

EARLY LEARNING EXECUTIVE COMMITTEE MEETING AGENDA 7:30 A.M, Friday, April 8, 2016 102 Sunset Lane, Shalimar, Florida 32579

The Agenda will be flexible to accommodate discussions and schedules.

- 1. Call to Order, Introductions .....Beth Brant
2. Agenda .....Beth Brant
3. Items Requiring Vote
a. Minutes of February 26, 2016.....Beth Brant
b. Authorization Thresholds.....Renea Black
c. Paid Time Off Policy (Amendment 4/8/16).....Renea Black
d. 2016 Holiday Schedule.....Renea Black
e. Surplus Inventory.....Renea Black
f. Early Childhood Education Student Scholarships - Spring 2016 .....Renea Black
g. Selection and Approval of Organization Chart.....Renea Black
i. Proposed Revised Pay Grades – Option A & Option B
ii. Job Classifications – Exempt vs. Non-Exempt
iii. Proposed Revised Organizational Chart – Option A & Option B
1. Supporting Documentation
4. Information.....Renea Black
• Southern Earth Sciences, Inc. Air Quality Sampling Report
• Provider Payments – Direct Deposit
• Audit and Monitoring Reports
• Spectrum IT Network Managed Services Service Level Agreement 220
• Payroll and Timekeeping Services
• ELC-OW Shirts
5. Announcements, Public Comment
6. Dismissal .....Beth Brant
.5 Hours Allotted, or As Needed

WEDNESDAY, MAY 11, 2016 – 8:15 A.M. COALITION BOARD MEETING

SERVICE DELIVERY MEETING within 15 minutes +/- end of Coalition Board Meeting Location is CareerSource Center, 409 NE Racetrack Road, Fort Walton Beach, FL 32547

FRIDAY, MAY 27, 2016 -- 7:30 A.M. EXECUTIVE COMMITTEE MEETING Location is 102 Sunset Lane, Shalimar, FL 32579

Early Learning Coalition of Okaloosa and Walton Counties 107 Tupelo Avenue, SE, Fort Walton Beach, FL 32548, Office = (850) 833-3627, Fax = (850) 833-3632 WEBSITE: www.elc-ow.org

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.



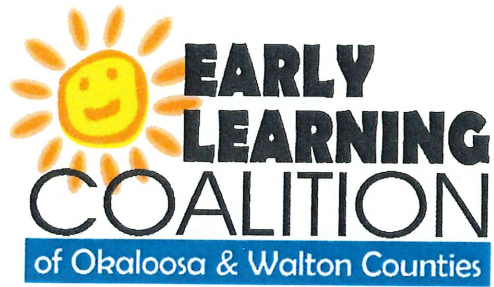
Early Learning Coalition Executive Meeting  
102 Sunset Lane, Shalimar, FL  
Attendance Roster  
April 8, 2016

**ATTENDEES**

**AGENCY**

**DAY PHONE**

ATTENDEES	AGENCY	DAY PHONE
1. <i>Connie Waters</i>	<i>ELC</i>	<i>833-3627</i>
2. <i>Kosma Black</i>	<i>ELC</i>	<i>833-3627</i>
3. <i>Don Edwards</i>	<i>Trustmark Bank</i>	<i>622 2918</i>
4. <i>Shelley Sembler</i>	<i>CaseSource Okaloosa Walton</i>	<i>850-651-2315 x212</i>
5. <i>Louis Svehla</i>	<i>Walton</i>	<i>via teleconference</i>
6. <i>Both Blant</i>	<i>Poly (Private)</i>	<i>950-609-1100</i>
7. <i>Allyson Cury</i>	<i>Private - Vaitmarsh</i>	<i>305-0678</i>
8. <i>Beverly Sandlin</i>	<i>Private - retired</i>	<i>850-699-2238</i>
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16. <i>Teressa Kaliski</i>	<i>Simple HR</i>	



Early Learning Coalition of Okaloosa and Walton Counties, Inc.  
Executive Committee Meeting  
April 8, 2016



# Section 3. a.



**Section 3. b.**

## Required Approvals for Expenditures

Approved by: Executive Committee

Date: ~~February 26, 2016~~ April 8, 2016

Expenditure Type	Amount/Designation	Authority by Position
<b>Business Commitments and Authorizations</b>		
<ul style="list-style-type: none"> <li>Capital asset purchases (items \$1k+ with useful life of 2+ years)</li> </ul>	Any	Executive Director
<ul style="list-style-type: none"> <li>Out-of-town Travel/Conference Fees/Travel Advance</li> </ul>	Any	Executive Director
<ul style="list-style-type: none"> <li>Goods &amp; Services</li> </ul>	<\$ <u>31</u> k	Directors/Executive Director
	≥\$ <u>13</u> k	Executive Director
<ul style="list-style-type: none"> <li>Grant proposals</li> </ul>	Any	Executive Director
<ul style="list-style-type: none"> <li>Contracts</li> </ul>	Any <\$ <u>35</u> k	Executive Director
	Any >\$ <u>35</u> k	Executive Director <u>with Board of Directors or Executive Committee approval</u>
<b>Personnel</b>		
<ul style="list-style-type: none"> <li>New Hires</li> </ul>	Executive Director	Board of Directors and/or Executive Committee
	Director	Executive Director
	All other staff	<u>Executive</u> Director <u>AND</u> <u>Director</u>
<ul style="list-style-type: none"> <li>Temporary employees or contract labor personnel</li> </ul>	<\$ <u>12</u> k	Director
	≥\$ <u>21</u> k	Executive Director
<ul style="list-style-type: none"> <li>Salary action, transfer, promotion, termination</li> </ul>	Executive Director	Board of Directors/Executive Committee
	Director	Executive Director
	Staff below Director	<u>Executive</u> Director <u>AND</u> <u>Director</u>
<ul style="list-style-type: none"> <li>Job Descriptions (new or changes)</li> </ul>	Executive Director	Board of Directors/Executive Committee
	Director	Executive Director

	Staff below Director	<u>Executive Director AND Director</u>
• <b>Leave of Absence</b>	Executive Director	Board of Directors/Executive Committee
	Staff below Executive Director	Executive Director
• <b>Performance Appraisals</b>	Executive Director	Board of Directors/Executive Committee
	Director	Executive Director
	Staff below Director	Director <u>(with review by Executive Director)</u>
<b>OTHER COSTS</b>		
• <b>Timesheet approval</b>	Any	Supervisor or Director
• <b>Expense Reports</b>	Any	Director or Executive Director
• <b>Severance pay</b>	Any	Board of Directors/Executive Committee
<b>OTHER MATTERS</b>		
• <b>Disposal of capital assets (excludes real property)</b>	NBV < \$ <u>13</u> k	Executive Director
	NBV ≥ \$ <u>13</u> k	Board of Directors/Executive Committee
• <b>Write-off of Accounts Receivable</b>	< \$ <u>13</u> k	Executive Director
	≥ \$ <u>13</u> k	Board of Directors/Executive Committee

# Section 3. c.



## PAID TIME OFF (Amendment 4/8/16)

### Purpose

Paid time off (PTO) provides all full- and part-time staff members with paid time away from work that can be used for employees to enjoy rest and relaxation for their physical and mental well-being, for personal illness or illness of members of their immediate family, and the flexibility required to attend to personal matters.

Immediate family is defined as: the employee's spouse, parent, grandparent, child, grandchild, sibling, or the employee's spouse's parent, grandparent, child, grandchild, or sibling.

PTO must be scheduled in advance and have prior supervisory approval, except in the case of illness or emergency. The PTO policy takes the place of sick leave, personal time, and vacation.

### Scope

This policy applies to all agency employees who are eligible for PTO based on accruals. Eligible employees begin accrual of PTO on the date of hire, however, PTO may not be used until the 90 day introductory period has been successfully completed. Part time employees who work 25 hours or more per week will earn prorated PTO based on hours worked.

Accrual (FT) (based on years of employment)	Hours Accrued Per FY	*Anniversary Date Carryover Limit	Hours Accrued Per Pay Period
Date of hire to less than 3 years	130 hours	80 hours	5 hours
3 years to less than 6 years	156 hours	80 hours	6 hours
6 years to less than 12 years	182 hours	80 hours	7 hours
12+ years	208 hours	80 hours	8 hours

### Scheduled Paid Time Off

PTO should be scheduled as early as possible in advance, and must have supervisory approval. The use of PTO that is not scheduled and approved five days before the scheduled start time, will be considered an unscheduled PTO (UPTO) incident. UPTO may result in disciplinary action, as described below. Time off taken in excess of the amount earned will be leave without pay (LWOP). LWOP must have prior approval from the Executive Director, except in the case of illness or emergency. PTO should be taken in hourly or full day increments. Each supervisor will determine the method of notification of their direct reports. This method must follow and be in support of guidelines established in the "Absenteeism and Tardiness" policy.

**Extended Leave**

If an illness causes a staff member to be absent in excess of three consecutive days a doctor's written release is required before the staff member may return to work. This release should be submitted to the HR department or Executive Director immediately upon return to work.

**Unscheduled Paid Time Off**

PTO that is not scheduled and approved at least 5 days in advance of the employee's scheduled start time is considered to be an unscheduled PTO (UPTO) incident. Consecutive days are counted as a single incident. Employees returning to work after three consecutive days of UPTO will be required to provide a doctor's written release to return to work. Abuse of unscheduled PTO is grounds for dismissal.

**Introductory Period Absences**

Any employee who incurs five absences during the initial 90-day introductory period will be terminated. In the event of absences resulting from extenuating circumstances, the Executive Director will have the option to override this policy. If, the Executive Director chooses not to terminate an employee, the introductory period may be extended as necessary to give a fair opportunity to demonstrate the ability to perform the job. If an employee's introductory period is extended, the employee will be notified.

**Termination**

Upon termination of employment, employees will be paid for a maximum of 80 hours (or two weeks) of unused PTO that has been earned through the last full pay period. It is expected that a terminating employee will work the entire time designated by his or her notice. PTO cannot be used to extend the termination date.

Any employee will be paid for unused PTO (maximum of 80 hours) if laid off or terminated from the agency. In case of death, payment for unused PTO shall be made to the employee's beneficiary named on the employee's life insurance, the employee's estate, or as provided by law.

*The above policy has been added to the Employee Handbook effective \*\*\*. By signing this document I am acknowledging that I have been made aware of and understand the content of this policy.*

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

**Section 3. d.**

# 2016

CURRENT HOLIDAY CALENDAR Includes January 1, 2017

## EARLY LEARNING COALITION OF OKALOOSA & WALTON COUNTIES

### MAY

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

### JUNE

S	M	T	W	T	F	S
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

### JULY

S	M	T	W	T	F	S
26	27	28	29	30	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

### AUGUST

S	M	T	W	T	F	S
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

### SEPTEMBER

S	M	T	W	T	F	S
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

### OCTOBER

S	M	T	W	T	F	S
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

### NOVEMBER

S	M	T	W	T	F	S
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

### DECEMBER

S	M	T	W	T	F	S
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Current holidays



# 2016

PROPOSED HOLIDAY CALENDAR Includes January 1, 2017

## EARLY LEARNING COALITION OF OKALOOSA & WALTON COUNTIES

MAY

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

JUNE

S	M	T	W	T	F	S
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2

JULY

S	M	T	W	T	F	S
26	27	28	29	30	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

AUGUST

S	M	T	W	T	F	S
30	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3
4	5	6	7	8	9	10

SEPTEMBER

S	M	T	W	T	F	S
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1
2	3	4	5	6	7	8

OCTOBER

S	M	T	W	T	F	S
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

NOVEMBER

S	M	T	W	T	F	S
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3
4	5	6	7	8	9	10

DECEMBER

S	M	T	W	T	F	S
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
1	2	3	4	5	6	7

- Rescheduled days
- Additional holidays
- Current holidays

**Section 3. e.**

**FLORIDA'S OFFICE OF EARLY LEARNING  
SURPLUS PROPERTY FORM**

**TO:** Florida's Office of Early Learning  
250 Marriott Drive  
Tallahassee, FL 32301

**FROM:** Early Learning Coalition of Okaloosa and Walton County  
107 Tupelo Ave. S.E.  
Fort Walton Beach, FL 32548

**PAGE:** 1

**DATE:** 9/24/2015

ID TAG #	Description of property (w/name, make, model# and manufacturer)	Physical location of property being made surplus	Condition *	Serial Number	Comments
SRC-OKAL-033	HP Compaq DX200 Computer	107 Tupelo Ave. SE FWB, FL	P	2UA5170CQK	2005
SRC-OKAL-045	Dell Inspiron 9400 Laptop Service Tag #HM49Z91	107 Tupelo Ave. SE FWB, FL	P	SN(01)0789834 9891747	2005
SRC-OKAL-049	Phone Package (5 Phone Receivers)	107 Tupelo Ave. SE FWB, FL	S		
ELC 508	Server	107 Tupelo Ave. SE FWB, FL	P	USM72100D7 / Proliant ML350	
ELC 546	Server	107 Tupelo Ave. SE FWB, FL	P	28B53E874252 41EF / ARCA 200T	
ELC 569	Server	107 Tupelo Ave. SE FWB, FL	P	2M20250557 / Proliant DL385 G6	
ELC 627	Server	107 Tupelo Ave. SE FWB, FL	P	USM61623HL / Proliant ML350	
OKAL-181	HP Printer	107 Tupelo Ave. SE FWB, FL	S	P2055DN	
OKAL-187	HP Laser Jet	107 Tupelo Ave. SE FWB, FL	S	VNB3M27946	

**ADDRESS:**  
107 Tupelo Ave. S.E.  
Fort Walton Beach, FL 32547

**CUSTODIAN DELEGATE:**  
Bruce Keesee, Senior Accountant

**TELEPHONE NUMBER:**  
(850) 833-3627

**SUNCOM NUMBER:**

**FAX NUMBER:**  
(850) 833-3632

\* CONDITION OF PRPOERTY: E = EXCELLENT; G = GOOD; F = FAIR; P = POOR; S = SCRAP

I HEREBY CERTIFY THIS PROPERTY AS SURPLUS.

SUBMITTING CUSTODIAN SIGNATURE:

*Bruce Keesee*

FOEL - Revised 12/11/2012

**ATTACHMENT 3**

## Bruce Keesee

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**From:** Bruce Keesee  
**Sent:** Thursday, September 24, 2015 1:58 PM  
**To:** Becki Rutchland; Anna Brookbank; Shannon Rymer; Angel Carro; Andrea Braynon; Bruce Keesee; Aileen Martinez; Angelo Parrino; Betsy Kier; Bobby Shivdasani; Cathie Odom; Cheryl Molyneaux; Desirae Rickman; James Pawlak; John Patrick; Jose Hernandez; Karen Holman; Karen Perkins; Leonardo Almanza; Louise Sikorski; Melanie Barclay; Mercy Castiglione; Merita Kafexhiu; Michelle DePalma; Nga Cotter; Patty Larkin; Robin Powis; Roseann Fricks; Steve Costner; Susanna Wong-jans; Sylvia Storman; Travis Gordon; 'Cindy Schundelmier'; Rachel Hardy  
**Subject:** Surplus  
**Attachments:** Surplus 9-24-15.pdf

Good Afternoon,

Attached is a listing of surplus property available. These items will be available for 10 days from the date of this email. Please contact me directly by email or phone if you are interested.

Thank you,

**Bruce Keesee**  
**Senior Accountant**  
**Early Learning Coalition of Okaloosa and Walton**  
107 Tupelo Avenue  
Fort Walton Beach FL 32548  
Phone: 850-833-9330 Ext. 218  
Fax: 850-833-3632  
Email: [bkeesee@elc-ow.org](mailto:bkeesee@elc-ow.org)  
Website: [www.elc-ow.org](http://www.elc-ow.org)



# Section 3. f.

**Section 3. g.**

**Early Learning Coalition of  
Okaloosa & Walton  
Counties**

# Memo

**To:** Executive Committee Members  
**From:** Renea W. Black  
**Date:** April 1, 2016  
**Re:** Section 3.g of the April 8, 2016 Executive Committee Agenda

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Executive Director notes for Proposed Organizational Structure

3.g.i – Proposed revised pay grades – Options A and B – these pay grades were developed using the Pay Schedule made effective September 11, 2015 for the ELC of Okaloosa & Walton Counties. The two options update the schedule to include current job titles and replaces classifications with pay grades. Options A and B correspond with the proposed Organizational Charts described in Section 3.g.iii.

3.g.ii – Job Classifications – Exempt vs. non-exempt status – The Pay Schedule made effective September 11, 2015 included the following positions in a non-exempt status:

Program Assessment Specialist  
Inclusion Specialist  
Developmental Screen Specialist  
Executive Assistant

These positions have remained as exempt status since the approval of the Pay Schedule. Conversations with staff have indicated that following a discussion with Simple HR and the Board chair, the status of the positions should be made exempt.

Requesting a vote to document confirmation of employment status of these positions as exempt pending future board or committee action.

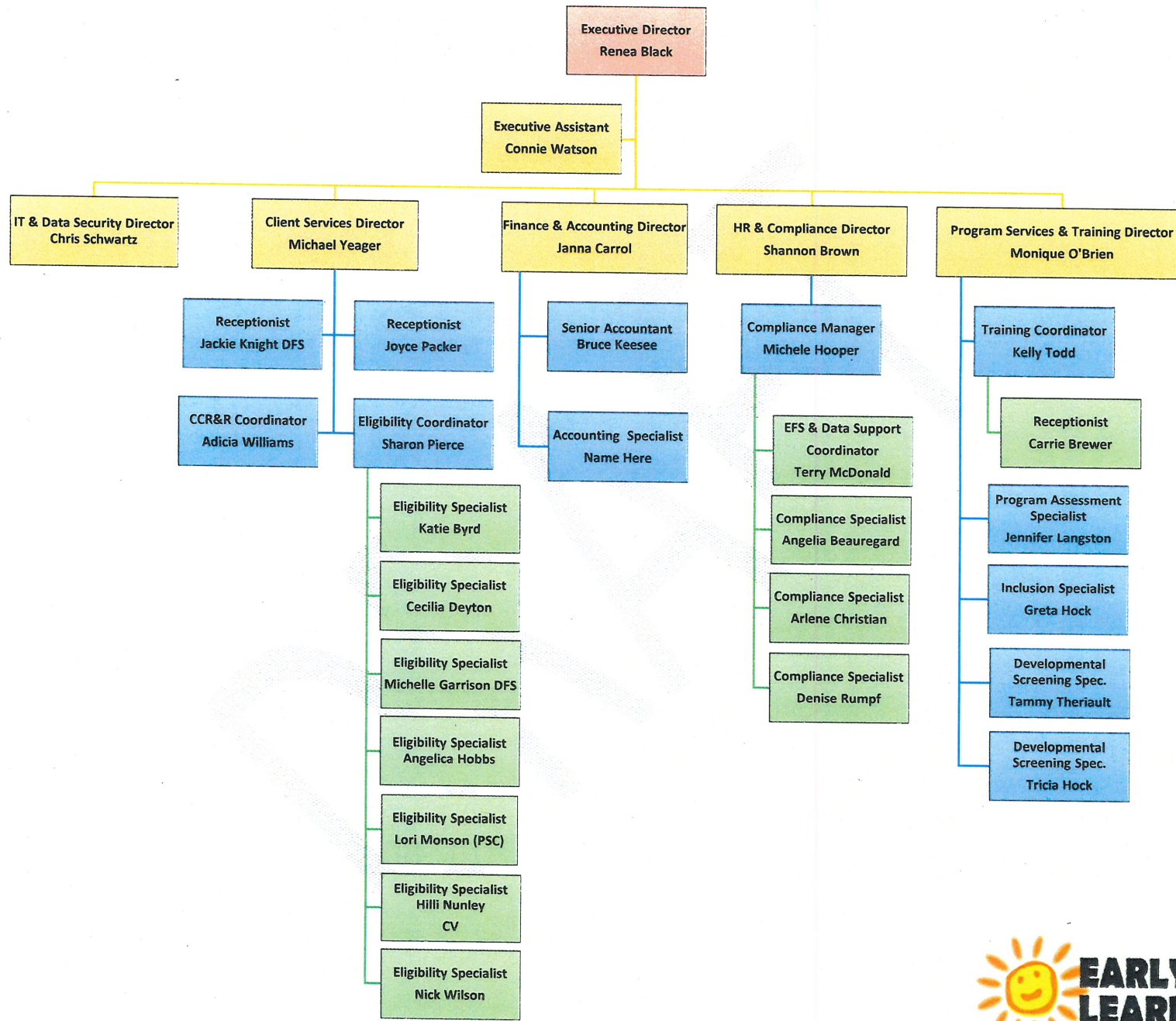
3.g.iii – Proposed Revised Organizational Chart – Options A and B. Two options are being presented to the committee for consideration. Option A was proposed at the Executive Director's staff meeting on March 21, 2016. Following that staff meeting Option B was created. You will find in Section 3.g.iii.1 – copies of emails from Michael Yeager and Monique O'Brien provided to me as their written input on the proposed organizational changes.

Executive Director's comments: During the staff meeting on March 21<sup>st</sup> all staff attending appeared excited about Chris Schwartz being promoted to Director level and did not feel there was a need to advertise the position. However, staff members, Carroll, Yeager, and O'Brien did not agree that promotions/job changes for Shannon Brown or Michele Hooper should be treated the same. Based on the documents from Yeager and O'Brien (attached here) they have changed their thoughts on the promotion of Chris Schwartz and the need to advertise the position.

Requesting vote on selection of Organizational Chart A or Chart B with corresponding Pay Grade option.

Requesting vote on requirement to advertise or not-advertise position changes on selected Organizational Chart.

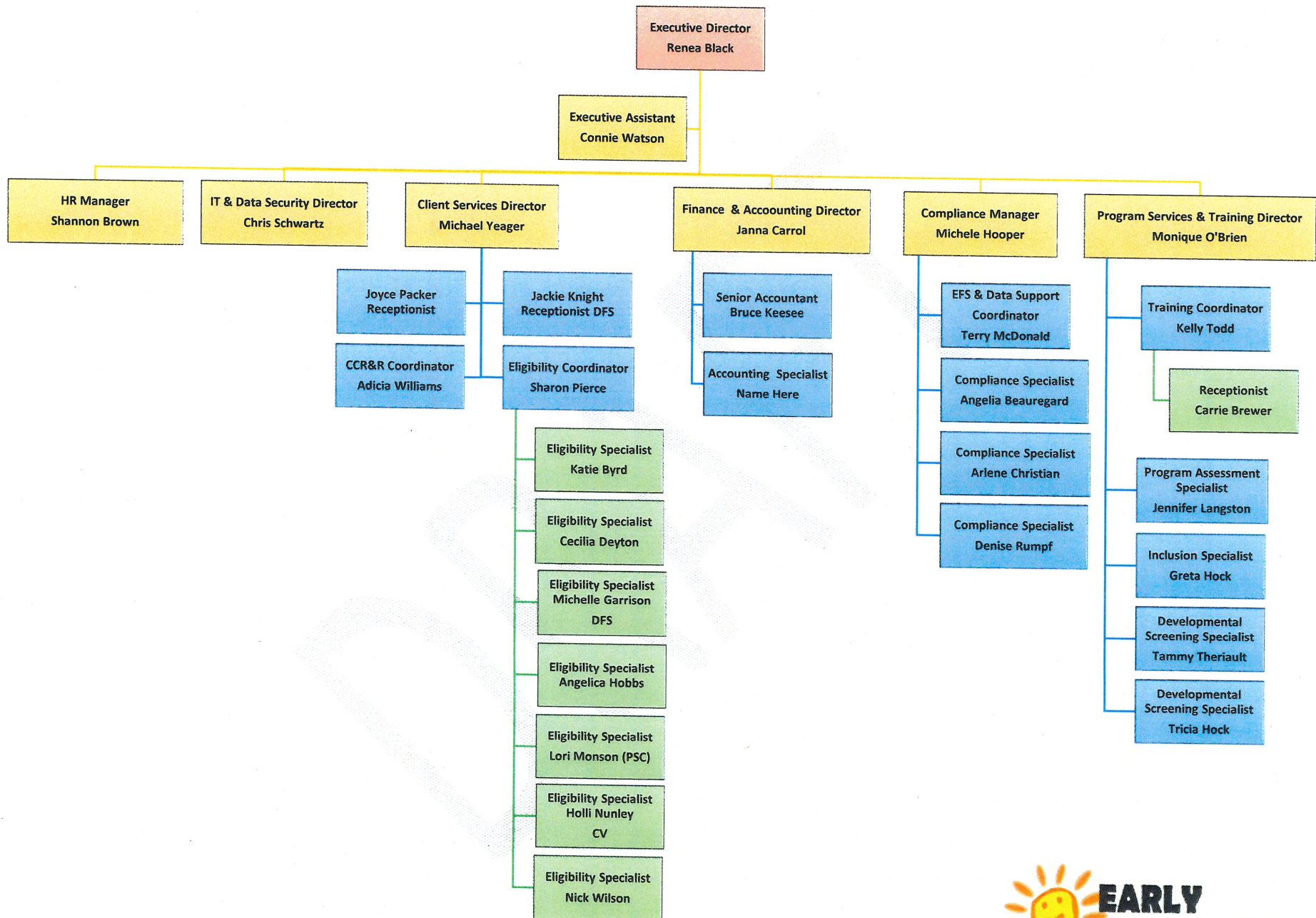




**EARLY LEARNING COALITION OF COLUMBIA AND WALTON COUNTIES**

<b>PAY GRADE</b>	<b>JOB TITLE(S)</b>	<b># positions</b>	<b>FLSA CLASS</b>	<b>PAY RANGE</b>	
<b>13</b>	Executive Director	1	Exempt	\$ 60,000.00	\$ 70,000.00
<b>11</b>	Director of Finance & Accounting	1	Exempt	\$ 35,000.00	\$ 60,000.00
	Director of Information Technology & Data Security	1	Exempt	\$ 35,000.00	\$ 60,000.00
	Director of Program Services & Trainings	1	Exempt	\$ 35,000.00	\$ 60,000.00
	Director of Client Services	1	Exempt	\$ 35,000.00	\$ 60,000.00
	Human Resources and Compliance Director	1	Exempt	\$ 35,000.00	\$ 60,000.00
<b>9</b>	Compliance Manager	1	Exempt	\$ 31,500.00	\$ 47,000.00
<b>7</b>	Child Care Resource & Referral Coordinator	1	Exempt	\$ 28,000.00	\$ 42,000.00
	EFS & Data Support Coordinator	1	Exempt	\$ 28,000.00	\$ 42,000.00
	Sr. Accountant	1	Exempt	\$ 28,000.00	\$ 42,000.00
	Eligibility Coordinator	1	Exempt	\$ 28,000.00	\$ 42,000.00
	Training Coordinator	1	Exempt	\$ 28,000.00	\$ 42,000.00
<b>5</b>	Eligibility Specialist	7			
	Compliance Specialist	3			
	Accounting Specialist	1	Non-exempt	\$ 11.78	\$ 17.67
	Program Assessment Specialist	1	Non-exempt	\$ 11.78	\$ 17.67
	Inclusion Specialist	1	Non-exempt	\$ 11.78	\$ 17.67
	Developmental Screening Specialist	2	Non-exempt	\$ 11.78	\$ 17.67
<b>3</b>	Executive Assistant	1	Non-exempt	\$ 9.62	\$ 15.38
<b>1</b>	Receptionist	3			





## EARLY LEARNING COALITION OF ORALOOOSA AND WALTON COUNTIES

PAY GRADE	JOB TITLE(S)	# positions	FLSA CLASS	PAY RANGE	
13	Executive Director	1	Exempt	\$ 60,000.00	\$ 70,000.00
11	Director of Finance & Accounting	1	Exempt	\$ 35,000.00	\$ 60,000.00
	Director of Information Technology & Data Security	1	Exempt	\$ 35,000.00	\$ 60,000.00
	Director of Program Services & Trainings	1	Exempt	\$ 35,000.00	\$ 60,000.00
	Director of Client Services	1	Exempt	\$ 35,000.00	\$ 60,000.00
	Human Resources and Compliance Director	1	Exempt	\$ 35,000.00	\$ 60,000.00
9	Compliance Manager	1	Exempt	\$ 31,500.00	\$ 47,000.00
7	Child Care Resource & Referral Coordinator	1	Exempt	\$ 28,000.00	\$ 42,000.00
	EFS & Data Support Coordinator	1	Exempt	\$ 28,000.00	\$ 42,000.00
	Sr. Accountant	1	Exempt	\$ 28,000.00	\$ 42,000.00
	Eligibility Coordinator	1	Exempt	\$ 28,000.00	\$ 42,000.00
	Training Coordinator	1	Exempt	\$ 28,000.00	\$ 42,000.00
5	Eligibility Specialist	7			
	Compliance Specialist	3			
	Accounting Specialist	1	Non-exempt	\$ 11.78	\$ 17.67
	Program Assessment Specialist	1	Non-exempt	\$ 11.78	\$ 17.67
	Inclusion Specialist	1	Non-exempt	\$ 11.78	\$ 17.67
	Developmental Screening Specialist	2	Non-exempt	\$ 11.78	\$ 17.67
3	Executive Assistant	1	Non-exempt	\$ 9.62	\$ 15.38
1	Receptionist	3			



## Renea Black

---

**From:** Michael Yeager  
**Sent:** Monday, March 28, 2016 4:50 PM  
**To:** Renea Black  
**Subject:** changes to organizational structure

After Monday's meeting, I believe you know how I feel about the many changes to the organizational chart. However, I wanted to put in writing some of my many concerns with the changes you are attempting to make within the agency.

Michele Hooper has not been with this agency long enough nor does she have enough experience with reimbursement procedures to supervise that staff. Giving her a promotion and a small department of her own to supervise is a huge mistake considering her lack of experience in that department, her time with the agency, and her tumultuous dealings with that department already. It would not make for a good team. In addition to that, this position is not even needed. The reimbursement department could easily slide under Finance and the money saved could be used to serve our children and/or our hard-working employees.

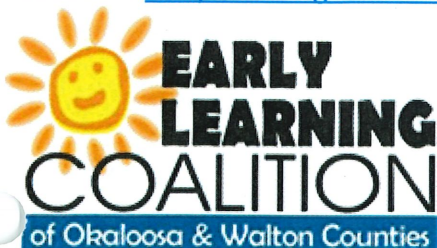
If this agency truly needs an HR staff person, it would be best if we advertised for this position. Shannon lacks the experience and the education to handle such demands. The HR person, whoever that should be, should not be supervising any other staff as this would be a conflict of interest. They should be HR only.

Lastly, Chris is doing the job he was hired to do. He hasn't even completed his probationary period and he is already up for an increase in salary and/or title. There are many, many people in this agency making way less than they deserve and here is no talk of salary increases for them.

Morale has been at an all-time low for this agency and instead of it improving, it is getting worse when I didn't even believe that was possible. Maybe you should include your Directors on big decisions like this as we have a handle on what's going on and how staff are feeling. This is why you have a management team, to help you make decisions about the organization, especially given your short time here. We are here to help and support you if you would allow it.

Have a great night.

Michael Yeager  
Director of Client Services  
Early Learning Coalition  
107 Tupelo Ave. SE | Fort Walton Beach, FL 32548  
P: (850) 833-3627 x217 | F: (850) 833-9337  
E: [myeager@elc-ow.org](mailto:myeager@elc-ow.org) | W: [www.elc-ow.org](http://www.elc-ow.org)  
Facebook: [Early Learning Coalition of Okaloosa and Walton](#)



## Renea Black

---

**From:** Monique O'Brien Ed. D  
**Sent:** Monday, March 28, 2016 5:06 PM  
**To:** Renea Black  
**Subject:** input regarding new org structure  
**Attachments:** Memo to Renea 3-28-16.docx

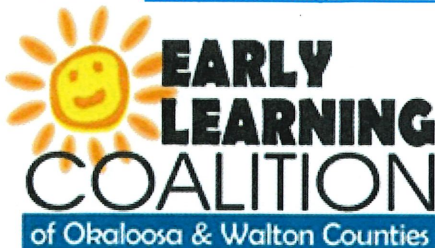
Hello Renea,

You asked the management team to submit concerns, questions, and input to you regarding your proposed organizational restructuring. It has taken me some time and thought to put the information together, and I hope you read it knowing that my points are not personal and are in no way communicated to be disrespectful. I want the best for the families we serve; I am and have been committed to the ELC's mission. I carry out my responsibilities with pride and passion and will therefore remain honest in all I say and do.

I will see you in the morning for our 1 on 1 meeting and will participate in further discussion on this topic if you wish.

Sincerely,  
Monique

Monique O'Brien Ed. D  
Director of Program Services, Infant Toddler Specialist  
Early Learning Coalition  
107 Tupelo Ave. SE | Fort Walton Beach, FL 32548  
P: (850) 833-9330 x205 | F: (850) 833-9344  
E: [mobrien@elc-ow.org](mailto:mobrien@elc-ow.org) | W: [www.elc-ow.org](http://www.elc-ow.org)  
Facebook: [Early Learning Coalition of Okaloosa and Walton](#)



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*Please note Florida has a very broad public records law. Most written communication to or from this office regarding Coalition business are public record available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.*

To: Renea Black  
From: Monique O'Brien  
Date: 3/25/2016  
Re: Input regarding proposed changes in organizational structure

---

Per your request to provide input into proposed changes to the agency org structure by close of business Monday, March 28, 2016, I submit the following points:

Chris Schwartz's promotion to Director of IT and Security

- Chris isn't out of his probation period with the agency and hasn't had enough time to demonstrate stellar performance to justify a promotion. Chris has been doing the job he was hired to do for less than 3 months.
- The agency has not filled the community health nurse position, which directly benefited our children and families. The Plan has not been modified to reflect the loss of this position. The nurse salary should go back into program services/quality, perhaps to fund an LPN, to deliver much-needed direct services.
- Allocating quality dollars to a newly-created Director of IT position is not a benefit to the ELC's children and families; the decrease in the number of program staff is counterproductive to the concept of early intervention and school readiness. Quality dollars should be used to enhance program quality and services that directly improve lives of children and their families.
- Terminating the contract with Spectrum means a loss of the \$20,000+ in-kind donation they provide to us annually. This loss of in-kind, added to the additional salary that comes with this promotion, will result in overall expenses the ELC could use in more beneficial ways.

Michele Hooper's promotion to Manager of Reimbursement and Compliance

- Michele has no experience in the ELC reimbursement process; she is not the most qualified for this new position since she has not held a position at all similar to the one she will be promoted to.
- As a regular employee, Michele's inexperience in the area of provider reimbursement processes will essentially mean that the current coordinator will have to train her in her new job.
- Creating a manager position for someone not currently in a supervisory role raises EEOC issues for the current coordinator since the position was not advertised and also because the current coordinator is part of a protected class. The potential for legal action exists when qualified staff are passed over for a new hire without experience.
- The MIS/Reimbursement team doesn't need 3 management-level staff on a team of 6. This would be the only team with a manager and a coordinator for no apparent purpose.

Shannon Brown's promotion to Director of HR and Compliance

- Shannon does not possess HR credentials to justify a new title of HR Director.
- Shannon lacks experience in HR, having only advertised positions and processed applications for a previous employer before being hired as administrative assistant for OWCCS.
- After Lynn Stephens gave Shannon a promotion to Coordinator of HR, staff lost confidence in Shannon's ability. The lack of critical background in HR and benefits led to a number of major errors.
- Since this is a newly-created position with far-reaching responsibilities, the ELC should insure that it hires the most qualified, credentialed candidate for the job.
- To maintain internal controls and prevent bias, the HR Director position should not supervise any other non-HR staff.
- Many ELC staff have two job descriptions; the added responsibilities do not come with additional compensation for them and should not in this case.

### General Concerns

- Morale has been low since the transition took place in Jan 2015 in part because Gloria did not seek or listen to input from her management team. She hired staff without required experience and moved staff to different offices without allowing time to gather information or encourage open communication.
- The majority of staff have received a stipend averaging 3% for the past 12 years; promoting 3 staff members under the circumstances I listed above, and after huge, random salary discrepancies that came as a result of the merger, will likely perpetuate an already low team morale and feelings of being unappreciated.
- Hard-working dedicated staff are taking on many more duties and responsibilities for less money, and their experience, talent, and training should earn anyone who meets the requirements an opportunity to seek promotion.
- A restructuring of the agency is a major decision for which the management team should provide important insight in the best interest of our mission and equal opportunity.



# Section 4.

Supporting documents available at  
Committee Meeting or provided by e-  
mail upon request due to size.

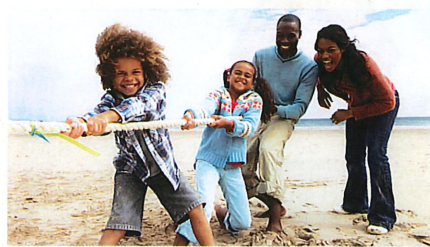


# Healthiest Weight Florida

## Early Care & Education Centers

Essential Partners In Becoming  
The Healthiest State In The Nation

Date: May 11, 2016  
Presenter: *Amanda Stevens & Katie Cholcher*



# Healthiest Weight Florida



Healthiest Weight Florida (HWF) is a public-private collaboration bringing together state agencies, not for profit organizations, businesses, and entire communities to help Florida's children and adults make choices about healthy eating and active living.

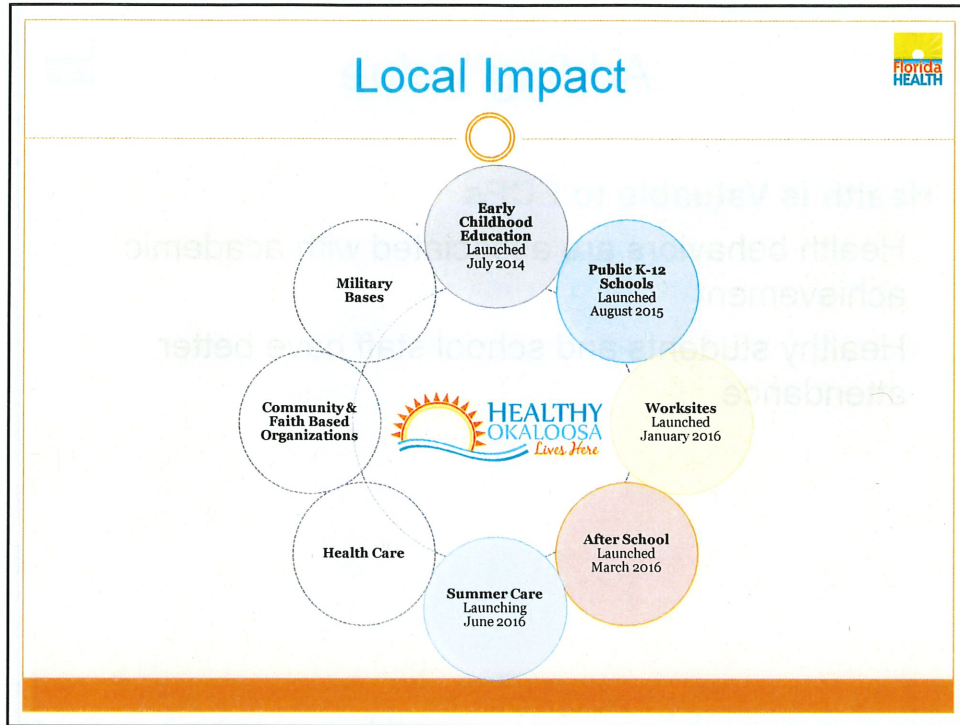
## Strategies



1. Integrate physical activity every day in every way
2. Make healthy food available everywhere
3. Strengthen schools as the heart of health
4. Empower employers to provide healthy worksites
5. Market what matters for a healthy life

## Collective Impact





## Adding Value

**Florida HEALTH**

### ECEs are Valuable to Health

- When healthy habits start during the preschool years, they can last a lifetime
- Most young children spend time in early care and education (ECE) centers, family child care settings or in preschool
- Providers have a unique opportunity to help children develop a foundation of healthy habits for life

## Adding Value



### Health is Valuable to ECEs

- Health behaviors are associated with academic achievement
- Healthy students and school staff have better attendance

## ECE Goal



Encourage Early Care and Education Centers to be recognized for implementing *Let's Move! Child Care* best practices.

Best practices include:

- Nurture healthy eaters
- Provide healthy beverages
- Get kids moving
- Reduce screen time
- Support breastfeeding



## Best Practices



### Let's Move! Child Care

- Best practices established in partnership with Nemours Children's Health System and supported by the Centers for Disease Control and Prevention (CDC)
- Intended for all types of programs including family child care homes, Head Start programs, preschools and faith based programs

## Locally Adapted Best Practices



Eat five or more fruits and vegetables every day.



Encourage and support breastfeeding.



Limit recreational screen time to two hours or less each day.



Be physically active at least one hour every day.



Cut back on sugar-sweetened beverages.



Eliminate use of and exposure to nicotine and tobacco products.

✓ Policy: Eliminating pre-fried foods from the menu

✓ Policy: Requiring parents to pack healthy lunches for their kids. Parent education materials accompanied policy change.

✓ Environmental Change: Planting a school garden where kids tended and tasted the veggies they grew.

✓ Policy: Healthy celebrations



**Nurturing Healthy Eaters**

✓ Environmental Changes: Posting Breastfeeding Welcome Here Signs in the lobby and infant rooms.

✓ Policy: Incorporating breastfeeding support information in parent handbooks and providing staff training

✓ Environmental Changes: Modifying infant room to give nursing moms a place to feed their babies on site



**Healthy Okaloosa Successes!**



Environmental Change: Increase amount of time children are outside playing

Policy: Requiring teachers to have physical activity built into their in-clement weather plans

Policy: Increasing the amount of tummy time for infants

Parent Engagement: Hosting a family field day



### Get Kids Moving



✓ Parent Engagement: Screen Free Week Challenge!


✓ Environmental Changes: Creating a bulletin board in the classroom showcasing the physical activity of students over the course of the week.



### Reduce Screen Time



- ✓ Environmental Change: Sugary beverage displays in center lobby
- ✓ Policy: Sugary drinks can no longer be sent to school
- ✓ Parent Engagement: Information regarding hidden sugars in juice and how they impact weight and dental health.
- ✓ Policy: Tobacco policy for staff returning from breaks.



**Provide Healthy Beverages and Eliminate Tobacco Use**

## Recognition




### Let's Move! Child Care

#### Overview

- Recognized providers meet best practices in five healthy goal areas
- Qualifying centers receive a certificate of completion and recognition on the national map
- Rolling recognition opportunity



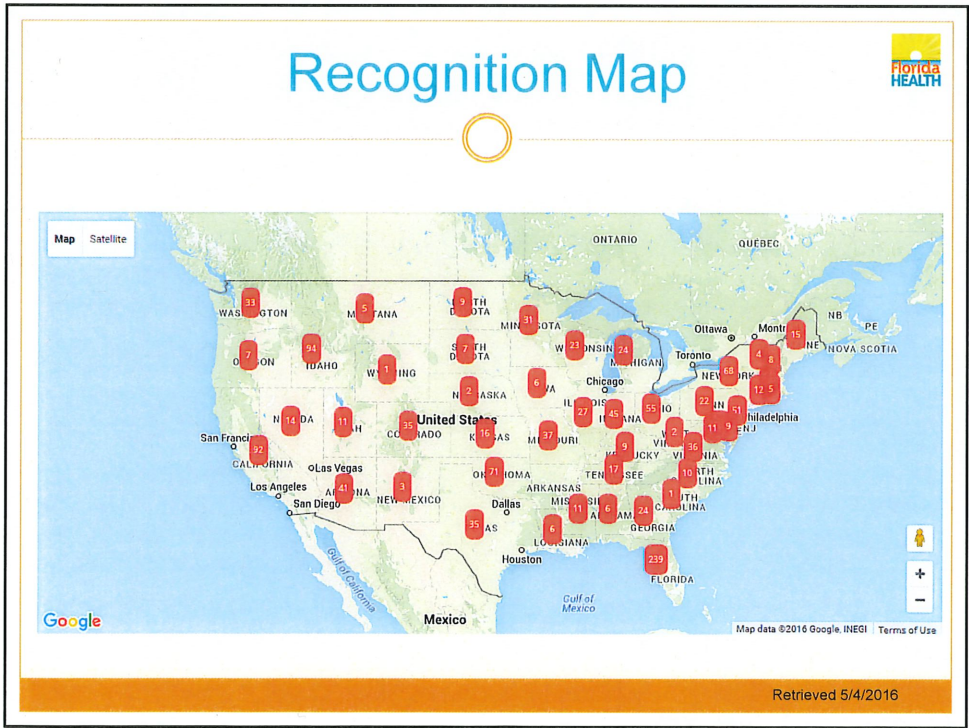
# Recognition



## Healthy Okaloosa Child Care & Let's Move! Child Care

*Where to Begin*

- Contact the Healthy Okaloosa Child Care team
  - We provide technical assistance every step of the way!
- Sign up for Lets Move! Child Care
- Take the online quiz
- Make an action plan
  - Focused on policy and environmental changes
- Monitor your progress
- Local and National Recognition
  - Get on the map!



## Summary

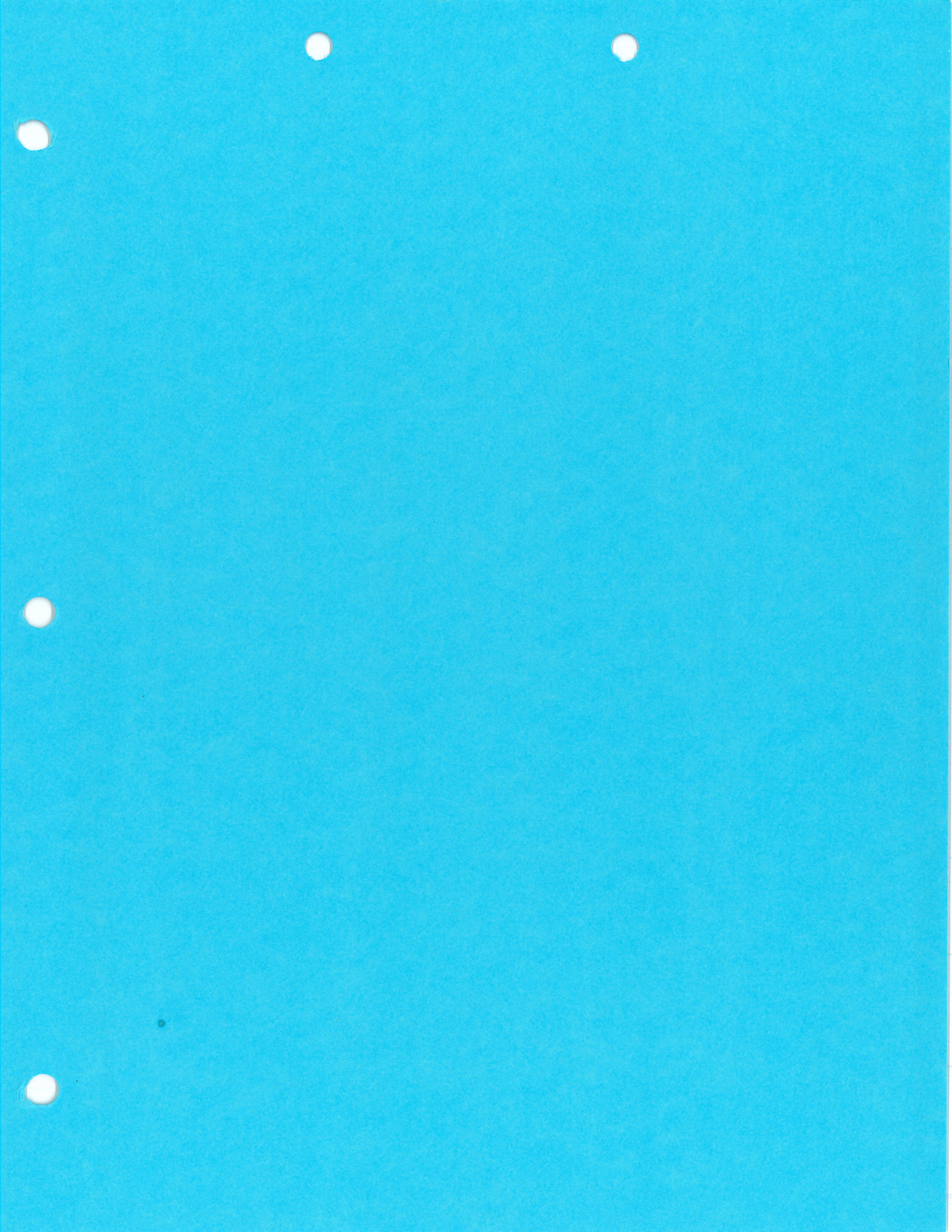


### Be a Healthy ECE Leader!

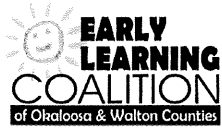
1. Adopt nutrition and physical activity best practices
  2. Help your ECE achieve recognition!
- Contact the Healthy Okaloosa Child Care Team
    - [HealthyOkaloosa5210@FLHealth.gov](mailto:HealthyOkaloosa5210@FLHealth.gov)
    - 850-833-9240 x 2387

**SMALL ACTIONS**  
**× LOTS OF PEOPLE**  
**= BIG CHANGE**









**EXECUTIVE COMMITTEE  
MEETING**  
April 8, 2016

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

**Committee Members Present:**

Don Edwards, Private Sector (Trustmark Bank)  
Bev Sandlin, Private Sector (Retired)  
Beth Brant, Gubernatorial Appointee, Private Sector (Polyengineering, Inc.)  
Linda Sumblin, Private Sector (Workforce Development Board)  
Allyson Oury, Private Sector (Saltmarsh, Cleaveland & Gund) Louis  
Svehla, Walton County Commissioner's Appointee (via phone)

**Committee Members Absent:**

Paul Sirmans, Private Sector (Emerald Coast Title Services)

**Other:**

Ms. Teresa Kaliski, SimpleHR

**ELC Staff:**

Renea Black, Executive Director  
Connie Watson, Executive Assistant

**Call to Order**

Beth Brant called the meeting to order at 7:36 a.m.

**Sunshine Law Issues**

Beth Brant provided a handout of e-mail exchanges she received from an ELC staff member. Linda Sumblin reported she had received an e-mail from an ELC staff member addressed to Mr. Dave Jefferson which copied her and Beth Brant. She did not respond to the e-mail due to the Sunshine Laws. Beth Brant reported she replied back to the staff member and advised her not to send an e-mail to any two or more board members.

**Agenda** – A motion was made to amend the agenda to show Ms. Teresa Kaliski from SimpleHR would be attending the meeting. Linda Sumblin made a motion to accept the agenda with the changes, Bev Sandlin seconded and the motion carried unanimously.

**Minutes** – Allyson Oury made a motion to accept the minutes for the February 26, 2016 Executive Committee Meeting. Bev Sandlin seconded the motion and the motion carried unanimously.

**Personnel Issues**

Simple HR Representative, Ms. Kaliski joined the meeting and the members then addressed emails recently received from an ELC staff member addressed to two board members and Mr. Dave Jefferson, Vice-President of SimpleHR. The email presented for discussion referenced "Hostile Work Environment. Linda Sumblin noted that it does not appear to be a case of a hostile work environment, rather an issue of non-compliance of new policies and procedures established by the Executive Director. Committee members also received copies of three complaints from staff, along with an accompanying email. Committee members noted that the writing in the complaints seemed similar in nature and appeared to have been written in conjunction with each other. Linda Sumblin asked if the employee who sent the emails was in a protected class. Renea Black and Beth Brant confirmed that the employee isn't in a protected class to their knowledge. The employee also submitted

copies of timesheets to the Board Chair, Beth Brant and Member Linda Sumblin. Beth Brant noted that a review of the timesheets indicated the employee doesn't clock out for lunch periods or any other time periods. Beth Brant also noted the start and ending hours were very consistent and that some weeks indicated less than a 40-hour work week. Ms. Kaliski (SimpleHR Rep.) expressed concern that the timesheets were not an accurate representation of the employee's attendance.

Renea Black noted that she has experienced several occurrences of the employee referenced above not performing at a level expected of a Director of the agency. She provided examples, such as the employee giving direction to her supervisor (the ED) when presented with a task, reporting to work after her scheduled start time, telling her supervisor when she was taking PTO rather than requesting when illness or emergency was not involved, failure to follow directions given by her supervisor, failing to think through process changes to minimize issues with clients and providers, improper supervision of her staff, potential falsification of her own and staff time sheets through authorization, failure to appropriately implement use of state defined processes for mandated database system (EFS), and failure to appropriately follow-up on directive concerning staff performance. Renea Black also noted that the employee does not appear to understand the importance of internal and external audits and the use of audit results to establish the necessary procedures to effect required changes.

Beth Brant noted that the employee appeared to be giving her a directive requiring a response to the emails she sent to the Chair.

Linda Sumblin made a motion to fully support the Early Learning Coalition's (ELC) Executive Director as charged by the ELC Executive Committee, with full confidence in her decisions, to take immediate personnel actions including termination, if appropriate, of the referenced staff member as determined by the ED with the following caveats:

1. Confirm with SimpleHR that the personnel action is defensible and appropriate documentation is in place.
2. Ensure established ELC personnel policies are followed.

Bev Sandlin seconded the motion and the motion carried unanimously.

The board expressed confidence in the executive director and voted to support her in taking appropriate action, including termination.

Discussion was held with Ms. Kaliski about the actions that could or should be taken against the employee. Her recommendation was to retain legal counsel to work directly with Renea Black to determine the best course of action, including an investigation of the hostile workplace environment, if recommended by the attorney. Ms. Kaliski also requested that Renea Black prepare a summary of the employee's inappropriate actions for the employee file. Allyson Oury recommended Renea Black speak with the attorney as indicated by Ms. Kaliski.

Motion made by Bev Sandlin for the Executive Director to contact an attorney to request an investigation into the allegation of a hostile work environment. Motion seconded by Don Edwards and the motion carried unanimously.

Ms. Kaliski left the meeting.

### **Authorization Thresholds**

Renea Black requested a revision of authorization thresholds that incorporates lower thresholds for Directors and establishes the requirement for Board/Executive Committee approval to enter into contracts at \$35k. Linda Sumblin made a motion to accept the authorization thresholds as presented, Allyson Oury seconded the motion which carried unanimously.



### **Paid Time Off Policy**

Renea Black requested approval of the revised PTO policy establishing clear expectation of the use of PTO. Discussion was held, Bev Sandlin, Louis Svehla, and Beth Brant provided suggested language changes as indicated below:

Purpose - paragraph 3, sentence 1 revised to:

PTO shall be scheduled in advance and have prior supervisory approval, based on agency needs, except in the case of illness or emergency.

Scheduled Paid Time Off – paragraph 1, sentence 1 revised to:

PTO shall be scheduled as early as possible in advance, and must have supervisory approval.

Effective Date: April 11, 2016

Motion made by Linda Sumblin to approve the Paid Time Off (PTO) Policy with suggested changes, motion seconded by Don Edwards and was carried unanimously.

### **2016 Holiday Schedule**

Renea Black requested approval of a revised 2016 Holiday Schedule. She requested that the holiday schedule be revised to reschedule holidays as follows: December 23, 2016 to December 27, 2016 and January 2, 2017 (New Year's Day) to December 30, 2016. She also requested that the committee grant two additional paid holidays (December 28 and 29, 2016) and establish office closure the week beginning December 26, 2016. Renea Black noted that she had presented this to the Executive Director's staff meeting on February 22, 2016 as an employee morale booster as no pay raises are budgeted at this time. Committee members expressed concern about not being available to serve clients, particularly at-risk referrals. Discussion included proper and timely notification to clients and providers regarding the proposed closure.

Motion made by Linda Sumblin to approve the requested holiday schedule change with the following conditions:

1. Proper advance notice to clients and providers in offices (including lobbies), on the ELC website; on the ELC's Facebook Page with notice to begin no later than November 1, 2016.
2. A minimum of one Eligibility staff member assigned to be on-call December 27 through December 30, 2016 to serve at-risk clients during normal office hours. Eligibility staff working these dates will be provided additional holiday hours for any hours worked during this period.

Allyson Oury seconded the motion which carried unanimously.

**Surplus Inventory** The ELC's Surplus Property Report was submitted for consideration and approval to dispose of equipment listed. Motion made by Bev Sandlin to approve disposal of Surplus Property as presented, motion seconded by Allyson Oury and motion carried unanimously.

### **Early Childhood Education Student Scholarships – Spring 2016**

Renea Black recommended approval to award Early Childhood Education Student Scholarships for Spring 2016 to students as presented by Bev Sandlin. She also indicated there could be additional funding available after review of the next financial statements. Bev Sandlin noted that no additional funds were needed at this time. Motion made to award scholarships as presented with motion seconded by Allyson Oury and it carried unanimously.

### **Selection and Approval of Organization Chart**

Renea Black presented Proposed Revised Pay Grades – Option A & Option B - with corresponding organization charts. Renea Black recommended Chart A to the Committee. The Committee advised her that she is authorized to make these decisions and to proceed accordingly.

Job Classifications – Exempt vs. Non-Exempt – Renea Black shared with the Committee the need to document confirmation of employment status of the positions highlighted on the revised paygrade chart as exempt to revise previously approved Pay Grade Schedule. Bev Sandlin made a motion to confirm the employment status of these positions as exempt pending future board or committee action, and for the Executive Director to select and implement organization chart according to the Executive Director's authority. Allyson Oury seconded the motion which carried unanimously.

### **IT Issues**

Renea Black briefed the Committee on an issue with non-staff (previous employees of Okaloosa Walton Child Care Services) coming into the facility and accessing the Coalition's computer system (not the kiosks for parents). She noted a memo will be sent to all staff reminding them of the Data Security Requirements signed by each staff member.

### **Environmental Study**

Renea Black reported the environmental study has been completed and Beth Brant is working with her coworkers to obtain a recommended vendor for complying with recommendations provided in the study. Further discussion was held regarding the installation of a UV light and an ozone generator in the ventilation system and the absence of any findings of black mold in the report, which is good news..

### **Provider Pay Date**

Renea Black reported that although the Executive Committee had voted to require providers to use direct deposit at the February 26, 2016 meeting, it is an inadmissible requirement based on the Statewide SR and VPK Provider Agreement terms, but it can be encouraged. Renea Black sent a letter to providers informing them payments are no longer guaranteed on the 15<sup>th</sup> of each month and encouraged them to sign-up for direct deposit to expedite receipt of funds. Renea Black also noted that she is working with OEL and ELC staff to establish a process for faster invoice submission and receipt of funds to minimize delays in payments beyond the 15<sup>th</sup> of each month.

### **Audit and Monitoring Report**

Renea Black briefly reviewed the results of OEL Desk Reviews received on March 30, 2015. The review of expenditures resulted in no findings. Renea Black also shared the preliminary results of the FMSAS monitoring conducted the week beginning April 4, 2016 (Exit Conference held at 3:00 p.m. April 7, 2016). The monitoring performed by Carr, Riggs and Ingram was completed with 4 findings and 2 observations. Renea Black noted this is a preliminary report and she is working with OEL on additional language for the report. The findings/observations are already being addressed, but had not been completed at the time of audit. One of the findings is a result of the contract with SimpleHR and Renea Black is working with OEL staff to further clarify the finding since the process for terminating the contract was already in place. Discussion on terminating the relationship with SimpleHR entirely followed.

### **Payroll and Timekeeping Services**

In preparation for terminating the contract with SimpleHR, Renea Black is working on the following:

1. Obtaining Workers Compensation Insurance Quotes from Fisher Brown
2. Establishing a 401k Plan
3. Reviewing the cost associated with re-employment taxes. These taxes have been paid under the Simple HR federal ID number at 2.7% of the first \$7k of each employee's wage; Transitions to payroll

taxes paid under the ELC's federal ID would require paying the 2.7% of each employee's wages again if transitioned before the calendar year end.

Initial procurement of quotes for timekeeping and payroll services (not the current leased employee relationship established with Simple HR) has shown that the services can be obtained for less than \$5k/annually.

### **Spectrum IT**

Renea Black reported that she and Chris Schwartz, IT and Data Security Coordinator, have discussed the termination of the level of service currently provided by Spectrum IT. Renea Black has submitted the required notification and is working with the IT Coordinator to establish a back-up support system in case of the Coordinator's absence. New contract for back-up support will be established prior to termination of Spectrum IT contract on June 30, 2016.

### **Polo Shirts for Staff**

Renea Black shared with the Committee that she is going to purchase one polo shirt with ELC logo for ELC staff members. Samples of the shirts were shared with the Committee. Employees will also be given the option to purchase additional shirts.

### **Personnel Issues –**

The Executive Committee asked if Renea Black minded excusing herself from the meeting, which she did. Discussion on Renea Black's performance followed and the Committee determined an increase in salary was appropriate. Bev Sandlin made a motion to increase Renea Black's pay by \$2,500 to a new pay rate of \$67,500 to be retroactive to her date of hire. Allyson Oury seconded the motion which carried unanimously. The Committee also requested that confidentiality be added to the job description for the Executive Assistant/Facilities Management position. At this point, Renea Black returned to the meeting.

### **Miscellaneous Issues –**

Renea Black reported that locks have been changed on her office, the Executive Assistant's office and the Compliance Manager's office. She noted that these offices contain confidential employee files which she has been transporting to and from work for security purposes. Additional discussion was held on the changes to eligibility determination periods for clients and other requirements under the grant award period beginning July 1, 2016 (for information only).

### **Announcements or Public Comment –None**

### **Dismissal**

The meeting adjourned at 10:23 a.m.

Respectfully submitted,

Connie Watson  
Executive Assistant