</td>
<td></td>
<td>Magaly Abarante, Ed.D. Miami-Dade County Public Schools</td>
<td>1450 N.E. 2nd Avenue, Suite 500</td>
<td>Miami, FL 33132</td>
<td>(305) 995-1253</td>
<td><a href="mailto:abrahante@dadeschools.net">abrahante@dadeschools.net</a></td>
<td>Ex-Officio</td>
<td>Miami-Dade</td>
<td>December 5, 2011</td>
<td>November 30, 2015</td>
<td>4 years</td>
</tr>
</tbody>
</table>

### Early Coalition of [Miami-Dade/Monroe] Membership Management
Approved as of [date added when approved by OEL]

I. TOTAL MEMBERSHIP: 22
II. TOTAL PRIVATE SECTOR MEMBERSHIP: 10, PRIVATE SECTOR PERCENTAGE: 45%
III. TOTAL NON-VOTING EX OFFICIO MEMBERSHIP: 1
IV. NUMBER OF VACANCIES IN REQUIRED POSITIONS: 1

**B. Business Organization**

Please attach a copy of the coalition’s organization chart as Attachment I.B.
C. Articles of Incorporation

Please attach a copy of the coalition’s articles of incorporation as Attachment I.C.

☐ N/A

D. Bylaws

Please attach a copy of the coalition’s bylaws as Attachment I.D.

E. Coalition Fiscal Agent Contract (if applicable)

Please attach a copy of the fiscal agent contract (if applicable) as Attachment I.E.

☒ N/A

F. Procurement

Please attach the coalition’s procurement policy as Attachment I.F.

G. Tangible Personal Property Maintenance

Please attach the coalition’s tangible personal property maintenance policy as Attachment I.G.

H. Records Maintenance

Please attach the coalition’s maintenance of records policy as Attachment I.H.

I. Information Technology Security Controls

Please attach the coalition’s IT security policy as Attachment I.I.

J. Disbursement Controls
Please attach the coalition’s disbursement controls policy as Attachment I.J.

II. IMPLEMENTATION

A. Minimum Children to be Served by Care Level

Please fill out the Minimum Children to be Served by Care Level Form by running EFS Ad Hoc Report CC085.

<table>
<thead>
<tr>
<th>Care Code</th>
<th>Description</th>
<th>Minimum # of Children Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>(INF)</td>
<td>&lt;12 MTH</td>
<td>3518</td>
</tr>
<tr>
<td>(TOD)</td>
<td>12&lt;24 MTH</td>
<td>6947</td>
</tr>
<tr>
<td>(2YR)</td>
<td>24&lt;36 MTH</td>
<td>8848</td>
</tr>
<tr>
<td>(PR3)</td>
<td>36&lt;48 MTH</td>
<td>9487</td>
</tr>
<tr>
<td>(PR4)</td>
<td>48&lt;60 MTH</td>
<td>9103</td>
</tr>
<tr>
<td>(PR5)</td>
<td>60&lt;72 MTH</td>
<td>7577</td>
</tr>
<tr>
<td>(SCH)</td>
<td>In School</td>
<td>9266</td>
</tr>
<tr>
<td>(SPCR)</td>
<td>Special Needs</td>
<td>89</td>
</tr>
<tr>
<td>(SPTN)</td>
<td>Special Needs Teen</td>
<td>6</td>
</tr>
</tbody>
</table>

If applicable, please attach supporting documentation as Attachment II.A.

B. Single Point of Entry Implementation

Please attach the coalition’s policies and procedures for implementing the Single Point of Entry (SPE) as Attachment II.B.

C. Unified Wait List Implementation

Please attach the coalition’s policies and procedures for implementing the Unified Wait List (UWL) as Attachment II.C.

D. Eligibility and Enrollment Policies and Procedures

Please attach the coalition’s eligibility and enrollment policies and procedures as Attachment II.D.
E. Parent Access and Choice

Please attach the coalition’s policies and procedures for implementing parent access and choice as Attachment II.E.

F. Sliding Fee Scale and Fee Waiver Policies

Please complete the Sliding Fee Scale For Parent Co-Payments Form, and attach the coalition’s fee waiver policies as Attachment II.F.

<table>
<thead>
<tr>
<th>Amount of Daily Parent Copayment per Child (Completed by COALITION)</th>
<th>Percent of 20xx Federal Poverty Guidelines</th>
<th>Income Range (Rounded to the nearest dollar) by Total Number of Family Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>Part-Time</td>
<td></td>
</tr>
<tr>
<td>$___</td>
<td>$___</td>
<td>0%</td>
</tr>
<tr>
<td>$___</td>
<td>$___</td>
<td>≤50%</td>
</tr>
<tr>
<td>$___</td>
<td>$___</td>
<td>&gt;50% ≤75%</td>
</tr>
<tr>
<td>$___</td>
<td>$___</td>
<td>&gt;75% &lt;100%</td>
</tr>
<tr>
<td>$___</td>
<td>$___</td>
<td>≥100% ≤116.67%</td>
</tr>
<tr>
<td>$___</td>
<td>$___</td>
<td>&gt;116.67% ≤133.33%</td>
</tr>
<tr>
<td>$___</td>
<td>$___</td>
<td>&gt;133.33% ≤150%</td>
</tr>
<tr>
<td>$___</td>
<td>$___</td>
<td>&gt;150% ≤155.83%</td>
</tr>
<tr>
<td>$___</td>
<td>$___</td>
<td>&gt;155.83% ≤161.66%</td>
</tr>
</tbody>
</table>
G. Use of Pre and Post Assessments

If applicable, what assessment tool does the coalition use to perform pre and post?

E-LAP and LAP-D
A minimum of 500 children receive pretest assessment in the fall by December and a minimum of 430 children receive posttest assessment in the spring by May.

If applicable, who administers the pre- and post-assessments (coalition/contractor/child care providers).

The administrator of these assessments is our contractor, Florida International University (FIU). Assessors possess a minimum requirement of a Bachelor degree and have previous experience in direct assessment/evaluation with children from birth to five years of age.

If applicable, what are the age ranges that receive a pre and post assessment?

Minimum Age (in months):

2 months
Please complete the **Provider Payment Rate Schedule Form** and attach the coalition’s procedures for implementing the provider rates as **Attachment II.H**.

**DAILY PAYMENT-RATE SCHEDULE**

### Full-Time Daily Rates

<table>
<thead>
<tr>
<th>CARE CODE</th>
<th>Description</th>
<th>Licensed or Exempt Providers</th>
<th>Gold Seal Differential</th>
<th>Large Family Child Care Homes</th>
<th>Gold Seal Differential</th>
<th>Family Child Care Homes</th>
<th>Informal Providers</th>
<th>Before or After School</th>
</tr>
</thead>
<tbody>
<tr>
<td>(INF)</td>
<td>&lt;12 MTH</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(TOD)</td>
<td>12&lt;24 MTH</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2YR)</td>
<td>24 &lt;36 MTH</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(PR3)</td>
<td>36 &lt;48 MTH</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>(PR4)</td>
<td>48 &lt;60 MTH</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>(PR5)</td>
<td>60 &lt;72 MTH</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(SCH)</td>
<td>In School</td>
<td></td>
<td></td>
<td></td>
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</tr>
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</table>

### Part-Time Daily Rates

<table>
<thead>
<tr>
<th>CARE CODE</th>
<th>Description</th>
<th>Licensed or Exempt Providers</th>
<th>Gold Seal Differential</th>
<th>Large Family Child Care Homes</th>
<th>Gold Seal</th>
<th>Family Child Care Homes</th>
<th>Informal Providers</th>
<th>Before or After School</th>
</tr>
</thead>
<tbody>
<tr>
<td>(INF)</td>
<td>&lt;12 MTH</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### III. QUALITY ACTIVITIES AND SERVICES

**A. Child Care Resource and Referral (CCR&R) and School-Aged Care**

Describe the quality activities and services the coalition will implement to enhance child care resource and referral and school-age care.

**B. Infant and Toddler Early Learning Programs**

Describe the quality activities and services the coalition will implement to enhance infant and toddler early learning programs.
Please attach any supporting documentation as Attachment III.B.

C. Inclusive Early Learning Programs

Describe the quality activities and services the coalition will implement to enhance inclusive early learning programs.

Please attach any supporting documentation as Attachment III.C.

D. Quality Performance Report

a. Does the coalition train programs on the Early Learning Guidelines (ELG) adopted by OEL?
   - Yes
   - No
If yes, does the coalition track how many programs were trained, by provider type, on the ELGs?

☐ Yes  ☒ No

If yes, does the coalition track the number of children served in ELG trained programs?

☐ Yes  ☒ No

b. Does the coalition provide targeted technical assistance to programs such as coaching, mentoring, or consulting during the fiscal year? Note: targeted technical assistance is (coaching, mentoring and consultation) designed to address a particular domain/area of quality.

☒ Yes  ☐ No

If yes, what type of targeted technical assistance is provided?

☐ Health and safety

☐ Infant and toddler care

☐ School-age care

☒ Inclusion

☐ Teaching dual language learners

☒ Understanding developmental screenings and/or observational assessment tools for program improvement purposes

☐ Mental health

☒ Business management practices

☒ Other Describe:

- Aligning the 4 year old Standards to lesson plans
- Classroom arrangement
- Student Portfolios
- Assistance for Providers on Probation with their staff development plans
c. Does the coalition provide financial supports to early learning providers? Financial supports must be intended to reward, improve, or sustain quality. They can include grants, cash, reimbursements, gift cards, or purchases made to benefit a program. One-time grants, awards, or bonuses include any kind of financial support that a program can receive only once. On-going or periodic quality stipends include any kind of financial support intended to reward, improve, or sustain quality that a program can receive more than once.

Does the coalition provide one-time grants, awards or bonuses to **Child Care Centers**?

- [ ] Yes
- [ ] No

If yes, describe:

```
Support Grants are available to early care and education programs participating in Quality Counts, Miami Dade County’s Quality Rating and Improvement System (QRIS). This grant is available to programs that have recently been assessed, currently providing services to children receiving subsidy from the School Readiness program and engaged in continuous quality improvement. It is designed to help programs achieve and maintain a high quality program through the opportunity of purchasing equipment and/or materials most needed as identified through the Quality Counts assessment process. Eligible programs will be able to apply for a grant to address specific needs of the program including but not limited to Health and Safety. Some of the materials that can be purchased through this grant are furniture and equipment, manipulatives, resource books, etc.
```

Does the coalition provide one-time grants, awards or bonuses to **Family Child Care Homes**?

- [ ] Yes
- [ ] No

If yes, describe:

```
Support Grants are available to early care and education programs participating in Quality Counts, Miami Dade County’s Quality Rating and Improvement System (QRIS). This grant is available to programs that have recently been assessed, currently providing services to children receiving subsidy from the School Readiness program and engaged in continuous quality improvement. It is designed to help programs achieve and maintain a high quality program through the opportunity of purchasing equipment and/or materials most needed as identified through the Quality Counts assessment process. Eligible programs will be able to apply for a grant to address specific needs of the program including but not limited to Health and Safety. Some of the materials that can be purchased through this grant are furniture and equipment, manipulatives, resource books, classroom supplies etc.
```
Does the coalition provide on-going or periodic quality stipends to Child Care Centers?

☐ Yes       ☐ No

If yes, describe:

Does the coalition provide on-going or periodic quality stipends to Family Child Care Homes?

☐ Yes       ☐ No

If yes, describe:

Please check what types of financial supports are provided to child care teachers/providers?

☒ Scholarships
☒ Reimbursement for Training Expenses
☐ Loans
☐ Wage supplements
☐ N/A
☐ Other Describe:

d. Does the coalition have a voluntary Quality Rating Improvement System (QRIS) in place for the coalition’s service area?

☒ Yes       ☐ No
If yes, please provide how many levels and a brief description of each level:

<table>
<thead>
<tr>
<th>QRIS Level</th>
<th>Level Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td></td>
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<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please attach any supporting documentation as Attachment III.D.

## IV. FINANCIAL MANAGEMENT

### A. Budget

Please fill out Attachment IV.A Coalition Budget Report.
The Coalition Grant Agreement stipulates the due date for this element is August 25 and it is understood by OEL that this element will be submitted on its due date.

### B. Prior Year Revenues and Expenditures

Please fill out Attachment IV.B Coalition Revenue and Expenditure Report.
The Coalition Grant Agreement stipulates the due date for this element is October 1 and it is understood by OEL that this element will be submitted on its due date.

## V. MONITORING

### A. Monitoring Plan and Procedures

Please attach a copy of the coalition’s policies and procedures for monitoring SR Program providers as Attachment V.A.

### B. Grievance/Complaint Resolution
Please attach a copy of the grievance policies and procedures that address complaints made by parents and child care providers as Attachment V.B.

VI. COALITION PLAN VALIDATION

A. Public Input

Please attach copies of proof of public input, such as coalition minutes as Attachment VI.A.

By signing below, I hereby certify that all information provided in this plan is accurate and complete to the best of my belief and knowledge. I certify that all services will be provided in accordance with the plan as approved by the Florida Office of Early Learning (OEL). I further certify that the local services will be provided in compliance with all applicable federal, state, and local laws and regulations and the State Child Care and Development Fund Plan approved by the Federal Department of Health and Human Services.

Chair Signature: ___________________________  Executive Director: ___________________________

Printed Name: ___________________________  Printed Name: ___________________________

Date Signed: ___________________________  Date Signed: ___________________________
I certify from the records of this office that EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC. is a corporation organized under the laws of the State of Florida, filed on April 12, 2000.

The document number of this corporation is N00000002431.

I further certify that said corporation has paid all fees due this office through December 31, 2005, that its most recent annual report/uniform business report was filed on February 9, 2005, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capitol, this the Ninth day of February, 2005

Glenda E. Hood
Secretary of State
FLORIDA DEPARTMENT OF STATE
Glenda E. Hood
Secretary of State

July 8, 2005

EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC.
3250 SW THIRD AVE., 5TH FLOOR
MIAMI, FL 33129US

Re: Document Number N00000002431

The Articles of Amendment to the Articles of Incorporation for EARLY
LEARNING COALITION OF MIAMI-DADE/MONROE, INC., a Florida corporation, were
filed on July 8, 2005.

The certification requested is enclosed. To be official, the
certification for a certified copy must be attached to the original
document that was electronically submitted and filed under FAX audit
number H05000165629.

Should you have any question regarding this matter, please telephone (850)
245-6050, the Amendment Filing Section.

Teresa Brown
Document Specialist
Division of Corporations

Letter Number: 205A00045496
ARTICLES OF AMENDMENT

TO

ARTICLES OF INCORPORATION

OF

EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC.

(A FLORIDA NOT-FOR-PROFIT CORPORATION)

Article I

Name of Corporation

The name of the corporation is Early Learning Coalition of Miami-Dade/Monroe, Inc. (the "Corporation").

Article II

Article Third of the Articles of Incorporation of the Corporation is amended to read as follows:

THIRD: The Corporation is formed and shall be operated exclusively for the following charitable and educational purposes within the meaning of I.R.C. Sections 170(c)(2)(B) and 501(c)(3):

(A) To implement the Voluntary Prekindergarten Educational Program, Florida Statute Chapter 1002, Part V, and the provisions set forth in the School Readiness Act, Florida Statutes Section 411.01 et. seq., which was enacted by the Florida Legislature to create the Agency for Workforce Innovation, Office of Early Learning ("Office of Early Learning") to act as the lead agency in Florida responsible for the enhancement of school readiness for Florida children by partnering with new organizations set up in or for each county for the following purposes:

1) To prepare children from birth through five years of age so that they enter first grade ready and eager to learn;

2) To implement and oversee a comprehensive program of school readiness services than enhance the cognitive, emotional, social and physical development of children to achieve the performance standards and outcome measures specified by the Office of Early Learning;
3) To work with existing school readiness services providers to ensure that gaps in services are filled so that the best and most efficient services are made available to a local county’s pre-natal through age five population;

4) To ensure that there is a community plan to address the school readiness needs of all pre-natal through age five children in a local county;

5) To accommodate the needs of children for extended-day and extended-year services, without compromising the quality of the program, by proving extended-day and extended-year services to meet the needs of parents who work outside the home;

6) To provide expanded access to community services and resources for families to help achieve economic self-sufficiency;

7) To ensure a single point of entry and a unified entry list for school readiness services in a local county;

8) To serve at least as many children as were served prior to creation of the Corporation, as long as neither funding nor eligible populations decrease.

(B) To make the general public of a local county aware of the urgency of adequately readying pre-natal through age five children for learning in school;

(C) To bring together the best thinking and analyses concerning school readiness needs and solutions in a local county;

(D) To cooperate with and learn from similar undertakings in other parts of the United States and elsewhere; and

(E) To engage in any and all lawful activities incidental to and in pursuit of the foregoing purposes, except as restricted herein.

Article III

Article Sixth of the Articles of Incorporation of the Corporation is hereby deleted in its entirety and replaced with the following:

SIXTH: The street address of the Corporation’s initial registered office shall be 2555 Ponce De Leon Boulevard, Suite 500, Coral Gables, Florida 33134. The name of the Corporation’s initial registered agent at that address shall be Paula S. Bender.

Article IV

Article Fourteenth is hereby added to the Articles of Incorporation as follows:
FOURTEENTH: These Articles of Incorporation are a part of the Corporation's school readiness plan and any amendment, repeal or alteration of these Articles of Incorporation constitute an amendment, repeal or alteration of the Corporation's school readiness plan.

Article V

Date of Adoption of Amendments

The amendments to the Articles of Incorporation of the Corporation described above was adopted by the Board of Directors of the Corporation effective as of June 22, 2005. The Corporation does not have any members.

Dated: June 22, 2005

By: 

Name: Paula S. Bender

Title: President & CEO
AMENDED AND RESTATED BYLAWS
OF
EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC.
(A FLORIDA NOT-FOR-PROFIT CORPORATION)
Amended February 2014
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AMENDED AND RESTATED BYLAWS
OF
EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC.
(A FLORIDA NOT-FOR-PROFIT CORPORATION)

ARTICLE I.
OFFICES

Section 1.1 Registered Office. The registered office of Early Learning Coalition of Miami-Dade/Monroe, Inc., a Florida not-for-profit corporation (the "Coalition" or "Corporation"), shall be 2555 Ponce de Leon Boulevard, 5th Floor, Coral Gables, Florida 33134.

Section 1.2 Other Offices. The Coalition may also have offices at such other places, either within or without the State of Florida, as the Board of Directors of the Corporation (the "Board of Directors") may from time to time determine or as the business of the Corporation may require.

ARTICLE II.
VISION

To ensure a comprehensive and integrated system providing for all families and their children beginning before birth to five years the affordable opportunity to enter school ready to learn and succeed in life.

ARTICLE III.
MISSION

To promote high-quality school readiness and voluntary pre-kindergarten programs and after school programs, thus increasing all children's chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual needs of Miami-Dade and Monroe County children with a priority toward the ages before birth through age 5.

ARTICLE IV.
PURPOSE

To implement the provisions set forth in the School Readiness Act, Florida Statutes § 411.01 et. seq., as amended from time to time (the "School Readiness Act"), and the Voluntary Pre-kindergarten Education Program, Florida Statute Chapter 1002, Part V, as amended from time to time (the "Voluntary Pre-K Act" and together with the School Readiness Act, the "Acts"). Except as provided by law, the Coalition may not impose requirements on a child care or early childhood education provider that does not deliver services under the school readiness programs or receive state, federal, required maintenance of effort, or matching funds under Section 411.01, F.S.
ARTICLE V.

BOARD OF DIRECTORS

The Coalition shall be composed of not less than 15 and not more than 30 directors (each, a "Member" and collectively, the "Members"). The Members shall be comprised of (1) Required Members; (2) Optional Members, and (3) Private-Sector Business Members (as each such term is hereinafter defined) in accordance with the requirements set forth in the Voluntary Pre-K Act. As a multi-county coalition, the Coalition must at a minimum include one member from each county. There shall always be a minimum of five (5) Members from Monroe County. No person who is from the private sector may serve as a Member if either such person or such person's relatives (as defined in § 112.3143 of the Florida Statutes) has a substantial financial interest in the design or delivery of the Voluntary Pre-Kindergarten Education Program created under part V of Chapter 1002 of the Florida Statutes or the Coalition's school readiness programs, except as provided by Section 5.3.4 herein.

Section 5.1 Required Members. The 13 required Members mandated under the Voluntary Pre-K Act (collectively, the "Required Members") are as follows and shall be voting members:

(a) A Chair appointed by the Governor, who must meet the same qualifications as private sector business members under Section 5.4.

(b) Two private-sector business Members appointed by the Governor; provided, that such Members meet the qualifications applicable to private-sector business Members pursuant to Section 5.4 hereof.

(c) A Department of Children and Families Services ("DCF") district administrator or designee authorized to make decisions on behalf of DCF.

(d) A superintendent of schools or designee authorized to make decisions on behalf of the district. This position shall be a rotating position between Miami-Dade and Monroe County.

(e) An executive director of the Regional Workforce Development Board or designee.

(f) A director of a local county Health Department or designee. This position shall be a rotating position between Miami-Dade and Monroe County.

(g) A children’s services council or juvenile welfare board chair or executive director, if applicable.

(h) An agency head of a local licensing agency as defined in s. 402.302, F.S., where applicable.

(i) The president of a local community college or designee. This position shall be a rotating position between Miami-Dade and Monroe County.
(j) An appointee selected by a local county Board of County Commissioners. This position shall be a rotating position between Miami-Dade and Monroe County.

(k) A central agency administrator, where applicable. This position shall be a rotating position between Miami-Dade and Monroe County.

(l) A Head Start director. This position shall be a rotating position between Miami-Dade and Monroe County.

(m) A representative of private for-profit child care providers, including private for-profit family day care homes. This Member must regularly provide reports to the Board regarding the needs of its constituency.

(n) A representative of faith-based child care providers. This Member must regularly provide reports to the Board regarding the needs of its constituency.

(o) A representative of programs for children with disabilities under the federal Individuals with Disabilities Education Act. This Member must regularly provide reports to the Board regarding the needs of its constituency.

The Required Members serve continuously while they are in their positions. A Member who no longer represents the organization or group described shall notify the Chair in writing and that seat shall remain vacant until the organization or group he or she represents identifies a new representative to serve as a Member.

The Coalition also shall appoint additional Members from a list of nominees submitted to the Coalition by a Chamber of Commerce or economic development council within the geographic region served by the Coalition. Including the Members appointed by the Governor, more than one-third of the Members must be private-sector business Members, two of the private-sector business Members must be from Monroe County (collectively, the "Appointed Members"). The Appointed Members, except those appointed by the Governor, shall serve staggered terms as provided in Section 5.7. Vacancies shall be filled as provided in Section 5.12. Each Member shall hold office for the term to which he or she is appointed and until a successor has been appointed and qualified, or until resignation, removal from office or death.

Section 5.2 [INTENTIONALLY OMITTED]

Section 5.3 Optional Members. The Coalition may appoint up to two optional Members from each county served by the Coalition (the "Optional Members"), subject to the standards and criteria as established by Florida's Office of Early Learning. Optional members shall be designated voting members.

5.3.1 Each optional member must reside in, or must represent a legal entity located in, Miami-Dade or Monroe County.
5.3.2 Except as provided in 5.3.4 below, an optional member and the member's relatives must not have a substantial financial interest as defined in Section 5.6 below in the design or delivery of the VPK Program or the Coalition's School Readiness Program.

5.3.3 The appointment of an optional member must not duplicate the representation of an organization or of a required, conditional or private sector membership position listed in Sections 5.1, 5.2 or 5.4.

5.3.4 The Coalition may appoint as an optional member, a representative of a nonprofit child care provider. Notwithstanding 5.3.2 above, an optional member appointed under this paragraph may have a substantial financial interest in the design or delivery of the VPK Program or the coalition's School Readiness Program.

5.3.5 The Coalition is encouraged to appoint as one of its optional members a parent of a child enrolled in the VPK Program or the coalition's School Readiness Program. The parent must meet the requirements of 5.3.1, 5.3.2 and 5.3.3 above.

Section 5.4 Private-Sector Business Members. The Coalition shall appoint private-sector business Members who meet criteria as established by the Florida Statutes, Florida’s Office of Early Learning, these Bylaws and the Coalition. Including the chair and two Coalition members appointed by the Governor, and based on the number of seated board members, private sector business members must comprise more than one-third of the Coalition's seated board membership. Vacant member positions are not included in the total board membership calculation. In order to meet this requirement, the Coalition must appoint additional members who meet the criteria for appointment as a private sector business member. Each private-sector business Member must reside in Florida and be an employee, manager or owner of a business entity which operates in the Coalition's area of responsibility. A physician operating in the Coalition’s area of responsibility may qualify as a private-sector business Member. A private-sector business Member must meet the following requirements:

5.4.1 An owner having at least a 10 percent ownership interest in the business entity;

5.4.2 The chief executive or operating officer of the business entity;

5.4.3 A business executive or employee of the business entity who is at the management level or higher with optimum policymaking or hiring authority for the business entity; or

5.4.4 An individual who previously met one of the criteria in 5.4.1, 5.4.2, and 5.4.3, but who is retired from the business entity.
5.4.5 The following individuals MAY NOT be appointed as private-sector business members:

(i) An employee of the early learning coalition or of the fiscal agent, service provider, central agency, contractor or subcontractor of the coalition.

(ii) An employee, manager or owner of a school readiness provider, private pre-kindergarten provider, public school or school district.

(iii) An employee, manager or owner of a child care facility, family day care home, large family child care home, nonpublic school, or faith-based child care provider.

(iv) An employee or manager of a state university, community college or other public educational institution.

(v) An employee of the Federal Government or state government of a state, county or municipal government or of a public agency.

(vi) A not-for-profit corporation or non-profit cooperative association unless such corporation/association is among the largest twenty-five percent of employers, ranked by number of employees, in Miami-Dade or Monroe County.

(vii) An individual who has a substantial financial interest in the design or delivery of the VPK Program or an early learning coalition's School Readiness Program.

As used in these Bylaws, the term "business entity" means any form of corporation, partnership, association, cooperative, joint venture, business trust, or sole proprietorship that conducts business in this state. The term does not include a corporation not for profit organized under Chapter 617, Florida Statutes, or a nonprofit cooperative association organized under Chapter 621, Florida Statutes, unless the corporation or association is among the largest 25 percent of employers, ranked by number of employees, in Miami-Dade County or in Monroe County. The term does not include a private school corporation organized under Chapter 623, Florida Statutes.

The Coalition shall observe criteria and standards for the appointment of members as may be established and amended from time to time by Florida’s Office of Early Learning. Pursuant to Florida Statutes § 411.01(5)(d)4, the Coalition shall submit its membership to the Office of Early Learning for final approval through the plan-approval process.

Section 5.5 Ex-Officio Members. The Coalition may have "ex-officio" members or multiple nonvoting members with only one voting member seated per ex-officio member position.
Ex-Officio" means a board member whose position on the board is by virtue of the office or position he or she holds. Only designated rotating members as set forth in Section 5.1 may be Ex-Officio members. The member rotating in to the position shall serve as the voting member for that position.

Section 5.6 Substantial Financial Interest. No Member or Member's relative or business entity shall have a substantial financial interest in the design or delivery of the Voluntary Pre-kindergarten Program or a coalition's school readiness program. As used in this paragraph, the term "relative" has the meaning ascribed in Florida Statutes § 112.3143, namely father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, or daughter-in-law. A Coalition Member, relative or business entity has a substantial financial interest in the Voluntary Pre-kindergarten Program or an early learning coalition's school readiness program, if

5.6.1 The Member, relative, or business entity, has direct or indirect ownership of more than 5 percent of the total assets or capital stock, cumulatively, of one or more of the proscribed sources listed in 5.6.2 below; or

During the prior two years, more than 5 percent of the Member's, Member's relatives or Member's business entity's gross income was derived, cumulatively, from one or more of the proscribed sources listed in 5.6.2 below.

5.6.2 Proscribed sources: The following proscribed sources shall be used to determine whether the Member, Member's relative, or Member's business entity has a substantial financial interest in the Voluntary Pre-kindergarten Program or an early learning coalition's school readiness program under 5.6.1 above:

(i) Florida’s Office of Early Learning, the Department of Education, or the contractor or subcontractor of any of these agencies.

(ii) An early learning coalition, former school readiness coalition, or a coalition's or former coalition's fiscal agent, central agency, contractor or subcontractor.

(iii) A school district or public school’s preschool program for children from birth until eligibility for admission to kindergarten in a public school under section 1003.21(1)(a)2., F.S., if the Coalition board member’s or Coalition board member’s relative’s income was derived from employment in an elected or appointed position in the school district or public school which is responsible for:

1. Financial decisions affecting the preschool program, including development of the program’s budget or disbursement of funds for the program;
2. Recommendation or adoption of rules, regulations, or policies relating to the operation of any aspect of the preschool program;

3. VPK or School Readiness program instruction, curriculum development, or service delivery; or

4. Management of the preschool program’s operations or personnel, or for personnel carrying out the responsibilities described in 5.6.2(iii)1-4 above

(iv) A child care facility licensed under Florida Statutes § 402.305, a family child care home licensed or registered under Florida Statutes § 402.313, a large family child care home licensed under Florida Statutes § 402.3131, a nonpublic school exempt from licensure under Florida Statutes § 402.3025(2), or a faith-based child care provider exempt from licensure under Florida Statutes, § 402.316.

(v) A public or private pre-kindergarten provider delivering the Voluntary Pre-kindergarten program.

(vi) A public or private school readiness provider delivering an early learning coalition's school readiness program.

(vii) A national child care accrediting organization providing accreditation to Florida-based child care providers, public schools or private schools;

(viii) A Department of Children and Families approved Gold Seal child care accrediting organization;

(ix) An accrediting association that is a member of any of the organizations listed in (vii) or (viii) above;

(x) A vendor of educational materials or supplies, including, but not limited to, books, curricula, or equipment; and

(xi) An organization of which the membership is composed of 10 percent or more of individuals or business entities listed in (i)-(viii).

The Coalition shall observe criteria, standards and policies for determining whether a Member, relative or business entity has a substantial financial interest in the design or delivery of the Voluntary Pre-kindergarten Program or a coalition's school readiness program, as may be established and amended from time to time by Florida’s Office of Early Learning.
Section 5.7 **Terms of Office.** Terms of office for all Members shall be staggered. Initially, the Members shall serve two-, three- or four-year terms as determined by the Chair. Subsequently, all terms will be four years; thus, there will always be three classes of approximately equal size, with the term of each class ending in consecutive years. No person may serve as a Member for more than eight years consecutively. But any such person can be nominated to serve additional terms after a one-year break in service.

Section 5.8 **Membership Rotation for Miami-Dade and Monroe.** After a designated rotating member as set forth in Section 5.1 from one county has served a maximum of two consecutive terms, the Coalition shall offer the rotation of the membership position to the other county served by the Coalition. If the other county accepts the rotating position, the currently serving board member shall become an ex officio member, provided that they will not exceed the two term, eight year limit. If the other county served by the Coalition declines the position, the position shall remain with the original county for one additional term. At the conclusion of the additional term, the offer of rotation shall be made once again to the other county served by the Coalition.

Section 5.9 **Powers.** All corporate powers shall be exercised by or under the authority of the Board of Directors of the Coalition. The business and affairs of the Coalition shall be managed under the oversight and direction of the Board of Directors. The Board of Directors may delegate such powers, authority and duties or discharge such powers, authority and duties through these bylaws, through resolutions or other official action.

Section 5.10 **Voting Rights.** Except for those Ex-Officio Members under Section 5.5, each Member shall have one vote for the conduct of Coalition business. Members must be physically present or attend by telecommunications technology in order to vote. Members may participate in a meeting by means of telephone conference, video conference or similar communications equipment as set forth in Section 7.6 of these Bylaws. A voting Member may send a representative to any meeting of the Coalition, but such representative cannot vote, nor shall the presence of such representative be considered for purposes of establishing a quorum. When a district administrator for the Department of Children and Family Services appoints a designee to the ELC, the designee is the voting member of the ELC, and any individual attending in the designee’s place, including the district administrator, does not have voting privileges.

5.10.1 [INTENTIONALLY OMITTED]

5.10.2 Each voting member, for the purposes of section 112.3143(3)(a), F.S., is considered a local public officer and must disclose, in accordance with the provisions of section 112.3143(3)(a), F.S., the nature and extent of any conflict of interest and abstain from voting or participating when a conflict of interest exists. Furthermore, no voting member shall participate in the
selection, award and administration of a contract if a real or apparent 
conflict of interest would be involved (45 C.F.R. s. 74.42).

Section 5.11 Resignations from the Coalition. To resign, a Member shall give a written 
statement of resignation to the Chair, except for the Chair who shall give a written 
statement of resignation to the Vice Chair, the President of the Coalition and the 
Governor of the State of Florida. All resignations shall take effect at the time 
specified in the written statement.

Section 5.12 Vacancies. The Board of Directors may appoint Members to fill existing 
vacancies on the board or to fill a vacancy that arises due to resignation, removal, 
death or expiration of a Member's first or second term. The Nominating 
Committee shall advertise the vacancies to be filled for appointed positions. It 
may be advertised utilizing print or electronic media available to the general 
public in the Coalition’s service delivery area until the vacancy is filled. The 
advertisement may be made to the chambers of commerce, council of chambers 
and economic development boards (except those Member positions filled by 
appointment of the Governor) within the geographic region served by the 
Coalition, and the Nominating Committee shall compile a ballot listing all such 
applications and nominees as may be identified by the chambers of commerce, 
council of chambers or economic development boards. The Nominating 
Committee shall request that recommendations be provided from peer groups of 
private child care providers, faith based child care providers, and representatives 
from programs for children with disabilities within 45 calendar days of its 
meeting to fill vacancies for a private child care provider, a faith based child care 
provider, and/or a representative from programs for children with disabilities. The Nominating 
Committee shall use its best efforts to select persons to nominate 
from such lists of recommended provider(s), but the Nominating Committee is not 
bound by such lists and may accept or reject said nominations. The Nominating 
Committee will recommend appropriate nominees to the Board who shall then 
vote to approve to fill vacancies. Should a vacancy occur prior to the completion 
of a term, the Member elected to fill such vacancy shall serve until the end of the 
term that is being filled.

Section 5.13 Conflict of Interest. No Member may participate or vote upon any measure which 
would inure to such Member's special private gain or loss (including a Member's 
relatives, as defined in Florida Statutes § 112.3143) or that of the principal whom 
such Member represents. All Members shall make known through verbal or 
written communication to the Coalition Members and the Chair all possible or 
apparent conflicts and refrain from voting and/or participating in actions to be 
taken on an item on which such Member has a conflict of interest.

Section 5.14 Membership in Coalition Plan. The Coalition must submit its board membership 
to Florida’s Office of Early Learning (“Agency”) through the plan approval 
process, pursuant to Section 411.01(5)(d)4., F.S. If changes are made to the 
membership roster, the Coalition must submit an amended membership roster to
the Agency through the plan amendment process within sixty (60) days of board approval.

**ARTICLE VI. OFFICERS**

Each voting Member shall be eligible for appointment to any of the Coalition's appointed offices. Non-voting Members shall be eligible for appointment to the Coalition's appointed offices, except as specifically prohibited in these Bylaws, by Florida’s Office of Early Learning or by Florida law.

The Chair shall determine the eligibility of candidates for office and shall consider candidates for filling any vacancies. Any person so considered shall have given prior, written consent to consideration and appointment as an Officer to the President/CEO of the Coalition. The first slate of officers shall be appointed after all Members of the Coalition are seated. The Chair’s selection of officers must be ratified by a majority vote of the Board.

Each appointed Officer shall take office immediately following installation at an annual meeting. Each appointed Officer shall hold office for the term to which appointed and until a successor has been appointed and qualified or until an earlier resignation, removal from office or death.

If an office is vacated prior to the completion of the term, an officer may be appointed by the Chair and ratified by a majority of the Members to fill the vacancy until the term ends.

**Section 6.1 Officers.** The Chair of the Coalition shall be appointed by the Governor. The Chair shall appoint a Vice Chair, Secretary and Treasurer (each, an "Officer" and, collectively, the "Officers"). Other offices may be created and Officers appointed by the Chair as deemed necessary by the Coalition. All of the Chair’s appointments must be ratified by a majority vote of the Board.

The President/CEO is an employee of the Coalition and not a Member. The President/CEO shall be appointed by a majority vote of the Board.

**Section 6.2 Appointment and Terms of Office.** Except for the Chair, who is appointed for a four-year term, each Officer shall be appointed for a three-year term. No Officer may hold the same office for more than two consecutive terms. Whenever possible, terms of office shall coincide with the Coalition's Fiscal Year (as hereinafter defined). Except as set forth in the third paragraph of this Article VI, the term of office for a given Member as an officer shall not exceed the term of that Member's membership as provided herein.

**Section 6.3 Chair.** The Chair presides at all meetings. Prior to the meeting, the Chair will ensure that an agenda is prepared for distribution to the Members by the Secretary as described in Section 6.6 below. He/she will be an ex-officio Member of all committees and shall perform duties pertaining to the "office" or required of him/her from time to time by the Coalition. The Chair shall be a voting Member. If there are any vacancies in an Officer’s position prior to the expiration of that
Officer’s term, the Chair of the Board of Directors may make an interim appointment to fill that position until the next meeting of the Board of Directors.

Section 6.4  Vice Chair. The Vice Chair presides in the absence of the Chair or whenever the Chair temporarily vacates the Chair. The Vice Chair shall be a voting Member.

Section 6.5  President/CEO. The President shall be employed by and held accountable to the Coalition. The President shall be Chief Executive Officer (CEO) of the Coalition and has the responsibility for administration of the affairs of the Coalition and for the employment and direction of all employees of the Coalition. The President/CEO shall attend the meetings of the Coalition and the Executive Committee. The President/CEO shall perform such other duties as shall be required by the Coalition and the Executive Committee consistent with the Coalition's Articles of Incorporation and these Bylaws. The President/CEO is not a Member.

The Executive Committee shall evaluate the President/CEO's performance on an annual basis. The results shall be delivered to the President/CEO by the Chair.

Section 6.6  Secretary. The Secretary shall ensure that the minutes of every Coalition meeting are recorded, ensure that the agenda and minutes are distributed at least three (3) days prior to the meeting, shall determine the official quorum for each meeting by reviewing the list of Members, and shall sign all resolutions made and adopted by the voting Members. The Secretary shall be a voting Member.

Section 6.7  Treasurer. The Treasurer shall review moneys received and expended for the use of the Coalition and shall make a report at all regularly scheduled Coalition meetings. The Treasurer shall meet periodically with the fiscal staff of the Coalition to ensure compliance with generally accepted accounting principles. The Treasurer is responsible for ensuring an independent audit occurs annually. The Treasurer shall chair the Finance Committee. The Treasurer shall be a voting Member.

ARTICLE VII.
MEETINGS

Section 7.1  Meetings Per Fiscal Year. The Board of Directors will meet at least six times a year. The Coalition's fiscal year shall be July 1 through June 30 (the "Fiscal Year").

Section 7.2  Notices of Meetings. All meetings of the Board of Directors and all standing, special or other committee meetings shall be publicly noticed and conducted in accordance with Florida Statutes § 286.011 (the "Sunshine Act").

Section 7.3  Special Meetings. The Chair may call special meetings of the Board of Directors for any purpose(s) with adequate notice in accordance with the Sunshine Act.
Section 7.4 Quorum for Meetings of the Board of Directors. A majority of the voting Members physically present shall constitute a quorum for the transaction of business at any meeting of the Board of Directors of the Coalition. Members may participate and vote by communications technology at a meeting of the Board of Directors as set forth in Section 7.6 below one time in a fiscal year; however, such participation does not count for the purposes of a quorum.

Section 7.5 Quorum for Meetings of the Standing Committees, Subcommittees and Special Committees. The quorum requirements for the conduct of committee meetings shall be different from the quorum requirements for meetings of the Board of Directors concerning participation by Members through communications technology.

(i) Quorum for Standing Committee and Subcommittee Meetings. A majority of the voting Members physically present or present by communications technology as set forth in Section 7.6 below shall constitute a quorum for the transaction of business at any meeting of a Standing Committee or Subcommittee of the Coalition.

(ii) Quorum for Meetings of Special Advisory or Fact-Finding Committees. A majority of appointed persons physically present or present by communications technology as set forth in Section 7.6 below shall constitute a quorum for a meeting of a special advisory or fact-finding committee, provided that such advisory or fact-finding committee has no final Coalition authority and otherwise meets the requirements for advisory or fact-finding committees set forth in Section 9.1.

Section 7.6 Attendance by Communications Technology. The Coalition may use any method of telecommunications to conduct meetings, including establishing a quorum through telecommunications, provided that the public is given proper notice of a telecommunications meeting and reasonable access to observe and, when appropriate, participate.

The Coalition may conduct meetings via communications technology provided that the Coalition complies with all requirements of Florida law for the conduct of such meetings, including but not limited to providing notice and points of access for the public. The electronic means must allow the absent member to participate in discussions, to be heard by the other Members and the public and to hear discussions taking place during the meeting. If a Member cannot be physically present at a meeting, the Member should promptly notify the Coalition before said meeting so that the Coalition can seek to make accommodations. No Member may attend more than 1 meeting of the Board of Directors per fiscal year by electronic means.

Section 7.7 Meeting Attendance. Members must attend eight (8) meetings in a fiscal year. A Member may attend one (1) of the required meetings by electronic means in a fiscal year. When a member has been absent from three (3) meetings of the Board...
of Directors within any given fiscal year, it shall be considered a resignation from
the Coalition by that Member, unless the Chair excuses an absence for good
cause, such as death or serious illness on the part of the Member or the Member’s
family, or other circumstances beyond the control of the Member. All other
excusal requests may be granted by the Executive Committee in extraordinary and
rare circumstances. Such requests must be submitted in writing to the Board
Liaison, with a copy to the President/CEO, setting forth the reasons justifying the
Member’s absence, prior to the meeting the Member cannot attend. Granting or
denying the request shall be at the Executive Committee’s discretion. The
Executive Committee may excuse a maximum of two (2) absences. The Chair
shall send a letter to all Members absent from two meetings within a given fiscal
year notifying them that their status as Members is in jeopardy, encouraging their
attendance, and reminding them of the meeting attendance policy. When a
Member sends a representative to a meeting of the Board of Directors of the
Coalition, the presence of such representative shall not be counted for purposes of
attendance, unless that representative is appointed as a designee as described in
Section 5.10.

Section 7.8 Annual Meeting. There shall be an annual meeting in June of each calendar year,
and elections of Members and Officers will be conducted at this meeting. The
Annual Meeting may be held within three months of June of the calendar year at
the Chair’s discretion.

ARTICLE VIII.
STANDING COMMITTEES

Section 8.1 Executive Committee. The Executive Committee shall be a standing committee
of the Board of Directors, comprised of the Chair, Vice Chair, President,
Secretary, Treasurer and any other officers (including officers at-large) that are
created, appointed and elected as provided herein. The Coalition may delegate to
the Executive Committee such power and authority as the Coalition may deem
appropriate in connection with day to day operations and administration of the
Coalition. Based on Coalition needs, the Executive Committee may act in place
of the Coalition between Coalition meetings. Executive Committee action must
be ratified by the Coalition at the next available Coalition meeting. If the action is
not ratified, it shall be deemed void.

Section 8.2 Nominating Committee. The Nominating Committee shall be a standing
committee, consisting of at least five Members appointed by the Chair, subject to
approval of the Board of Directors. The Nominating Committee Chair shall be
appointed by the Chair of the Coalition, subject to the approval of the Board of
Directors.

The Nominating Committee is responsible for (i) nominating Officers and
Members for election one month prior to each annual meeting, and (ii)
nominating replacement Officers and Members for election from time to time
upon the vacancy of any Office or Membership position.
The Nominating Committee Chair shall submit a written slate of nominees no later than five days before the next regularly scheduled meeting of the Members for distribution to the Members in preparation for said meeting.

Section 8.3 Finance Committee. The Finance Committee shall be a standing committee and is responsible for providing oversight of the Coalition’s financial operations and for reviewing compliance with Coalition policies, procedures and applicable laws and regulations. The Finance Committee shall be responsible for ensuring that the Coalition has established accounting, purchasing, and other financial procedures which provide adequate internal controls, delineate a separation of duties, and carry out oversight responsibilities; financial planning and strategic overview of finances. The Finance Committee shall review and evaluate management’s implementation of the Coalition’s policies and financial plans, policy development and resources. The Committee shall ensure that the Coalition's financial practices enable it to achieve operational effectiveness and efficiency, accurate and reliable financial reporting, and compliance with applicable laws and regulations.

The Chair or Vice-Chair of the Committee shall present a report to the full board on the activities of the Committee and their recommendations regarding acceptance of reports, approval of agenda items or ratification of purchases made in accordance with the Purchasing Guidelines.

8.3.1 The Finance Committee reviews and makes recommendations concerning the annual budget and financial plans of the Coalition and any revisions to the budget and financial plans. The Committee reviews fiscal summaries at least quarterly to evaluate expenditures against revenues.

8.3.2 The Finance Committee also:

(i) Ensures that budget-to-actual variance analyses are performed after year end numbers are finalized;

(ii) Reviews fiscal policy and the recommendations of the organization’s auditors; and

(iii) Annually evaluates the executive management of the organization’s fiscal affairs.

8.3.3 The Committee shall recommend the adoption of changes to financial policies considered necessary based on reviews and evaluations; recommend the approval of the budget, acceptance of monthly or quarterly financial reports, monitoring enrollment data, benchmarking and other financial reporting.

8.3.4 At each meeting of the Board of Directors, the Chairman of the Finance Committee or his/her designee will make a report to the Board on the
actions of the Committee and make recommendations as considered necessary.

8.3.5 Membership. The Finance Committee shall be composed of at least three (3) Members of the Board of Directors appointed by the Chair, but the Chair may appoint more members, all subject to approval by the Board of Directors. Members will be appointed to staggered three-year terms and may serve for no more than two consecutive terms. The Chair of the Finance Committee shall be the Treasurer of the Coalition. The Chair of the Board shall appoint the Finance Committee Vice-Chair, subject to approval by the Board of Directors.

8.3.6 Duties. The Finance Committee is responsible for the following functions:

(i) Approve annual budget and quarterly budget amendments

(ii) Analyze budget variances

(iii) Review monthly or quarterly financial reports and review of the analysis of the financial operations

(iv) Review benchmarking results, trend analysis, slot utilization reports, enrollment patterns, etc.

(v) Review and approve agenda items that have financial implications, i.e., contracts, purchases, etc.

(vi) Review and approve the issuance of Request for Proposals (RFP) Invitation to Negotiate (ITN), Bids, or quotes solicited to acquire goods and/or services in accordance with the Coalition’s Procurement Guidelines

(vii) Establish guidelines, rules, policies and/or procedures regarding:

(1) Accounting

(2) Procurement

(3) Travel

(4) Property Use and Dispensation

(5) Salary and Compensation

(viii) Monitor compliance with Property Guidelines:

(1) Results of Property Inventory
(2) Write-offs

(3) Surplus of Property

(ix) Approve major contracts and the submission of major grant applications, and forward recommendations for the award of major contracts and major grant applications to the Board of Directors.

(x) Establish and monitor accountability measures for the Coalition.

(xi) Assess financial risks and measures to address the risks, i.e., insurance coverage, business interruption plan, etc.

8.3.7 Meetings. The Finance Committee shall meet prior to the meetings of the Board of Directors to review agenda items that require approval, acceptance and/or ratification by the Board of Directors. The Finance Committee may meet more frequently as the need arises.

Section 8.4 Program Policy and Strategy Committee. The Program Policy and Strategy Committee shall be a standing committee, consisting of at least three (3) Members, appointed by the Chair, subject to approval of the Board of Directors. The Program Policy and Strategy Committee Chair shall be appointed by the Chair of the Coalition, subject to approval by the Board of Directors.

The Program Policy and Strategy Committee shall be responsible for evaluating Coalition programs, formulating strategy and making policy recommendations to improve the quality of early care and education in Miami-Dade and Monroe Counties.

Section 8.5 Providers' Service Committee. The Providers' Service Committee shall be a standing committee, consisting of at least three (3) Members, appointed by the Chair, subject to the approval of the Board of Directors. The Providers' Service Committee Chair(s) shall be appointed by the Chair of the Coalition, subject to approval by the Board of Directors.

The Provider Services Committee is responsible for addressing the issues and concerns of both School Readiness and Voluntary Pre-kindergarten (VPK) early care and education providers in Miami-Dade and Monroe Counties.

8.5.1 The Providers' Service Committee shall be responsible for evaluating and disseminating information concerning the Coalition's services, programs and policies impacting providers of early care and education in Miami-Dade and Monroe Counties. The Provider Services Committee shall review, analyze, formulate and recommend relevant policies, procedures and training requirements for participation in the Coalition’s programs. The Providers' Service Committee shall review, analyze and disseminate information concerning the child care resource and referral database, food programs, child health and development, professional associations, the
availability of technical assistance, training opportunities, grants and other resources. The Providers' Service Committee shall collect data, information and comments from providers in support of its mission. The Provider Services Committee shall also be responsible for instituting a process for resolving provider disputes and grievances.

8.5.2 Duties. The following outlines the duties, action steps and timelines that the Provider Services Committee has established to evaluate the effectiveness of services and programs. The Committee will:

(i) Address and provide resolution, whenever possible, to concerns, requests or ideas brought forth by early child care and education providers (ECCEP).

(ii) Report matters to the Board of Directors requiring Board action and provide feedback to providers regarding Board responses at subsequent Provider Services Committee meetings and via Provider News Alerts as needed.

(iii) Review unresolved early child care education providers' grievances submitted pursuant to the Coalition's grievance policies.

8.5.3 Meetings. The Provider Services Committee shall meet at least quarterly throughout Miami-Dade and Monroe Counties, as the Committee shall decide, and engage in dialogue with early child education providers regarding their ideas, needs, and concerns.

8.5.4 Reporting Structure. The Chair of the Provider Services Committee or his/her designee shall report to the Coalition's Board of Directors certain actions and/or issues pertaining to early care and education providers as deemed appropriate.

Section 8.6 Governance and Bylaws Committee. The Governance and Bylaws Committee shall be a standing committee of at least three Members, appointed by the Chair, subject to approval by the Board of Directors. The Governance and Bylaws Committee shall meet at least once a year to review these Coalition's Bylaws, Program Guidance (or "Program Instructions") Memoranda issued by Florida’s Office of Early Learning ("OEL"), federal and state statutes, rules and regulations, and the Coalition's policies and procedures concerning governance and make recommendations to the Board of Directors for policies that provide specific guidance and direction to the Coalition and its leadership concerning salient aspects of governance. The Governance and Bylaws Committee shall also make recommendations concerning revisions to these Bylaws. The Chair of the Governance and Bylaws Committee shall be appointed by the Chair of the Coalition, subject to approval by the Board of Directors.

Section 8.7 Number of Committee Members; Vacancies. Unless otherwise provided herein, each standing committee of the Coalition shall have three or more Members who
shall be appointed by the Chair, subject to the approval of the Board. The Chair of the Coalition shall appoint persons to fill vacancies on standing committees, subject to approval by the Board of Directors. Unless otherwise provided herein, the Chair shall serve as an ex-officio Member of each standing committee. Only voting Members register official votes on standing committees. If there are any vacancies in any Committee member’s position prior to the expiration of that Committee member’s term, the Chair of the Board of Directors may make an interim appointment to fill that position until the next meeting of the Board of Directors.

Section 8.8 Committee Meeting Attendance. An absence by a Committee Member from three (3) meetings of the Committee within any given fiscal year shall be considered a resignation from the Committee by that Member. The Chair shall send a letter to all Committee Members absent from two (2) meetings within a given fiscal year notifying them that their status as Committee Members is in jeopardy, and encouraging their attendance.

ARTICLE IX. OTHER SPECIAL COMMITTEES

Section 9.1 Other Standing Committees, Subcommittees and Special Committees. The Coalition may establish other standing committees and subcommittees, in addition to special committees as it deems appropriate to fulfill the Coalition’s mission or needs. The Coalition may also establish special committees that are advisory or fact-finding committees. The Coalition may appoint Members and Non-Members to its advisory or fact-finding committees. Fact-finding and advisory committees shall not be standing committees, cannot exercise Coalition authority and shall be limited to purposes of advising the Board of Directors.

Section 9.2 Procurement Evaluation Committees. Procurement Evaluation Committees are special, advisory and fact-finding committees that shall consist of persons appointed by the President/CEO in a manner consistent with the Coalition's procurement policies. The President/CEO shall create each Procurement Evaluation Committee pursuant to the Coalition’s procurement policies, and each such committee shall be limited in scope and duration. Each Procurement Evaluation Committee may consist of persons who are non-voting Members and persons who are not Members. Procurement Evaluation Committees cannot exercise final Coalition authority and do not have authority to make final, binding procurement decisions. Each Procurement Evaluation Committee shall be limited to purposes of finding facts and advising the Coalition staff, the Finance Committee and/or the Board of Directors.

9.2.1 One or more Procurement Evaluation Committees may be appointed as determined by the needs of the Coalition. Procurement Evaluation Committees may advise, draft, create, rank and/or evaluate bids, bidders, requests for bids, requests for proposals and/or proposals and these Committees may also exercise such other duties delegated by the
Coalition’s Procurement Policies, the Finance Committee, the Board of Directors and/or the President/CEO. Procurement Evaluation Committees are to also make recommendations to the Board of Directors concerning bids, bidders, requests for bids, requests for proposals and/or proposals pursuant to the Coalition’s Procurement Policies. If non-voting Members are appointed, the Coalition must institute measures to ensure that such appointment is consistent with the Coalition’s procurement and conflict of interest policies.

9.2.2 The Procurement Evaluation Committee shall be responsible for screening, processing, evaluating and/or ranking proposals received by the Coalition as part of its procurement process, but shall not have final decision-making authority. The Procurement Evaluation Committee must make recommendations for contract awards to the Board of Directors, the Finance Committee and/or staff, as directed by the Board of Directors and/or the Coalition’s Procurement Policy.

Section 9.3 Audit Committee. The Audit Committee shall be a special, independent Committee responsible for ensuring that the operations of the Coalition are in compliance with applicable policies, procedures, laws and regulations. The Audit Committee shall be responsible for ensuring that the Coalition has adequate internal controls.

9.3.1 The Audit Committee shall recommend the selection of external auditors to the Board of Directors and shall be responsible for establishing the compensation of the external auditors.

9.3.2 The Committee shall oversee auditing function of the Coalition. The Committee shall be responsible to approve the selection of the firm to provide internal audit services. The Committee shall be responsible to approve the selection of the firm to provide external audit services.

9.3.3 The Chair of the Audit Committee or his/her designee will make a report to the Board of Directors as needed on the activities of the Committee and make recommendations as considered necessary.

9.3.4 Membership. The Audit Committee shall be composed of no more than five (5) persons appointed by the Chair of the Board of Directors. None of the persons appointed to the Audit Committee shall be part of management. No more than one member of the Finance committee shall be a member of the Audit Committee. Members will be appointed to staggered three-year terms and may serve for no more than two consecutive terms. The Chair of the Board of Directors shall appoint the Committee Chair and Vice-Chair, subject to approval by the Board of Directors.
The Chair or Vice-Chair of the Committee will present a report to the full board on the activities of the Committee and their recommendations regarding acceptance of audit and compliance reports, approval of selection of audit firms, and any other issues that the Committee members may deem necessary.

9.3.5 Duties. The Audit Committee shall oversee the audit functions at the Coalition. The Audit Committee's duties shall include:

(i) Selection of internal and external auditors

(ii) Approval of an internal audit plan

(iii) Report to the Board on the status of the internal control environment at the Coalition.

(iv) Review and approve audit reports, compliance reviews and any other independent review of the financial and operational aspects of the Coalition.

(v) Oversee corrective actions and responses to audit findings

(vi) Monitor implementation of audit recommendations

(vii) Monitor adequacy of internal controls through implementation of audit recommendations

(viii) Investigate allegations of fraud

(ix) Monitor compliance with Code of Ethics and policies and procedures

(x) Assess financial risks and measures to address the risks, i.e., insurance coverage, business interruption plan, etc.

9.3.6 Meetings. The Audit Committee shall have as many meetings as it deems necessary to fulfill its responsibilities but in no event should the number of meetings be less than once a quarter.

ARTICLE X.
LIABILITY

The Coalition shall indemnify any Member or Officer to the full extent permitted by the law.
ARTICLE XI.
REVISION/REPEAL OF BYLAWS

These Bylaws may be amended, repealed or altered in whole or in part by a two-thirds vote of the Members at any regular or special meeting. Any proposal to amend, repeal or alter these Bylaws shall be delivered in writing to Members of the Coalition no fewer than ten days before the meeting in which the proposal is to be considered. These Bylaws are a part of the Coalition's school readiness plan and any amendment, repeal or alteration of these Bylaws constitute an amendment, repeal or alteration of the Coalition's school readiness plan.

ARTICLE XII.
RULES OF ORDER

Robert's Rules of Order, as amended, shall be the parliamentary authority for all matters or procedures not specifically covered in the Bylaws.

ARTICLE XIII.
CODE OF ETHICS

The activities of the Coalition shall be governed by the Code of Ethics for Public Officers and Employees, as defined in Florida Statutes, §§ 112.313, 112.3135, and 112.3143.


BY: ___________________________

NAME: ________________________

TITLE: _________________________
Policies and Procedures

Contracts Department
02.03.001 General Contract Administration

This policy and procedure establishes guidelines for the general administration of ELC Contracts.

It is the policy of the ELC to ensure that all aspects of contract administration be conducted in a timely and accurate manner, including processing contract invoices in the financial management system (MICROIX) and mailings to the contractors. The ELC will verify vendor information through online resources available in the State of Florida, specifically the Department of State, Divisions of Corporations.

Whenever an ELC Department contracts services with an outside vendor, it must complete a vendor information form, with the following information: name, address, phone/fax, website and email address. The department shall also attach some form of documentation that displays the name and address of the vendor, such as an invoice and/or vendor business card.

Vendor Verification and Registration

The Contracts Administrator shall verify the vendor information and status by checking the Florida Department of State/Division of Corporations website (www.sunbiz.org). In addition, the contract administrator shall check the excluded parties list at www.epls.gov to determine if the vendor has been disqualified/suspended/disbarred by the Federal Government. The documents are printed from the above-referenced sites and placed within the respective contractor’s file. In order to register a vendor, the following steps shall occur:

- Print out a copy of the vendor/owner cover page.
- Get W-9 and/or 1099 form from vendor

A Finance department staff member will then register each new vendor in MIP and will add or change vendor information when appropriate. The process for entering this information in the system is as follows:

- With the completed form in hand, log-into MIP software and select new vendor.
- Once vendor added to MIP, scan and place docs into vendor folder on N drive.
- Prepare hard-copy folders with original vendor docs. Complete vendor folders will be placed within locked cabinet in Contracts.

Mailing Executed Contracts

The Contract Administrator shall work with the assigned Contract Manager to obtain the following: contract contact person, address and phone number.

The Contract Administrator will mail an original of the executed contract will be mailed via Federal Express (FedEx) to the contract contact person and will keep a copy of the FedEx airbill/tracking slip attached to a copy of the contract cover letter in the contract file. To complete this process the Contract Administrator shall:

STANDARD OPERATING PROCEDURES
Complete a FedEx request form.
- Make three copies of the FedEx airbill/tracking slip & request form.
- Distribute copies of the FedEx airbill/tracking slip & request form for filing as follows: original to Finance, one copy to Contract file and one copy to Contracts Administrator file.

**General Contracts Administrative Duties**

The Contracts Administrator shall also ensure the following:

- All reports/documents are promptly filed in the respective Contract files in locked cabinets.
- All contract folders have typed labels.
- All contract correspondence is mailed using type-written label.
- All Contracts folders on the N: drive are maintained and updated, as needed, including new and/or amended contracts in either folders.
- The Contracts master spreadsheet is maintained and updated, as needed.
- All procurement and vendor contract folders are maintained and updated, as needed.
02.03.002 Administration of Procurements Lower Than $35,000.00

This policy and procedure establishes guidelines for administering ELC procurements of goods and services, so to ensure adherence to Chapter 287, Florida Statute and the procurement procedures adopted by the Office of Early Learning.

It is the policy of the ELC to ensure that proper procurement processes are completed prior to purchasing any goods or services for ELC programs or premises. The ELC shall ensure that aspects of procurement of goods and services are conducted in a timely and accurate manner, in compliance with applicable laws. The ELC will use its electronic management system to increase efficiency. All department requests valued lower than $35,000.00 should be sent via email to Quotes@elcmdm.org. All department requests from valued over $35,000.00 must be handled by the Director of Contracts and Procurement.

**Procurement of goods estimated under $35,000.00**

When requiring the purchase of goods or services which are estimated to cost under $35,000.00, the requestor shall submit a completed “request for purchase form” by email or detailed email which includes detailed specifications of the goods or services, the date of the request and the date for which the goods or services are needed. All request for purchase forms or email requesting goods and/or services must be authorized by the requestor’s Program Director and submitted to the Contracts Administrator.

The Contracts Administrator will complete the following steps after receiving the “request for purchase form” from a ELC Department(s).

Obtain three (3) quotes from market research/Internet search and/or phonebook for available sources. Please note, the Board has empowered the our President and CEO to spend up to $35,000.00 for products and services as follows and under an approved budget, while applying the following exceptions to the three (3) quote rule:

- $0-999.99 – minimum of one verbal or written quote
- $1000.00- $2,499.99 – minimum of two written quotes
- $2,500.00 - $34,999.99 – minimum of three written quotes

The Coalition may post RFQ on the internal website to obtain more competitive and diverse responses. The advertisement time shall be no greater than ten (10) days.

Once the quotes are received, Contract Administrator shall present all quotes and backup documentation information, in a table format, to the requestor to review and select the vendor based on best interest. Once the vendor is selected, a price/cost analysis is completed.

Complete a price analysis/cost of quotes comparison using Request for Quotes, RFQ template and choose the vendor based on best interest. The price analysis will include the following information: vendor(s) name(s), specific information regarding the proposed purchase, i.e. the number of items to
buy, and the vendor(s) price(s). Once this data is compiled, the information is printed and retained within the RFQ file.

Check the selected vendor on MIP for any costs incurred with vendor over the previous 12 month period, so to ensure that the costs do not exceed $35,000.

Conduct an online vendor status verification using the Florida Department of Corporations website and excluded parties list, as well as any other available resources. The results of these reviews shall be maintained within the procurement file.

Print copies of all documents from online search noted above.

All ELC staff involved with the quote must complete a conflict of interest form. Should the aforementioned staff declare a conflict with the respective vendor, the form will be forwarded to our Senior Management and Board Attorney for review.

Complete the quote approval form. The authorizing Program Director, the Contracts Administrator and the Director of Contracts and Procurement shall sign and approve. The quote approval form will specify whether the purchase will be completed by issuing a PO or contract.

Once approved, input vendor registration in the financial management system (MICROIX).

**Purchase Orders**

The respective authorized users will route a completed PO to the requesting department for approval including scanned copies of all supporting documentation. Once approved, refer to PO report noted below. The purchasing process will be completed as established by applicable financial procedures. The PO purchasing process will be considered complete once items are received and inventoried and the receipt documents are forwarded to Accounts payable for payment. A file will be kept with all POs of less than $35,000.00 by the Contract Administrator. Every authorized purchase will have an ID number which will be recorded in the file. The Contracts Administrator will prepare a quarterly report of all POs less than $35,000.00 for each vendor which will be presented to the Director of Contracts and Procurement and the Coalition’s Executive Leadership.

**Contracts**

The Contracts department will route a proposed contract internally for review and will forward to the Board Attorney for review and approval for legal sufficiency and form. The Contracts department will forward the contract to the contractor for review and approval. Upon completion of ELC review and approval, the Contracts department will forward the document to the ELC’s President and CEO for execution. The executed copy of the contract will be forwarded to all parties. The Contracts department will retain copies of all contracts executed by the ELC.
\textbf{02.03.003 Verification of Purchases}

This policy and procedure establishes guidelines for placing orders and verifying purchases made by the ELC.

It is the policy of the ELC to only place order once Purchase Orders are approved and to verify all purchases when received to ensure accuracy, proper condition of items, adequate documentation and timely execution of payments.

The Contracts Administrator shall receive a report every two weeks with all approved Purchase Orders (PO report) from the Finance Department.

Upon confirmation of approval of a Purchase Order the Contracts Administrator shall print a copy of the PO form from the financial management system (MICROIX).

The Contracts Administrator shall call the vendor and order the items. A copy of the procurement shall be placed on the N: drive in the respective folder.

When the new merchandise is received at the ELC, the Contracts Administrator shall verify the packing slip of the merchandise comparing it with the original PO.

If all items have been received in good condition, a request for payment is forwarded to account payable for payment to the vendor.
02.03.004 ITB/RFP/ITN Process

This policy and procedure establishes guidelines for conducting Invitation to Bid (ITB)/Request for Proposals (RFP)/Invitation to Negotiate (ITN) processes, so to ensure adherence to Chapter 287, Florida Statutes and the procurement procedures adopted by the Office of Early Learning.

It is the policy of the ELC to ensure that proper procurement processes are completed prior to purchasing any goods or services for ELC programs or premises. The ELC shall ensure that aspects of procurement of goods and services are conducted in a competitive, timely and accurate manner, in compliance with applicable laws. ITB/RFP/ITN procedure will be followed for procurement of goods and/or services in excess of $35,000.00.

Preparing the ITB/RFP/ITN

When it has been determined that the appropriate competitive procurement is an ITB/RFP/ITN for a service being sought after by the ELC, the requesting Department will complete and submit a contract requisition form and/or submit a detailed list of specifications via email to the Contracts Department.

The Contracts Administrator will develop a procurement file folder and obtain scope/specifications for the ITB/RFP/ITN from the requesting Department. The scope/specifications, shall include but not be limited to timelines/deadlines, and the estimated budget amount for the ITB/RFP/ITN.

The Director of Contracts and Procurement shall draft the ITB/RFP/ITN with the requesting Program Directors assistance.

The Director of Contracts and Procurement shall also draft a resolution for approval of the Finance/Board Committee prior to release of the ITB/RFP/ITN. Under special circumstances, approval may not be obtained prior to the release. However, please defer to the Procurement policies and procedures, as well as consult with Board Attorney, as to appropriate alternative options.

The ITB/RFP/ITN shall be routed to appropriate approvers, including Finance, appropriate Program Director, ELC senior management, and Board Attorney, utilizing the “Request for Proposal routing form” (See attachment).

No ITB/RFP/ITN shall be released prior to approval from the Board Attorney.

Public Notice

Once approved, an email shall be sent to the OEL requesting to post the procurement on the vendor bid system. Also, the ITB/RFP/ITN shall be posted on the ELC website and OEL website. In addition, the Contracts department may send out the respective solicitation notice via email to the ELC’s respective vendors.

Once posted, the calendar from the ITB/RFP/ITN must be printed and closely monitored to ensure that all deadlines are met.
All ITB/RFP/ITN documents must be date/time stamped.

Once Notice of Intent is received from potential proposers, the Contract Manager must inform Director of Contracts via email of the names of the entities that have submitted Notices of Intent.

When questions are received, the inquiries are forwarded to the respective Program Director.

Responses shall be posted per the ITB/RFP/ITN timeline in the respective websites. Any amendments to the ITB/RFP/ITN must also be posted and sent to the proposers who submitted a Notice of Intent, using the bcc function.

**Evaluation Committee**

For each ITB/RFP/ITN, an Evaluation Committee shall be formed to review and evaluate all proposals received as part of the ITB/RFP/ITN. Members of the Evaluation Committee shall be selected by the ELC’s Senior Management. It is highly recommended that some members from the public, non-ELC employees, are selected as members of the Evaluation Committee. The Evaluation Committee shall have no less than three (3) members.

A letter to all members shall be prepared in collaboration with the respective Program area and senior ELC management.

The letters will be sent to the members of the Evaluation Committee, with the conflict of interest questionnaire attached for participants to disclose conflicts if any.

When a proposal is submitted the proposer shall receive a date/time stamped receipt, using the “proposal submission receipt”.

ITB/RFP/ITN packets shall be prepared by the Contract Manager, including but not limited to originals of all ITB/RFP/ITNs received, copies of any amendments to the ITB/RFP/ITN, and copies of the ITB/RFP/ITN evaluation form – initial review and quality evaluation criteria.

A preliminary Evaluation Committee Meeting is held with an agenda. During this meeting the ITB/RFP/ITN packets are distributed and the deadline for scoring the proposals and the date for the final evaluation meeting are established. It is recommended that the deadline for submitting the evaluation forms will be 2-3 days prior to the final evaluation meeting date.

All Evaluation Committee meetings are publicly noticed and advertised via the ELC website. Also, minutes of each Evaluation Committee must be taken and retained within the respective procurement file. Lastly, the Board Attorney must be in attendance at all Evaluation Committee meetings.

The final review meeting will typically be scheduled two weeks from the date of the preliminary meeting.
Once all scoring responses are received and prior to the evaluation meeting, the Contracts Manager will tabulate the scores.

The final evaluation meeting shall be held. During this meeting reviewers comments are discussed and noted and the final scores are reviewed.

The Contracts Manager shall draft resolution for approval of the Finance/Board Committee. Under special circumstances, approval may be obtained through the Executive Committee of Board. If so, defer to the Director of Contracts and the Board Attorney for additional guidance.

Once the selected vendor is approved, the results shall be posted on the ELC website.

The procurement file folder is closed and a draft contract is created to begin the negotiation process with the selected vendor. A new contract folder is created.
02.03.005 Obtaining Contractual Services or Commodities that are not subject to the Competitive Solicitation Requirements noted in Chapter 287, Florida Statutes and the procurement procedures adopted by the Office of Early Learning

This procedure establishes guidelines for obtaining contractual services or commodities that are not subject to the competitive solicitation requirements noted within Chapter 287, Florida Statutes and the procurement procedures adopted by the Office of Early Learning.

It is the policy of the ELC to ensure adherence to the procurement requirements noted within Chapter 287, Florida Statutes.

The requesting department will submit, to the Contracts department, a detailed description of the proposed contractual service and/or commodity, including costs/budget, project start and end times. The requesting department must also include proof that this service is approved within the ELC’s Coalition Plan.

Upon receipt of the information, the Contracts department will work with the requestor to finalize all details of the contractual service and/or commodity.

The Contracts department will route the proposed project/contract internally for review and will forward to the Board Attorney for review and approval for legal sufficiency and form.

Upon approval of the project/contract, the Contracts Department will submit it for review and approval to the respective Board of Directors and its Committees, if applicable, which may include, but is not limited to, the Program Policy and Strategy Committee and/or the Finance Committee.

Once Board approval is obtained, the Contracts Department will finalize the negotiations via a contract and/or purchase order.
02.03.006 Procedures to Obtain Contractual Services or Commodities that are available only from a single source as provided for in Chapter 287, Florida Statute and the procurement procedures adopted by the Office of Early Learning

This procedure establishes guidelines for excepting from competitive solicitation requirements contractual services or commodities available only from a single source as provided for in Chapter 287, Florida Statute and the procurement procedures adopted by the Office of Early Learning.

It is the policy of the ELC to ensure adherence to the procurement requirements noted within Chapter 287, Florida Statute and the procurement procedures adopted by the Office of Early Learning.

The requesting department will submit, to the Contracts department, a detailed description of the proposed contractual service and/or commodity, including the following:

- Costs/budget
- Project start and end times
- Proof that this service is approved within the ELC’s Coalition Plan
- A request and justification for the single source. The justification should answer the following: (i) how was the determination made that the selected vendor is the only vendor that can provide the commodities or services being sought, and (ii) why is the identified commodity or service the only commodity or service that will meet the ELC's needs.

Upon receipt of the information, the Contracts department will work with the requestor to finalize all details of the contractual service and/or commodity and facilitate the action as follows:

For a single source purchase that does not exceed $35,000, the requesting department should contact the Contracts Department to facilitate an in-house single source approval request that does not require posting. The Contracts department will review the justification request received from the requesting area for approval.

For a single source purchase that exceeds $35,000, the Contracts department shall electronically post a “Description of Intended Single Source Purchase.” This notice shall be posted for at least seven (7) business days. After posting for the seven (7) business day period, the ELC must determine in writing that the commodity or service is only available from a single source. If any information is received from prospective vendors as a result of the posted “Description of Intended Single Source Purchase”, the ELC’s written determination must address each prospective vendor’s submission and explain why such submission does not meet the ELC’s requirements. After making the written determination that the submission does not meet the ELC’s requirements, the ELC shall provide a “Notice of Its Decision to Enter Into a Single Source Purchase” which will be electronically posted for three (3) additional business days.

The Contracts department will route the proposed project/contract internally for review and will forward to the Board Attorney for review and approval for legal sufficiency and form.
Upon approval of the project/contract, the Contracts Department will submit it for review and approval to the respective Board of Directors and its Committees, if applicable, which may include, but is not limited to, the Program Policy and Strategy Committee and/or the Finance Committee.

Once Board approval is obtained, the Contracts Department will finalize the negotiations via a contract and/or purchase order.
2.06.404 Asset and Liability Accounts: Fixed Asset Management

Capitalization Policy

Physical assets acquired with unit costs in excess of $1000 are capitalized as fixed assets on the financial statements. Items with unit costs below this threshold shall be expensed in the year purchased.

Capitalized fixed assets are accounted for at their historical cost and all such assets, except land and certain works of art and historical treasures, are subject to depreciation over their estimated useful lives, as described later.

Contributed Assets

Assets with fair market values in excess of $1000 (per unit) that are contributed to Early Learning Coalition of Miami-Dade/Monroe shall be capitalized as fixed assets on the financial statements. Contributed items with market values below this threshold shall be expensed in the year contributed.

Capitalized contributed assets are accounted for at their market value at the time of donation and all such assets, except land and certain works of art and historical treasures, are subject to depreciation over their estimated useful lives, as described later.

Establishment and Maintenance of a Fixed Asset Listing

All capitalized fixed assets shall be recorded in a property log. This log shall include the following information with respect to each asset:

- Asset Tag Identification Number
- Description (including serial number)
- Location of asset
- Person or Department assigned to use of asset
- Name, make or manufacturer, if applicable
- Year and/or model(s) if applicable
- Manufacturer’s serial number
- Date of acquisition
- Cost
- Description (including serial number)
- Location of asset
- Voucher or Check Number
- Accounting Distribution code (Fund source)
- Award Number
- % of Federal Participation
A physical inventory of assets capitalized under the preceding policies will be taken on an annual basis by Early Learning Coalition of Miami-Dade/Monroe.

**Receipt of Newly-Purchased Equipment and Furniture**

At the time of arrival, all newly-purchased equipment and/or furniture shall be inspected for obvious physical damage. If an asset appears damaged or is not in working order, it shall be returned to the vendor immediately.

In addition, descriptions and quantities of assets per the packing slip or bill of lading shall be compared to the assets delivered. Discrepancies should be resolved with the vendor immediately.

Inventory goods are received by personnel outside of the purchasing process.

**Inventory Maintenance**

It is the policy of the ELC to manage the inventory of property purchased by the ELC with state or federal funds allocated to the ELC in accordance with section 273.02, F.S. and 45 C.F.R. 74.1, 74.30-74.37 (OMB Circular A-110) and OEL Fiscal Guidance 240.02 (OEL-FG-009-08). The ELC will annually take an inventory of its grants purchased property between July 1 and October 1. The ELC will record the annual inventory on the Master Property Inventory Form. The ELC will inventory all equipment, fixtures and other tangible personal property of a non-consumable nature, the value of which is $1000.00 or more and the normal expected life of which is one (1) year or more on an annual basis. Property purchased is titled in the name of the ELC but will be returned to the state if the ELC ceases to participate in the school readiness program or the VPK program. When an item is no longer needed or required by the ELC, is obsolete, is not usable, or is not economical or efficient to use the ELC may surplus or dispose of the property in the manner prescribed by Section 274.05 or 274.06, F.S.

**Tagging and Inventory List**

Inventory asset tags will be maintained in the Finance Department and released to the Custodian Delegate upon the receipt of asset(s) by the Early Learning Coalition. The Inventory Administrator/Custodian Delegate shall place a decal on an inventory asset tag containing a unique identification number and the name of the ELC on any item deemed sensitive or valued greater than
$1,000 that is of ELC property and shall maintain a list of all new capital equipment for internal and external customers.

If merchandise is less than $1,000, then an IO (red) sticker is applied to the item.

If merchandise is more than $1,000, then an IA (green) sticker is applied to the item.

All property information shall be entered into the Master property/inventory list for tracking.

When the item is assigned to a department or staff member a property transfer form must be signed by the receiving staff accepting responsibility for the use of the item.

The property transfer form shall be maintained by the inventory administratorCustodian Delegate.

**Stolen Property**

Whenever property is found to be missing/stolen, the following steps shall be followed:

- Request a Police report for the theft.
- Complete a “Notification of missing/stolen property” with required signatures of the inventory administratorCustodian Delegate, respective supervisor and CFO and including the copy of the police report.
- Scan completed form into the respective folder on the N drive, and maintain a hard copy of the form within the inventory administratorCustodian Delegate’s files.

**Surplus or Disposal of Property**

When no longer needed for the original project or program, the ELC will use the equipment in connection with its other federally-sponsored activities, if any, in the following order of priority:

- Programs, projects or activities the Health and Human Services (HHS) awarding agency sponsors.
- Programs, projects or activities other HHS awarding agency sponsors.
- Programs, projects or activities other federal agencies sponsor.

To surplus or dispose of property the ELC shall follow the following procedure:

- Complete an OEL surplus property form for items being removed from the Master inventory list, i.e. scrap and/or obsolete. A review of the master inventory list shall be completed prior to surplus of any item. The Surplus Property Form shall include the following information on the individual property record for each item:
  - Date of disposition
Authority for disposition (resolution of the governing body properly recorded in the minutes as Chapter 274-07, F.S., requires)

Manner of disposition (sold, donated, transferred, cannibalized, etc.)

Identity of employee(s) witnessing the disposition

For items disposed of, a notation identifying any related transactions (e.g., receipt for sale)

For property certified as surplus, reference to documentation evidencing that the coalition or contractor disposed of such property.

The form shall be submitted to the OEL representative who shall review the form, complete a physical inventory/inspection, and sign the form, with the CFO.

An advertisement/email with information about the surplus items shall be sent to other ELC’s Finance Departments. This advertisement shall be posted for 10 working days.

If no inquiries are received within the 10 day period, the surplus can be donated to a local charity. A property affidavit shall be completed for all surplus and/or disposable items and signed by the CFO.

If an inquiry is received within the 10 day period, the items shall be shipped and/or picked up at the expense of the requestor. A property affidavit form is completed and signed by the CFO.

A hard copy of the signed Surplus Property Affidavit shall be maintained within the file and an e-copy of OEL surplus and property affidavit form shall be scanned and saved on the N: drive.

Accounting Treatment

All capitalized assets are expensed during the year and subsequently re-classed at year-end to the fixed assets account. Fixed assets are depreciated over their estimated useful lives using the straight-line method.

In the year of acquisition, depreciation is recorded based on the number of months the asset is in service, counting the month of acquisition as a full month (Example: an asset purchased on the 15th day of the fifth month shall have 8 full months of depreciation (eight-twelfths of one year) recorded for that year.

Estimated useful lives of capitalized assets are as follows:

- Furniture and fixtures: 5 years
- Computer hardware and peripherals: 3 years
- Computer software: 3 years

For accounting and interim financial reporting purposes, depreciation expense will be recorded on an annual basis.
**Repairs of Fixed Assets**

Expenditures to repair capitalized assets shall be expensed as incurred if the repairs do not materially add to the value of the property or materially prolong the estimated useful life of the property.

Expenditures to repair capitalized assets shall be capitalized if the repairs increase the value of property, prolong its estimated useful life, or adapt it to a new or different use. Such capitalized repair costs shall be depreciated over the remaining estimated useful life of the property. If the repairs significantly extend the estimated useful life of the property, the original cost of the property shall also be depreciated over its new, extended useful life.

The following information will be added and maintained in database as it occurs:

- Transfer of equipment from one physical location to another
- Transfer of equipment from one employee to another

**Sub Recipient Property Reporting**

If purchased with OEL funds, sub recipients will submit a master inventory list as required.

**OEL Procedures for Lost, Stolen, or Disposed Property**

Refer to OEL/OEL policy number OEL-PL-0039-06OEL-FG-004-12 for reporting of lost, stolen, transferred, or surplus property. An OEL Surplus Property form must be completed for all retired fixed assets. Assets can be retired due to obsolescence, discontinuance of use, breakage, shrinkage etc. The form must be completed by the Property Manager Custodian Delegate, following OEL procedures. All property disposals must be approved by the Sr. Director of Administration and Finance.
2.06.605 Financial Management Policies: Records Retention

It is the policy of Early Learning Coalition of Miami-Dade/Monroe to retain records as required by law and to destroy them when appropriate. The destruction of records must be approved by the Senior Director of Finance/Administration.

General Guidelines

**Accounting and Tax Records**

Generally, the IRS can audit a tax return for three years after the date it was due or the date the tax was paid, whichever is later. However, if there is a major misstatement of income, they can audit for up to seven years after the tax year. For that reason, 7 years is the standard recommendation.

**Electronic Record Keeping**

The IRS has issued guidelines for retaining computerized records. Legible records that reconcile to tax returns must be able to be produced on sufficient transaction-level detail to identify source documents. The MIP Fund Accounting system contains transaction-level detail from July 1, 2004 forward.

**Business or Corporate Entity Documents**

Corporate documents should be kept indefinitely. These records include articles of incorporation, bylaws, and board of directors’ minutes.

**Personnel Records**

All personnel records are required to be kept for the duration of a person’s employment plus a designated period of time after their termination.

**Employee Benefit Plan Records**

All information needed to verify any aspect of a filing under ERISA must be kept for a period of six years after the date of filing. This includes plan documents, payroll and related data, and allocations and compliance testing.

The following schedule represents the retention period for various documents of the ELC:

<p>| Accident reports/claims (settled Cases) | 7 Years |</p>
<table>
<thead>
<tr>
<th>Document Type</th>
<th>Retention Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable ledgers and schedules</td>
<td>7 Years</td>
</tr>
<tr>
<td>Accounts receivable ledgers and schedules</td>
<td>7 Years</td>
</tr>
<tr>
<td>Audit reports</td>
<td>Permanently</td>
</tr>
<tr>
<td>Bank reconciliations</td>
<td>7 Years</td>
</tr>
<tr>
<td>Bank statements</td>
<td>7 Years</td>
</tr>
<tr>
<td>Chart of Accounts</td>
<td>Permanently</td>
</tr>
<tr>
<td>Cancelled Checks</td>
<td>7 Years</td>
</tr>
<tr>
<td>Contracts, mortgages, notes and leases:</td>
<td></td>
</tr>
<tr>
<td>Expired</td>
<td>7 Years</td>
</tr>
<tr>
<td>Still in effect</td>
<td>Permanently</td>
</tr>
<tr>
<td>Correspondence:</td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>7 Years</td>
</tr>
<tr>
<td>Legal and important matters only</td>
<td>Permanently</td>
</tr>
<tr>
<td>Routine with customers and/or vendors</td>
<td>7 Years</td>
</tr>
<tr>
<td>Deeds, mortgages and bills of sales</td>
<td>Permanently</td>
</tr>
<tr>
<td>Depreciation schedules</td>
<td>Permanently</td>
</tr>
<tr>
<td>Duplicate deposit slips</td>
<td>7 Years</td>
</tr>
<tr>
<td>Employment applications</td>
<td>7 Years</td>
</tr>
<tr>
<td>Expense analyses/expense distribution schedule</td>
<td>7 Years</td>
</tr>
<tr>
<td>Financial statements:</td>
<td></td>
</tr>
<tr>
<td>Year end</td>
<td>Permanently</td>
</tr>
<tr>
<td>Other</td>
<td>Optional</td>
</tr>
<tr>
<td>Garnishments</td>
<td>7 Years</td>
</tr>
<tr>
<td>General ledgers/year end trial balance</td>
<td>Permanently</td>
</tr>
<tr>
<td>Document Type</td>
<td>Retention Period</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Insurance policies (expired)</td>
<td>7 Years</td>
</tr>
<tr>
<td>Insurance records (policies, claims, etc.)</td>
<td>Permanently</td>
</tr>
<tr>
<td>Internal audit reports</td>
<td>7 Years +</td>
</tr>
<tr>
<td>Internal reports</td>
<td>7 Years</td>
</tr>
<tr>
<td>Inventories of products, materials and supplies</td>
<td>7 Years</td>
</tr>
<tr>
<td>Invoices (to customers, from vendors)</td>
<td>7 Years</td>
</tr>
<tr>
<td>Journals</td>
<td>Permanently</td>
</tr>
<tr>
<td>Minute books of directors, bylaws and charters</td>
<td>Permanently</td>
</tr>
<tr>
<td>Notes receivable ledgers and schedules</td>
<td>7 Years</td>
</tr>
<tr>
<td>Payroll records and summaries</td>
<td>7 Years</td>
</tr>
<tr>
<td>Personnel records (terminated)</td>
<td>7 Years</td>
</tr>
<tr>
<td>Petty cash vouchers</td>
<td>7 Years</td>
</tr>
<tr>
<td>Physical inventory tags</td>
<td>7 Years</td>
</tr>
<tr>
<td>Property records (incl. depreciation schedules)</td>
<td>Permanently</td>
</tr>
<tr>
<td>Purchase orders:</td>
<td></td>
</tr>
<tr>
<td>Purchasing department copy</td>
<td>7 Years</td>
</tr>
<tr>
<td>Other copies</td>
<td>7 Years</td>
</tr>
<tr>
<td>Receiving sheets</td>
<td>7 Years</td>
</tr>
<tr>
<td>Retirement and pension records</td>
<td>Permanently</td>
</tr>
<tr>
<td>Requisitions</td>
<td>7 Years</td>
</tr>
<tr>
<td>Sales records</td>
<td>7 Years</td>
</tr>
<tr>
<td>Subsidiary ledgers</td>
<td>7 Years</td>
</tr>
<tr>
<td>Tax returns and worksheets, examination reports and</td>
<td>Permanently</td>
</tr>
<tr>
<td>other documents relating to determination of income</td>
<td></td>
</tr>
<tr>
<td>tax liability</td>
<td></td>
</tr>
<tr>
<td>Item</td>
<td>Retention Period</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Time sheets/cards</td>
<td>7 Years</td>
</tr>
<tr>
<td>Trademark registrations and copyrights</td>
<td>Permanently</td>
</tr>
<tr>
<td>Training manuals</td>
<td>Permanently</td>
</tr>
<tr>
<td>Voucher register and schedules</td>
<td>7 Years</td>
</tr>
<tr>
<td>Withholding tax statements</td>
<td>7 Years</td>
</tr>
</tbody>
</table>
Policies and Procedures

MIS Department
02.02.001 MIS Security

This policy establishes guidelines to ensure that all users, staff and managers protect and maintain the security of the technology and information assets of the ELC.

It is the policy of the ELC to keep information protected and private. In the course of conducting the daily business of the ELC, the ELC and its partners collect personal data from families or providers which may include employment records, personal identifiable information such as social security numbers, and other sensitive information.

This confidential data may be stored in different forms, including, but not limited to:

Databases
Hard copy print outs
Eligibility certificates
Supporting documentation for eligibility criteria

The Early Learning Coalition of Miami-Dade/Monroe must protect this data to ensure its privacy is maintained. In order for this data to remain secure the following policies are followed.
02.02.002 Confidentiality of Data

This policy and procedure establishes guidelines for maintaining confidentiality of data.

It is the policy of the ELC to ensure that the ELC and its contractors comply with the confidentiality provisions of s.1002.72 FS and s. 411.011 FS, which provide an exemption from the public records law (Chapter 119, Florida Statutes). Guidance regarding the release of data is provided in OEL Policy 1.02. Procedures must guarantee confidentiality of information such as assessment data, health data, teacher observations, and personal identifying information of an enrolled child and his or her parent.

Confidential: 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 119.07, Florida Statutes (2005). When applicable, confidentiality covers all documents, papers, computer files, letters and all other notations of records or data that are designed by law as confidential. See also OEL Policy Regarding Procedure for Processing Public Records. Further, the term confidential also covers the verbal conveyance of data or information that is confidential.

Database is defined as structured collection of records or data that is stored so that the data may be consulted to answer queries. A database is typically stored on a computer system but may be expanded to include paper files and documents.

File Transfer Protocol (FTPS): The File Transfer Protocol is an application program which moves files between computers connected to the Internet independent of machine type or operating systems.

Hyper Text Transfer Protocol over Secure Socket Layer (HTTPS): A TCP/IP protocol that is used by World Wide Web servers and Web browsers to transfer and display hypermedia documents securely across the Internet.

E-mail (electronic mail) is the exchange of computer-stored messages by telecommunication. These messages provide an almost instant and reliable means of communication for personal or business reasons both within an organization and to outside parties. All ELC employees are required to sign an Individual Non-Disclosure and Confidentiality Form.

Social Security numbers are to be redacted (eliminated) from all documents prior to delivery, except as specifically provided by law, including documents to be filed with the courts and personnel records.

If some additional form of identification is required, then confidential data must be masked (e.g. Social Security Numbers must be displayed as xxx-xx-1234)

Any hard copy document that contains confidential data must be destroyed in such a way as to ensure
the destruction of the data, once the intended use of the document is complete.

Confidential Data storage: Any hard copy document that contains confidential data and is required to be stored must be kept in a secure location.

Employees must not remove from the ELC’s offices any document, either electronic or hard copy that contains unmasked confidential data. In the event that such a document is lost or stolen, employees must immediately report the incident to their supervisor.

Employees should not store any files on laptop computers that may contain confidential data, unless the data has been masked. All files containing confidential data should be stored on the network drive if necessary.

Any transmission of data which contains unmasked confidential data must be transmitted in accordance with the ELC’s Electronic Transmission of Data Policy.


02.02.003 Electronic Transmission of Confidential Data

This policy and procedure establishes guidelines for electronic transmission of data that ensures security and confidentiality.

It is the policy of the ELC to ensure that data transfer is as efficient and secure as possible. No data that contains confidential information is to be transferred over an unsecured connection. This policy ensures the security and protection of data integrity. Files that contain no confidential information may be transmitted as attachments to email. It is recommended that the file size of the attachment does not exceed 2 MB.

Where possible, the ELC will make use of FTPS servers and clients in order to transfer files larger than 2 MB. This reduces the traffic on the mail server and ensures the delivery of a file to the recipient by avoiding potential mail server blockages for files exceeding a predetermined size.

Files which contain confidential information may not, under any circumstances, be transmitted by email.

If the data that will be transmitted via FTPS contains any confidential information, the ELCs Secure FTPS service MUST be used. Under no circumstances shall the secure FTP server be configured to allow anonymous access. All FTPS systems users must have their own configured accounts. Anonymous access shall not be permitted unless a department manager has approved it for business purposes. If anonymous FTPS is approved, then a separate environment must be created for it.

Direct managers must approve the creation of accounts for users in their area and maintain documentation. This documentation should be made available to Internal Audit or appropriate personnel if requested.

The use of shared accounts is prohibited. All users and applications requiring access to the FTPS server will use separate accounts. Accounts for temporary workers, vendors or consultants will be set to expire or will be removed manually when their work is completed.

The selection of usernames and passwords must be made in accordance with the prevailing ELC policy. Current standards are first letter of first name and last name for user accounts, and passwords shall be eight alpha numeric and special characters, or the maximum supported by the system if less than the standard.

All FTPS only accounts should have their shell set to /bin/false in UNIX or belong to a group that only has write access to the FTPS directory area on other platforms. Groups must be used to prevent unauthorized access to other areas on the FTPS server. If possible, subnet access control lists must be used to ensure only authorized clients access the FTPS server. Directory permissions should be restrictive to prevent unauthorized FTPS accounts from accessing other data stored on the server.
The FTPS server must have logging enabled. Logging provides an audit trail that is useful to determine the misuse of FTPS resources.

Data backups should occur daily to ensure the continuity of the services provided by the server. The FTPS vendors website should be consulted regularly to check for the availability of upgrades and operational/security patches. Additionally, the vendor website should be consulted to ensure that the FTP server is being operated in accordance with vendor supplied instructions that may affect the integrity of the information that is being stored. Patches and fixes should be installed and tested on non-production servers before being applied to production servers.

The ELC makes use of Microsoft SharePoint technology which allows for the online collaboration of work products. All SharePoint sites must only be accessed over a secure HTTPS connection, using 128 bit encryption. SharePoint user accounts may only be set up by the System Administrator. External user accounts for non-ELC employees must be requested by the department Director.

External account information, such as username and password, must be transmitted to the account owner in accordance with the ELCs User Account Management Policy.
02.02.004 User Account Management

This policy and procedure establishes guidelines for establishing and maintaining user accounts for ELC staff.

It is the policy of the ELC to ensure user accounts for employees are standardized in order to minimize the potential exposure of the ELC to damages, which may result from unauthorized user account access. This include the loss of sensitive or company confidential data, intellectual property, damage to public image, damage to critical ELC systems, and other unforeseen damages. User accounts and passwords are the initial line of defense in network security. After a user gains access to the network by typing a valid username and password, the second line of security defense is User Rights.

Authorized management must approve the creation of accounts for users in their area and maintain any required documentation. This documentation shall be made available to Internal Audit or appropriate personnel, if requested. Management approval must be provided and documented for user and departmental group access. The documentation shall be made available to Internal Audit or other authorized personnel upon request.

The use of shared accounts shall be prohibited. All users requiring access to the network or database require individual accounts.

The selection of usernames and passwords must be made in accordance with the prevailing ELC policy. Usernames are first letter of first name and last name; passwords are eight alpha numeric and special characters if supported by the system. In the event that two persons have the same first initial and last name, then the new username will be created by the System Administrator to follow as closely as possible the ELCs policy.

If supported on the system, passwords must be at least eight characters long and contain alphanumeric and at least one special character such as a punctuation mark. The password must not have any character sequences as well (i.e. 1, 2, 3; a, b, c; 9, 8, 7; etc.). Passwords must be changed every 60 days; password history shall be set to 2 passwords remembered and passwords age to 0 days.

Users shall not be granted explicit rights to the file system. Rights shall be provided through group access.

Users shall be granted only the minimum privileges necessary for them to accomplish their day-to-day work.

Usernames may be distributed electronically or in person. Passwords must not be distributed electronically and may only be distributed in person or over the phone. Passwords may not be left on a recipient’s voicemail.
Accounts for temporary workers, vendors or consultants will be set to expire or removed manually when their work is completed. Guest accounts will be removed from systems where possible or at least disabled in the case that they cannot be removed due to an operating system limitation.

Only business unit system administrators shall manage user and group access. Where it is necessary to allow an authorized third person to access a user account and files or data, as in the case of illness or changing of positions, this information will be transferred by the system administrator rather than via the transfer of username and password.

When a user is transferred or terminates employment, the account will be disabled or deleted immediately. The Human Resources Department will notify the MIS Director via email of any transfers or termination of employment that require changes to the user account. All default user accounts shall be reviewed and disabled if required. At minimum, default accounts shall have their passwords changed to one which complies with the password policy.

Access to the user data and email of a terminated or transferred employee will be provided to authorized personnel only, such as the user manager, for thirty days, after which the data shall be archived and removed from the servers. User accounts shall be reviewed on at least a monthly basis, and old and obsolete accounts shall be disabled or removed.

Any IT staff member, employee or other person found to be using another person's account details without CEO approval will be subject to disciplinary and/or legal action.
02.06.000 Overview: Finance Department Responsibilities

The Finance department manages and processes financial information for the Early Learning Coalition of Miami-Dade/Monroe. The primary responsibilities of the department are:

- General Ledger
- Budgeting
- Cash and Bank Reconciliation
- Asset Management
- Accounts Receivable and Billing
- Cash Receipts
- Accounts Payable
- Cash Disbursements
- Financial Statements
- External Reporting
- Compliance with Government Reporting Requirements
- Annual Audit
- Internal Control
02.06.101 General Ledger and Chart of Accounts: Overview

The general ledger is defined as a group of accounts that supports the information shown in the major financial statements. The general ledger is used to accumulate all financial transactions of the Early Learning Coalition of Miami-Dade/Monroe, and is supported by subsidiary ledgers that provide details for certain accounts in the general ledger. The general ledger is the foundation for the accumulation of data and reports.

The Early Learning Coalition of Miami-Dade and Monroe Counties utilizes the MIP Fund Accounting system to comply with generally accepted accounting standards for non-profit accounting and reporting requirements.

Chart of Accounts Overview

The chart of accounts is the framework for the general ledger system, and therefore the basis for Early Learning Coalition of Miami-Dade/Monroe's accounting system. The chart of accounts consists of account titles and account numbers assigned to the titles. General ledger accounts are used to accumulate transactions and the impact of these transactions on each asset, liability, net asset, revenue, expense and gain and loss account.

Early Learning Coalition of Miami-Dade/Monroe’s chart of accounts is comprised of seven segments:

1. GL (Line Item)
2. Fund
3. Program Service
4. Program
5. Sub-Program
6. Contract
7. FASB
8. Location

General Ledger Line Items

General Ledger Accounts are comprised of:

1. Assets
2. Liabilities
3. Revenue
4. Expenses
5. Fund Balance (Net Assets)
Control of Chart of Accounts

Early Learning Coalition of Miami-Dade/Monroe's chart of accounts is monitored and controlled by the Controller and Special Projects Manager. Responsibilities include the handling of all account maintenance, such as additions, edits, and deletions. The Controller shall be made aware of any changes or deletions to ensure that the chart of accounts is consistent with the organizational structure of Early Learning Coalition of Miami-Dade/Monroe and meets the needs of each division and department.

Classification of Funds and Net Assets

Net assets of the Organization shall be classified based upon the existence or absence of donor-imposed restrictions as follows. Separate Fund accounts are created for each new funding source, grant, or other significant program for proper tracking of Revenues, Expenditures, and Balance Sheet items.

Unrestricted Net Assets - Net assets of funds that are not subject to donor imposed stipulations.

Temporarily Restricted Net Assets - Net assets of funds subject to donor imposed stipulations that may or will be satisfied through the actions of the Organization and/or the passage of time.

Permanently Restricted Net Assets - Net assets of funds subject to donor imposed stipulations that the Organization permanently maintain certain contributed assets. Generally, donors of such assets permit the Organization to use all or part of the income earned from permanently restricted net assets for general operations or for specific purposes.

Changes to the Chart of Accounts

Additions to, deletions from or any other changes to Early Learning Coalition of Miami-Dade/Monroe’s standard chart of accounts shall only be done by the Controller or Special Projects Manager.

Fiscal Year of Organization

Early Learning Coalition of Miami-Dade/Monroe shall operate on a fiscal year that begins on July 1st and ends on June 30th. Any changes to the fiscal year of the organization must be approved by Early Learning Coalition of Miami-Dade/Monroe’s Board of Directors.

Recording Items into the General Ledger
It is the policy of the Early Learning Coalition of Miami-Dade/Monroe that no individual shall have the ability to enter and post their own entries. All entries to the General Ledger are reviewed and posted by someone other than the person who prepared the entries.

Security Levels in the Accounting System

It is the policy of the Early Learning Coalition of Miami-Dade/Monroe that appropriate security levels will be established for personnel who access the accounting system.
2.06.201 Revenues and Cash Receipts: Revenue

Revenue Recognition Policies

The Early Learning Coalition of Miami-Dade/Monroe receives revenue from several types of transactions. Revenue from each of these types of transactions is recognized in the financial statements of Early Learning Coalition of Miami-Dade/Monroe in the following manner:

- **Grant income** - Monthly accrual based on incurrence of allowable costs for cost-reimbursement awards or based on other terms of the award for fixed price, unit-of-service, and other types of awards.
- **In-kind Contributions** – Recognized as income when received (see also Cost Sharing and Matching).
- **Program Income** – May include refunds and other applicable credits, and is recognized as a reduction in expenditures in the period in which it is received.
- **Nongovernmental Cash contributions** – Recognized as income when received, unless accompanied by restrictions or conditions (see the next section on contribution income).

Immaterial categories of revenue may be recorded on a cash basis as deemed appropriate by the Controller.
2.06.202 Revenues and Cash Receipts: Contributions Received

Definitions

The following definitions shall apply with respect to the policies described in this section:

**Contribution** - An unconditional transfer of cash or other assets to the Organization, or a settlement or cancellation of the Organization's liabilities, in a voluntary nonreciprocal transfer by another entity acting other than as an owner.

**Condition** - A donor-imposed stipulation that specifies a future and uncertain event whose occurrence or failure to occur gives the promissor a right of return of the assets it has transferred to the Organization or releases the promissor from its obligation to transfer its assets.

**Restriction** - A donor-imposed stipulation that specifies a use for the contributed asset that is more specific than broad limits resulting from the nature of the Organization, the environment in which it operates, and the purposes specified in Early Learning Coalition of Miami-Dade/Monroe's articles of incorporation and bylaws. Restrictions on Early Learning Coalition of Miami-Dade/Monroe's use of an asset may be temporary or permanent.

**Nonreciprocal Transfer** - A transaction in which an entity incurs a liability or transfers assets to Early Learning Coalition of Miami-Dade/Monroe without directly receiving value from Early Learning Coalition of Miami-Dade/Monroe in exchange.

**Promise to Give** - A written agreement to contribute cash or other assets to Early Learning Coalition of Miami-Dade/Monroe.

**Exchange Transaction** - A reciprocal transaction in which Early Learning Coalition of Miami-Dade/Monroe and another entity each receive and sacrifice something of approximately equal value.
03.08.001 School Readiness Eligibility Process

To provide guidelines for processing families seeking financial assistance for School Readiness Services who meet the following criteria: employed; attending approved training or educational activities for at least twenty (20) hours per week; have a valid referral from a referral agency; and income and family size are within established guidelines.

All families seeking services must provide the required documents and meet the standard criteria under each funding category as established by the federal government, Florida Office of Early Learning (OEL), Department of Children and Families (DCF), the Department of Education (DOE) and the Early Learning Coalition of Miami Dade/ Monroe (Coalition). The Eligibility Categories, Billing Groups and Criteria chart can be used as a quick source reference by the eligibility specialist, when needed.

Initial eligibility is conducted through the mail for all clients except those receiving a referral from a referral agency. All redeterminations of eligibility are conducted through the mail.

Required School Readiness Forms to Conduct and Complete Interview

- Child Care Application and Authorization (Attachment 3) - all applicable fields must be completed and the form signed and dated by the parent/guardian.
- Terms and Conditions for Application (Attachment 4) - this form is updated annually at a minimum and explains to the parents:
  - Right of Parental Choice in selecting child care provider
  - Consequences of failing to pay the parent fee on time
  - Consequences of losing or quitting a job without good cause
  - Consequences of inappropriate conduct by the parent or child at child care facility
  - Consequences of providing false information during the application or re-determination process
  - Consequences of failing to notify the COALITION of changes in the parent’s employment, training and/or other circumstances in the household within 10 days of the change
- Income Worksheet for Application (Attachment 5) - notes employment data, calculates earned and unearned income from documents submitted by client.
- Child Support Statement (Attachment 6)
- Medical Statement (Attachment 7) (if applicable) - medical documentation from a licensed physician substantiating that client is disabled and unable to work.
- Parent Rate Explanation Letter (Attachment 8) - explains the relationship between provider rate and the COALITION assessed fee and client’s responsibility to pay all fees once they have selected a provider. It also covers policies related to continued eligibility.
- Program/Provider Reimbursement Procedures (Attachment 9) - explains policies and procedures once child is enrolled between client, the provider and the COALITION.
- Acknowledgement, Certification and Release Form (Attachment 10): Client completes this form which covers the following areas:
• **Rights and Responsibilities for Services (Attachment 11)** - This form is updated annually at a minimum and advises the parent of certain basic information for receiving school readiness services. The form includes the:
  - Authorization eligibility period
  - Parent fee and effective date
  - Child care choices
  - Obligation to pay parent fees and consequences if the fees are not paid in a timely manner
  - Obligation to keep the COALITION informed of any changes in the household circumstances
  - Obligation to provide written documentation of all absences of the child
  - Obligation to complete the re-determination process prior to the expiration of the authorization period
  - Responsibility to pay for services beyond the authorized period

• **Family Needs Assessment Information Form (Attachment 12)** - This form is used to assist client in getting services and/or information for all of the identified areas of concern.

• **Notice of Change in Child Care Status Form (Attachment 13)** - This form provides information to the parent that the family is eligible or ineligible for services each time the eligibility process is completed. The reason for ineligibility must be clearly stated. Whenever services are terminated prior to the authorized period, the reason for termination, effective date, and the child (ren) impacted must be documented on the form and in the case history notes. The parent has the right to appeal this decision within 30 business days from the date of Notice. If the appeal is not requested within 30 days, the parent forfeits their right of appeal.

*Maintaining Eligibility Services during Break in Employment*

**Employment Ended**: A client may continue to maintain eligibility for financial services for up to thirty (30) calendar days from the date the client’s employment ended or re-established within thirty calendar days.

**Medical Reasons**: A client may continue to maintain eligibility for financial services for up to sixty (60) calendar days for medical reasons including maternity leave, if determined medically necessary and documented by a doctor.
**Interruption in Employment with Option to Return**: this applies to seasonal or school system-related employment. This child should not be placed on the waiting list. Care may be re-established upon resumption of employment.

**Referral Based Clients**

Families under certain funding categories are referred for child care services and eligibility services must have the referral form prior to completing the application process. All fields on the referral must be completed by the referring agency. These fields include: name of referral agency, parent/guardian being referred, date of birth for the children, social security number of parent/guardian and child (ren), funding category, authorized referral period, and number of hours authorized. The purpose of care must be clear, as well as the signature of the referring Eligibility Specialist. The BG8 and CCPP are the two funding categories that do not require a referral form.

The following referral forms are used for the corresponding funding category:

- **BG1- At Risk**- referred by the DCF Protective Investigation Unit, Our Kids Full Case Management Agencies, Domestic Violence Centers and Certified Homeless Shelters. Refer to PM ESD-011 (Child Care Referral and/ Reduction Form - Attachment 14)
- **BG3- Temporary Assistance to Needy Families (TANF) and BG5- Transitional Child Care (TCC)** referred by Career Source South Florida or DCF ACCESS program. (So FL Workforce Child Authorization & Referral Form - Attachment 15)
- **BG1-14R and BG3R/RCG: Relative Caregiver** (Refer to PM ESD-033)
- **Title V**- referred by agencies that assist recent refugee and asylee clients. Refer to PM ESD-028 (Title V Referral Form - Attachment 16)
- **TAP (Teen Aged Parent) Program**- Dade County Public Schools - Refer to PM ESD-018

**Non-Referral Based Families**

Families under these categories are allowed to be processed and the child/ren enrolled *only when funding is available*. In most instances, these families have registered and applied for services by entering the Single Point of Entry (SPE) Wait List.

- **BG8- Working Poor and Income Eligible** - families must meet the income criteria based on family size and be within 0-150% of the Federal Poverty Guidelines. Additionally, the parent/guardian must meet the purpose of care – be involved in employment, training and/or educational activities for at least twenty (20) hours a week.
- **CCPP- Child Care Purchasing Pool**- families’ income must not exceed 200% of the Federal Poverty Guidelines and must meet the purpose of care - **working** for at least twenty hours a week.
- **CCEP- Child Care Executive Partnership** – families in this category must be employed at a child care center with an executed Employer Participation Agreement with the COALITION. The employee must complete the
• **CCEP Employee Pre-Screening Form (Attachment 18)**. Their income must not exceed 200% of the Federal Poverty Guidelines and they must meet the purpose of care – working for at least twenty (20) hours a week.

• **BG8 29-** families in this category receive social security disability benefits. They must bring in a physician statement completed by their doctor to verify their disability and the Social Security Administration award letter.

**Documents Required from Parent/Guardian**

• Proof of residency in Florida and within the COALITION’s service zone.

• Social Security Cards for all household members (if applicable)

• Original birth certificate (s) (not card) of all children

• Proof that child is a U.S. citizen or an alien lawfully entered for permanent status.

• Proof of Legal Guardianship

• Photo ID: driver’s license, government issued ID, US Passport, etc. of parent/guardian arranging care. **ID must be valid/unexpired. If photo ID is not available, then 2 forms of identification** must be obtained, i.e. birth certificate, social security card, etc. *(refer to ELC P/P Manual,Chp.4, p. 10)*

• Income documentation for the parent/guardian and spouse, if applicable. Paycheck stubs must include name, address, phone number of employer, number of hours worked and gross salary (before) deductions. If paid:
  - Weekly: parent must bring the last six (6) pay stubs
  - Bi-weekly: parent must bring the last three (3) pay stubs
  - Semi-monthly: parent must bring the last three (3) pay stubs
  - Twice-monthly: parent must bring the last three (3) pay stubs
  - Monthly: parent must bring the last two (2) pay stubs
  - If paid in cash or personal check parent must call the office prior to the interview to obtain the Verification of Employment Form (Attachment 19)
  - Federal income tax return or account ledgers or verification of income for self-employment
  - TANF amount print out/statement (if applicable)
  - Receipts of child support payment or Child Support Statement (Attachment 6)

• If the parent is enrolled in an eligible educational activity, the parent must bring the original documentation showing proof of enrollment (i.e. original class schedule reflecting hours of enrollment) Refer to PM-ESD-012 School Enrollment

• Physician’s statement for disabled adult(s) (if applicable)

• Referral from referring agency, if applicable

• Special Needs child: between 13-18 years of age and physically or mentally incapacitated, or incapable of caring for him/her self, or under court supervision, must present an IEP (Individual Educational Plan) or FSP (Family Support Plan) or a doctor’s note indicating incapable of self care.
Appointment Time Standards

Time standards have been established for scheduling an interview when a request for child care services has been made. The time standards are as follows:

- BG1- At Risk: (7) business days for DCF referrals. Our Kids Full Case Management Agency referrals are treated as expedited service requests and are processed within (3) business days of receipt. The Our Kids case manager completes and signs the application for the parent/guardian. [Refer to PM ESD-011]
- BG3-(TANF): (7) business days. The case Eligibility Specialist contacts the agency via e-mail for an appointment. [Refer to PM ESD- 005]
- BG5-(TCC): (7) business days. The case Eligibility Specialist contacts the agency via e-mail for an appointment. [Refer to PM ESD-005]

Note: All referral forms expire within 10 calendar days from authorization date. If not acted upon within this period, a new referral must be obtained.

Intake Interview and Enrollment

Face-to-face interviews for referral clients are scheduled in the Service Centers. Interviews will be conducted in the preferred language of the parent/guardian (English, Spanish, or Creole). The application will not be processed and the interview will not be initiated without all appropriate documents. Upon the parent/guardian entrance in the office, a review of the documents will be made. If all documents are not available, the parent/guardian will be given an appointment time to return as soon as the parent is able to obtain the required documents. The staff in the Service Center assists the parent/guardian as much as possible to obtain the required documentation. Once the parent/guardian provides all required documents and information, the Eligibility Specialist ensures that all forms are completed and signed by the parent/guardian prior to the parent leaving the office. The Eligibility Specialist explains the purpose of all forms to the parent/guardian and answers any questions the parent/guardian may have regarding the intake process or forms.

Consumer Education

All parents/guardians are to be provided child care options and information to make an informed and educated decision in selecting a quality early care and education provider. During the interview, the Eligibility Specialist will explain the child care options. The parent/guardian will provide information based on their child care needs and the Eligibility Specialist will provide the parent/guardian with no more than ten (10) referrals to child care providers in the specific geographic area that meets the specific needs of the parent/guardian. The Eligibility Specialist will explain parental choice to the parent/guardian.

Income Computation
Income computations are completed for financially assisted school readiness service applicants in order to determine eligibility and to establish the applicable parent fee, based on sliding fee scale. (Refer to PM ESD-009 and ELC-SR-001-06)

Assessing the Parent Fee

A parent fee is assessed for all families whose child/ren is/are enrolled in the school readiness program. The only exception is for BG1 cases. A request for a fee waiver may be submitted by the referring agency. If a fee waiver/reduction is not requested, it cannot be given and the client will pay a fee based on income and family size. If the guardian is a relative, the fee is based on the child’s income.

The parent fee assessment is based on family size and the approved sliding fee scale that is in effect. For this purpose, a family consists of a parent or parents living together, their minor child/ren and any other child/ren for which they are legally responsible. A family unit shall also include any additional related adult who resides with the family and who is financially supported by that client (when included in family size, that person’s income is calculated when assessing the parent fee).

Once the family size and household income has been determined, the Eligibility Specialist will assess the parent fee according to the fee scale assignment. The youngest child will be assessed the full fee. If more than one child from the same household is enrolled, the fee for the next child/ren is reduced in half. The fee remains in effect as long as the circumstances in the household remain the same or there is a change in the approved fee scale.

Provider Selection and Enrollment

If the parent/guardian has already selected a provider of choice, after having been approved for services, they may enroll with that provider prior to leaving the office. The Eligibility Specialist will input the enrollment selection in the computer data base (EFS).

The parent without a selected provider is encouraged to visit providers before making a decision. Child Care Resource & Referral will supply a computer list of providers to these parents/guardians to visit and make an informed decision. The parent has ten (10) working days to make a provider selection and return to the office to complete the enrollment process. Parents not returning within ten (10) days after the eligibility authorized interview will be required to start the process over. The case is held by the Eligibility Specialist for parents who do not enroll within 10 days and the case will be closed.

BG1 and TAP clients must be enrolled with an accredited early care and education provider.

Child Care Documents for Parent and Provider(s)

At the conclusion of the interview and the enrollment process, the Eligibility Specialist will give the parent/guardian the necessary documentation to maintain and a copy for the selected provider(s). These forms are:

- Child Care Application and Authorization Form (Attachment 3)
• Terms and Conditions of the Application (Attachment 4)
• Parent Rate Explanation Letter (Attachment 8)
• Rights and Responsibilities for Services (Attachment 11)
• Notice of Change in Child Care Status (Attachment 13)
• Program/Provider Reimbursement Procedures (Attachment 9)

It is the parent/guardian and provider’s responsibility to ensure the authorization period does not expire and the parent/guardian obtains authorization for continued care prior to the expiration date.

Approval or Denial for Services

At the conclusion of the eligibility interview, the parent/guardian will be informed if they have been approved or denied for child care services. If approved, staff will issue a Notice of Change in Child Care Status Form to the parent/guardian. The Notice states the authorized period for care and the child(ren) approved for child care services. If services are denied, the Notice will state the reason for denial and how to appeal the decision.

Re-determination of Eligibility Time Frames/Authorization Period for Care

Re-determination for care will vary. Parents/guardians who are missing documentation for part of the last six weeks of income will have their eligibility re-determined at eight (8) weeks. This will allow the parent/guardian to collect the documents to support six (6) weeks of income. Parents/guardians who fail to have six (6) weeks of income at this time (if there is no status change) are at risk of care being terminated.

Parents/guardians who have current and consecutive six weeks of documented income will have their eligibility re-determined. Referral clients will need a new referral and the reauthorization period will be as noted on the new referral form. Clients without a referral will be processed through the Mail-in Re-determination Unit. They will be required to submit their documentation by mail prior to the end of their authorized period of care. Clients will not be required to come in to the office for a re-determination interview.

The exceptions to the above are BG 1, BG-3, BG-5 and Title V clients. These clients are re-determined in the Service Centers. A Notice of Change in Child Care Status Form will be given/mailed to referral clients.

Edits to Official Application and Documents

Edits to the application or other documents will be made by the Eligibility Specialist or parent by striking through the error, making the correction and initialing the error and correction. At no time should white out or correction tape be used to make corrections.
Official Client Data Base

All client information is entered into the Enhanced Field System (EFS), state-wide data system. EFS provides demographic information, as well as tracking services received by the family. Family eligibility data is linked to the provider enrollment and payment data. All transactions must be entered into case history notes in EFS.

Case History Notes

The Eligibility Specialist ensures that the client’s case file is thoroughly documented to explain the eligibility actions and decisions. The Eligibility Specialist creates EFS case notes of all pertinent client activity, prints the case notes and places in client’s case file.
03.08.002 Centralized Appointment Process

To provide guidelines to utilize the centralized appointment system for the Service Centers.

The COALITION’s centralized appointment system software program is used for the scheduling of all appointments for the Service Centers.

Appointment Process

Appointments for eligibility interviews, follow-up and re-determination for those clients with an authorized period less than 6 months, BG1, TAP, and Title V will be scheduled on the Service Center Centralized Calendar by the staff in the Service Centers.

During the Managed Enrollment Period, appointments for those on the Single Point of Entry Wait List will be scheduled by the COALITION staff and placed on the calendar of the Service Center servicing the zip code of the client’s residence.

An appointment can be scheduled by phone with the client or an agency representative via e-mail, secure portal, or walk-in to a Service Center for those seeking assistance in paying for childcare.

A hard copy of the appointment letter will be mailed to the client and a message text will be sent to the client, reminding them of the appointment date and time.

The following codes will be used to track and report activities in the Service Centers calendar:

- **New App** - New walk in appointments given by Service Center
- **New App (2) or (3)** - New re-schedule
- **Re-De App.** - All coming into the office for a re-determination
- **Re-De App. (2) or (3)** - Re-d re-scheduled
- **WSPE App.** - Appointments given to those from the SPE Wait List
- **WSPE App (2) or (3)** - Re-schedule Wait list appointment
- **New V App** - New Title V Refugee Appointment
- **New V (2) or (3)** - Re-schedule Title V appointment
- **Re-D V App.-** - Re-determination Title V appointment (2) or (3)
- **New Appointments** - scheduled by Resource and Referral (R&R) staff from service requests through the Parent Information Line.
- **New Appointments/ missed appointments** - scheduled through R&R Parent Information Line.
- **Missed App.** - Missed Appointments
- **Other** - report changes, additional client information such as phone#, zip code, referring Eligibility Specialist & agency and document in the Bottom Text Field in the appointment screen
03.06.001 Overview: The Single Point of Entry/Unified Wait List (SPE-UWL) Data System

To ensure uniformity in processing Wait List applications on the Single Point of Entry. This includes validation/update of applications; notification of receipt/status of application with instructions; maintenance of active cases and purges of inactive cases and selecting cases for review. The generation of Wait List reports is performed in accordance with Florida Office of Early Learning priority billing groups and ELCM-D/M Board of Director stated priorities.
A family can apply to the School Readiness Program by accessing the Single Point of Entry in two ways:

1. They can visit [www.elcmdm.org](http://www.elcmdm.org) and click on the icon that says “Need Help Paying for Child Care” Single Point of Entry link or log directly on to [https://spe.Schoolreadiness.org.pe](https://spe.Schoolreadiness.org.pe).
2. They can contact the Child Care Resource and Referral Information Line and provide information for staff to place family on the Wait List.

As child care slots become available, a Wait List report is generated before the 10th day of each month and letters with appointment dates are sent to the families selected within 30 days. Selection is done in accordance with the billing group/priority as defined by FOEL and ELCMDM Board of Directors (which is serving beginning from youngest to oldest as per the child’s age group starting from 0-5 and the sorted by waitlist date).

The monthly report is produced and pre-printed post cards are sent within 45 days of the applicant’s entry and validation on SPE, notifying families of receipt of their application to the system and that their application will remain active for six months. The card also notes that if they have not received an appointment or packet within six months, their application will be purged from the SPE list unless they renew their application by contacting us within that time frame. This card also notifies the parents that if they have received a packet to disregard the post card.

SPE applicants that have not renewed or revivified their eligibility date after six months will be purged (disenrolled) from the wait list. This is a monthly process and is to occur before the case enters the seventh (7) month of entry on SPE. Applicants that are currently receiving services will be purged once the Being Served Report is generated. This process should occur once a month. Children are purged from the wait list once they ‘age out’. In other words, are no longer eligible to be served.
03.06.003 Application, Managed Enrollment and Purge (Disenrollment) Process – Monroe County

The Monroe County Wait List is cleared monthly.

A family can apply to the School Readiness Program by accessing the Single Point of Entry in two ways:

1. They can visit www.elcmdm.org and click on the icon that says “Need Help Paying for Child Care” Single Point of Entry link or log directly on to https://spe.Schoolreadiness.org.pe.
2. They can contact the Child Care Resource and Referral Information Line and provide information for staff to place family on the Wait List.

As child care slots become available, a Wait List report is generated before the 10th day of each month and letters with appointments date are sent to the families selected within 30 days. Selection is in accordance with the billing group/priority as defined by FOEL and ELCMDM Board of Directors (which is serving beginning from youngest to oldest as per the child’s age 0-5.)

Before the 20th day of each month, selected families are purged from the wait list. Currently we have 0 wait time in Monroe County. Once funding is closed we will follow the same procedure as Miami-Dade County.

The monthly report is produced and pre-printed post cards are sent within 45 days of the applicant’s entry and validation on SPE, notifying families of receipt of their application to the system and that their application will remain active for six months. The card also notes that if they have not received an appointment or packet within six months, their application will be purged from the SPE list unless they renew their application by contacting us within that time frame. This card also notifies the parents that if they have received a packet to disregard the post card.

SPE applicants that have not renewed or revivified their eligibility date after six months will be purged (disenrolled) from the wait list. This is a monthly process and is to occur before the case enters the seventh (7) month of entry on SPE. Applicant’s that are currently receiving services will be purged once the Being Served Report is generated. This process should occur once a month. Children are purged from the wait list once they ‘age out’. In other words, are no longer eligible to be served.
03.06.04 Validation Process

Applications are validated within seven (7) days of an application’s completion. As per Florida Office of Early Learning (FOEL) standards, they must be validated within forty five (45) days of the completed application date.

The validation process involves the following steps:

- Log on to https://spe.schoolreadiness.org/uwl
- Enter username and password and click login
- On the Main Menu on the UWL, click on Manage Case on the left
- Search for Client screen appears (you can search by the Child or Parent/Guardian)
- Enter parent or child first name and last name or SSN
- Click on household status and indicate active, inactive or all
- Click on Search
- Select client screen should appear with client name. If no name, appears search again only using the first three letters of their name and last name.
- Once the record is retrieved, verify client information and determine if they are eligible to be placed on the Wait List by meeting purpose of care (POC), income guidelines (up to 200% of the Federal Poverty Level (FPL)) and age of the child.
- If eligible. click Re-verify Eligibility Now.
- Update Wait List Status appears on page
- Scroll down and click on the new status column. You must assign the correct billing group for each child. Children that are not eligible should be categorized under Not Qualified Status.
- At the end of the screen, click on save and click on return to manage household.
- Validation is complete and on top right hand side click on new search and start procedure again.

03.06.05 Redetermination Process

The Wait List Redetermination Date Report is produced twice a month for Redeterminations due in the following month, i.e., families who have made an application to the Wait List which has in turn been validated and is now approaching its six month redetermination date. Pre-printed post cards are sent 45-60 days in advanced, notifying families that they must contact the Coalition at 305-646-7220 or waitlist@elcmdm.org to renew/update their information so their application can remain active for an additional six months. SPE applicants that have not renewed or revivified their eligibility date after six months will be purged (disenrolled) from the wait list. This is a monthly process and is to occur before the case enters the seventh (7) month.

Sub-recipient means the legal entity to which a sub-award is made and which is accountable to the Coalition in carrying out a portion of the Coalition’s programmatic effort under a sponsored project.

It is the policy of the Coalition to monitor the programmatic and financial activities of its sub-recipients in order to ensure proper stewardship of funds, and to assess that performance goals (scope of work and other specified aims) are achieved.

Sub-recipient monitoring does not apply to consultant agreements or procurements of goods or services from vendors.

The Coalition will monitor the costs and activities of sub-recipients as appropriate to OMB Circulars A-122 and A-133 to confirm that funding provided to the sub-recipient is used for purposes and conditions authorized in the negotiated agreement and that performance goals are met.

For fiscal year 2014-2015, the Coalition has identified the following sub-recipients. Sub-recipients are determined using the Florida Office Early Learning (FOEL) Vendor vs. Sub-Recipient Guidance OEL-FG-063.

<table>
<thead>
<tr>
<th>Miami-Dade</th>
<th>Monroe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Devereux</td>
<td></td>
</tr>
<tr>
<td>2. United Way of Miami-Dade (UW)</td>
<td></td>
</tr>
<tr>
<td>3. Citrus Health Network</td>
<td></td>
</tr>
<tr>
<td>4. FIU Data Management</td>
<td></td>
</tr>
</tbody>
</table>

In addition, the following contracts that are not funded with FOEL funds will also be subject to Program compliance and financial monitoring:

<table>
<thead>
<tr>
<th>Miami-Dade</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Family Central, Inc. (FCI)</td>
</tr>
<tr>
<td>6. Florida International University (QRIS)</td>
</tr>
<tr>
<td>7. Refugee</td>
</tr>
<tr>
<td>8. Teen-Age Parent Program (TAP)</td>
</tr>
</tbody>
</table>

For fiscal year 2014-2015, the Coalition has engaged the services of Goldstein, Schecter, Koch CPA (GSK) to conduct programmatic monitoring on the Early Learning Coalition, as well as Financial monitoring on all identified contracts in this plan (see tables above). The Quality Assurance (QA) department of the Coalition will perform programmatic monitoring for the Devereux, United Way, Citrus Health Network, FIU Data contract, as well as Family Central and FIU-QRIS contracts. The QA department of the Coalition will also perform internal programmatic monitoring for the Refugee, TAP, ELC Family Child Care, Child Screening, SR and VPK Miami-Dade and Monroe Programs. In addition, the Coalition employs three full time monitors for VPK on-site programmatic monitoring.
A. Eligibility Monitoring (ELC): Child eligibility files are monitored by Goldstein Schechter Koch (GSK). Contractor utilizes the final provider reimbursement report identifying School Readiness and Voluntary Pre-Kindergarten (VPK) child-participants. Monitoring is conducted on a quarterly basis. A report is provided to the Coalition at first, with the results. The coalition’s quality assurance unit will forward monitoring findings and work to the SR & VPK Director and Payment Director to correct any problems identified. GSK samples 35 files in Miami-Dade County for SR eligibility, providers and payments each quarter for a total of 140 files per year. They also sample 30 files in Miami-Dade county for VPK eligibility, providers and payments each quarter for a total of 120 files per year. The Quality Assurance Department samples 10 files in Monroe County for SR eligibility, providers and payments two time a year for a total of 20 files per year. The Quality Assurance Department samples 15 files for Monroe County VPK eligibility, providers and payments two times a year for a total of 30 files per year. This will total a sample of 160 files monitored for SR and 150 files monitored for VPK for Miami-Dade and Monroe County at the end of each fiscal year.

B. Payment Validation (ELC): On a quarterly basis, Contractor GSK will monitor the payments made to the providers. Contractor GSK reviews payment and makes sure that the attendance roster matches the days paid. A report will be given to the Earl Learning Coalition with the results. If mistakes are found, the correction/adjustment will be made in the system. The correction in the system will be included in the invoice to the state.

C. VPK Attendance Monitoring (ELC): On a monthly basis, the Early Learning Coalition conducts a ten percent (10%) of Voluntary Pre-Kindergarten and SR attendance monitoring. The Coalition’s reimbursements staff review sign in/out sheets and attendance rosters. If an error is found payments will be notified and they will make the appropriate adjustment in the system, which in turn adjusts the provider’s payment and is reflected in the invoice to the state.

D. VPK On-Site Monitoring (ELC): The coalition has employed three full-time monitors who continuously visit VPK contracted sites. Monitors validate VPK information, particularly VPK forms 10 and 11. Criteria reviewed includes the providers’ attendance roster, the monthly parental choice form, teacher-child classroom ratio, director and teachers’ reported on required VPK forms, background screenings, curriculum, and classroom environment. Monitors will report findings and a corrective action plan is generated for each provider. Non-compliance items will require a second site visit within the following month. If fiscal errors are found, VPK providers are sent a notice of their payment adjustment. Corrections are then forwarded to the Coalition’s reimbursement unit, where proper correction will be made in the system. The correction in the system will be included in the invoice to the state.
The following tools (#1, #2, #3) itemize the detailed criteria to be used in SR and VPK Eligibility and Provider Payments monitoring:

<table>
<thead>
<tr>
<th><strong>Tool #1 - VPK Eligibility and Provider Payments</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ELIGIBILITY and PAYMENT CHECKLIST</strong></td>
</tr>
<tr>
<td><strong>VPK PROVIDERS</strong></td>
</tr>
<tr>
<td><strong>A. Provider Requirements</strong></td>
</tr>
<tr>
<td><strong>Provider File</strong></td>
</tr>
<tr>
<td><strong>Under VPK 10 Section</strong></td>
</tr>
<tr>
<td>Copy of current license or accreditation</td>
</tr>
<tr>
<td>Copy of valid Director Credential (provider has 6 months to renew if expired during program year)</td>
</tr>
<tr>
<td>Copy of FDLE, FBI, and Local background screenings (valid for five years from date of issue)</td>
</tr>
<tr>
<td>Copy of Attestation of Good Moral Character (valid for one year from date signed)</td>
</tr>
<tr>
<td><strong>Under VPK 11 Section</strong></td>
</tr>
<tr>
<td>Copy or proof of valid credential for lead teacher</td>
</tr>
<tr>
<td>Copy or proof of valid literacy training</td>
</tr>
<tr>
<td>Copy of FDLE, FBI, and Local background screenings (valid for five years from date of issue)</td>
</tr>
<tr>
<td>Copy of Attestation of Good Moral Character (valid for one year from date signed)</td>
</tr>
<tr>
<td>Note: Background screening and Good Moral Character required only if there is an assistant for the classroom.</td>
</tr>
<tr>
<td><strong>Under Contracts Section</strong></td>
</tr>
<tr>
<td>Signed original Provider Agreement</td>
</tr>
<tr>
<td>Signed original Attachment A</td>
</tr>
<tr>
<td><strong>In EFS/Provider Payment File (new)</strong></td>
</tr>
<tr>
<td>Proof provider had minimum of 4 children enrolled before first payment was made.</td>
</tr>
<tr>
<td>No more than 18 children are paid per class during the school year or 12 for summer</td>
</tr>
<tr>
<td><strong>VPK CHILD-FILE</strong></td>
</tr>
<tr>
<td><strong>A. Child-File Requirements</strong></td>
</tr>
<tr>
<td>1. Verify a complete and signed Parent Application is on file (VPK 01)</td>
</tr>
<tr>
<td>2. Verify whether the parent requested information on other programs (optional on the form)</td>
</tr>
<tr>
<td>If parent checks, then Monitor must follow-up</td>
</tr>
<tr>
<td>3. Verify if copy of Certificate of Eligibility (COE) is in file (VPK 02)</td>
</tr>
<tr>
<td>4. If the child was enrolled late, was a signed Informed Parental Consent for Delayed Enrollment form obtained</td>
</tr>
<tr>
<td>5. If the child was withdrawn from the program, was a signed Re-enrollment application obtained</td>
</tr>
<tr>
<td>6. Verify that child is age eligible; proof of age</td>
</tr>
<tr>
<td>(i.e., document showing child's birth: child's birth record or certificate, passport, certificate of arrival in the United States, insurance policy on the child's life which is effective for at least 2 years, valid military dependent identification card, immunization record, baptism certificate, or religious record of the child's birth accompanied by an affidavit sworn by the parent).</td>
</tr>
<tr>
<td>7. Verify Florida Residency Documentation was provided</td>
</tr>
<tr>
<td>8. Verify that the Documentation File monitoring has occurred; review Supervisor initials and/or checklist sign-off</td>
</tr>
<tr>
<td>9. Validate case file information to EFS data and screens.</td>
</tr>
<tr>
<td><strong>VPK Provider Payments</strong></td>
</tr>
<tr>
<td><strong>C. Attendance roster matches days paid.</strong></td>
</tr>
<tr>
<td>1. The number of days paid agrees to the number of days listed as attended on the attendance roster.</td>
</tr>
<tr>
<td><strong>D. Sign-in/out sheet matches attendance roster</strong></td>
</tr>
<tr>
<td>1. The sign-in/out sheet</td>
</tr>
</tbody>
</table>
Tool #2 - School Readiness Eligibility

ELIGIBILITY CHECKLIST

SCHOOL READINESS

A. Residency Requirement

1. Determine individual is resident of Miami-Dade or Monroe County
   - Review proof of residency
2. Determine child care authorized by the county/coalition in which the child lives
   - The application for funding should show the residential address listed within the coalition
   - or its contractual agencies geographical areas.
   - Review application for funding form.

B. Qualifying Head of Household

1. Determine the qualifying head of household meet the definition of parent.

C. Age of Child

   - Review proof of age

D. Priority Group Placement

1. Determine the parent/guardian meet the criteria for state-designated priority groups
   - If yes, was the case given priority consideration?
   - Review application form.

E. State SR Funded only

1. Determine the child is classified in the correct billing group and eligibility code.

F. Qualifying Care

1. Determine the number of hours authorized match the purpose of care.
   - SR dollars cannot be used to pay for care beyond the purpose of care identified need.

G. Provider Requirements

1. Determine legal care requirements are met.
2. Verify SR Provider Agreement executed.
   - Determine provider’s license is current. Determine License exempt has exempt letter from DCF.
3. Determine the provider holds Gold Seal Quality Care designation and Gold Seal Certificate is valid.
   - If yes, what is the additional rate authorized?
4. Determine the provider signed the agreement

H. Time Standards

1. Determine eligibility determination is timely.
   - 7 days for TANF, 7 days Workforce
2. Determine services did not start prior to receiving the completed application, and all supporting
   - documentation for establishing eligibility being received.
   - Review the signed and dated application and support for household income and circumstance.
3. Determine whether the case was redetermined prior to or by the redetermination date.
4. Determine if service was expedited and was the time standard met.
5. Verify that a determination of eligibility made within 30 days of the date of the signed application. Verify worker
   - signature present
6. Determine if TCC, is the authorized eligibility period (up to two years) identified correctly. Verify original 2 year
   - referral

I. Forms and Notices - Terms and Conditions

1. Determine there is a signed and dated application on file. Exception for client signature if they are mail re-
   - determination; Verify with EFS “Interview” screen.
   - Review form for completeness
2. Determine if the Parental Choice Form is signed, dated and current.
   - For eligibility period, review proof that parents/guardian understood choices.
3. Determine if Rights and Responsibility form signed, dated and current.
   - Review form for completeness. Exception for client signature if they are mail re-determination; Verify with EFS
   - “Interview” screen.
4. Determine the re-determination/termination notice is complete, current and contains the required
   - minimum information.
<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.</td>
<td>Determine the Referral Form (if applicable) is signed, dated and current.</td>
</tr>
<tr>
<td>6.</td>
<td>Determine the Referral Form includes authorized eligibility period/hours.</td>
</tr>
<tr>
<td>7.</td>
<td>Determine the Referral Form include appeal statement and contact information including appeal period.</td>
</tr>
<tr>
<td>J.</td>
<td>Documentation- Parent/Guardian ID</td>
</tr>
<tr>
<td>1.</td>
<td>Any adult in the household, who has a relationship to the child for whom they are applying for funding, can apply for services. Verify identification requirement (i.e. drivers license, govt issued id, passport, military id, alien registration etc.).</td>
</tr>
<tr>
<td>K.</td>
<td>Purpose for Care</td>
</tr>
<tr>
<td>1.</td>
<td>Does the parent/guardian meet the one of the following criteria for purpose of care as follows:</td>
</tr>
<tr>
<td>a.</td>
<td>Employment (minimum of 20 hours per week)</td>
</tr>
<tr>
<td>b.</td>
<td>Attending job training or educational program (20 hours per week or more. School enrollment verified. (Statement from school with hours/term)</td>
</tr>
<tr>
<td>c.</td>
<td>Combination of employment and training or education of 20 hours per week or more.</td>
</tr>
<tr>
<td>d.</td>
<td>Seeking employment (supported by documentation)</td>
</tr>
<tr>
<td>e.</td>
<td>Disability: an individual who received benefits under SSI Program</td>
</tr>
<tr>
<td>f.</td>
<td>Protective services case (supporting documentation is present such as a referral form)</td>
</tr>
<tr>
<td>L.</td>
<td>Qualifying Child</td>
</tr>
<tr>
<td>1.</td>
<td>Determine the qualifying child is younger than 13 years. For BG-8 Income Eligible, child is younger than 9 years. Verify proof of age</td>
</tr>
<tr>
<td>2.</td>
<td>Disabled Qualifying Child (13-18 years of age). Determine the child is younger than 19 years and physically or mentally incapable of caring for him or herself or under court supervisions. Verify physical or mental incapacity or court supervision is on file.</td>
</tr>
<tr>
<td>M.</td>
<td>Immunizations</td>
</tr>
<tr>
<td></td>
<td>Determine if coalition being reviewed practice requires immunization records be admitted</td>
</tr>
<tr>
<td>N.</td>
<td>Household Size</td>
</tr>
<tr>
<td>1.</td>
<td>Determine that the size of the qualifying child's household has been properly determined. Review support in file</td>
</tr>
<tr>
<td>O.</td>
<td>Income eligibility</td>
</tr>
<tr>
<td>1.</td>
<td>Determine that household income meet state requirements for the approved billing group. Income verification provided (child support, SSA/SSI award letter, etc.) Parent's wages verification provided. (Six current and consecutive wage statements)</td>
</tr>
<tr>
<td>2.</td>
<td>Determine if there are any changes in income reported - Does the coalition have policies and procedures to support parents/guardians reporting change within 10 days</td>
</tr>
<tr>
<td>3.</td>
<td>Determine if there was loss of income during eligibility period. All income must be verified - review support.</td>
</tr>
<tr>
<td>P.</td>
<td>Determination of financial assistance</td>
</tr>
<tr>
<td>1.</td>
<td>Determine that financial assistance is documented prior to enrollment using EFS</td>
</tr>
<tr>
<td>2.</td>
<td>Referrals for At-Risk of Abuse and Neglect, TANF and Welfare, TCC, and Related Caregiver.</td>
</tr>
<tr>
<td>3.</td>
<td>Referral Signed</td>
</tr>
<tr>
<td>Q.</td>
<td>Resource and Referral Service Quality</td>
</tr>
<tr>
<td>1.</td>
<td>Place sample calls and document service based on survey criteria</td>
</tr>
<tr>
<td>2.</td>
<td>Verify training requirements for call center individuals.</td>
</tr>
</tbody>
</table>
**Tool # 3 - Provider Payments**

**Provider Payments and Match Payments**

<table>
<thead>
<tr>
<th>Disbursement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Provider rate paid is correct regarding:</strong></td>
</tr>
<tr>
<td>1. Ensure provider type is correct for rate paid.</td>
</tr>
<tr>
<td>2. Ensure rate type is correct for rate paid.</td>
</tr>
<tr>
<td>3. Ensure care level of child is correct for rate paid.</td>
</tr>
<tr>
<td><strong>B. Parent copay is correct</strong></td>
</tr>
<tr>
<td>1. Determine that copay amount is correct for income level, family size</td>
</tr>
<tr>
<td>2. Determine that copay amount is correct for care level.</td>
</tr>
<tr>
<td><strong>C. Attendance roster matches days paid.</strong></td>
</tr>
<tr>
<td>1. The number of days paid agrees to the number of days listed as attended on the attendance roster.</td>
</tr>
<tr>
<td><strong>D. Sign-in/out sheet matches attendance roster</strong></td>
</tr>
<tr>
<td>1. The sign-in/out sheet</td>
</tr>
<tr>
<td><strong>E. Gold Seal providers are accredited.</strong></td>
</tr>
<tr>
<td>1. Select Gold Seal providers and verify that a current accreditation certificate is on file</td>
</tr>
<tr>
<td>2. Executed provider agreement.</td>
</tr>
<tr>
<td>3. If provider is licensed, does file maintain active (current) copy of license.</td>
</tr>
<tr>
<td><strong>F. Confirm match amounts are computed and paid accurately.</strong></td>
</tr>
<tr>
<td>1. Select BG8 payments and recalculate amount to agree to established 6% rate</td>
</tr>
<tr>
<td>2. Select CCEP payments and recalculate amount to agree to established 50% rate</td>
</tr>
</tbody>
</table>

**E.** United Way of Miami-Dade, Devereux, Citrus Health Network FIU Data, Family Central and FIU-QRIS are programmatically monitored by the Coalition’s QA department. If non-compliances are found, a correction and/or improvement plan is required. GSK will perform Sub-Recipient financial monitoring (please see below).

**F.** Refugee, TAP, ELC Family Child Care, Child Screening, SR and VPK Monroe are internally programmatically monitored by the Coalition’s QA Department. If non-compliances are found, a correction and/or improvement plan is required from the corresponding Department.

**G.** Informal Child Care Providers: The coalition will monitor non-licensed informal child care providers. The coalition utilizes a standardized Health and Safety checklist to inform and assist these clients. If findings occur, provider is immediately notified and provided with a health and/or safety related improvement plan.

**Financial Monitoring:** Contractors identified as Sub-Recipients will undergo defined financial monitoring to be conducted by GSK.

Financial monitoring is driven by compliance with federal and state cost and administrative principles including, but not limited to, the following:

- OMB A-122
- OMB A-133
Financial monitoring tasks include, but are not limited to, the following:

- Collection and review of Cost Allocation Plan
- Collection and review of Single Audits
- Assessment of Internal Controls
- Assessment of Financial Reporting
- Collection and review of selected samples of disbursements:
  - Review of supporting documentation
  - Test of allocation methods (payroll, operating expenses)
  - Review of sample of salary costs
  - Verify that unallowable costs have not been charged

The following tool describes the detailed criteria for Fiscal Sub-Recipient monitoring:

<table>
<thead>
<tr>
<th>Tool # 4 - Admin/Non Direct/Fiscal</th>
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</thead>
<tbody>
<tr>
<td>Non-direct Administrative Expense &amp; Fiscal Payments</td>
</tr>
<tr>
<td>A. Monitoring Plan Review</td>
</tr>
<tr>
<td>1. Ensure that a monitoring plan exists and is documented in writing, monitoring activities are identified, includes standard reporting and audit resolution processes and discloses the applicable federal/state regulations.</td>
</tr>
<tr>
<td>2. Ensure that the monitoring plan includes general disclosures (i.e., criteria used to classify organization as vendor or sub-recipient)</td>
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<tr>
<td>3. Select a sample and ensure that the monitoring plan identify every sub recipient.</td>
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<tr>
<td>4. Ensure monitoring for material service organizations are performed quarterly.</td>
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<tr>
<th>B. Disbursements</th>
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<tr>
<td>1. Review supporting documentation for disbursements</td>
</tr>
<tr>
<td>a. For personnel costs, verify budgeted position and proper allocation to grant.</td>
</tr>
<tr>
<td>b. Verify expenses are correctly classified</td>
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<tr>
<td>c. Verify that the index code and sub-object code is correct for selected invoices.</td>
</tr>
<tr>
<td>2. For salary costs: ensure time sheet and payroll register exists and ensure an annual certification is in the file.</td>
</tr>
<tr>
<td>a. Ensure payments made for employees represent active and valid employees.</td>
</tr>
<tr>
<td>3. Ensure copy of invoice, PO, check, sign-in sheets for training and proper allocation to grants.</td>
</tr>
<tr>
<td>a. Determine that invoices paid are for valid, allowed, and reasonable expenses.</td>
</tr>
<tr>
<td>b. Determine that invoices paid are for expenses incurred in connection with performance of the contract.</td>
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<tr>
<td>c. If mileage/meal reimbursement, ensure that the expenses comply with the State of Florida.</td>
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<tr>
<td>4. Ensure calculations are accurate.</td>
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<tr>
<td>5. If adjustments or corrections were made ensure that were performed timely.</td>
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<thead>
<tr>
<th>E. Internal Controls</th>
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<tbody>
<tr>
<td>1. Ensure adequate controls exist for disbursement of funds.</td>
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<tr>
<th>F. Cost Allocation</th>
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<tbody>
<tr>
<td>1. Ensure that cost allocation plan or indirect rate plan is adequate</td>
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<tr>
<th>G. Financial Reporting</th>
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<tbody>
<tr>
<td>2. Ensure program income is reported</td>
</tr>
<tr>
<td>3. Verify that advance funds are held in an interest bearing account and ensure that adequate balances are maintained and that earned interest is remitted to the entity.</td>
</tr>
</tbody>
</table>
4. Ensure that unallowable costs have not been charged.

5. Ensure that receipt of goods and services from vendors and program services are in accordance with contract terms.

6. Ensure compliance with periods of availability according to programs.

7. Ensure that recordkeeping requirements for real property and equipment are complied.

8. Ensure audit requirements are met, formally communicated, and follow-up is performed.

H. Monitoring Reporting Process

Ensure that an annual monitoring plan exists

a. Policies and procedures exist and address all areas of the monitoring process.

b. Ensure policies and procedures include all applicable federal/state regulations.

Monitoring Results

GSK will present quarterly summary reports of their assigned monitoring, and the ELC’s Quality Assurance department will present results of their assigned monitoring. For both Program Compliance and Financial Monitoring, results will be formally communicated to each Sub-Recipient. Sub-Recipients have 30 days from date of formal notification to respond to findings, and will either submit documentation for request for removal of a finding or a corrective action plan for remediation of a finding. Any findings related to disallowed costs will be reimbursed to the Coalition. All Monitoring reports are periodically presented to appropriate ELC Committees. Monitoring reports and relative correspondence, including Corrective Action Plans, are retained and logged as permanent records of the Coalition for a minimum of five years.
ATTACHMENT V.B

03.02.003 Grievances

This grievance policy is designed to provide prompt and orderly resolution of complaints or disputes arising in the course of conducting business with, receiving services from, and/or providing services to the Early Learning Coalition of Miami-Dade/Monroe. Any party has the right to present their grievance to the Coalition within 30 calendar days of an occurrence, or within 30 calendar days of a party having reasonable knowledge of said matter.

Grievance(s) must be submitted by in written form electronically to the following address:

    grievance@elcmdm.org

A written acknowledgement of the grievance will be provided within seven (7) calendar days of receipt.

Complaints and disputes shall be resolved during this initial contact and thus would not require further action. A written resolution will be submitted by the Coalition within 30 calendar days.

In the event the party is not satisfied with the outcome provided by the Coalition, they must identify in writing the specific unresolved issue(s) and the resolution being sought within 30 days of the response and address it to:

    grievance@elcmdm.org

A written acknowledgement of the grievance will be provided within seven (7) calendar days of receipt. The grievance will then be scheduled for the next Peer Review Panel, and the Program Policy and Provider Services Committee.

If the Provider Services Committee is unable to resolve the matter, or a potential resolution requires action by the Board of Directors of the Early Learning Coalition of Miami-Dade/Monroe, the grievance shall be presented for resolution before the full Board by the chairperson of the Provider Services Committee on behalf of all involved parties. The result will be the final outcome on behalf of the Coalition unless otherwise stated by Florida law.

In the event the party is not satisfied with the outcome provided by the Provider Services Committee and/or the Coalition’s Board of Directors, they shall seek legal remedies as afforded under the laws of the state of Florida.