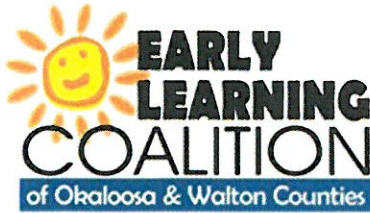


COALITION BOARD MEETING



Early Learning Coalition of Okaloosa & Walton Counties

Wednesday, December 6, 2017 at 8:15 a.m

Conference Line: 319-527-9176 Access Code: 717-974

Warren Averett

45 Eglin Pkwy NE #301, Fort Walton Beach, FL 32548

AGENDA

Call to Order

Beth Brant, Chair

- Approval of Agenda*
- Approval of Minutes*
 - September 27, 2017 Coalition Board (ANNUAL)
 - October 27, 2017 Executive Committee

Treasurer's Report

Renea Black, ED

- Financial Reports
 - Fiscal 2017 – 2018 – October*
 - Slot Utilization 2017-2018
 - Match Report

Agency Report

Renea Black, ED

- Rural County Match Waiver: Walton County
- Proposed Policies for SR Plan*
 - Purchasing and Procurement Policy
 - Disbursement Policy
- Updates:
 - OEL Merger
 - SR Plan
 - Strategic Planning
 - Office Location
 - ELC Pizza Luncheon
 - Dirty Santa
 - Cookie Exchange
 - McGuire's Christmas Dinner

Public Comment

Beth Brant, Chair

Adjournment

*Vote Required

Mission Statement

The mission of the Coalition is to promote a collaborative school readiness and early childhood service system, to deliver an integration of cognitive, social/emotional and physical development experiences that increase children's opportunities for success.



COALITION BOARD MEETING

September 27, 2017

8:15 a.m.

The meeting of the Board of Directors of the Early Learning Coalition of Okaloosa and Walton Counties (ELC-OW) was held at 45 Eglin Pkwy NE #301, Fort Walton Beach, FL 32548

Coalition Members Present:

Beth Brant, Private Sector – Gubernatorial Appointee Chair (Poly, Inc.)
Don Edwards, Private Sector (Trustmark Bank)
Jeanne Martin, Department of Children and Families (Licensing Office)
Allyson Oury, Private Sector (Saltmarsh, Cleaveland & Gund) – by phone
Beverly Sandlin, Northwest Florida State College President's Appointee
Tracey Dickey, School District of Walton County Superintendent's Appointee
John Roper-Representative of program under Federal Individuals with Disabilities Education Act (The Arc of the Emerald Coast)
Michele Burns, Workforce Development Board
Kim Gillis, Walton County Head Start Director- by phone
Brittney Hay, Private Provider (First Steps Learning Academy)
Caroline FitzGerald, Private Sector – Gubernatorial Appointee (Dr. Mauri Lunderman's Office)

Members Absent:

Paul Sirmans, Esq., Private Sector
Kathryn Barley (Walton County Health Department)
Louis Svehla, Walton County Commissioner's Appointee
Christine Jackson, Faith Based Provider (New Harmony Baptist Church Preschool)

ELC-OW Staff:

Renea Black, Executive Director
Jennifer Via, Executive Assistant / HR Manager
Janna Carroll, Finance Director
Cindy Herrington, COO
Ili Mansfield, Performance Analyst
Chris Schwartz, IT Director

Presentations

ELC OW – Past, Present, Future
United Way – Contributions

Call to Order

Beth Brant called the meeting to order at 8:17 a.m.
Quorum established at 8:17 a.m.

Approval of Agenda

Agenda – Motion made to approve the draft agenda as amended.

MOTION/RESULT:	APPROVAL OF DRAFT AGENDA AS PRESENTED(UNANIMOUS)
MOVER:	JOHN ROPER
SECONDER:	JEANNE MARTIN

Approval of Minutes

Minutes - Motion to approve the March 22, 2017 Coalition Board Meeting and the April 20, 2017 and June 9, 2017, Executive Committee meeting minutes.

MOTION/RESULT:	APPROVAL OF MINUTES WITH CORRECTION(UNANIMOUS)
MOVER:	BEV SANDLIN
SECONDER:	DON EDWARDS

Renea requested a motion be made to approve Slate of Officers as presented.

MOTION/RESULT:	APPROVE SLATE OF OFFICERS AS PRESENTED. (UNANIMOUS)
MOVER:	BEV SANDLIN
SECONDER:	DON EDWARDS

Treasurer's Report

Financial Reports

We had two performance providers, only one finished out the year with us. We were able to spend all of the grant funds for 16-17. The delay on presenting June's financials is due to the state completing the calculation for the performance providers. This was just completed which resulted in the closing of June's books.

Our VPK enrollment numbers are lower than our notice of award numbers. Jeanne and Justin inquired regarding the optimum number of children to be served by our coalition. So far, this year we have served 2,300 children. The biggest challenge we face is the lack of SR providers.

Financials - Renea requested a motion to approve the final June 2017 Financial Statements. Motion made to approve the financials as presented.

MOTION/RESULT:	APPROVAL OF JUNE 2017 FINANCIAL STATEMENTS AS REQUESTED (UNANIMOUS)
MOVER:	JOHN ROPER
SECONDER:	JUSTIN TATE

We are currently below our allowable threshold for admin. We are on target for quality; this will continue to increase. Our VPK numbers are currently high due to the enrollment period that has just passed. This will even out throughout the year.

Quality dollars are spent on staff development, training, curriculum, CCR&R, provider technical assistance and scholarships. Bev shared that the coalition does a great job stretching those dollars.

Bev and Jeanne brought up VPK and online enrollment. Jeanne wanted to make a point that without a point of contact, parents get lost. The online system takes away from that personal touch. It is important to keep that in mind.

Renea stated that the Coalition will be examining the way we use our OMI grant. The newspaper may not be the best use of our money.

We are going to consider accepting marketable securities as donations going forward. This will open us up to more financial opportunities. The board will need to approve an investment policy if this is something we decide to pursue.

Financials - Renea requested a motion to approve the August 18 Financial Statements. Motion made to approve the financials as presented

MOTION/RESULT:	APPROVAL OF AUGUST FINANCIAL STATEMENTS AS REQUESTED (UNANIMOUS)
MOVER:	BEV SANDLIN
SECONDER:	DON EDWARDS

Surplus Property Disposal

Renea requested a motion to dispose of the surplus property as indicated on the Surplus Property Forms.

MOTION/RESULT:	APPROVE DISPOSSAL OF SURPLUS PROPERTY (UNANIMOUS)
MOVER:	JEANNE MARTIN
SECONDER:	CAROLINE FITZGERALD

Agency Report

Proposed Bylaws

The goal of updating the current Bylaws is to have a better representation of each county on our board at the same time. The way the Bylaws are currently drafted we have one term representing Okaloosa and the next would represent Walton. In order to correct this issue, we reached out to Big Bend who represents seven (7) counties to see how they achieved this mixed representation and adapted their Bylaws to suite our needs.

Michele brought up creating an annual conflict of interest document stating that in the event any board member has a conflict of interest it is their duty to alert the board and abstain from voting; we are going to look into and work on this form.

The board noted the Bylaws do not need to include language removing members for nonattendance. The Bylaws establish three additional subcommittees, each committee will have a staff member assigned to help the committee adhere to the Sunshine Law, take minutes, and coordinate each meeting.

Renea requested a motion to approve the Bylaws as proposed.

MOTION/RESULT:	APPROVAL OF BYLAWS AS PROPOSED (UNANIMOUS)
MOVER:	JEANNE MARTIN
SECONDER:	BEV SANDLIN

Monitoring Policy and Plan

Renea explained although we have brought the plan before the board recently, upon the request of OEL additional revisions have been made:

Motion made to adopt policy as presented.

MOTION/RESULT:	ADOPT POLICY AS PRESENTED (UNANIMOUS)
MOVER:	BEV SANDLIN
SECONDER:	DON EDWARDS

Annual Report

Annual Report as an overview – It was surprising to see the low number of gold seal providers; this is not a good thing. It shows parents do not look for this and providers do not work harder to become gold seal certified.

Myfamilies.com/childcare is a great resource. It provides lots of great information for parents and allows parents to see each inspection and violation, if any, in detail.

Most of the performance money for the coalition was paid out to Horizons. We have 7 providers who have signed up for this program this year. Class is worth the cost; Headstart has been working with class for years. This program pays for performance; you are paying to create quality interactions.

Childcare for Working Families Act

Renea reached out to Representative Murray regarding this bill. We believe this bill is aiming to pull Headstart and Early Headstart money into state funds rather than federally dispersed funds. Currently, Headstart funds do not require the families to be working families. At this point, it sounds like OEL supports the bill, but National Headstart is fighting this bill.

Kim Gillis shared that this bill loses what Headstart means. Headstart helps low-income families get out of that bracket and changing the terms of Headstart in term punishes the child.

Strategic Planning

The meeting will be planned for January pending the results of the upcoming Doodle Poll.

Office Location

Oxana is working to gather more information currently we are still looking at three models: the sale and remodel of our current building, JG Plaza location, and the build to suit location

We recently addressed a mold issue in the back office. The drywall was completely replaced and all mold has been treated and removed. The DeFuniak office and Resource Center are closed.

Presentations

Past, Present, Future of the ELC-OW

During these presentations compliance was discussed. Schools have an issue complying; most are no longer licensed and are no longer required to maintain a license. When the new DCF requirements including new background checks and required licensing passed to contract with us, they opted to no do so. This was an issue for them that was not worth the cost.

Michele Burns left meeting at 9:58 quorum maintained.

United Way

United Way has changed the way they provide their funding to the community partners. Children and Education fell to the bottom. It is Renea's understanding the grant away process will be very different and the majority of the funding will go to the highest priority area: financial stability. Last Friday, Renea sat down with United Way staff, they apologized and updated her that we will compete for a multiyear funding project.

Kim Gillis left the meeting at 10:37 am quorum maintained.

Public Comment

The SR plan draft for 2018-2019 was passed around to the board members while being introduced by Renea, public comments were requested at this time, none were given.

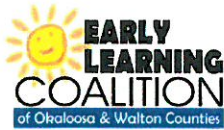
Bev Sandlin introduced the new Early Childhood Education Professor for NWFSC.

Adjournment

This meeting adjourned at 11:03 a.m.

Respectfully submitted,

Jennifer Via
Executive Assistant / HR Manager



EXECUTIVE COMMITTEE MEETING

October 27, 2017
7:30 a.m.

The Executive Committee meeting of the Early Learning Coalition of Okaloosa and Walton Counties (ELC) was held in the Poly, Inc. conference room at 102 Sunset Lane, Shalimar, FL.

Committee Members Present:

Don Edwards, Private Sector (Trustmark Bank)
Beth Brant, Gubernatorial Appointee, Private Sector (Poly, Inc.)
Louis Svehla, Walton County Commissioner's Appointee – by phone
Bev Sandlin, Northwest Florida State College President's Appointee
Michele Burns, Executive Director; Workforce Development Board
Allyson Oury, Private Sector (Saltmarsh, Cleaveland & Gund) – by phone

Committee Members Absent:

Paul Sirmans, Private Sector

ELC Staff:

Renea Black, Executive Director
Jennifer Via, Executive Assistant / HR Manager

Call to Order

Beth Brant, Chair called the meeting to order at 7:40 a.m.

Consent Agenda

Motion made to approve the Agenda.

MOTION/RESULT:	AGENDA ADOPTED (UNANIMOUS)
MOVER:	BEV SANDLIN
SECONDER:	MICHELE BURNS

Treasurer's Report

Financial Reports

- **September 2017**

Performance Funding Project (PFP) and other quality initiative expenses will increase as quality programs are implemented throughout the fiscal year.

We are currently enrolling and the waitlist just dropped below 100 within the past two days. Staff are beginning discussions on provider rate increases and will bring recommendations to the Board for approval. Beth shared that it has been awhile since the providers received a rate increase.

We currently have around 2,200 children enrolled in VPK; not much change is expected in this number.

Local match funding remains a struggle; however, staff are working on developing ideas for generating match funding. The City of DeFuniak Springs has just awarded us \$950 and we expect to hear from the City of Niceville in early 2018.

Louis Svehla added by phone, 7:57 a.m.

Motion was made to approve the financials as presented.

MOTION/RESULT:	Approval of September 2017 Financial Statements (UNANIMOUS)
MOVER:	BEV SANDLIN
SECONDER:	DON EDWARDS

Agency Report

Surplus Property Disposal

Renea requested a motion to dispose of the surplus property as indicated on the Surplus Property Forms.

MOTION/RESULT:	APPROVE DISPOSSAL OF SURPLUS PROPERTY (UNANIMOUS)
MOVER:	BEV SANDLIN
SECONDER:	LOUIS SVEHLA

Proposed Bylaws and School Readiness Policies

The Bylaws were changed by OEL to reflect the corrected statute. The School Readiness policies, Eligibility and Enrollment Policies and Procedures and Provider Payment Rates, were updated to meet the requests made by OEL.

Renea requested a motion to approve the Bylaws and School Readiness Policies as proposed.

MOTION/RESULT:	APPROVAL OF BYLAWS AND SCHOOL READINESS POLICIES AS PROPOSED (UNANIMOUS)
MOVER:	LOUIS SVEHLA
SECONDER:	DON EDWARDS

Board Member Name Tags

The name tags should only reflect each board member's name and the title of "Board Member" beneath their name. An email will be sent out to all board members to verify how they would like their name to appear.

Holiday Schedule

The staff will be given December 25 and December 26 off to celebrate the Christmas Holiday based on current agency policy.

Walton County Commissioner's Board Reappointment

Walton County Commissioner has reappointed Louis Svehla as their representative.

As of October 31, 2017, Jeanne Martin has resigned from the board, this is due to her upcoming retirement. We will reach out to the Department of Children and Families Regional Administrator for a new appointment.

Updates

- BoardSource Conference
Beth and Renea recently attended The BoardSource Leadership Forum; specifically, to attend a track created especially for Board Chairs and Executive Directors to complete together. Renea and Beth discussed the strengths and weaknesses of the conference.
- Resource Van
The Resource Van buyer selection has been completed. Awaiting the buyer's scheduled pick up for sale completion.

- United Way Update
Renea explained the new grant application, grant award, and grant reporting process for United Way Funding.

ELC-OW employees are at 100% participation with the United Way Campaign for this fiscal year.

Krizner Group

Committee members discussed the report provided by the Krizner Group following the investigation conducted regarding mail received on two separate occasions by the Executive Director. Members expressed the report reflected good management processes. Michele stated that she believes future correspondence of this nature will stop based on the investigation process and the recommendations.

Other Business

Institute for Senior Professionals (ISP)

ISP is a group of retired professionals who operate out of NWFSC and they donate their time, knowledge and expertise to local non-profits of their choice.

Louis has been contacted by an ISP member who expressed interest in providing support to the ELC. Renea and Louis will have a ISP meeting to discuss a potential partnership.

Public Comment

None

Dismissal

The meeting adjourned at 8:55 a.m.

Respectfully submitted,

Jennifer Via
Executive Assistant/HR Manager

Early Learning Coalition of Okaloosa and Walton Counties, Inc.
Financial Dashboard FY 2017-2018

Net Income	<u>Oct-17</u>	<u>Nov-17</u>	<u>Dec-17</u>
Month	\$ 1,226.90		
YTD	\$ 290.71		
Administrative, SR 5% maximum	<u>Oct-17</u>	<u>Nov-17</u>	<u>Dec-17</u>
SR Month	6.46%		
SR YTD	4.21%		
Direct Services, SR 78% minimum	<u>Oct-17</u>	<u>Nov-17</u>	<u>Dec-17</u>
SR YTD	84.50%		
Quality, SR 4% minimum	<u>Oct-17</u>	<u>Nov-17</u>	<u>Dec-17</u>
SR Month	6.90%		
SR YTD	4.80%		
Infant & Toddler, SR \$99,021 minimum	<u>Oct-17</u>	<u>Nov-17</u>	<u>Dec-17</u>
SR Month	\$ 8,057.56		
SR YTD	\$ 24,347.33		
Administrative, VPK 4% maximum	<u>Oct-17</u>	<u>Nov-17</u>	<u>Dec-17</u>
VPK Month	3.77%		
VPK YTD	3.89%		
Significant Balance Sheet Variances			
Local Match, SR	<u>Oct-17</u>	<u>Nov-17</u>	<u>Dec-17</u>
Over (under) collected, month	\$ (19,181.19)		
Over (under) collected, YTD	\$ (62,716.90)		
Credit Cards Expenses	Hotels, airline tickets, vehicle maintenance, background screening.		

Notes:

Early Learning Coalition of Okaloosa and Walton Counties, Inc.
Financial Dashboard FY 2017-2018

Net Income	<u>Jul-17</u>	<u>Aug-17</u>	<u>Sep-17</u>
Month	\$ 312.58	\$ 207.04	\$ (1,455.81)
YTD	\$ 312.58	\$ 519.62	\$ (936.19)
Administrative, SR 5% maximum	<u>Jul-17</u>	<u>Aug-17</u>	<u>Sep-17</u>
SR Month	3.12%	3.65%	3.43%
SR YTD	3.12%	3.39%	3.40%
Quality, SR 4% minimum	<u>Jul-17</u>	<u>Aug-17</u>	<u>Sep-17</u>
SR Month	3.70%	4.39%	4.05%
SR YTD	3.70%	4.07%	4.10%
Infant & Toddler, SR \$99,021 minimum	<u>Jul-17</u>	<u>Aug-17</u>	<u>Sep-17</u>
SR Month	\$ 3,985.76	\$ 7,421.65	\$ 4,882.36
SR YTD	\$ 3,985.76	\$ 11,407.41	\$ 16,289.77
Administrative, VPK 4% maximum	<u>Jul-17</u>	<u>Aug-17</u>	<u>Sep-17</u>
VPK Month	33.38%	4.52%	1.98%
VPK YTD	33.38%	7.03%	3.96%
Significant Balance Sheet Variances	Deferred Revenue (1)	Deferred Revenue (1)	
Local Match, SR	<u>Jul-17</u>	<u>Aug-17</u>	<u>Sep-17</u>
Over (under)collected, month	\$ (11,812.10)	\$ (15,608.76)	\$ (16,114.85)
Over (under)collected, YTD	\$ (11,812.10)	\$ (27,420.86)	\$ (43,535.71)
Credit Cards Expenses	Recurring expense for Appointment Plus, office repairs, gas, program materials, rental cars, hotel, Office 365 licenses, postage, lunches, cleaning supplies, office supplies, airline tickets, registration fees.	Recurring expense for Appointment Plus, hotels, airline ticket, registration fees, office supplies, office maintenance, gas, rental car, books.	Recurring expense for Appointment Plus, registration fees, cleaning supplies, office supplies, hotels.

Notes:

(1) Current year VPK advance amount reduced compare to FY 16-17

Balance Sheet

As of Oct 31, 2017

	<u>Oct 2017</u>	<u>Oct 2016</u>
Assets		
Regions - Operating	\$1,235,950.51	\$1,067,443.78
Regions - Money Market	\$47,376.95	\$47,251.28
Regions - Okaloosa Walton Readers	\$10,891.73	\$12,828.61
Accounts Receivable	\$1,090,304.62	\$1,008,338.98
Prepaid Postage	\$1,678.91	\$1,463.05
Prepaid Rent	\$660.00	\$640.00
Prepaid Insurance General and Prof.Liability	\$2,951.87	\$8,868.70
Prepaid Workers Compensation	\$1,764.00	\$2,184.00
Prepaid Insurance Employee Benefits	\$708.91	\$0.00
Prepaid Other	\$10,460.03	\$7,089.29
Prepaid Provider Expense	\$87,193.02	\$81,312.25
Buildings	\$201,500.00	\$201,500.00
Computer Equipment	\$32,435.90	\$35,980.75
Office Equipment	\$6,272.29	\$6,311.21
Office Furniture	\$3,781.15	\$5,247.42
Land	\$51,500.00	\$51,500.00
Accumulated Depreciation	(\$240,899.62)	(\$240,899.62)
Total Assets	<u><u>\$2,544,530.27</u></u>	<u><u>\$2,297,059.70</u></u>

Liabilities and Fund Balance**Liabilities**

Accounts Payable	\$1,040,657.38	\$980,476.99
Accrued Payroll	\$33,061.68	\$0.00
Deferred Revenue	\$1,270,602.20	\$1,136,888.00
Health Insurance Payable	(\$478.85)	(\$1,117.88)
Dental Insurance Payable	(\$94.47)	(\$789.66)
Life Insurance Payable	\$503.12	\$325.40
Cafe Insurance Payable	\$141.36	(\$1,056.49)
Retirement Payable	\$2,598.17	\$0.00
United Way Payable	\$15.00	\$25.00
Accrued Annual Leave	\$38,916.33	\$29,493.30
Total Liabilities	<u><u>\$2,385,921.92</u></u>	<u><u>\$2,144,244.66</u></u>

Fund Balance

Net Assets	\$158,608.35	\$152,815.04
Total Fund Balance	<u><u>\$158,608.35</u></u>	<u><u>\$152,815.04</u></u>
Total Liabilities and Fund Balance	<u><u>\$2,544,530.27</u></u>	<u><u>\$2,297,059.70</u></u>

Early Learning Coalition of Okaloosa and Walton Counties

Income Statement

Oct'17 and YTD FY17-18, Program Year 33.33 % Complete

	Oct'17	YTD	Budget	%
Revenues				
SR Child Care Slots	\$514,766.44	\$2,059,554.88	\$6,509,776.00	31.64 %
SR Administrative and Direct	\$91,625.18	\$259,744.14	\$913,508.00	28.43 %
SR Quality Services	\$45,227.84	\$118,429.19	\$513,141.00	23.08 %
Voluntary Pre-K	\$627,553.49	\$1,675,368.98	\$5,717,778.00	29.30 %
Gifts, Donations, Pledges	\$2,482.85	\$23,083.07	\$83,440.00	27.66 %
In-Kind Revenue	\$0.00	\$34.54	\$111,780.00	0.03 %
Teenage Parent Program	\$4,624.40	\$12,736.60	\$74,000.00	17.21 %
Investment Earnings	\$5.23	\$22.13	\$52.00	42.56 %
Donations/Contributions	\$50.00	\$780.17	\$2,000.00	39.01 %
Total Revenues	\$1,286,335.43	\$4,149,753.70	\$13,925,475.00	29.80 %
Expenses				
Salaries	\$94,190.68	\$267,158.15	\$898,950.00	29.72 %
Payroll Taxes	\$7,048.05	\$19,942.04	\$68,388.00	29.16 %
Benefits Reemployment	\$43.55	\$141.48	\$4,950.00	2.86 %
Health, Dental, Vision Insurance	\$15,787.98	\$60,994.21	\$222,956.00	27.36 %
Retirement	\$1,778.50	\$5,109.00	\$26,818.00	19.05 %
Life, Disability, Other Insurance	\$397.23	\$1,585.31	\$5,985.00	26.49 %
Staff Development	\$1,095.00	\$5,695.45	\$9,947.00	57.26 %
Tuition Reimbursement	\$0.00	\$0.00	\$600.00	0.00 %
Pro Serv Accounting	\$0.00	\$0.00	\$5,000.00	0.00 %
Pro Serv Auditing	\$14,000.00	\$14,000.00	\$18,800.00	74.47 %
Pro Serv IT	\$0.00	\$0.00	\$2,500.00	0.00 %
Pro Serv Legal	\$4,409.50	\$4,409.50	\$3,600.00	122.49 %
Pro Serv Temporary Employment	\$3,059.46	\$5,556.35	\$5,100.00	108.95 %
Pro Serv Printing, Reproduction	\$0.00	\$0.00	\$3,150.00	0.00 %
Pro Serv Repairs and Maintenance	\$0.00	\$3,463.16	\$17,181.10	20.16 %
Pro Serv Other	\$243.71	\$2,610.17	\$20,200.00	12.92 %
Depreciation Expense	\$0.00	\$0.00	\$2,657.00	0.00 %
Okaloosa-Walton Readers	\$0.00	\$0.00	\$2,000.00	0.00 %
97POO BG8	\$370,764.54	\$1,484,265.25	\$4,502,607.00	32.96 %
97ROO BG1	\$108,955.51	\$438,454.52	\$1,449,866.00	30.24 %
97GOO BG5/BG3W	\$12,577.48	\$49,770.48	\$175,934.00	28.29 %
97GNW BG3/BG3R	\$25,002.08	\$110,931.49	\$462,934.00	23.96 %
TAPP Provider Expense	\$3,160.08	\$8,724.74	\$52,900.00	16.49 %
VPK Provider Expense	\$603,943.49	\$1,574,441.75	\$5,360,675.00	29.37 %
VPK Provider Expense - Summer	\$0.00	\$37,052.62	\$125,000.00	29.64 %
Occupancy	\$4,748.33	\$11,677.45	\$104,562.00	11.17 %
Postage, Freight, Delivery	\$489.73	\$2,278.92	\$7,105.00	32.07 %
Rentals - Office Equipment	\$722.63	\$3,968.84	\$11,208.00	35.41 %
Office Supplies and Expense	\$1,374.84	\$3,963.36	\$40,666.00	9.75 %
Communications	\$972.09	\$3,943.17	\$15,168.00	26.00 %

Income Statement

Oct'17 and YTD FY17-18, Program Year 33.33 % Complete

	Oct'17	YTD	Budget	%
Insurance D&O Surety Bonds	\$397.00	\$1,540.95	\$4,764.00	32.35 %
Insurance (Automobile) Surety Bonds	\$340.34	\$1,307.70	\$4,084.00	32.02 %
Insurance (General Liability) Surety Bonds	\$129.35	\$499.09	\$1,552.00	32.16 %
Insurance Workers Compensation	(\$960.00)	(\$253.45)	\$3,308.00	(7.66)%
Insurance (Property) Surety Bonds	\$636.95	\$2,457.67	\$7,776.00	31.61 %
Insurance (Other) Surety Bonds	\$187.58	\$733.02	\$2,251.00	32.56 %
Equip Equal to or > \$1000	\$0.00	\$0.00	\$1,500.00	0.00 %
Equip < \$1000	\$0.00	\$0.00	\$3,050.00	0.00 %
Quality and Classroom Materials	\$5,261.34	\$5,261.34	\$36,401.00	14.45 %
Training Materials and Space	\$0.00	\$0.00	\$16,400.00	0.00 %
Outreach Materials and Consumer Education	\$49.29	\$214.98	\$15,400.00	1.40 %
Scholarships, Other Education Opportunities	\$0.00	\$0.00	\$21,750.00	0.00 %
Travel In State	\$2,527.01	\$8,752.85	\$23,909.00	36.61 %
Travel Out of State	\$806.64	\$806.64	\$10,134.00	7.96 %
Travel Local	\$221.27	\$858.56	\$7,490.00	11.46 %
Bank Fees	\$63.00	\$192.00	\$1,200.00	16.00 %
Application, Software, Licenses, Support	\$152.10	\$2,304.04	\$3,660.00	62.95 %
Web Service/Hosting, Support, Back-up Maintenance	\$261.44	\$358.88	\$2,800.00	12.82 %
Other Employee Related Expenditures	\$0.00	\$0.00	\$4,000.00	0.00 %
Dues and Subscriptions	\$175.00	\$3,907.46	\$4,125.00	94.73 %
Taxes and Licenses Fees	(\$0.24)	\$30.76	\$727.00	4.23 %
In-Kind Expenditure	\$0.00	\$34.54	\$111,780.00	0.03 %
Miscellaneous, Other Charges	\$96.00	\$318.55	\$2,400.00	13.27 %
Total Expenses	\$1,285,108.53	\$4,149,462.99	\$13,917,868.10	29.81 %
 BEGINNING FUND BALANCE	 \$157,381.45	 \$158,317.64	 \$158,317.64	 100.00 %
 NET SURPLUS/(DEFICIT)	 \$1,226.90	 \$290.71	 \$7,606.90	 3.82 %
 ENDING FUND BALANCE	 \$158,608.35	 \$158,608.35	 \$165,924.54	 95.59 %

Statement of Cash Flows

As of Oct 31, 2017

	<u>Oct 2017</u>
CASH FLOWS FROM OPERATING ACTIVITIES	
NET SURPLUS/(DEFICIT) FOR PERIOD	\$1,226.90
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH	
PROVIDED (USED) BY OPERATING ACTIVITIES	
Increase in Accounts Receivable	(\$43,557.24)
Increase in Prepaid Postage	(\$1,010.27)
Decrease in Prepaid Insurance General and Prof.Liability	\$847.30
Decrease in Prepaid Workers Compensation	\$459.00
Decrease in Prepaid Insurance Employee Benefits	\$525.97
Decrease in Prepaid Other	\$1,566.41
Decrease in Prepaid Provider Expense	\$21,485.41
Decrease in Accounts Payable	(\$24,052.68)
Increase in Accrued Payroll	\$2,844.79
Decrease in Health Insurance Payable	(\$1,438.30)
Increase in Dental Insurance Payable	\$295.69
Increase in Life Insurance Payable	\$146.29
Increase in Cafe Insurance Payable	\$985.26
Increase in Retirement Payable	\$1,297.09
Decrease in United Way Payable	(\$15.00)
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	<u>(\$38,393.38)</u>
NET INCREASE/(DECREASE) IN CASH	(\$38,393.38)
CASH AND CASH EQUIVALENTS AS OF 10/1/2017	<u>\$1,332,612.57</u>
CASH AND CASH EQUIVALENTS AS OF 10/31/2017	<u><u>\$1,294,219.19</u></u>

Early Learning Coalition of Okaloosa and Walton Counties, Inc.

Utilization Report **FY 2017-18 School Readiness Program (SR)**, YTD as of October 2017

Okaloosa and Walton Counties Combined

SR Program	Contract, \$	Jul-17 *	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Total	Remaining Balance
Administrative	\$359,744	\$17,000.77	\$23,527.05	\$20,959.40	\$42,249.81									\$103,737.03	\$256,006.97
Non-Direct	\$351,341	\$22,638.16	\$24,910.92	\$25,795.54	\$35,170.98									\$108,515.60	\$242,825.40
Eligibility	\$202,423	\$11,235.02	\$11,770.38	\$10,281.72	\$14,064.42									\$47,351.54	\$155,071.46
Quality	\$513,141	\$20,387.34	\$26,302.77	\$24,511.24	\$45,087.88									\$118,289.23	\$394,851.77
Slots	\$6,510,526	\$473,006.47	\$548,498.24	\$523,283.73	\$514,766.44	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,059,554.88	\$4,450,971.12
Total	\$7,937,175	\$544,267.76	\$637,009.36	\$604,831.63	\$651,339.53	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,437,448.28	\$5,499,726.72

* \$103,798.50 were allocated from July 2017 (FY17-18) to June 2017 (FY16-17)

Amendment #1, extra \$750 added to award on 11/01/17, new award amount is \$7,937,175

SR Child Count	1,383	1,666	1,608	1,540	0	0	0	0	0	0	0	0	0		
	Placing	Placing	Placing	Placing											

Okaloosa County, SR Slots

SR Program	Contract, \$	Jul-17 *	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Total	Remaining Balance
SR Slots	\$6,143,473	\$391,801.06	\$452,760.27	\$435,803.14	\$421,959.98									\$1,702,824.45	\$3,441,148.55
Child Count		1,135	1,347	1,305	1,233										

Walton County, SR Slots

SR Program	Contract, \$	Jul-17 *	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Total	Remaining Balance
SR Slots	\$1,367,053	\$81,205.41	\$95,737.97	\$67,480.59	\$92,806.46									\$357,230.43	\$1,009,822.57
Child Count		248	319	303	307										

Early Learning Coalition of Okaloosa and Walton Counties, Inc.

Utilization Report FY 2017-18 Voluntary Prekindergarten Program (VPK), YTD as of October 2017

Okaloosa and Walton Counties Combined

VPK	Contract, \$	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Total	Projected Balance
Administrative	\$219,427	\$11,454.61	\$16,278.18	\$12,169.55	\$22,750.05									\$62,652.39	\$156,774.61
VPK Slots	\$5,485,675	\$34,315.41	\$359,921.77	\$613,313.70	\$603,943.49	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,611,494.37	\$3,874,180.63
Total	\$5,705,102	\$45,770.02	\$376,199.95	\$625,483.25	\$626,693.54	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,674,146.76	\$4,030,955.24

Additional VPK Dollars being spent on SLOTS will yield more dollars being available for Administration.

Child Count, School		1,851	2,233	2,097		0	0	0	0	0	0	0	0		
Child Count, Summer		42	42										0		

Okaloosa County, VPK Slots

VPK	Contract, \$	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Total	Projected Balance
VPK Slots	\$4,717,681	\$16,313.40	\$300,069.34	\$528,347.96	\$522,149.00									\$1,366,879.70	\$3,350,800.80
Child Count, School		1,558	1,920	1,786											
Child Count, Summer		18	18												

Walton County, VPK Slots

VPK	Contract, \$	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Total	Projected Balance
VPK Slots	\$767,995	\$18,002.01	\$59,852.43	\$84,965.74	\$81,794.49									\$244,614.67	\$523,379.83
Child Count, School		293	313	311											
Child Count, Summer		24	24												

Early Learning Coalition of Okaloosa and Walton Counties, Inc.
Payroll Deductions Payments
October 2017

DATE	FROM	TO	AMOUNT	PURPOSE
9/21/2017	Operating	United Healthcare	\$ 94.10	Vision Insurance
10/3/2017	Operating	Aetna	\$ 13,625.62	Health Insurance
10/4/2017	Operating	American Funds	\$ 1,301.08	401k Contributions
10/5/2017	Operating	Benefit Wallet	\$ 1,223.91	HSA Contributions
10/12/2017	Operating	United Concordia	\$ 821.50	Dental Insurance
10/19/2017	Operating	Benefit Wallet	\$ 1,223.91	HSA Contributions
10/19/2017	Operating	American Funds	\$ 1,396.43	401k Contributions
10/31/2017	Operating	Benefit Wallet	\$ 1,223.91	HSA Contributions
11/2/2017	Operating	Aflac	\$ 800.95	Voluntary Insurance

Staff Development and Travel In The State Expenses For Period June 2017 - Sep 2017

Staff Development	Amount	Name	Dates	Participants	Expenses	Outcome of Training
6/23/2017	3,600.00	Coaching with my Teachstone	6/22-6/23/17	Tammy, Abigail, Jennifer A, Nicole	Registration Fees	Certifications
6/28/2017	399.00	Beyond Cribs & Rattles	7/17-7/19/17	Abigail	Registration Fees	Train the Trainer
7/5/2017	225.00	One Goal Summer Conference	7/19-7/21/17	Abigail, Cindy, Renea	Registration Fees	Staff Training
7/20/2017	1,375.00	Leadership Walton Class	2017-2018	Renea	Tuition Fee	Staff Training
8/1/2017	2,000.00	Board Source Leadership Meeting	10/16-10/20/17	Renea, Elizabeth Brant	Registration Fees	Staff Training
9/7/2017	13.59	Women in Science Conference	9/8/2017	lli	Registration Fees	Staff Training
9/26/2017	950.00	Leadership Okaloosa Class	2017-2018	Jennifer V.	Tuition Fee	Staff Training
9/29/2017	183.00	FASA Conference Fee	10/16/2017	Abigail	Registration Fees	Staff Training

Travel In State	Amount	Name	Dates	Participants	Expenses	Outcome of Training
6/15/2017	\$596.14	AELC Meeting	6/12-6/15/17	Renea	Per diem, tolls, gas, rental car, hotel	Staff Training
6/26/2017	\$244.46	DCF, AELC Committee, STEAM	5/16-5/19/17	Renea	Tolls, rental car	State Meeting
6/26/2017	\$930.00	Mind in the Making	6/26/17-6/29/17	Tammy, Tricia,	Per diem, hotel	Staff Training
6/26/2017	\$60.47	STEAM Family Event	5/18-5/19/17	Tammy	Agency car, tolls	Staff Training
6/26/2017	\$774.82	AELC Annual Mtg, ALEC Comm Mtg.	5/23-5/31/17	Renea	Air fare, hotel, parking fee	State Meeting
6/30/2017	\$874.53	Infant Class Observer Training Shared Services	5/4-5/25/17	Tammy, Tricia, Jennifer A, Abigail, Nicole	Travel	Staff Training
6/26/2017	\$570.43	Teachstone Training	6-21-6/24/17	Abigail	Hotel	Certification
6/30/2017	\$1,116.00	Teachstone Training	6/12-6/16/17	Jennifer A, Abigail	Travel expenses for Trainer	Staff Training
8/1/2017	\$4,970.56	Beyond Cribs, One Goal, AELC Meeting	7/16-7/21/17	Patricia, Cindy, Renea, Tammy, Abigail,	Per diem, hotel, rental car, gas	Certificate
8/17/2017	\$238.00	Inclusion Training	8/16-8/17/17	Nicole	Per diem, hotel	Staff Training
9/27/2017	\$818.10	Infant, Toddler, CCR&R Retreat	10/9-10/11/17	Tammy, Tricia, Adicia	Hotel	Staff Training

Travel Out of State	Amount	Name	Dates	Participants	Expenses	Outcome of Training
6/6/2017	\$3,760.09	Teachstone Coaching Training	6/21-6/24/17	Nicole, Jennifer A., Abigail, Tammy	Air fare, per diem, hotel	Certificate
6/17/2017	\$1,072.63	SHRM Conference and Expo	6/17-6/20/17	Jennifer V.	Per diem, hotel, rental car, gas	Staff Training
6/10/2017	\$154.66	Fuse Project	6/9/2017	Renea	Hotel	Fund Raising Event



107 Tupelo Ave. SE
Fort Walton Beach, Florida 32548
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Rural County Match Waiver Request for Walton County
Fiscal Year 2017-2018

December 6, 2017

Mr. Rodney MacKinnon, Executive Director
Florida's Office of Early Learning
Lottery Building
250 Marriott Drive
Tallahassee, FL 32399

Dear Mr. MacKinnon (Rodney):

The Early Learning Coalition of Okaloosa and Walton Counties, Inc. (ELC) respectfully requests that Florida's Office of Early Learning (OEL) approve our Waiver of Match Collection for the portion of dollars the ELC is not able to obtain for use in Walton County for Fiscal Year 2017-2018. Walton County qualifies for Waiver of Match Funding under the designation as a rural county according to Section 288.0656(2)(b), F.S.

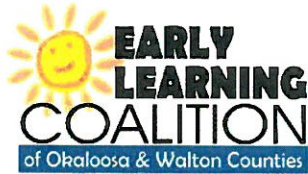
The ELC diligently seeks to procure the required match funds each fiscal year. We understand the importance of being able to draw-down the full federal funding that match dollars support. The enclosed documentation demonstrates the efforts of the ELC to raise the required local match for the 2017-2018 Fiscal Year.

The counties served by our ELC, do not have local taxing authorities such as Children's Services Council. Funding provided as a United Way Partner Agency is dependent on the dollars available through the fundraising efforts of the United Way. Our board and staff continue to support United Way's fund-raising efforts. ELC staff also continues developing special projects to increase contributions of cash and in-kind match. Local fund-raising efforts are addressed in the enclosed collection summary.

Factors which have contributed to the inability to raise additional match include: the rural nature of the northern portions of both counties, limited industry in the northern portions of the counties, and the limited administrative dollars available for local fund-raising efforts.

Please, note that the figures contained in this correspondence represent approximate values and may change as more donors elect to make contributions to the ELC. Total cash match anticipated to be raised for the ELC is \$60,868.34 (minimum). Of that amount, the ELC anticipates \$8,239.93 will come from Walton County.

The ELC has received \$23,894.99 in cash and in-kind contributions as of October 2017. The current match applied to Okaloosa County is \$20,272.95. Match applied to Walton County equals \$3,622.04. Fund requests which have not yet been awarded are not included in these



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amounts. The ELC continues to raise cash and in-kind match to facilitate the successful collection of the maximum amounts possible to increase services to our clients.

The ELC sincerely appreciates your consideration for granting our Match Waiver for all dollars not raised in Walton County. The ELC will provide documentation requesting approval of use of in-kind contributions to support the cash match not raised by the ELC. Efforts to raise additional cash match are ongoing.

Thank you for your attention to this matter. Please, call if you have questions.

Respectfully,

Elizabeth Brant, Chair
Early Learning Coalition of Okaloosa & Walton Counties

CC: Liza Zenos
Sam Sweazy
Renea Black

Local Match FY 2017 - 2018

Donor Name	Type	Date Requested	Amount Requested	Amount Awarded	Date Awarded	Amount Received	Date Denied
City of DeFuniak Springs	Grant	7/27/2017	\$1,000.00	\$950.00	Sep. 2017	\$500.00	
Boeing	Grant	5/5/2017	\$10,000.00				
Lockheed	Grant	5/2/2017	\$10,000.00				
Walton County Commissioners	Grant		\$3,881.00	\$3,881.00	Sep. 2017	\$970.25	
Okaloosa County Commissioners	Grant	5/18/2017	\$50,000.00	\$36,450.00	Sep. 2017	\$9,112.50	
City of Niceville	Grant	8/3/2017	\$1,500.00				
Impact 100 NWF	Grant	7/13/2017	\$102,000.00	\$0.00			10/3/2017
Wells Fargo Bank	Grant	Spring 2017	\$10,000.00	\$1,000.00	10/26/2017		
Community Foundation of NWF	Grant	July 2017		\$1,741.31		\$1,741.31	
The St. Joe Community Foundation	Grant	Spring 2018					
United Way	Grant	Spring 2018					
United Way	Grant	Spring 2017		\$16,846.03		\$10,758.97	
White Wilson Community Foundation	Grant	Spring 2018					
Frios - Pops for a Purpose	Cash	11/1/2017					
Murder Mystery Dinner Theater	Cash	2018					
The Gulf Restaurant	Cash	2018					
Kmart	Cash	2018					
Donations	Cash					777.42	
TOTAL			\$188,381.00	\$60,868.34		\$23,860.45	

ADDENDUM TO REPORT RECOMMENDING CHANGES TO THE NUMBER AND LOCATIONS OF EARLY LEARNING COALITIONS

After further discussion with the Florida Legislature, the Office of Early Learning recommends changes to the number and location of early learning coalitions, to be no more than 25. Implementing this reduction can be accomplished by (1) defunding the merged coalition in the General Appropriations Act; (2) redistributing funds accordingly; and (3) recognizing coalitions' 501(c)(3) status, guiding their boards through board mergers and taking on services within the new coalitions. The Office of Early Learning would administer the transfer of data and assets paid for by School Readiness Program and/or Voluntary Prekindergarten Education Program funding. The new coalitions would be required to submit revised coalition plans (see Section 1002.85, F.S.) to the Office of Early Learning for approval. The Office of Early Learning proposes the following eight merger recommendations, which will result in 25 early learning coalitions.

Recommendation One – Transfer funding and responsibility for implementing comprehensive school readiness and VPK services for Indian River, Martin, and Okeechobee counties from the Early Learning Coalition of Indian River, Martin, and Okeechobee Counties to the Early Learning Coalition of St. Lucie County.

School Readiness						VPK					
Children Served			Admin			Children Served			Admin		
Served	Waitlist	Total	Admin %	Expenditures	Direct Service Expenditures	Served	Admin %	Expenditures	Direct Service Expenditures		
St. Lucie	2,169	715	2,884	4.51%	403,820	7,240,277	2,617	2.71%	154,242	5,699,867	
IRMO	2,160	455	2,615	3.92%	304,661	6,077,319	2,381	3.79%	202,819	5,347,895	
Total	4,329	1,170	5,499		\$708,481	\$13,317,596	4,998		\$357,061	\$11,047,761	

Recommendation Two – Transfer funding and responsibility for implementing comprehensive school readiness and VPK services for Dixie and Gilchrist counties from the Early Learning Coalition of the Nature Coast to the Early Learning Coalition of Alachua County. Administrative cost percentages shown are for the Early Learning Coalition of the Nature Coast as a whole.

School Readiness						VPK					
Children Served			Admin			Children Served			Admin		
Served	Waitlist	Total	Admin %	Expenditures	Direct Service Expenditures	Served	Admin %	Expenditures	Direct Service Expenditures		
Alachua	2,146	243	2,389	4.46%	459,719	8,375,582	1,958	3.76%	157,890	4,193,967	
Dixie	110	3	113	4.27%	7,888	130,585	43	3.88%	9,627	240,183	
Gilchrist	92	5	97	4.27%	25,064	453,290	133	3.88%	14,114	308,529	
Total	2,348	251	2,599		\$492,671	\$8,959,457	2,134		\$181,631	\$4,742,679	

RODNEY J. MACKINNON

EXECUTIVE DIRECTOR, OFFICE OF EARLY LEARNING

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

Recommendation Three – Transfer funding and responsibility for implementing comprehensive school readiness and VPK services for Levy County from the Early Learning Coalition of the Nature Coast to the Early Learning Coalition of Marion County. Administrative cost percentages shown are for the Early Learning Coalition of the Nature Coast as a whole.

School Readiness						VPK				
Children			Admin			Children			Admin	
Served	Waitlist	Total	Admin %	Expenditures	Direct Service Expenditures	Served	Admin %	Expenditures	Direct Service Expenditures	
Marion	2,459	227	2,686	4.02%	374,994	7,408,437	2,545	3.99%	205,824	5,153,415
Levy	395	21	416	4.27%	70,835	1,349,735	333	3.88%	26,901	600,365
Total	2,854	248	3,102		\$445,829	\$8,758,172	2,878		\$232,725	\$5,753,780

Recommendation Four – Transfer funding and responsibility for implementing comprehensive school readiness and VPK services for Citrus County from the Early Learning Coalition of the Nature Coast to the Early Learning Coalition of Pasco and Hernando Counties. Administrative cost percentages shown are for the Early Learning Coalition of the Nature Coast as a whole.

	School Readiness						VPK			
	Children Served	Waitlist	Total	Admin %	Admin Expenditures	Direct Service Expenditures	Children Served	Admin %	Admin Expenditures	Direct Service Expenditures
Pasco-Hernando	3,710	746	4,456	2.79%	404,501	11,702,022	5,632	4.00%	482,829	12,056,780
Citrus	807	39	846	4.27%	142,916	2,502,991	863	3.88%	69,323	1,810,618
Total	4,517	785	5,302		\$547,417	\$14,205,013	6,495		\$552,152	\$13,867,399

Recommendation Five – Transfer funding and responsibility for implementing comprehensive school readiness and VPK services for Sumter County from the Early Learning Coalition of the Nature Coast to the Early Learning Coalition of Lake County. Administrative cost percentages shown are for the Early Learning Coalition of the Nature Coast as a whole.

School Readiness						VPK				
Children		Admin				Children		Admin		
Served	Waitlist	Total	Admin %	Expenditures	Direct Service Expenditures	Served	Admin %	Expenditures	Direct Service Expenditures	
Lake	1,949	353	2,302	4.61%	332,004	5,741,681	2,427	3.92%	206,071	5,262,498
Sumter	530	31	561	4.27%	104,269	1,951,127	510	3.88%	38,730	1,128,557
Total	2,479	384	2,863		\$436,273	\$7,692,808	2,937		\$244,801	\$6,391,054

Recommendation Six – Transfer funding and responsibility for implementing comprehensive school readiness and VPK services for Osceola County from the Early Learning Coalition of Osceola County to the Early Learning Coalition of Orange County.

School Readiness						VPK			
	Children			Admin		Children Served	Admin		Direct Service Expenditures
	Served	Waitlist	Total	Admin %	Expenditures		Admin %	Expenditures	
Orange	8,787	1,756	10,543	4.20%	1,624,620	13,014	4.00%	1,139,497	28,488,600
Osceola	1,719	524	2,243	4.31%	294,462	3,522	3.92%	293,338	7,480,446
Total	10,506	2,280	12,786		\$1,919,082	16,536		\$1,432,835	\$35,969,046

Recommendation Seven – Transfer funding and responsibility for implementing comprehensive school readiness and VPK services for Santa Rosa County from the Early Learning Coalition of Santa Rosa County to the Early Learning Coalition of Okaloosa and Walton Counties.

School Readiness						VPK			
	Children			Admin		Children Served	Admin		Direct Service Expenditures
	Served	Waitlist	Total	Admin %	Expenditures		Admin %	Expenditures	
Okaloosa-Walton	1,615	174	1,789	4.18%	323,256	2,483	3.84%	204,442	5,318,136
Santa Rosa	797	164	9,61	4.72%	183,506	1,231	2.52%	64,363	2,549,116
Total	2,412	338	2,750		\$506,762	6,091		\$268,805	\$7,867,252

Recommendation Eight – Transfer funding and responsibility for implementing comprehensive school readiness and VPK services for Nassau, Baker, Bradford, Clay, Putnam and St. Johns counties from the Early Learning Coalition of North Florida to the Early Learning Coalition of Duval County.

School Readiness						VPK			
	Children			Admin		Children Served	Admin		Direct Service Expenditures
	Served	Waitlist	Total	Admin %	Expenditures		Admin %	Expenditures	
Duval	7,398	3,997	11,395	2.92%	886,308	10,007	4.00%	901,527	22,538,183
North Florida	3,663	724	4,387	4.29%	656,580	5,808	3.48%	445,502	12,799,274
Total	11,061	4,721	15,782		\$1,542,887	15,815		\$1,347,029	\$35,337,457