

1.0 Board Operations

Policy 1.1	Title: Board Role and Responsibilities	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County	

Policy: The Early Childhood Iowa Area for Muscatine County is governed by the Early Childhood Iowa Muscatine County (ECIMC) Board.

By-Law reference: Article II

Tool Reference: Tool GG

Legal: ECIMC Board members meet the requirements as established by *Iowa Code Chapter 256I, IAC 249, Chapter 1, and IAC 441, Chapter 169*

Purpose: The purpose of the board is to provide direction and oversight regarding the management of federal and state Early Childhood Iowa funds granted to programs by the Early Childhood Iowa Muscatine County Board.

Scope: All board members and ECIMC Director will follow all established laws and rules as established by law.

Responsibility: All ECIMC Board members shall be aware of the vision, mission, priorities, and goals of the board. All ECIMC Board members shall express their own opinion but respect others' opinions, accept and support group decisions. All board members will have a responsible role in assuring funding meets all state and federal regulations and meets the priorities as established in the Community Plan.

Procedures: Early Childhood Iowa Muscatine County is governed by the Board of Directors who is responsible for the following:

- Establish the Vision and Mission for the Early Childhood Iowa Area
- Establish By-Laws for the Early Childhood Iowa Area
- Establish and implement board policies and procedures
- Promote and demonstrate community collaboration
- Coordinate community assessment and planning
- Prioritize services for the area
- Ensure programs meet the guidelines in regard to funding sources or other criteria established
- Ensure programs meet outcomes as established through the contracting process
- Ensure all financial reports are completed in a timely and accurate manner; monitor program funds and expenses
- Address: emerging issues, legislation affecting programming, and implement program changes
- Hire, supervise and evaluate ECIMC paid employees.
- Ensure submission of ECIMC documents as required by Early Childhood Iowa
- Establish committees of the board
- Establish board functions including but not limited to
 - Board Agendas
 - Board Minutes
 - Process to make decisions
 - Process to resolve disputes
 - Take action at each meeting
 - Assign work/function of the board as necessary

1.0 Board Operations

Policy 1.2	Title: Election of Officers	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County Board	

Policy: Election of Officers of the Board

By-Law Reference: Article V, Section 1 – 7

Purpose: To provide leadership to the Early Childhood Iowa Muscatine County (ECIMC) Board through the chairperson, vice-chairperson, secretary and treasurer with members being elected to these positions by their peers.

Scope: All ECIMC Board members will be eligible to be nominated for an officer's position on the board.

Responsibility: The Executive Committee of the ECIMC Board will submit a slate of officers to the full board and will also ask for nominations from the floor.

Procedures:

- Officers of the ECIMC Board shall be elected annually at the regular meeting in December for terms to begin in January. If the election of officers cannot be held at this meeting, such election shall be held as soon thereafter as is possible.
- Officers may serve no more than two consecutive one-year terms in the same position.
- The board will vote on each officer position as presented by the Executive Committee.
- A vacancy in any office because of death, resignation, removal, disqualification or other cause shall be filled by another member of the board for the unexpired portion of the term. The Executive Committee shall solicit nominations from the board and accept any nominations from the board and community members for the vacant position(s) as quickly as possible after the vacancy occurs.
- Any vacancy in the office of chairperson shall be filled by elevation of the vice-chairperson.
- Any vacancies of vice-chairperson, secretary, or treasurer shall be filled by election within 60 calendar days after the vacancy occurs.
- A vacancy in any elected office shall be filled by board action.

1.0 Board Operations

Policy 1.3	Title: Board Attendance and Conduct	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County	

Policy: Early Childhood Iowa Muscatine County (ECIMC) Board member attendance and board member conduct shall follow the guidelines as established by the board's By-laws.

By-Law Reference: Article III, Section 5 & 8

Tool Reference: Tool Y, Tool Q

Purpose: To have a uniform attendance policy and to assure appropriate conduct as a board member.

Scope: This procedure applies to all board members.

Responsibility: The ECIMC Director will advise the Board Chair of any attendance concerns, or other board officers as appropriate.

Procedure:

The expectation is that each board member will attend all board meetings.

A record of board attendance will be kept for each fiscal year. Concerns with an individual board's attendance shall be brought to the chairperson's attention, or other board officers as appropriate.

If a board member wishes to resign, uses their position for personal gain, misrepresents the board or its stated goals, or fails to attend three consecutive meetings without prior excusal, the following procedures will be followed.

1. **Resignation:**
 - Any member wishing to resign shall submit a letter of resignation to the Chairperson of the board at least 30 days prior to the date of intended departure. The resignation shall be in effect upon acceptance of the board.
2. **Removal:**

A board member representing a designated category may be removed by a 2/3 vote for:

 - Using his/her position on the Board of Directors for his/her personal gain.
 - Misrepresenting the ECIMC Board and its stated goals and/or purposes.
 - Failure to attend three consecutive meetings without prior excusal.
 - To be considered an excused, absence the board member shall notify the ECIMC Director of their unavailability to be at the board meeting. The Director will share these reasons with the Executive Committee. The Executive Committee will deem whether the reasons given for absence are excused.

When any of the above is brought to the attention of the Executive Committee, the following may be implemented:

- Start an investigation of the situation
- Bring before the board either at an open meeting or closed meeting (if authorized by law) the concern being addressed
- Follow up according to board directions
- Prepare report for the board
- Final results will be brought to the attention of the Executive Committee.

- Results will be shared with the board for final action, either at an open meeting or a closed meeting as needed.

1.0 Board Operations

Policy 1.4	Title: Board Membership	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County	

Policy: The membership of the Board of Directors for the Early Childhood Iowa Muscatine County (ECIMC) Board shall be in accordance with state law.

By-Law Reference: Article III Section 1, 2 and 6.

Tool Reference: Tool LL

Legal: *Iowa Code, Chapter 256I.7, 1(a)*

Purpose: To have a board who represents diverse facets of the community and to follow the legal definition for an Early Childhood Iowa Board.

Scope: The legal definition shall apply to all persons appointed to the board.

Responsibility: The Executive Committee will make recommendations for filling a vacancy to the board with final approval by the full board.

Procedure: ECIMC Board of Directors will implement the following steps in filling a seat on the board.

- Notice made to Executive Committee of vacant seat on board
- Executive Committee will publicly announce the vacant position and start the recruiting process.
- Executive Committee and/or the Director will provide an application form to potential candidates interested in serving on the board.
- Executive Committee will meet and review all applications.
- Executive Committee will conduct an interview with each interested candidate following the submission of all applications.
- Executive Committee will consider the following in making their recommendation to the board:
 - Residency location – board members must be residents of or employed in Muscatine County. Members serving terms when the by-laws were adopted may serve out the remainder of their term as allowed by Iowa Law.
 - Gender – must have a gender balance on the board
 - Individuals employed by agencies who receive Early Childhood Iowa funds directly or indirectly, are not eligible for election.
 - Status including the following:
 - Mandatory representatives: Health, Education, Human Services, Business, Faith, and at least one parent, grandparent, or guardian of a child from birth to age five. Members cannot represent more than one area of expertise.
 - Citizen of Muscatine County that meets the roles established within the mandatory representatives.
- Executive Committee shall solicit nominations from the Board for vacancies and accept nominations from the Board and community members for the vacant position(s).
- ECIMC Board of Directors will make final decision on filling the vacant seat within 60 calendar days after a vacancy occurs.
- All board member candidates shall be approved by a simple majority of the Board.

1.0 Board Operations

Policy: 1.5	Title: Board Orientation	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County	

Policy: New members to the Early Childhood Iowa Muscatine County (ECIMC) Board will go through an orientation process with the ECIMC Director and/or board members. The orientation process will begin, if possible, prior to the new member's first board meeting.

By-Law Reference: Article III, Section 4

Purpose:

1. To inform and educate the board member regarding the purpose of the ECIMC Board and their individual roles.
2. To review with the board member the policies/procedures, by-laws, funding process and program requirements.

Scope: All new board members will participate in the orientation process.

Responsibility: The ECIMC Director, with input from board members, will be responsible for the orientation process of each new board member prior to his/her first meeting.

Procedure: The orientation process for new board members will include the following:

ECIMC Director will meet with the new board member and give the member a Role Description and an overview of the program including:

- ECIMC Background
- Board member responsibilities in regard to early childhood programs, including fiscal and legal matters
- Who the ECIMC community partners are
- How services are provided, e.g. collaboration, referrals
- Each new member will be provided copies of the Community Plan, by-laws, annual reports, and other documentation that would assist the board member.
- A mentor from the current board may be assigned to each new board member and assist with the orientation.

1.0 Board Operations

Policy: 1.6	Title: Board Evaluation and Professional Development Plan	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County Board	

Policy: An evaluation of the Board of Directors will be completed annually. The evaluation will include input from the Board of Directors and from the community.

Tool Reference: Tool AA, Tool PP

Purpose: To help in developing an effective board and plan for services within Early Childhood Iowa Muscatine County (ECIMC).

Scope: All board members will be involved in the evaluation process.

Responsibility: The ECIMC Director will, with input from the board, distribute evaluation forms to the board and to community partners.

Procedure:

1. The Board of Directors will be evaluated annually. The evaluation will be completed by:
 - Each board member
 - Individuals from the community who are familiar with the board and the ECIMC funded programs
2. The evaluation will be completed by utilizing survey forms as formulated by the Executive Committee with input from the ECIMC Director
3. The results will be compiled and shared with the board and the community at a regular board meeting
4. The board will construct a professional development plan to implement any changes in board functions as deemed necessary by the board based on survey outcomes.

1.0 Board Operations

Policy: 1.7	Title: Committees of the Board	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County Board	

Policy: The Early Childhood Iowa Muscatine County (ECIMC) Board, will appoint members to the Committees of the Board annually.

By-Law reference: Article VIII, Section 1 – 7

Purpose: To help manage and coordinate the activities of the board.

Scope: The committees of the Board shall include the following:

- Executive Committee
- Program
- Planning
- ECIMC Community Partners
- Other Committees and Community Work Groups as assigned by the Board

Responsibility: Each committee is assigned board action responsibilities and will meet when it is necessary to review a topic and to bring information and/or recommendations to the full board. At the board's direction, the ECIMC Director will work with the committee members to determine when meetings should be held, determine agenda items for the meeting, write up minutes of each meeting, and supply needed information for committee decisions.

Procedures:

Executive Committee: The Committee shall be comprised of the officers of the Board. The Committee shall be responsible for giving guidance to the Board in setting the Board's direction. The Committee shall assure Director support and oversight, with the Director, assure compliance with operating policies and procedures. The Director's performance shall be reviewed annually by the Executive Committee and full Board. The Committee oversees all Board finances including the Early Childhood Iowa Grants and other funds received by the Board and maintains fiscal accountability. This Committee will report to the Board, which will retain final and complete authority. Chairperson for this committee will be the Board Chair. This committee will review all board membership issues. The Executive Committee will coordinate and oversee the recruitment and election of new board members and officers; coordinate and oversee any special election of board members that may be required; and develop and/or compile materials needed for the recruitment and election of board members and officers. This committee will report to the board, which will retain final and complete authority.

Program Committee: The Program Committee will identify and review requests for proposals and make recommendations to the board. This committee: identifies and reviews all existing sources and how these may be coordinated with the federal, state, and local funding; reviews program issues with contracted early childhood partners and makes recommendations to the board. This committee may have other duties as assigned by the Executive Committee. This committee will report to the board, which will retain final and complete authority. Chairperson for this committee will be the Secretary of the Board.

Planning Committee: This committee is responsible for review and recommendations of compliance with the state's Levels of Excellence including strategic planning. This committee is responsible for any amendments and revisions of the by-laws and policies, procedures, and other duties as assigned by the Executive Committee. This committee will report to the board, which will retain final and complete authority. Chairperson for this committee will be the Vice Chair of the Board.

Other Committees and Community Work Groups: The board may establish such standing or ad hoc committees and work groups as the Board believes will help to carry out its responsibilities. The chair will be determined by each committee or work group. Each committee, work group, and advisory group will have representation from the board. All committees, work groups, and advisory groups will report to the board, which will retain final and complete authority.

2.0 Business Conduct

Policy 2.1	Title: Open Meetings	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County Board	

Policy: All meetings of the Early Childhood Iowa Muscatine County (ECIMC) Board shall comply with the open meetings law.

Legal: *Iowa Code Chapter 21 and 28.6 (5)*

Tool Reference: Tool D

By-Law reference: Article VI, Section 1

Purpose: To conduct board meetings that are reasonably accessible to the public and announced to the public at least 24 hours prior to the meeting.

Scope: Applies to all meetings held by the ECIMC Board. This includes any gathering in person or by electronic means, formal or informal, of a majority of the members of the ECIMC Board if there is a deliberation or action upon any matter within the scope of the Board's policy making duty.

Responsibility: It is the responsibility of the ECIMC Board to insure that public notice is given as outlined in Iowa Code Chapter 21. The board can designate this responsibility to the ECIMC Director.

Procedures: Meet all state open meeting law requirements.

- Notice will be posted on the ECIMC website www.ecimc.org
- Conducting an Open Session
 - An open session is a meeting to which all members of the public have access
 - Cameras or recording devices may be used at any open session
 - Reasonable rules of conduct may restrict interference or interruption by spectators
- Open Session Minutes
 - Minutes of an open session shall reflect
 - Date, time and place of meeting
 - Members present
 - Action taken – with sufficient information to reflect each member's vote
 - Final action on any matter discussed in closed session
 - The reason for holding a closed session by reference to a specific exemption, and the vote of each member on the question of holding a closed session
 - The good cause justifying the departure from normal requirements, if the meeting is held on less than 24 hours' notice, or at a place or a time not reasonably accessible to the public.
- Quorum
 - A quorum for a meeting of the Board shall be a simple majority of current members at any meeting. Board members may participate and submit a vote either in person or electronically by phone or video conference.
- Proxy
 - There shall be no votes by proxy.

- Public Discussion
 - Time shall be made available during all regular formal meetings for open public discussion and will be posted on the agenda.

2.0 Business Conduct

Policy 2.2	Title: Open Records	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County	

Policy: The records of the Early Childhood Iowa Muscatine County (ECIMC) Board shall be available by contacting the ECIMC Director.

By-Law Reference: Article VI, Section 11

Tool Reference: Tool E

Legal Reference: *Iowa Code 22 and 28.6 (5)*

Purpose: To make available to the public the records of the ECIMC Board.

Scope: The records will include those as outlined by law, by the By-Laws, and the Board.

Responsibility: The Director shall ensure that all materials as outlined below are available for public review.

Procedure:

- The By-Laws shall be on file in the ECIMC Office and located on the website (www.ecimc.org)
- The Community Plan shall be on file in the ECIMC Office and located on the website (www.ecimc.org)
- The Board Membership List shall be on file in the ECIMC Office and located on the website (www.ecimc.org)
- The Board agendas and minutes shall be on file in the ECIMC Office and located on the website (www.ecimc.org)
- The School Ready and Early Childhood Budgets shall be on file in the ECIMC Office
- Monthly financial accounting records shall be on file in the ECIMC Office.
- Financial Records of the Fiscal Agent is on file with the Fiscal Agent with monthly and year end reports filed in the ECIMC Office.
- Succession Plan shall be on file in the ECIMC Office and located within the policies and procedures manual.
- Provider Contracts, Request for Proposals, Applications for Services, shall be on file in individual provider records in the ECIMC Office.

Charging for Public Records:

- Fees for copying, supervision and retrieval of records may be charged in an amount not exceeding the cost of providing the services.
- The Board Chair, in consultation with Board Officers and/or ECIMC Director, shall determine the reasonable number of copies.
- Fee schedules adopted by the board shall be uniformly applied to all requestors.

Reasonable Time to Comply

- Public records will be provided upon demand, if at all possible, depending on circumstances.
- Requests for large numbers of records will be accommodated as rapidly as circumstances permit.
- The Board may reasonably delay access for the purpose of determining whether a record is confidential – up to 20 calendar days.
- The ECIMC Director, Board Officers, or another member of the board, shall supervise the public examination and copying of public records.

- The Fiscal Agent shall supervise the public examination and copying of financial records pertaining to the ECIMC Board funding and expenditures.
- The examination may take place at a site designated by the Board Officers, the ECIMC Director, or the Fiscal Agent.

Record Retention and Storage

- The records of the ECIMC Board will be in accordance as outlined by the Early Childhood Iowa Board.
- Record Storage - Current records are in the ECIMC Office. Past records are located in the ECIMC Office Bankers Boxes and are kept for 5 years. Files beyond 5 years will be shredded and disposed.
- Fiscal Agent Records – are on file with the Fiscal Agent with monthly and yearly reports on file in the ECIMC Office.
- Computer files/records for ECIMC are backed up on a regular basis.

2.0 Business Conduct

Policy 2.3	Title: Conflict Of Interest	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County	

Policy: Early Childhood Iowa Muscatine County Board and staff shall declare conflicts of interest.

Bylaw Reference: Article VI, Section 10

Tool Reference: Tool V

Purpose: To acknowledge and manage potential conflicts of interest that allows the ECIMC Board to make unbiased, independent decisions. The policy requires ECIMC Board members and staff to:

- Serve the mission and vision of the ECIMC Board as a whole rather than any special interest or constituency
- Maintain independence and objectivity with a sense of fairness, ethics and personal integrity
- Never accept (or offer) favors or gifts from (or to) anyone who does business with the Board
- Avoid the appearance of a conflict of interest

Scope: This procedure applies to all ECIMC Board members and staff.

Responsibilities: The ECIMC Director is responsible for distributing and storing completed Conflict of Interest forms.

Procedure:

A. Conflict Of Interest Statement

1. Annually, the ECIMC Board members shall complete, sign and date the Conflict of Interest Statement.
2. If an ECIMC Board member is not present at this meeting, the ECIMC Director secures the signature of the board member at the following board meeting. If the Board member is not at that meeting, the ECIMC Director will either email or mail the Conflicts of Interest Statement to the member and ask that it be returned within five days.
3. If a new member joins the ECIMC Board after the first board meeting of the calendar year, the ECIMC Director will ask the member to complete the Conflicts of Interest Statement at the new board member orientation meeting.
4. When a new staff person is employed, the person must complete the Conflicts of Interest Statement.

B. Conflict Of Interest At Board Meetings

1. If a board meeting agenda item presents a perceived conflict of interest for an ECIMC Board member, the member must not participate in decision making, vote or use personal influence, such as, participate from voting
 - a. When board members vote on the motion, the member with the perceived conflict must abstain from voting
 - b. The meeting minutes must state the name and reason the board member abstained from voting
2. If the ECIMC Board member with a perceived conflict of interest does not disclose the conflict, it is the duty of other board members to encourage the member to disclose the perceived conflict of interest and request that the member abstain from voting
3. Staff with a perceived conflict of interest with an agenda item must not use personal influence, such as, participate in board discussion, on the matter

C. Participation On Committees

An ECIMC Board member with a perceived conflict of interest shall not participate on committees that may pose conflict of interest.

2.0 Board Conduct

Policy 2.4	Title: Review of Bylaws and Policies & Procedures.	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County Board	

Policy: The bylaws and policies and procedures of the ECIMC shall be reviewed annually.

Tool Reference: Tool X, Tool RR

Purpose: To insure that the needs of the ECIMC are being satisfied and that the bylaws and policies and procedures are consistent with all State laws.

Procedure:

- The initial review shall be conducted by the planning committee.
- The planning committee will then make recommendations to the full board regarding the need, if any, for any amendments or revision of either the bylaws or the policies and procedures.
- Annual approval of the bylaws and policies and procedures shall be an action item for the ECIMC Board.

2.0 Business Conduct

Policy: 2.5	Title: Board Insurance	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County Board	

Policy: The Early Childhood Iowa Muscatine County (ECIMC) Board shall carry liability insurance coverage for all board members.

Tool Reference: Tool T

Legal: *Iowa Code Chapter 256I.7 (4)*

Purpose: To provide liability insurance coverage for ECIMC Board members in performance of their duties as a board member.

Scope: All ECIMC Board members shall be covered by the policy.

Responsibility: The ECIMC Director is responsible for securing insurance and paying the yearly premium from administrative funds in the School Ready and Early Childhood grants with final approval from the board.

Procedures: The Board shall direct the ECIMC Director to:

- Secure insurance from the Iowa Communities Assurance Pool
- Annually update the insurance as necessary and according to Early Childhood Iowa requirements.
- Pay premiums from the administrative expense funds from School Ready and Early Childhood grants.
- Insurance shall include
 - General Liability Insurance
 - Auto Liability Insurance
 - Public Officials Wrongful Acts Insurance

3.0 Employees

Policy 3.1	Title: Succession Policy	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County Board	

Policy: The board shall have in place a Succession Policy to follow upon the vacancy of the ECIMC Director position.

Purpose: To have available information in regard to office location, service information, and board information in case of emergency.

Procedure: Upon a vacancy in the ECIMC Director's position, the Board shall follow the Succession Plan in order to continue daily operations of the ECIMC Board.

SUCCESSION PLAN

<u>OFFICE & ADMINISTRATION</u>	
Office Location	In the Muskie Early Learning Center, 149 Colorado St. , Muscatine, Iowa 52761
Key's to Office	Keys to the office are maintained by the Director. Board access is available by contacting the Building Principal at 563-506-3229
Mailing Address	149 Colorado Street, Muscatine, Iowa 52761
E-mail address	ecimuscatinecounty@gmail.com
E-mail passwords	Password can be located in ECIMC office file cabinet and on office computer under file labeled passwords.
Office Phone	563-263-0273 Director Cell: 319-931-2908
Phone and Internet Company	Landline and internet are provided by the Fiscal Agent.
Board Contact List	Each board member has a copy of list. Copy is maintained on Board website.
Board Minutes/Agenda	On file in the ECIMC office and ECIMC website. Copy on ECIMC computer in file: Agendas. Computer is backed up using external storage.
By-Laws	On file in the ECIMC office and a copy is maintained on the board website. Hardcopy is maintained by the ECIMC Director and is located on the office computer filed by fiscal year in bylaws folder and in the four drawer file cabinet in the ECIMC office.

Board Contract with State	Board contract with state is located in the four drawer file cabinet in the ECIMC office.
Conflict of Interest Forms	Filed in ECIMC office in the four drawer file cabinet, labeled Conflict of Interest.
Board Provider Contracts and other provider information	<p>Each provider of services has a contract file for each fiscal year. Included in the folder are: Request for Proposal, contracts, amended contracts, monthly claims, and other information regarding individual programs.</p> <p>Current fiscal year individual provider files are in a file cabinet in the ECIMC Office. The previous year files are in the file cabinet and bankers boxes also in the ECIMC Office.</p> <p>Records will be retained for 5 years in accordance with the State of Iowa record retention guidelines. After 5 years, files are to be shredded.</p>
Rent	Included in Fiscal Agent Fee
Utilities – heat, lights	Included in Fiscal Agent Fee
Equipment Inventory	Only equipment owned by Board is the file cabinet, computer and all technology attached, and office supplies.
Board Insurance	<p>ICAP through: Arthur J Gallagher Jeff Miller 100 West 2nd Street Muscatine, IA 52761</p> <p>Office: 563-263-6044 Fax: 563-263-6667</p>
Legal Counsel	If an attorney is needed, the board identifies an attorney at time of need.
Employer of Record	<p>Muscatine Community School District</p> <p>Contact Person: <i>District Accountant</i> Nicole McAlister 2900 Mulberry Ave Muscatine, Iowa 52761 563-263-7223</p> <p>Board contract with Employer of Record is located in the four drawer file cabinet in the ECIMC office filed by fiscal year.</p>

EARLY CHILDHOOD IOWA MUSCATINE COUNTY FINANCIAL INFORMATION	
Fiscal Agent	<p>Muscatine Community School District</p> <p>Contact Person: <i>Director of Finance</i> Tom Anderson 2900 Mulberry Ave Muscatine, Iowa 52761 563-263-7223</p> <p>Board contract with Fiscal Agent is located in the four drawer file cabinet filed by fiscal year.</p>
Financial Records	<ol style="list-style-type: none"> 1. State approved budgets for School Ready Programs and Early Childhood funded programs are located in the computer file labeled “budgets” per fiscal year. 2. Monthly Financial statements from Fiscal Agent and ECIMC Director’s monthly statements are filed in the ECIMC office. Copies are in the computer filed under “MCSD” folder and hard copies are kept in the four drawer filing cabinet in the ECIMC office. 3. Copies of claim vouchers accumulated from programs are on file in the ECIMC office in the four drawer file cabinet within each program contract file.
Supplies	The ECIMC Director is authorized to purchase supplies, equipment, and other administrative costs as needed to complete all job duties and board requests up to \$750.00, the amount approved by the board. The ECIMC Director will submit a receipt for all expenses incurred using the Credit Card or other payment types.
Auditor	Board does not have an auditor of record. The fiscal agent completes a review of records during their audit and agrees to the financial agreed-upon procedures as laid out in their fiscal agent agreement with ECIMC.

NOTE: Most business items, claims, contracts, financial records, letters, etc. are all on the computer in file folder “Contracts” and “Budgets and Claims” by each fiscal year. Computer files are regularly backed up, at minimum monthly, on external storage.

4.0 Fiscal

Policy 4.1	Title: Fiscal Agent	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County Board	

Policy: The Board will designate a public entity as a fiscal agent to administer grant funds given to the Early Childhood Iowa Muscatine County.

Tool Reference: Tool R, Tool HH

Legal Reference: Iowa law requires that the entity meet one of the following criteria:

- An Iowa public agency, as defined in Iowa Code, section 28E.2
- A community action agency as defined in Iowa Code, section 216A.91
- An area education agency established under Iowa Code, section 273.2
- A nonprofit corporation

Purpose: To appoint a fiscal agent to receive and disburse approved funding for the Early Childhood Iowa Muscatine County Board.

Scope: All funds that are in control of the Early Childhood Iowa Muscatine County Board will be administered by the approved fiscal agent.

Responsibility: The Board will be responsible for approving the Fiscal Agent and approving the Fiscal Agent Agreement

Procedure:

1. The Board will determine if the fiscal agent they wish to appoint meets Iowa Code Chapter 28.
2. The Board will complete the Fiscal Agent Agreement with appropriate information included in the document:
 - a. Parties associated with the Agreement
 - b. Purpose of the Agreement
 - c. Duration of the Agreement
 - d. Responsibilities of Fiscal Agent
 - e. Board Responsibilities
 - f. General Provisions which include
 - Agreement Amendment
 - Renegotiation Clause
 - Termination of Agreement
 - Confidentiality
 - Meeting Federal and State Requirements
 - Records Retention
 - Review of Contract Related Documents
 - Federal Lobbying Requirements
 - Disbarment, Suspension and other Responsibility Matter Requirements
 - Environmental Tobacco Smoke Requirements
3. The Contract will be signed by Fiscal Agent and approved by Board with signature of Board Chair

4. Copies of Fiscal Agent Agreement will be distributed to:
 - a. Fiscal Agent
 - b. Early Childhood Iowa Muscatine County Office
 - c. Early Childhood Iowa Muscatine County Board
 - d. Early Childhood Iowa

4.0 Fiscal

Policy 4.2	Title: Fiscal Audit	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County Board	

Policy: The ECIMC Board and the fiscal agent shall utilize Early Childhood Iowa's Financial Agreed-upon procedures as a part of audit concerning ECIMC and the fiscal agent.

Tool Reference: Tool UU

Purpose: To insure fiscal responsibility and proper utilization of all ECIMC funds while reducing the costs associated with a formal audit.

Responsibility: The Executive Committee shall meet with the responsible official of the fiscal agent to discuss the Code requirement for an agreed-upon procedure of the board's financial activity. The Executive Committee shall obtain the fiscal agent's concurrence, in writing, to conduct the agreed-upon procedure. The agreed-upon procedure must be approved by Board Action.

Procedure: All ECI Area boards that receive less than \$500,000 in federal funding and do not have an audit conducted must utilize the agreed-upon procedures as a part of the fiscal agent's audit. One benefit of this method is the reduction of audit costs; however, more coordination with the fiscal agent is necessary, including the following steps:

Responsibilities of Fiscal Agent:

- Close the books within 60 days of the end of the fiscal year.
- Prepare a summary of financial data utilizing note disclosure format provided by ECIMC.
- Provide the annual financial statement and annual report to the auditing company that will be conducting the review.
- Provide supporting documentation as requested by the Auditor.

Responsibilities of ECIMC:

- Provide note disclosure format for the summary of financial data required by Early Childhood Iowa.
 - Provide procedures for who does what, where documentation is stored.
 - ECI Area Board is responsible for grant requirements:
1. Early Childhood Compliance Requirements:
 - Review of area boards policies and procedures for this funding
 2. School Ready Compliance Requirements:
 - Review of area boards policies and procedures (family support funding, General Aid (other), Quality Improvement and Preschool Support funding.
 - Eligibility requirements for family support and preschool support funding. Review procedures in place, test it.
 - Ensure claims meet legislation requirements related to the designated funds.

Agreed-upon procedures required by auditor of Fiscal Agent:

1. Gain an understanding of the grants received by the ECIMC Board, including the authorization procedures within the local area. Analyze internal control of ECI funds and prepare comments and recommendations for any weaknesses noted.
2. Obtain the summary of financial data from the Fiscal Agent. Verify its accuracy; trace to the underlying accounting records.

- Receipts: confirm amounts received from State of Iowa and test the distribution of the amounts between the early childhood and school ready funds.
 - Disbursements:
 - Gain an understanding of the various programs and the parameters for making disbursements from the various funding categories.
 - Early Childhood Funds (Tool G(A)) and any locally developed policies, procedures about funding
 - Administration
 - Program
 - School Ready Funding Categories (Tool G(B)) and any locally developed policies, procedures about funding.
 - Quality Improvement (Tool II)
 - Administration (Tool I)
 - Family Support (Tool FF)
 - Preschool Supporting (Tool CC)
 - Other (General Aid)
- For tool references please refer to:
http://www.earlychildhoodiowa.org/local_system/Tools/tool_kit_tools.html
- Interest must be used for program use and may not contribute to administrative expenses.
 - Scan disbursement records for unusual items and items that do not appear to meet or be in agreement with your understanding of how funds are to be spent. For explanation, contact the ECIMC Director. Prepare comment and recommendation for any items not adequately explained.
 - Select and trace a reasonable number of transactions to the supporting documentation, noting whether or not the local authorization procedures were followed. Be sure to consider any eligibility and other program-specific requirements. Testing must include sufficient transactions to ensure footnote disclosures are materially correct. Prepare comment and recommendation for any items not adequately supported.

3. Fund balances:

- Carry Forward: The ECIMC Board is allowed to carry forward 20% of the School Ready allocation for the program year. (Tool G(B)). Early Childhood Iowa areas reporting a carryover balance of school ready funds in excess of 20% of the current year's allocation will receive a reduction equal to the excess amount above the 20% in their next year's school ready allocation, based on accrual reporting.
- Funding Categories: Verify that the annual report financial statement fund balances (by funding category) match the summary of financial data in the footnote.

4.0 Fiscal

Policy 4.3	Title: Revenue and Disbursements	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County	

Policy: The board requires the practice of ethical, responsible, and reasonable procedures in receipt of revenues, purchasing, and accounting.

Tool Reference: Tool DD, Tool FF, Tool II, Tool QQ, Tool TT, Tool SS

Legal: Local board policies which follow all Federal and State guidelines

Purpose: To insure that all services and materials are obtained in the proper and legal manner.

Scope: Board members, Contractors, and ECIMC Director

Responsibility: The Early Childhood Iowa Muscatine County Board, ECIMC Director, Fiscal Agent and all Contractors of Service

Procedures:

- Interest Earned: The Fiscal Agent will identify in their reporting process interest earned on Early Childhood Funding and School Ready Funding
- Contractors will identify in their reporting all funds available for the ECI funded programs
- Contractor will submit monthly to the ECIMC Director claims for services for the ECI funded programs and supply appropriate documentation of expenditures
- ECIMC Director will review all claims and documentation received from the contractors and request follow up information on each claim if needed
- ECIMC Director will process the claims and submit to the Board for approval
- ECIMC Director will submit the Board approved claim spreadsheet to the Fiscal Agent for payment
- ECIMC Board will approve the administrative claims submitted for payment
- ECIMC Director/Staff Expense Reports/Reimbursements
 - ECIMC Director will be reimbursed for mileage based on the current state rate
 - ECIMC Director will be reimbursed for meals if required to stay over-night based on the current state rate
 - ECIMC Director will be reimbursed for motel cost if required to stay over-night based on the current state rate plus tax
 - Receipts will be necessary for meal reimbursement and motel reimbursement
 - Board will reimburse ECIMC Director for the use of cellular phone per the employee agreement.
- Credit Card
 - Only the Board Chair can apply for a credit card after receiving approval from the Board.
 - Only the Board Chair can make any changes to the structure of the credit card (credit limit) after receiving approval from the Board.
 - Only the Chair and the Director can make purchases using the credit card.
 - The ECIMC Director is authorized to purchase supplies, equipment, and other administrative costs as needed to complete all job duties and board requests up to the amount approved by the board. The ECIMC Director will submit a receipt for all expenses incurred using the Credit Card or other payment types. Any purchase of equipment over \$750.00 will need board approval.
- Payroll and related policies
 - ECIMC will submit a Board approved employee agreement to the Fiscal Agent on an annual basis to process employee payroll.

- **Budgeting Process**
 - The board will approve the budget for all School Ready expenses, including the portion of School Ready funds that are used for Administrative use
 - The board will approve the budget for all Early Childhood expenses, including the portion of Early Childhood funds that are used for Administrative use
- **Reporting**
 - A copy of all financial reports received from the Fiscal Agent will be given to the Board Treasurer
 - The Board Treasurer will provide a report at each board meeting
 - The Board will receive a revenue and expense report on a monthly basis
 - The ECIMC Director will provide to the Board Treasurer a monthly report itemizing expenses reimbursed to the ECIMC Director, which includes mileage, meals, supplies, phone, motel or other necessary expenses.

4.0 Fiscal

Policy 4.4	Title: Financial Transactions	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County	

Policy: Provide fiscal oversight of all financial transactions pertaining to early childhood services provided through funding granted to Early Childhood Iowa Muscatine County (ECIMC).

By-Law reference: Article VII, Section 1

Purpose: To be accountable for funds designated to the area through local, state, and federal funding sources for early childhood services provided to families with children prenatal through age five.

Scope: This procedure applies to all financial records of the ECIMC and includes:

- School Ready (SR) and Early Childhood Budgets (EC)
- Local Funding
- Provider Contracts
- Provider Claim for Payment
- Fiscal Agent Financial Records

Responsibility: The Board is ultimately responsible for all financial matters within ECIMC. This responsibility includes:

- Approval of the School Ready and Early Childhood State Budgets
- Review and decision making on funding requests for funding by area early childhood service providers
- Reviewing monthly financial reports from the ECIMC Director
- Review and approval of year-end Financial Statement
- Approval and payment of claims

The ECIMC Director is responsible for reconciliation of reports and keeping the board informed of all financial matters.

The Fiscal Agent is responsible for reviewing and processing the Board approved Vendor Claim form sent by ECIMC Director, issuing payments directly to the provider of services, and keeping complete and accurate accounting records.

Procedure: Once the Board has established the funding for each contractor providing services the following procedures are followed for financial accountability:

ECIMC Director Procedures:

- ECIMC Director Responsibilities
 - ECIMC Director shall review all claims submitted for payment by the contractors of ECIMC services
 - Food items and gift cards are not acceptable reimbursable items
 - All monthly claims will be kept in the ECIMC office to be filed for Audit
 - All claims will have appropriate verifications attached
 - If claim is unclear or documentation is not attached the contractor will be contacted and corrections made before claim will be processed
 - The claims which are Board approved will be submitted for payment utilizing the Vendor Claim form itemizing each provider of service, the program, the date of service, the

amount of the claim, identify the funding source, and submit a Board approved claim spreadsheet to Fiscal Agent for processing

- ECIMC Director will maintain a composite spreadsheet to track area expenditures and remaining balances in each funding source
- ECIMC Director has the authority to approve reasonable program requests, at a maximum of \$100.00, no more than twice per contract, per fiscal year to reassign funds within their budget for project line items previously approved by the board. All changes will be reported to the Executive Committee by the Director. Additional requests and requests over \$100 can be made by contractors by submitting the request to the Director for Board approval using the ECIMC Budget Revision Request Form.

- **Fiscal Agent Procedures**

- Funds received from the state are deposited directly in the ECIMC bank account, which is managed by the Fiscal Agent
- Fiscal Agent advises the ECIMC Director that quarterly funding allotments have been received
- Fiscal agent makes payment directly to the provider of services based on information submitted by ECIMC Director on behalf of the Board
- Maintain separate accounting records for School Ready Children Services and Early Childhood Program funds. This will include
 - The board approved claim spreadsheet authorizing the payments
 - The name and mailing address of the payee
 - The amount of the payment
- Providing a monthly expenditure summary report to the ECIMC Director for distribution to the Board.

4.0 Fiscal

Policy 4.5	Title: Credit Card Policy	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County	

Policy: The board requires the practice of ethical, responsible, and reasonable procedures in the use of a corporate credit card.

Tool Reference: Tool XX

Legal: Local board policies which follow all Federal and State guidelines

Purpose: To provide a convenient method for the board to make organizational purchases on a timely basis without undue financial hardship to the Director or other Board staff

Scope: Board members and ECIMC Director

Responsibility: The Early Childhood Iowa Muscatine County Board, ECIMC Director

Procedures:

- Only the Board Chair can apply for a credit card after receiving approval from the Board.
- Only the Board Chair can make any changes to the structure of the credit card (credit limit) after receiving approval from the Board.
- Only the Chair and the Director can make purchases using the credit card.
- Appropriate uses:
 - Purchases of supplies, equipment, and other administrative costs as needed to complete all job duties and board requests.
 - Actions that are prohibited include drawing down cash, purchasing gift cards, reloadable credit cards or debit cards.
 - No meals or alcohol may be purchased using the credit card.
- Using the credit card for personal expenditures is prohibited and will result in disciplinary action up to and including termination.
- Any purchase of equipment over \$750.00 will need board approval.
- All credit card purchases must include supportive documentation such as itemized receipts, meeting minutes or agendas, etc.
- Reconciliation of all purchases and amounts charged with the supportive documentation is performed by a board member.
- It is the cardholder's responsibility to keep the credit card safe and secure. In the event that the credit card is lost or stolen, the credit card company shall be notified immediately.
- All cardholders will agree to the above statements and understand that failure to follow these rules could result in disciplinary action up to and including termination.
- Misuse allegations should be brought to the executive committee for discussion and potential action.

5.0 Contracts

Policy 5.1	Title: Procurement and Contracting	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County	

Policy: To provide an open and fair process in contracting for early childhood services in the Early Childhood Iowa Muscatine County (ECIMC) area. The Board's policy is to approve contracts for one fiscal year.

Tool Reference: Tool QQ

By-Law Reference: Article VIII, Section 3

Purpose: To conduct an open and fair process for distribution of funding for early childhood services in ECIMC and monitoring of such funds.

Scope: This procedure applies to all funds granted to the ECIMC Board for Early Childhood Services.

Responsibility: The ECIMC Board is responsible for overseeing the process for contracting of services. The Program Committee is responsible for reviewing the Request for Proposal (RFP) applications and making recommendations to the ECIMC Board. The ECIMC Director, at the direction of the ECIMC Board, will monitor provider services and contracts through mid-year and annual reports, site visits, and monthly expenditure claims.

Procedure: The procedure upon board decision to release the approved RFP application to fund individual early childhood services is as follows:

- The RFP application will be posted on the ECIMC website, and will be emailed to known community providers of early childhood services.
- The ECIMC Director will monitor and track all applications received.
- The ECIMC Director will complete a technical assistance review to determine if the applications meet the general requirements.
- Applicants shall be required to submit a budget as provided within the RFP application. The budget shall include
 - All other income, including in-kind, that is available for the program.
 - ECIMC Board will negotiate indirect cost rates for RFP applications they recommend for funding.
 - Agencies with a certified Indirect Cost Rate must provide proof of documentation.
- The ECIMC Director will supply a copy of all applications received to the Program Committee members.
- The Program Committee will set a date to meet and an agenda will be posted on ECIMC website to include the meeting place.
- The Program Committee, will review all Request for Proposals to determine if applications address all required elements, support ECIMC board and community priorities.
- The Program Committee will also determine amount of funding which should be awarded to each applicant based on anticipated funds from the state.
- The Program Committee will then make the following recommendations to the full board at an open board meeting.
 - Services recommended for funding with the identified contractors.
 - Amount of funds to be awarded for approved applications.
- The ECIMC Board will, at the open board meeting, make a decision on funding for each individual request.

- The ECIMC Director shall electronically deliver ECIMC Board funding decisions or intent to fund based on anticipated funding from the state.

After all programs are approved for funding the ECIMC Board shall:

- Complete and submit ECI State Budgets for School Ready and Early Childhood funds.
- Once approval of state budgets is received from the State Early Childhood Office, notices shall be sent to approved applicants along with a legal Contract for Service.

Appeal Process: Information regarding the appeal procedure is included in the Application.

Monitoring of Services, Contracts, and Financial Records: Once a contract has been issued and services begun, the ECIMC Director, at the direction of the ECIMC Board will monitor services and expenditures utilizing the following procedures:

- Mid-year and annual reports submitted by Contractor
- Site visits completed with Contractor which include
 - Review of purpose, scope, and outcome of program as outlined in the contract
 - Child abuse registry check verification
 - Promotion/marketing of services
 - Community collaboration
 - Financial Reports
 - Claims filed timely and accurately
 - Funds expended per program regulations
 - Reconciliation of funds
 - Client eligibility determined per program
 - Review of service process
 - Supervisor and staff input on program successes and challenges
 - Determining results and reporting outcomes appropriately

Non-Compliance with Contract Requirements: If, upon completing all of the above review actions, or if it is brought to the board's attention in some other matter, the Contractor is not in compliance with the contract, immediate corrective action will be taken as outlined in the individual contract.

5.0 Contracts

Policy 5.2	Title: Monitoring Contracts	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County	

Policy: The Early Childhood Iowa Muscatine County (ECIMC) board will require the monitoring of services by requiring reports from the Contractor of Services.

Legal: Tool GG, Oversight and Management of Programming.
http://www.earlychildhoodiowa.org/files/toolkit_tools/Tool_GG.pdf

Purpose: To insure that services are being provided and the amount of funding expended is correct and within the guidelines of each program.

Scope: All funded Contractors will be included in the monitoring/reporting process.

Responsibility: The ECIMC Director will insure that monitoring is completed and reports made to the board.

Procedures:

- The Contractors shall submit a mid-year and annual report as directed by the board. The reporting shall consist of the outcomes required by the Early Childhood Iowa Office and any other local data requested by the ECIMC Board.
- ECIMC Director will review the reports and provide outcomes to the board.
- Any concerns will be followed up on by the ECIMC Director and reported to the board.
- Site visits will be made to the provider of service at least one time per contract year by the ECIMC Director and board members.
- ECIMC Director will report to the board in regard to the site visits.
- Any concerns or corrective actions will be followed up on by the ECIMC Director and reported to the board.
- ECIMC Director will track monthly expenditure for each Contractor. Reimbursement will be made monthly for the program delivery at an average monthly accumulative determined by the board. Any amounts exceeding 20% of the monthly average for program delivery must be presented to the ECIMC Board through the director as a special request.
- ECIMC Director will provide program expenditure information to the board on a monthly basis. Expenditures must be detailed and be in compliance with the program contract.
- Any concerns or issues with the expenditures will be followed up on by the ECIMC Director and reported to the board.
- Each Contractor will be responsible for completing the mid-year and annual report, supplying all information as required by State Early Childhood Iowa Office.

5.0 Contracting

Policy: 5.3	Title: Appeal Procedure	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: ECIMC Board	

Policy: The Board has an appeal process for applicants of the Request for Proposal (RFP) process.

Purpose: To provide applicants of a RFP funding opportunity a structured process with timeframes by which they may express a concern by appealing to the board.

Scope: Process will be available to all funding applicants who wish to file an appeal with the ECIMC Board.

Responsibility: It is the responsibility of the ECIMC Board to listen to each and every appeal filed within ECIMC.

Procedures: The following is the appeal process for ECIMC. Applicants may file an appeal in the following manner:

1. Within seven (7) business days of receiving the Request for Proposal (RFP) notice of decision from the ECIMC Director, the affected party may file a written appeal with the ECIMC Director. If the ECIMC Director is expected to have an extended absence the appeal will be rerouted to the ECIMC Chair.
2. Appeals may be filed on the following grounds:
 - a. violated state or federal law; or
 - b. was impacted by a conflict of interest by project staff, review team member(s), or Board member(s); or
 - c. included an error in a defined RFP process; or
 - d. the amount of the fiscal year award is questioned.
3. Appeals must be in written form, clearly, objectively and specifically defining the basis for the appeal. Appeals must be submitted by certified mail, return receipt requested. Fax and electronic appeals will not be accepted.
4. The Appeal Review Committee will consist of one member from each standing committee of the ECIMC Board. The individuals selected will not have a conflict of interest. The Appeal Review Committee shall meet within seven (7) business days after receipt of the appeal letter, to review the appeal and submit their recommendation to the ECIMC Board.
5. Within ten (10) business days the ECIMC Board will review the Committee's recommendation and make a determination. The decision of the ECIMC Board will be final.
6. No appealed awards shall be final until the appeal process has been completed.
7. The ECIMC Board reserves the right to extend the above outlined timeframes, as agreed upon in writing from both parties, if necessary to properly and fairly consider any matter under review. All deviations beyond established timeframes shall be documented.

Appeals should be addressed to:

Early Childhood Iowa Muscatine County
Attn: Director
149 Colorado Street
Muscatine, IA 52761

5.0 Contracting

Policy 5.4	Title: Eligibility	Date Approved: 9.14.2020
Effective Date: 9.14.2020	Approved by: Early Childhood Iowa Muscatine County Board	

Policy: Eligibility

By-Law Reference: N/A

Purpose: Determination of who is eligible to receive services with ECIMC funds.

Scope: All children age prenatal through five, residing in Muscatine County will be eligible for services through qualified and approved programs providing services on behalf of Early Childhood Iowa Muscatine County.

Responsibility: The ECIMC Board, ECIMC Director, and Contractors of Service

Procedures: Programs must adhere to all requirements and standards set forth by the Board and the Early Childhood State Board. Every effort will be made to contact other ECIA boards in surrounding counties to ensure children are served when crossing county boundaries. The ECIMC board will not financially support children in programs that are living outside Muscatine County unless special circumstances exist and may be handled on a case to case basis with approval from the board.

Contact Information for surrounding Early Childhood Iowa Areas:

ECI Area Name:	Cedar, Jones Early Childhood Iowa	Scott County Kids	Johnson County Empowerment	DHLW ECI Area
Director:	Sherri Hunt	Diane Martens		Tasha Beghtol
Address:	24594 110th St. Anamosa, IA 52205	600 W 4th St Davenport, IA 52801	855 S. Dubuque Street, Suite 202B Iowa City, IA 52240	
Phone:	Phone: 319-462-6968	Phone: (563) 326-8221	Phone: 319-339-6179	Phone: 319-461-1369
Fax:	Fax: 319-462-6968	Fax:(563) 328-3224	Fax: 319-688-5711	
Website:	http://www.cedar-jones-earlychildhoodiowa.org	www.scottcountykids.org	www.jcempowerment.com	www.DHLW.org
Counties Served:	Cedar and Jones	Scott	Johnson	Des Moines, Henry, Louisa, Washington